

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO THE GOVERNANCE AND AUDIT COMMITTEE

26 JANUARY 2023

REPORT OF THE CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING

TRANSFORMATIONAL LEADERSHIP PROGRAMME BOARD – BASELINE
GOVERNANCE REVIEW – CWM TAF MORGANNWG REGIONAL PARTNERSHIP
BOARD**1. Purpose of report**

- 1.1 The purpose of this report is to present to the Committee the Council's response to the Audit Wales report into the governance arrangements of the Cwm Taf Morgannwg Regional Partnership Board and the actions being progressed by regional partners to address the recommendations of the Audit Wales report (appendix B of the overarching report).

2. Connection to corporate well-being objectives / other corporate priorities

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:
- **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.
 - **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
 - **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

3. Background

- 3.1 Regional Partnership Boards (RPBs) have been established to assess population health, social care and wellbeing needs and to strategically plan services to meet the needs of the RPB population. RPBs are partnerships involving Local Authorities and Local Health Boards, housing providers and the third and independent sector. Bridgend County Borough Council moved from the Abertawe Bro Morgannwg Regional Partnership Board to the Cwm Taf Morgannwg Regional Partnership

Board (CTM RPB) in April 2019. This allowed for an opportunity to review and refresh the partnership governance arrangements.

- 3.2 At the time of the audit the governance framework beneath the RPB included the Transformation Leadership Programme Board (TLPB). The TLPB was a senior level co-ordinating group, overseeing the work of three programme boards: Children's, Adults and a cross cutting programme board.
- 3.3 The Audit Wales review sought to answer the question 'Are the TLPB arrangements supporting the four bodies to develop effective and sustainable approaches to regional working?'; gaining assurance that the Local Health Board and the three Councils were working together effectively through the aegis of the TLPB to support regional integrated working across the CTM region
- 3.4 The fieldwork was undertaken between November 2021 and January 2022 and auditors met with key individuals from the three Local Authorities, the Health Board, as well as third sector partners. Auditors observed meetings of the TLPB and other subgroups including the Children Services Programme Board, the Adult Services Programme Board, and the Finance Sub-Group.

4. Current situation/proposal

- 4.1 As outlined within the report originally the Cwm Taf Morgannwg was established in April 2019 when there was a change of local health board boundary and the new Cwm Taf Morgannwg region was established comprising former Cwm Taf partners (Rhondda Cynon Taf and Merthyr Tydfil) with Bridgend moving into the partnership arrangements. This gave the opportunity to review and update the governance arrangements.
- 4.2 Various workshops were held with all partners to consider the new governance arrangements when Bridgend moved across.
- 4.3 The RPB's purpose is to develop positive regional working across the various partnerships. It achieves this purpose to improve population health and wellbeing outcomes by:
 - developing services to meet the needs of the population as set out in the population needs assessments and Market Stability Report;
 - continuing to review and improve partnership working which promotes integration between health and social care services. To this end, the Integration Leadership Board, which replaces the TLPB is chaired by the chief executive of Cwm Taf Morgannwg Local Health Board;
 - developing a capital programme to strategically invest in services which most effectively meet needs.
- 4.4 The audit report was presented to the TLPB and RPB. The report found that the TLPB was well placed to develop stronger regional working building on the productive relationships. However, they did highlight that it needed to ensure its planning is more integrated and longer term, strengthen aspects of its governance arrangements and be more ambitious in using its combined core resources to have a greater impact on the CTM region.

4.5 Partnership Managers responded to the findings of the report:

Recommendation	Management Response	Completion Date	Responsible Officer
<p>1. Strategic planning and applying the sustainable development principle</p> <p>Our work found opportunities for the TPLB to strengthen its planning arrangements and demonstrate how it is acting in accordance with the sustainable development principle (as set out in the Well-being of Future Generations (Wales) Act). The principle should be integral to the TPLB's thinking and genuinely shaping what it does by:</p> <ul style="list-style-type: none"> a) taking a longer-term approach to its planning beyond five years, b) ensuring greater integration between the long-term plans of the four statutory bodies of the TPLB, and c) improving involvement of all members of the TPLB to ensure an increased voice for non-statutory partners and a better understanding of the purpose of the RPB more generally. 	<p>Agreed.</p> <p>Although the sustainable development principle is a fundamental consideration in all decision making, this will be made more explicit in reports to TLPB and RPB going forward. Transition to a new delivery plan has been completed and work will continue to integrate the long-term plans of the four statutory bodies improve involvement of non-statutory partners</p>	<p>31/03/23</p>	<p>Head of Regional Commissioning Unit (RCU)</p>
<p>2. Governance Arrangements</p> <p>The Cross-Cutting Programme Board is yet to be established. It is intended to oversee the development and delivery of regional cross-cutting services and could have a</p>	<p>Agreed.</p> <p>The governance arrangements beneath the RPB will be reviewed to establish a new integrated leadership board and integrated resources group.</p>	<p>30/07/22</p>	<p>Chair TLPB</p>

Recommendation	Management Response	Completion Date	Responsible Officer
<p>role ensuring a more coherent and impactful integrated community model. The TPLB should establish the programme board to ensure that decision making arrangements are in place to help resolve cross-cutting issues and risks brought to the attention of the RPB.</p>			
<p>3. Performance Management</p> <p>The outcomes and performance framework were still being finalised at the time of our review. The TPLB needs to finalise and implement the framework, ensuring it contains quantitative and qualitative measures that will enable the RPB to demonstrate outcomes and impact.</p>	<p>Agreed.</p> <p>Work is ongoing in relation to the performance framework in support of the new delivery plan and this will also need to reflect changes arising from the population needs assessment.</p>	30/09/22	Head of RCU
<p>4. Risk Management</p> <p>Our work found areas of risk management that need to be improved, particularly in relation to regional workforce planning. The TPLB should strengthen regional risk management arrangements by improving the identification and prioritisation of shared risks and ensuring mitigating actions are robust and clearly articulated.</p>	<p>Agreed.</p> <p>Within the new governance structure there will be an integrated resources group which will be tasked to develop the risk management framework.</p>	31/03/23	Chair TLPB
<p>5. Regional Commissioning Unit</p> <p>Our work found that the lack of capacity within the RCU was leading to some delays</p>	<p>Agreed.</p> <p>Additional infrastructure has been agreed to support dementia work and NEST framework</p>	31/12/22	Head of RCU

Recommendation	Management Response	Completion Date	Responsible Officer
<p>in progressing actions. The work of the RCU is crucial to the continuing success of the TPLB. The TPLB needs to consider how it can build capacity and maximise resources to support the TPLB and minimise overreliance on a small team.</p>	<p>and capital. Additional capacity will also be identified from partner organisations to support the programme delivery.</p>		
<p>6. Use of Resources Improving the health and social care outcomes of the region will require efficient and effective use of combined resources. Our work found that there had been some limited examples of pooled budgets and other arrangements for sharing resources. The TPLB needs to explore more innovative ways of sharing and pooling core resources across the region to maximise its impact and outcomes for the Cwm Taf Morgannwg population.</p>	<p>Agreed. The development of the RIF delivery plan is only one funding stream and TLPB recognises that we will need to align core budgets, for example around children with complex needs. This will be addressed through the planning cycle in advance of 2023/24</p>	<p>31/03/23</p>	<p>Chair of TLPB</p>
<p>7. Regional workforce planning Like many parts of the public sector, the region is experiencing significant workforce challenges. The TLPB needs to consider how it can facilitate a regional and strategic approach to addressing these challenges and to help it deliver its priorities.</p>	<p>Agreed. Regional workforce development arrangements exist through SCWDP Board workforce development group and work is underway to strengthen links with RPB and Health</p>	<p>31/03/23</p>	<p>Chair of TLPB</p>

4.6 A new Area Plan is being developed for next April 2023, which will build on information gathered in the Population Needs Assessment and the Market Stability Report.

5. Effect upon policy framework and procedure rules

5.1 There is no effect on policy framework and procedure rules.

6. Equality Act 2010 implications

6.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report, therefore it is not necessary to carry out an EIA in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

7. Well-being of Future Generations (Wales) Act 2015 implications

7.1 The Wellbeing goals identified within the Act have been considered in the preparation of this report and the RPB aims to positively impact on all 5 wellbeing goals by:

- focussing on **long term** need and **prevention** by assessing and planning services to meet the population health needs in a sustainable way.
- promoting and improving **integration** and **collaboration** between health and social care services via a continual review of partnership arrangements.
- and **involving** communities in the planning of services by enabling them to share their voice via key events and workshops.

8. Financial implications

8.1 There are no financial implications arising from this report.

9. Recommendation(s)

9.1 It is recommended that the Committee note the contents of the report.

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Background documents: None