



Report of the Cabinet Member for Care, Health & Ageing Well

Adult Services Scrutiny Performance Panel – 30 July 2019

WEST GLAMORGAN PARTNERSHIP

(formally West Glamorgan Partnership Health and Social Care Programme)

Purpose	To provide a briefing as required by the board in relation to: <ul style="list-style-type: none"> • Update on West Glamorgan Transformation Programme arrangements following review
Content	This report includes an overview of the new West Glamorgan Partnership, including the Vision, Aims and Principles of the Programme, Governance and Key Workstreams under each of the 3 transformation boards.
Councillors are asked for their views on	<ul style="list-style-type: none"> • The overview of the West Glamorgan Partnership Programme including the current governance arrangements and workstreams • The workstreams for 2019/20 and beyond
Lead Councillor(s)	Cllr Mark Child, Cabinet Member for Care, Health and Ageing Well
Lead Officer(s)	Dave Howes, Director of Social Services
Report Author	Nicola Trotman, Nicola.Trotman@swansea.gov.uk

1. Vision and Aim of “West Glamorgan Partnership”

- We will drive transformational improvements in wellbeing, health and care for the populations we serve through better practice, better services, better technologies and better use of resources.
- We will change the way that we work with citizens away from paternalistic care to shared responsibility and co-production.
- We will secure the delivery of seamless care which will meet the outcomes that matter to the people we serve and support through integration, earlier intervention and prevention
- We will manage our common resources collaboratively and pool resources wherever we can.
- We will have a single and simple governance structure covering Public Service Boards, the Regional Partnership Board and sub-structures for the region.

The Regional Programme exists to:

- Drive continuous improvement in wellbeing, health and care in partnership.
- Work in co-production with partners from the third sector, voluntary sector, private sector and our citizens to secure more seamless care in communities.
- Cross service boundaries to develop better, more seamless care.
- Promote a healthier region through asset-based communities.
- Make sure our agencies put people at the heart of wellbeing, health and care transformation, integration and prevention.
- Help to make sure that people live healthier and happier lives
- Deliver the Regional Transformational Strategy and Plan

2. Strapline for “West Glamorgan Partnership”

The aims and vision of West Glamorgan Partnership can be summed up in the following simple strapline, which we can use in all promotional material.

Promote our regions real wealth through better wellbeing, health and care

3. Principles of “West Glamorgan Partnership”

- The region will identify opportunities to develop economy of scale by delivering regional services, where not optimal the programme will “design regional and deliver local”
- “West Glamorgan Partnership” will focus on issues that can best be addressed by a joint regional approach to design
- The programme and projects will need to show that they meet the Future Generations ‘5 ways of working’ test. ie they should be about the long term, prevention, involvement, collaboration and integration

- “West Glamorgan Partnership” will only deliver programmes and projects that are multi-agency and not just limited to Local Authority’s
- “West Glamorgan Partnership” will take an asset-based approach, promoting citizens responsibility for their own wellbeing, health and care and moving away from paternalistic models of care.
- The programme and projects will demonstrate how they are driving culture change so that citizens will be effective co-producers of services, and workers will build their skills and expertise in helping people with ‘What Matters’ to them.
- “West Glamorgan Partnership” will demonstrate how the programme and project’s work will secure longer-term savings and that changes will be affordable.
- Our programme and projects will be geared to supporting the Healthier Wales vision of seamless wellbeing, health and care in neighbourhoods
- Each project will have a very clear agreed business case which will include the project deliverables, project plan with identified resources for delivery including citizen engagement, communication strategy, demonstrating the expected outcomes in straightforward language and not just quantitative terms
- Programmes and projects will not overlap or undermine each other.
- The overall programme architecture will deliver cost-effective and efficient governance and scrutiny.
- The programme and projects will be ambitious in their scope – aiming for 3-5 years into the future and recognise the likely changes in technology, medicine and care which are coming round the corner
- All programmes and projects will demonstrate how they address any implications for housing, acute and specialist care, social enterprises, voluntary and private sector providers as well as public sector bodies.
- All programmes and projects will demonstrate how they add “Social Value”
- “West Glamorgan Partnership” will communicate in clear language and will adopt the principles defined by the co-production group.
- Any new priorities identified will be managed by one of the Transformation Boards.
- Business as Usual Services will report to the Programme on a 6 monthly or annual basis.

4. Governance

4.1 Purpose of the Regional Partnership Board

The Regional Partnership Board’s main purpose is to drive the strategic and cultural changes required to transform the regional delivery of social services in close collaboration with health. The regional agenda in health and social services and skills is part of an important wider reform agenda for public services in Wales.

Regional Boards are a legislative requirement under the Social Services and Well-being (Wales) Act 2014 (Part 9) and the Partnership Arrangements (Wales) Regulations 2015.

The purpose of the Regional Partnership Board is to provide strategic governance on a wide range of health and social care service related matters, to be supportive and assist to unblock any issues that are preventing progress on the agreed strategic priorities and the work programme.

Specifically in accordance with the Social Services and Well Being Act the board will:

- Respond to the population assessment
- Implement the Regional Area and Action Plans
- Ensure sufficient resources for the partnership arrangements in accordance with its powers
- Promote the establishment of pooled funds, where appropriate
- Ensure that services and resources are used in the most effective and efficient way to transform outcomes for people in the “West Glamorgan Partnership” region
- Prepare an annual report for Welsh Ministers on the extent to which the Board’s objectives have been achieved
- Provide strategic leadership 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

The Regional Partnership Board will, through its agreed area and action plan, prioritise specific areas. In doing this, it will recognise the priorities set out in the Act in relation to the integration of services for:

- Older people with complex needs and long term conditions, including dementia
- People with learning disabilities
- Carers, including young carers
- Integrated Family Support Services
- Children with complex needs due to disability or illness

4.2 Membership of the Regional Partnership Board

Membership of the Regional Partnership Board as outlines in Part 9 of the Social Services and Well-being Act 2014 records that the board must include the following:

- a. at least one elected member of a local authority which established the regional partnership board;
- b. at least one member of a Local Health Board which established the regional partnership board;
- c. 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;
- d. at least one representative of the Local Health Board which established the regional partnership board;
- e. at least two persons who represent the interests of third sector organisations in the area covered by the regional partnership board;
- f. at least one person who represents the interests of care providers in the area covered by the regional partnership board;
- g. at least one person to represent people with needs for care and support in the area covered by the regional partnership board;

- h. at least one person to represent carers in the area covered by the regional partnership board.
- i. at least one senior local authority officer responsible for housing including the responsibility for or links to capital investment in housing, in the area covered by the regional partnership board;
- j. at least one person who represents registered social landlords in the area covered by the regional partnership board;
- k. at least one senior local authority officer who has responsibility for education in the area covered by the regional partnership board.

The Regional Partnership Boards 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.

It was further noted that an additional way of ensuring involvement of the additional groups for example housing leads, fire service, police service, ambulance service, education and primary care may be better served by them attending the Transformation Boards.

Further exploration of the links and governance between the Public Service Board and Regional Partnership Board will take place in order to identify the commonalities and links in order that the relevant officers responsible for the various workstreams are sighted on the pieces of work where there is potential overlap.

Transformation and Business as Usual Services

The majority of attendees at the workshop concluded that the Regional Partnership Board should only be concerned with transformative programmes and services that will be delivered on a Regional basis.

It was evident that the Regional Partnership Board would need oversight of Business as Usual Services, but the Management Boards for the Business As Usual services would be the point of contact for escalating issues. The workshop attendees discussed the requirement for the Business as Usual Services to report to the Regional Partnership Board on an annual basis.

4.3 West Glamorgan Partnership Regional Scrutiny Panel

It was proposed during the review workshops that the region should consider establishing a Regional Scrutiny Panel for West Glamorgan Partnership rather than each Local Authority and Health Board scrutinising separately. Further discussions have since taken place and RPB members have agreed to review at a later date given there is an ongoing national review of partnerships, the new Programme is in the early stages of development and additional resource and capacity would be required to deliver regional arrangements

4.4 West Glamorgan Partnership Citizen Groups

Feedback from Citizens during stage 1 of the review included:

- While the purpose of the Citizen's Panel is to increase citizen influence on the design and delivery of future services, this can sometimes get confused with the natural desire of individual service users or carers to have their own individual issues dealt with.

- The frequency of the meetings (quarterly), gives a very limited opportunity for citizens to develop their knowledge and understanding of the programmes and projects in West Glamorgan Partnership, so feedback and perceived influence is inevitably limited. As a result, the Citizen's Panel can be seen, as one interviewee put it, as a *'rubber stamping process'*.
- There is very limited citizen involvement across the Programme, so influence is currently at a very low level.

4.4.1 West Glamorgan Partnership Citizens Forum

The Citizens Panel as it is currently constituted essentially seems to be trying to do too many different tasks.

We propose that:

- A new forum is developed whereby the Citizen Representatives of the Transformation Boards and Regional Partnership Board bring topics of relevance for further discussion.
- The Forum will be chaired by a member of the Citizens Forum chosen by the group
- Statutory Partner Officers will be in attendance but will not be responsible for the agenda setting although may request that topics of relevance be added.
- Support will be provided from the Statutory Partners in advance planning dates and venue arrangements
- Support will be provided to the Chair of the Citizens Forum in producing the agenda for publication
- This forum will be the place for Citizens to air concerns regarding the West Glamorgan Partnership Transformation Programme.
- The Citizens Forum will only be concerned with the Key Priorities of the West Glamorgan Partnership Transformation Programme (below); other areas of concerns will need to be taken by citizens to local groups:
 - Older Adults –specifically Adults requiring care on leaving hospital and dementia
 - Adults with Complex Needs – specifically individuals living with Mental Health or Learning Disabilities
 - Children and Young People – specifically Children on the Edge of Care or with Complex Needs
 - Carers
 - Digital Transformation – Specifically WCCIS

4.4.2 West Glamorgan Partnership Co-production

We propose a more inclusive role for the Citizens within each of the Transformation Boards to support the Co-Production of Regional Services. Citizens with a vested interest in the subject area could be recruited through an advertisement and interview process for a fixed term.

These roles will require a clear role description and expenses will need to be provided for attendance.

The citizens engaged in the co-production across the transformation programme could share the work of “West Glamorgan Partnership” with other service users and carers within groups they already engage with ensuring strong links across the community.

As above, citizens could meet together quarterly to advise the service user and carer representatives on the RPB about the progress on their programmes and projects under the title of ‘Citizen’s Forum’.

As work plans progress, additional co-production may be required and we propose that existing groups across the region are utilised and requests made to those groups for support, for example; Mental Health Groups and Learning Disability Groups within Abertawe Bro Morgannwg Health Board.

Finally if the West Glamorgan Partnership Transformation Team require support with specific tasks, for example development of the Area Plan or amendments to the Web Site, a group will be specifically constituted from the citizens already involved in the Transformation Boards.

4.5 West Glamorgan Partnership Executive Board

It was evident that the current Leadership Group needs to be reconstituted to become an Executive Board. The Membership of the Board is to include a Lead Chief Executive Officer, with standing invites to other Chief Executive Officers, Directors, together with Representation from the Third Sector, Providers, Citizens and Carers. Key role of the Executive Board will be to provide strategic direction to the Regional Transformation Boards.

4.6 Transformation Boards

All attendees agreed that the current number of programmes within West Glamorgan Partnership Governance is too unwieldy and requires streamlining.

It was agreed at the workshops that there should be three strategic boards:

- Children and Young Peoples Transformation Board (refer to pt 6.1 for further detail)
- Adult Transformation Board (refer to pt 6.2 for further detail)
- Integrated Transformation Board (refer to pt 6.3 for further detail)

4.6.1 Membership of the Transformation Boards

- Directors of Social Services
- Health Board Representation appropriate to the Board
- Health Board Representation from Strategy and Partnerships
- Citizen Representation appropriate to the Board
- Carer Representation appropriate to the Board
- Third sector representation appropriate to the Board

- Provider representation appropriate to the Board
- Transformation Manager (“West Glamorgan Partnership” Transformation Office)
- Primary and Secondary Care representation
- Education representation appropriate to the Board
- Head of Service representation appropriate to the Board
- Housing representation appropriate to the Board

4.7 Diagram of the Governance Structure

A diagram of the proposed “West Glamorgan Partnership” governance structure is located in **Appendix A**

5. Regional Priorities

The regional priorities in the Area Plan for 2018-2023 were reviewed and one priority for CYP was added: CYP.P3: Safe reduction of Looked After Children from 2019 onwards.

The Area Plan focuses on the following five themed chapters, which align with the Population Assessment priorities and where regional working has been identified as adding the most value:

- 🏠 Older People (OP)
- 👶 Children and Young People (CYP)
- 🧠 Mental Health (MH)
- 🧑 Learning Disability and Autism (LD)
- 👨 Carers (cross-cutting theme) (CA)

To this end, the following priorities were agreed by the Regional Partnership Board:

- OP.P1:** Develop and maintain a sustainable range of services that meet demand, enabling individuals to remain at home while maintaining their independence for as long as possible receiving appropriate support at times of need.
- OP.P2:** Develop and provide a range of future accommodation options to meet demand and enable people to remain independent for as long as possible.
- OP.P3:** Develop community resilience and cohesion to tackle social isolation in areas where older people live
- OP.P4:** Develop an optimum model for older people’s mental health services (including relevant components of the Welsh Government All Wales Dementia Strategy/Plan)
- CYP.P1:** Develop a better range of services for all children with emotional difficulties and well-being or mental health issues, including transition and single point of access to services
- CYP.P2:** Develop robust multi-agency arrangements for children with complex needs
- CYP.P3** Safe Reduction of Looked After Children

MH.P1: Commence implementation of the agreed optimum model for Adult Mental Health services, as outlined in the West Glamorgan Strategic Framework for Adults with Mental Health problems

MH.P2: Ensure placements for people with complex needs are effective, outcome-based and appropriate

LD.P1. Develop age blind person centred models of care to ensure prevention and early intervention through multi-disciplinary services, by remodelling services away from establishment-based care into community-based services.

CA.P1: Ensure work continues to promote early recognition of all Carers so that they are signposted to information and support in a timely manner

CA.P2: Develop and continue to provide information, advice, assistance and support to all Carers enabling them to make informed choices and maintain their own health and well-being

CA.P3: Co-produce with all Carers on an individual and strategic basis so that their contribution is acknowledged and their voices are heard.







6. Transformation Programmes

6.1 Children and Young Peoples Transformation Board

The Children and Young People's Transformation Board's main aim is to oversee the development and delivery of the regional transformation of Children's Services.

We want all children, young people and families to live safe, healthy and fulfilled lives and to reach their full potential. Our services will work together to help families and communities to be resilient and independent. When they need extra care or support, we will listen carefully to what they say, and work hard to provide the right help at the right time.

The Children and Young People Programme will focus on:

-  ensuring children and young people get a great start in life
-  preventing problems arising and promoting resilience
-  working as equal partners (organisations/agencies, professionals and citizens)
-  offering safe, proven and cost-effective seamless services
-  helping people quickly when they need it so that problems don't get out of hand, and we can reduce the demand for complex or substitute care
-  working across professional and agency boundaries whenever it is in the interest of children, young people and families.

Programme Aims and Objectives

A place which helps children, young people and families reach their potential. We want all children, young people and families in "West Glamorgan Partnership" to live safe, healthy and fulfilled lives and to reach their full potential. Our services will work together to help families and communities to be resilient and independent. When they need extra care or

support, we will listen carefully to what they say, and work hard to provide the right help at the right time. Our work together will focus on:

- Ensuring children and young people get a great start in life
- Preventing problems arising and promoting resilience
- Working as equal partners: agencies, professions and citizens
- Offering safe, proven and cost-effective seamless services
- Helping people quickly when they need it so that problems don't get out of hand and we can reduce the demand for complex or substitute care
- Working across professional and agency boundaries whenever that is in the interests of children, young people and families

The Board comprises the following workstreams:

Regional Strategy to reduce the number of Children and Young People who experience Care

This workstream provides a strategic overview of the schemes within the Children and Young People's Transformation Board that are working towards the safe reduction of children and young people experiencing care. The strategy will ensure a collaborative approach with multi-agency partnership arrangements in place to deliver services that are joined up and focused on achieving good wellbeing outcomes.

Multi Agency Placement Support Service (MAPSS)

MAPSS is a regional multi-disciplinary team, fully operational since last August 2018. It aims to help children who are currently in foster care or residential care and are at risk of emotional and behavioral difficulties. The team goes in and provides specialist support and provides a particular focus on children with complex needs who have experienced placement instability and educational disruption.

The Service will support children to ensure practice across the West Glamorgan Region is preventative, pro-active, planned and promotes permanence.

The creation of the service was driven by the need to develop an effective pathway to improve the mental health and emotional wellbeing of looked after children with particularly complex needs. Often looked after children fall outside of universal mental health services as they require interventions that not only consider their attachment, early trauma but require an approach which promotes the development of resilient carers to provide them with a stable base from which to start to understand their story and start to develop positive relationships with their care givers.

Children and Young People's Emotional and Mental Health Planning Group

There are a number of streams under this work supporting the regional programme for children and young people. They include:

1. Access to Child & Adolescent Mental Health Services (CAMHS)
2. Neurodevelopmental Disorders
3. CAMHS Liaison (ICF) – Early intervention available through Social Services and Education - placed in social work team and links to schools (e.g. counselling services in school)

The CAMHS liaison work is the establishment of an integrated, multi-agency approach to support children and young people, with professionals getting the right support at the right time. The main objectives of the CAMHS liaison work is as follows:

- 🧩 Consider and facilitate the options available to children, young people & adolescents on an individual case basis
- 🧩 Provide additional support to schools, social services and health professionals
- 🧩 Reduce the number of inappropriate referrals to CAMHS, and reduce the demand for a part 1 assessments
- 🧩 Provide an equitable service and better access to existing support across the West Glamorgan area.

Post Adoption Support

The aim of the Post Adoption Support service is to provide targeted and specialist psychological support and services for children and young people with a plan for adoption, and who have been adopted. It will provide support that is underpinned by the following guiding principles:

- 🧩 Meeting need early – providing timely access to support and intervening early so families do not have to reach a crisis point before meeting the threshold for support
- 🧩 Access to psychological services throughout the journey of adoption – providing support throughout the various stages of the adoption process
- 🧩 A multi-layered approach – working with professionals and with adoptive parents, and facilitating access to specialist therapeutic support for families where it is needed.

Edge of Care Service

To develop a new regional intensive family support service that is capable of delivering effective interventions with children and families on the edge of care, those in care where there is a plan for rehabilitation and to prevent placement disruption for children at risk of escalating to a high cost package of care.






The objective of this programme is to strengthen the offer of support to families with the most complex and entrenched needs. The programme aims to achieve the following:

- 🧩 promote the personal outcomes of the most vulnerable families in our communities,
- 🧩 support the safe reduction in the number of children and young people who are looked after, and reduce the number of children and young people requiring high cost packages of care, e.g. residential or secure accommodation.

6.2 Adults Transformation Board

The Adults' Transformation Board oversees the transformation of Health and Social Care services for adults, ensuring partners work together to improve outcomes for citizens across the West Glamorgan region.

The Adults' Transformation Board will:

-  monitor the progress of the services in scope
-  ensure that services deliver the anticipated outcomes to the intended service user groups
-  monitor budgets to ensure value for money
-  ensure co-production is embedded across all work programmes
-  ensure that Social Value is referenced and reviewed as appropriate.

Programme Aims and Objectives

- Planning and commissioning services for older people that require a common approach across the region
- Implementation of the “What Matters to Me Model” and development of services
- Strategic planning, commissioning and delivery of service models for adults
- Implementation of operational processes and pathways to ensure consistency across the region
- Ensuring the right support services are in place to support integration
- Effecting a sustainable and efficient ‘practice to commissioning’ methodology across West Glamorgan Partnership which commissions high quality health and social care services which are proportionate to need and are cost effective.
- Enable sharing and coordination of information, intelligence and planning together in service areas of common interest.
- Help partners shift front line practice towards the requirement of the Social Services and Well Being Act 2014

The Board comprises the following workstreams:

Optimal Model Review of Intermediate Care Services

In 2014, the organisations that made up the then West Glamorgan Partnership Regional Partnership - Abertawe Bro Morgannwg University Health Board (now Swansea Bay University Health Board), Neath Port Talbot County Borough Council, Swansea Council and Bridgend County Borough Council agreed to work together to improve services for older people across the region.

This included ensuring those providing Health and Social Care services listened to individuals about what was important to them in terms of their own personal wellbeing. The intention was to change the nature of the conversations with people by asking ‘what matters to you?’, rather than ‘what’s the matter with you?’. By shifting the focus, it was hoped that Health and Social Care services would work towards what individuals identified as being important to them, rather than assuming what people needed and suggesting what type of care should be provided.

An independent review of the regional approach was undertaken in 2017, which found that services were generally working well. However, there is always room for improvement.

This optimal model review will look at each part of the service put in place in 2014, and determine if everything is still working efficiently and delivering the best possible outcomes for people.

‘Hospital 2 Home’ Recovery Service

The ‘Hospital 2 Home’ Recovery Service focuses on ensuring patients leaving hospital receive the right level of reablement care and support. The service aims to improve outcomes for frail, older people following an unscheduled admission to hospital.

Earlier discharge from hospital will be facilitated through Third Sector and community reablement services, with a view to reduce demand and long-term pressures on managed care services. The intention is to create a system that is financially viable, while making the best use of resources and delivering the best outcomes for those leaving hospital.

The service will ensure care packages are appropriate before being put in place, which will prevent over-prescribing of Social Care over long periods of time. Coproduction and decisions based on ‘what matters’ to the individual will be central to every case, in keeping with the service’s ethos of empowerment and person-centred care.

How will this be achieved?

Trained staff will assess people in hospital and at home to identify their needs and ensure provisions are in place to facilitate a safe and comfortable discharge. Staff responsible for delivering the service work across Health, Social Care and the Third Sector, and have an in-depth knowledge the kinds of support available.

Development of a Strategic Framework to support those living with Dementia and their Carers

Dementia is a major public health issue in Wales. Approximately 42,000 people have dementia, and it is most common among older people. As life expectancy increases, so will the prevalence of dementia, posing a significant challenge to Health and Social Care services.

We must also acknowledge the care and support of those with early onset dementia. As with late onset dementia, the consensus is that prevalence increases exponentially with increasing age, roughly doubling every five years.

Over the years many organisations, including parts of Health and Social Care services, have developed services and projects aimed at supporting people living with dementia, their families and carers. The development of services has not always been ‘joined-up’ with different organisations not always understanding what each can offer.

The plan for this work stream is to look at all the services offered and take a more strategic, joined-up approach to ensure people receive the best possible support and care. The [Welsh Government’s Dementia Action Plan for Wales \(2018-2022\)](#) provides a basis for this agenda in West Glamorgan.

It includes seven key themes:

1. risk reduction and delaying onset
2. raising awareness and understanding
3. recognition and identification
4. assessment and diagnosis
5. living as well as possible for as long as possible with dementia
6. the need for increased support
7. the implementation of actions to support the plan.

These themes provide a solid foundation upon which to build a strategic framework. However, before we start planning for the future we need to understand our current position. The first step will therefore be a 'mapping exercise'. This will capture what support is already available, identify what might be missing and help formulate an approach to support existing services and develop provision where there are gaps.

The mapping exercise will include all statutory and non-statutory Health and Social Care services that people living with dementia and their carers can access. This will help provide a better understanding of the processes and experiences of dementia care, offering an insight into how care is delivered and identifying any barriers.

The mapping exercise will run alongside, and inform, the development of a strategic framework. The framework will highlight the key areas which need to be developed, and identify examples of good practice that will be rolled out across the region.

Commissioning for Complex Needs Programme

The Commissioning for Complex Needs Programme is transforming the lives of people receiving care services, while also delivering significant financial benefits. Its main aim is to address any irregularities in the quality of commissioned care across the region. This involves fostering positive, co-productive relationships with care providers, with the ultimate aim of increasing the independence of service users, and supporting them to achieve their personal well-being goals.

The ethos is one of true collaboration that puts the person at the centre of service planning and delivery. Care providers work closely with representatives from health and social services to create bespoke, outcome-focussed packages of care for each individual.

This methodology empowers people to support themselves, become less reliant on services in the longer term, meaning cashable savings are also realised.

The main aims of the Commissioning for Complex Needs Programme are:

- ✿ To effect a sustainable and efficient 'practice to commissioning' methodology across West Glamorgan which commissions high quality health and social care services which are proportionate to need and are cost effective.
- ✿ To enable sharing and coordination of information, intelligence and planning together in the service areas of common interest
- ✿ To help partners shift front line practice towards the requirement of the Social Services and Well-being (Wales) Act 2014
- ✿ To provide opportunities for people with learning disabilities to live fulfilled lives within their local community, being closer to family, friends, specialist services and support networks.

These will be achieved through implementing an 'Outcome Focused' methodology to assess an individual's needs and identify opportunities where independence can be developed.

Focusing on outcomes creates a pathway to independence, which in turn reduces the need for people to access residential or hospital provision.

A 'step down' model will also be implemented to move individuals from long-term residential and educational facilities into more suitable provision that is closer to home whilst also increasing independence.

Well-being and Mental Health

The Well-being and Mental Health Board was established to oversee the implementation of a new Strategic Framework for Mental Health, as well as the delivery of the Welsh Government's 'Together for Mental Health Strategy'. It reports directly into the West Glamorgan Adults' Transformation Board.

Implementing the Adult Mental Health Strategic Framework

The policy agenda for Mental Health and Learning Disability services is aligned to the principles of the Social Services and Well-being (Wales) Act 2014 and the Well-being of Future Generations (Wales) Act 2015; that we cannot continue to do things in the same way if we are to meet future challenges and increasing demand.

The Strategic Framework for Adult Mental Health (created in 2018) covers the whole spectrum of need; from building resilience at a community level, to improving the range of specialist services available to people with the most complex needs. It incorporates the findings of a report commissioned by the previous West Glamorgan Partnership Regional Partnership Board on unmet Mental Health needs in our area.

Developed co-productively with stakeholders and service users, this framework provides a clear direction of travel for enhancing the availability of services across Health and Social Care. The framework lays the foundation for the development of a new model which will deliver a range of services available to everyone experiencing Mental Health problems (irrespective of the severity), with a clear focus on prevention and earlier intervention.

6.3 Integrated Transformation Board

The Integrated Board was established to oversee any programme or project which was cross cutting across both Adults and Children. There are a variety of workstreams operating under the West Glamorgan Integrated Transformation Board.

Programme Aims and Objectives

- Deliver for the West Glamorgan Partnership partner organisations an electronic information system which will enable safe sharing of information and help to deliver improved care and support for people across the region
- Develop a Digital Strategy for the Region
- Develop a Housing Strategy for the Region
- Carers, irrespective of age and situation, should be supported throughout their time as a Carer, given information when they need it and in a way which meets their needs, and be full partners in the planning and provision of care and support for those they care for.

The Integrated Transformation Board comprises the following workstreams:

'Our Neighbourhood Approach' Transformation Funded Programme

'Our Neighbourhood Approach' focuses on the seamless integration of Health and Social Care services using an asset-based approach and pioneering initiatives designed to empower people and communities to manage their own health and personal well-being. This new and innovative approach will transform the way in which people are supported in terms of their health and social care. It focuses on maximising the assets available in communities and centring provision around the 'whole person' and the 'whole family'. It is focussed on 2 areas, the North Hub location in Swansea, which covers Cwmtawe and

Llwychr and the Briton Ferry and Melin area in the Neath Cluster. A more joined-up way of working will lead to better communication between service providers and the introduction of a single point of contact for health and social care will prevent individuals from having to repeat their story time and time again.

Although elements of the initiative focus on care and support for older people, 'Our Neighbourhood Approach' also aims to:

- 🏡 improve the mental well-being of all citizens
- 🏡 promote the independence of individuals with a learning disability, and
- 🏡 support families and communities to maintain the safe care of children.

It is expected that success will come in the form of a heightened awareness of self-care, self-responsibility and prevention among citizens. This in turn would lead to a reduction in the cost of admissions to hospital, primary care and residential placements.

'Our Neighbourhood Approach' represents a significant culture shift for both citizens and staff within organisations delivering services. The ethos is one of true collaboration as services will work co-productively with local people to build resilient, inclusive communities.

'Whole Systems Approach For Primary Care Clusters' Transformation Funded Programme

The 'Whole Systems Approach' aims to achieve a transformed model of a cluster-led integrated Health and Social Care system for the cluster populations. Initiated and informed by the Cwmtawe Transformation Programme, by systematically implementing a range of projects locally and including a phased roll-out in the seven remaining Health Board clusters, which included Cwmtawe commencing November 2019, Neath cluster starting in April 2019 and both Llwcwyr and Upper Valleys starting in July 2019. The remaining four clusters will commence in January 2020.

This programme dovetails 'Our Neighbourhood Approach' Programme in the 3 clusters, Cwmtawe, Llwcwyr and Neath.

The overall strategic aims are to:

- 🏡 Improve wellbeing across the age spectrum. There would be a key focus on facilitating self-care and building community resilience. There would also be a key focus on the earliest years, and young carers and mental well-being.
- 🏡 Co-ordinate services to maximise well-being, independence and care closer to home. This would include Cluster Networks having control to design, co-ordinate and implement services in partnership with the community that effectively meet patient and carer need. There would be a particular focus on older people in relation to integrated services trying out new models of care closer to home and reducing unscheduled admissions.

The proposal was based on the intent for this model to become self-sustaining through the improvement in health and wellbeing, co-production and use of social prescribing as an alternative to more traditional models of Health and Social Care, including a shift of resources where appropriate from secondary to primary care.

Development of Regional Housing Strategy

In 2018, the former West Glamorgan Partnership Regional Partnership Board agreed that Housing required a more strategic focus within the Transformation Programme.

The 'Your Housing, Your Health' symposium was held in October 2018, which enabled all key partners to come together to identify key issues and agree next steps.

As a result, the Regional Partnership Board agreed that the current Health and Housing Group be reformed as the new West Glamorgan Health, Social Care and Housing Group and this Group would play a central role in the development of a five year capital programme for the expenditure of Integrated Care Fund capital.

The main aim of the Social Care, Health and Housing Group is to devise a regional Housing Strategy. The Strategy's key priorities will be funded by the Integrated Care Fund Capital Programme, and will align with the workstreams and projects within the West Glamorgan Transformation Programme.

Co-production

The new West Glamorgan structure ensures that co-production is embedded across all areas of work. One of the key principles for West Glamorgan is, "We will change the way that we work with citizens away from paternalistic care to shared responsibility and co-production".

Citizens with a vested interest in West Glamorgan Regional Partnership Board's five themed priorities are being recruited to sit on the Transformation Boards and Implementation Groups across the programme. This represents a more inclusive role for both citizens and carers in the planning and delivery of transformative projects and workstreams. Neath Port Talbot CVS and Swansea CVS are supporting for the overall co-ordination of co-production for West Glamorgan and oversee the recruitment of citizen and carer representatives. They are experienced at engaging with individuals who are harder to reach, and will use their existing networks and contacts to engage with citizens and carers. This will include drop ins to engage with others who may not traditionally engage with co-production.

West Glamorgan Co-production Group

The West Glamorgan Co-production Group (formerly 'West Glamorgan Partnership'), was established in April 2018 as a smaller sub-group of the broader Citizens' Panel. Its purpose is to identify specific tasks suitable for co-production (e.g. communications activities, opportunities for wider engagement). The group will continue to meet and deliver against a work plan comprising specific actions.

Social Value Forum

Part 2, Section 16 of the Social Services and Well-Being (Wales) Act 2014 places a duty upon Welsh Local Authorities, along with Health Board partners, to: "establish regional forums to support social value based providers to develop a shared understanding of the common agenda, and to share and develop good practice. The aim of the forum is to encourage a flourishing social value sector which is able and willing to fulfil service delivery opportunities".

September 2018 saw the launch of our region's Social Value Forum, with over 80 members of the community, statutory sector partners and community organisations coming together to pledge their support. Further forum meetings to be organised. The Social Value Forum has a broad remit and is open to anyone with an interest in enhancing

the health and well-being of citizens and building stronger, more resilient communities.

The project will also ensure that there are links with the co-production work, in particular around Measuring the Mountain and Most Significant Change. Members of the co-production network will link with the Social Value Forum in order to ensure that the work of the Forum is delivering organisational and service changes that do work for citizens.

Training will be made available to Forum members, with more in depth Social Return on Investment training for key staff within Regional Partnership Board partner organisations. This will mean that there is a cross sector understanding of the approach, those attending training could then be tasked with sharing the learning within their own organisations and being 'ambassadors' for social value, reporting back to the Forum on individual action plans to implement the social value approach within their own organisation. Alongside the Social Return on Investment, Measuring the Mountain and Most Significant Change work, regional procurement colleagues would have access to Social Value Academy training so that those procuring services are also adopting a consistent approach to delivering social value across the region.

Social Enterprise

The aim of the project has been to deliver development support and capacity building to third sector organisations to assist them to become sustainable, to develop additional and diverse local services within the sector to meet the health and wellbeing needs of citizens. The social enterprise development support offered links to the Act and the need to transform and develop new models of service delivery. The support service is offering ongoing support to projects at various stages of development, if the support service was lost there would be a risk to reaching the full potential of some of the developments in progress, this includes work with startup groups referred by social services where exploratory work is ongoing.

Development of Carers Regional Strategy

A Multi-Agency Board, now titled the West Glamorgan Carers Partnership Board has been active for the last seven years, producing and overseeing an annual regional action plan with the overall aim of improving the lives of unpaid carers across the region.

The main aim of the West Glamorgan Carers Partnership Board in 19/20 will be to develop a regional strategy for carers. This will include the development of a vision for the region, including review of priorities, co-produced by carers. Review of the current governance structure will take place to simplify and align with new West Glamorgan structure.

Digital Transformation and the Welsh Community Care Information System (WCCIS)

One of the common and key impediments to integrated working between Health and Social Care services nationally and within the West Glamorgan region has been the inability of services to share information effectively.

To meet the necessary functional requirements of a solution to support the required integrated working, Local Authorities and NHS Wales organisations jointly procured the Welsh Community Care Information System (WCCIS) ensuring that the business and technical design is person centred and allows professionals to access and share information.

The implementation of WCCIS within the region goes hand in hand with digital transformation and enabling professionals to easily access and utilise information remotely within the community. In the latter half of 2018, the regional WCCIS board acknowledged that it is not going to reach the desired outcome of ICT supporting integrated working in the region, by implementing WCCIS alone. It was agreed that the regional WCCIS board needed to broaden its scope to include other digital opportunities and deliver benefits to service delivery.

The objective of this programme is to deliver the ambitions set out within the Welsh Government plan 'A Healthier Wales' to "[use] technology to support high quality, sustainable services" and meet the needs of the citizens within the region through the provision of an innovative digital strategy. This will be supported by the implementation of the WCCIS and the technologies that will enable mobilisation of the workforce, in order to deliver "new models of seamless local health and social care" and achieve the best possible outcomes for citizens across the region.

Swansea Council are well-into their implementation plan having signed their Deployment Order with the supplier CareWorks in October 2018, who continue to work closely with the Authority to ensure progress is monitored. Swansea Bay University Health Board's WCCIS project team presented an outline business case to the Investment and Benefits Group in November 2018, who approved the project moving into stage 2, to produce a full business case and draft a Deployment Order by December 2019. Neath Port Talbot Council have recently reaffirmed their commitment to adopting WCCIS, and are engaging with the regional WCCIS team to draft a business case to be presented to Cabinet later this year.

6.4 Business Assurance Group

Programme Aims and Objectives

- Ensure that the ICF Funding and Transformation funding is allocated according to the guidelines set out by WG
- Ensure that performance assurance of all funded programmes and projects
- Manage any regional funding allocated to the Regional Partnership Board

Key Priorities

- To provide assurance to the Regional Partnership Board that the funding allocated to West Glamorgan Partnership is allocated and monitored appropriately
- To ensure Finance and Legal compliance across the partnership
- To ensure HR compliance across the partnership

7. Financial Implications

There were no financial implications for core funding in this programme. All programmes and projects are either funded via ICF funding or transformation funding.

8. Workforce Impact

Not applicable.

9. Equality and Engagement Implications

All individual programmes and projects will consider the equality and engagement implications.

10. Legal Implications

Not Applicable.

11. Risk Management

All individual programmes and projects utilise a risk management strategy.

Background Papers:

Western Bay Programme Update 15th September, 2018

West Glamorgan Governance Structure

