

## ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template

<b>Committee:</b>	Partnership and Regeneration Scrutiny Committee
<b>Date:</b>	23 <sup>rd</sup> November 2022
<b>Subject:</b>	North Wales Regional Partnership Board Annual Report 2021-22
<b>Purpose of Report:</b>	Provide the Scrutiny Committee with an annual update
<b>Scrutiny Chair:</b>	Councillor Dylan Rees
<b>Portfolio Holder(s):</b>	Councillor Gary Pritchard- Children & Families Services Councillor Alun Roberts – Adults Services
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<b>Local Members:</b>	Not Relevant

### 1 - Recommendation/s

**R1** The Committee confirms the work that is required to be undertaken by the Regional Partnership Board.

**R2** To note progress in 2021-22 on the work areas that are being taken forward regionally through the North Wales Regional Partnership Board.

### 2 – Link to Council Plan / Other Corporate Priorities

Working in partnership across health and social care services will help support resilient communities and also ensure a seamless service for individuals that require care and support.

### 3 – Guiding Principles for Scrutiny Members

#### To assist Members when scrutinising the topic:-

This report is the Annual Report of the North Wales Regional Partnership Board for 2021-22. It is a requirement within the Part 9 of the Social Services and Well-Being (Wales) Act 2014 that each Regional Partnership Board prepares, publishes and submits its annual report to Welsh Government (Appendix 1)

This report is to provide information to partners with regard to the North Wales Regional Partnership Board and its activities during 2021-22.

#### 3.1 Impact the matter has on individuals and communities **[focus on customer/citizen]**

The purpose of Part 9 of the Act is to improve outcomes and well-being of people, as well

as improving the efficiency and effectiveness of service delivery. The key aims of cooperation, partnership and integration can therefore be described as:

- To improve care and support, ensuring people have more say and control
- To improve outcomes and health and wellbeing
- Provide co-ordinated, person centred care and support
- Make more effective use of resources, skills and expertise.

When the Board develops regional reports, strategies or documents, officers and Elected members who sit on the Board bring these to relevant meetings within their own organisations to be formally agreed. Regional Partnership Boards do not have arrangements for regional scrutiny, this is undertaken at a local basis

**3.2 A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality [focus on value]**

The purpose of the Annual report is to set out the progress that Regional Partnership Boards have made and reflects on how board are achieving the principles of the Social Services and Well-Being (Wales) Act 2014.

**3.3 A look at any risks [focus on risk]**

There is a risk in ensuring compliance with the Social Services and Well-Being (Wales) Act 2014 and with the Guidance for regional partnership boards. Boards have no dedicated funding streams and its activity currently funded from a mix of Local authority pooling of funding and top slicing grant funding from Welsh Government.

**3.4 Scrutiny taking a performance monitoring or quality assurance role [focus on performance & quality]**

See Attachment 1

**3.5 Looking at plans and proposals from a perspective of:**

- Long term
- Prevention
- Integration
- Collaboration
- Involvement

**[focus on wellbeing]**

#### **4 - Key Scrutiny Questions**

- Are there any areas of further explanation regarding the role of the Regional Partnership Board?
- To what extent has the Board accomplished its key priorities during 2021-22
- What key priorities will be the focus for the Regional Board from 2022/23 onwards?

#### **5 – Background / Context**

5.1. The Social Services and Well-Being (Wales) Act 2014 requires that each Regional Partnership Board produces and publishes an annual report on its work and submits this to Welsh Government.

5.2. In March 2018 the Welsh Government issued Guidance for the completion of the Regional Partnership Board Annual reports and Boards were to use this guidance for the completion of its report. The attached report contains all the information which was required to be included within that Guidance. The North Wales Regional Partnership Board report is written in a format that captures all information required. The report also includes views of a number of members of the Board.

5.3. The Regional Partnership Board is the Board which has been set up to meet the requirements of Part 9 of the Social Services and Well-Being (Wales) Act 2014. The Act requires that local authorities make arrangements to promote co-operation with their relevant partners and others, in relation to adults with needs for care and support, carers and children. It places a duty on relevant partners to co-operate with, and provide information to, the local authorities for the purposes of their social services functions.

5.4. Part 9 of the Act also provides for partnership arrangements between local authorities and Local Health Boards for the discharge of their functions. The Act also provides Welsh Government Ministers with regulation making powers in relation to formal partnership arrangements, resources for partnership arrangements (including pooled funds) and partnership boards.

5.5. The purpose of Part 9 of the Act is to improve outcomes and well-being of people, as well as improving the efficiency and effectiveness of service delivery. The key aims of co-operation, partnership and integration can therefore be described as:

- To improve care and support, ensuring people have more say and control
- To improve outcomes and health and wellbeing
- Provide co-ordinated, person centred care and support
- Make more effective use of resources, skills and expertise.

5.6. The purpose of the Annual report is to set out the progress that Regional Partnership Boards have made and reflects on how board are achieving the principles of the Social Services and Well-Being (Wales) Act 2014.

**6 – Equality Impact Assessment [including impacts on the Welsh Language]**

No regional EIA has been carried out for the RPB.

**7 – Financial Implications**

The 6 Local Authorities in North Wales pool funding to support regional working across the Region, this is used to pay for staff to deliver on its work and also to fund the meetings. In 2021-22, through the award of partnership funds and grants to the Board, it has been possible to fund some activities of the Board and additional members of staff to manage the work streams of the Board utilising this funding.

Welsh Government is awarding regional grant funding streams via the Regional Partnership Boards e.g. the Integrated Care Fund, Delivering Transformation grants. Partners agree the use of the grants and agree jointly on regional people capacity required to deliver its programmes.

**8 – Appendices:**

Attachment 1- Annual Report

**9 - Background papers (please contact the author of the Report for any further information):**

No further background papers



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

**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE

# North Wales Regional Partnership Board

## Annual Report

### 2021/22



This report has been produced to meet the requirements set out by the Welsh Government in the Social Services and Well-Being (Wales) Act 2014

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## Foreword by the Chair of North Wales Regional Partnership Board (NWRPB)

Mary Wimbury, Chief Executive,  
Care Forum Wales

As Chair of the North Wales Regional Partnership Board, I am pleased to present our 21/22 report which shows the progress made across the region.

This has been another challenging year for the Health and Social Care Sector. I have heard it said many times in that we are now in recovery, but the reality has been very different for our partners still dealing with the day to day issues of Covid. The impact on our workforce and people receiving services cannot be underestimated and has been a key consideration in our partnership working.



I am extremely proud of the work that has been achieved under the Regional Partnership Board, despite the severe pressures. The Transformation Programme and ICF have continued to thrive with fantastic progress made during the final year of the two programmes.

It was pleasing to receive the evaluation on the work undertaken which showed how much we have managed to achieve throughout the duration of these programmes and the differences these have made to the people of North Wales.

We are now entering a new phase with the 5-year Health and Social Care Regional Integration Fund to drive change and transformation across the health and social care system, as well as a 4-year Housing with Care Capital Fund and a 3-year Integration and Rebalancing Capital Fund. The guaranteed funding will provide us with a real opportunity to deliver long term transformation and integration across North Wales. However challenges remain within the sector: in particular the retention and recruitment of our workforce. As a Board we have made progress in involving all partners around the table – but there is still more to do.

I would like to thank all partners for their continued support for the work of the Regional Partnership Board and to the Regional Collaboration Team for their hardwork and commitment.



Best wishes – Mary Wimbury.

# 1. Partnerships governance

This section of the Annual Report sets out the purpose, role, membership, operating structure and key priorities of the Regional Partnership Board. It outlines the key partnership development over the last year and progress on implementing changes in the revised Part 9 Guidance

## 1.1 Purpose, Role, Membership, Operating Structure and Key Priorities

The **North Wales Social Care and Well-Being Services Improvement Collaboration** was established as part of the Social Services and Wellbeing Wales Act (SSWB) to:

-  Improve the wellbeing of the population
-  Improve how health and care services are delivered

We bring together health, social services, housing, the third sector and other partners to co-ordinate the continued transformation and integration of health, social care and well-being services across the region.






The NWRPB meets on a monthly basis and has continued to do so throughout the pandemic. These meetings have successfully been held virtually with translation facilities which has ensured continued engagement for members.

### Vision statement

Together improving the health and well-being of people and communities

### Guiding principles

The NWRPB agreed its guiding principles in November 2016 and these remain fit for purpose:

-  Whole system change and reinvestment of resources to a preventative model that promotes good health and well-being and draws effectively on evidence of what works best;
-  Care is delivered in joined up ways centred around the needs, preferences and social assets of people (service users, carers and communities);
-  People are enabled to use their confidence and skills to live independently, supported by a range of high quality community based options;
-  Embedded co-production in decision making so that citizens and their communities shape services;
-  We recognise the broad range of factors that influence health and well-being and the importance of the links to these areas (including education, housing, welfare, reduced homelessness, economic growth, regeneration, leisure and the environment).



## 1.2 Role of the North Wales Regional Partnership Board

The NWRPB's Terms of Reference is reviewed annually however, the crucial role 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 in line with the SSWB Act 2014 and A Healthier Wales
- 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 to deliver on its objectives
- 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.

The NWRPB formally reports to the North Wales Leadership Board. The NWRPB's business and the business of the regional sub-groups is managed by the Head of Regional Collaboration and members of the Regional Collaboration Team.

The updated governance structure of the NWRPB was formalised in January 2021 and the structure is shown below. Our Terms of Reference were reviewed in November 2020. The membership of the NWRPB (as at end of March 2021) is attached in Appendix 1.

### Gwenda's story

Gwenda is a 90-year-old lady who cares for her 92-year-old husband who've been married for 70 years and he now has dementia. She keeps her husband busy and as stimulated as possible by reading daily newspapers and taking walks up and down their driveway and describes her husband as her "whole world".

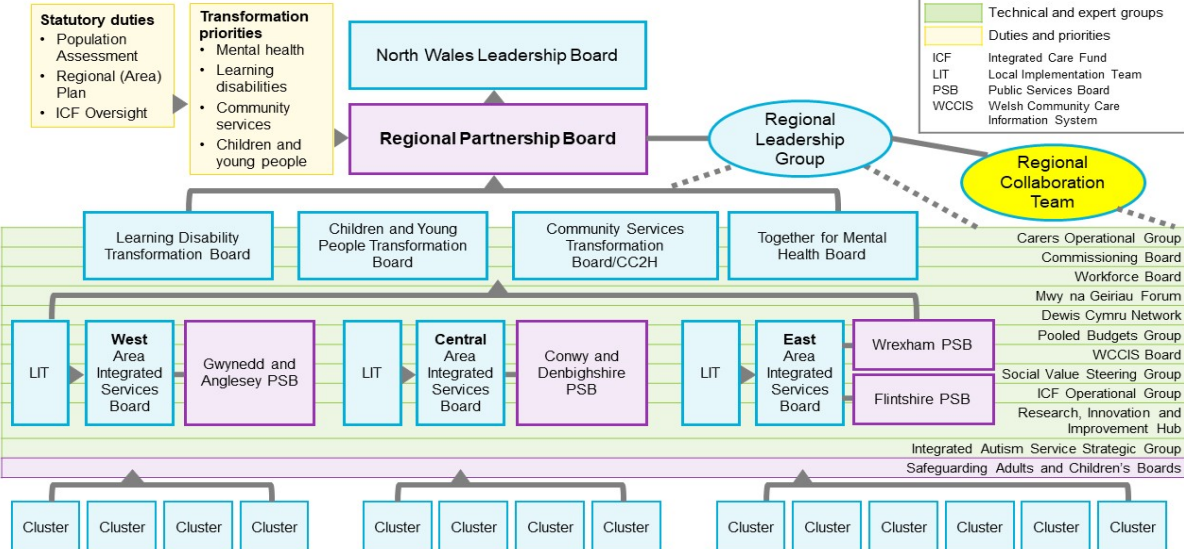
Gwenda has been having concerns lately over the care for her husband should her own health begin to deteriorate, these have become more acute as she is due to have a major operation.

She discussed her concerns at length and talked about the fact that there may be a point at which her husband may need to go into local authority care. Her Support Worker also discussed the possibility of applying for a care package to maintain independence for as long as possible.

Gwenda really appreciated the time and space to share her thoughts and concerns in a confidential setting and said "*thank you for listening to me*".

The NWRPB recognises the key role carers of all ages have in the health and social care environment and that they need to be valued for the support they provide. The Board also recognises that they need to be supported in this vital role.

**North Wales Regional Partnership Board (NWRPB):**  
Delivering Transformation Regional Structure



### 1.3 Key Partnership Development

The partnership has continued to develop over the past 12 months, albeit taking into account the continued pandemic.

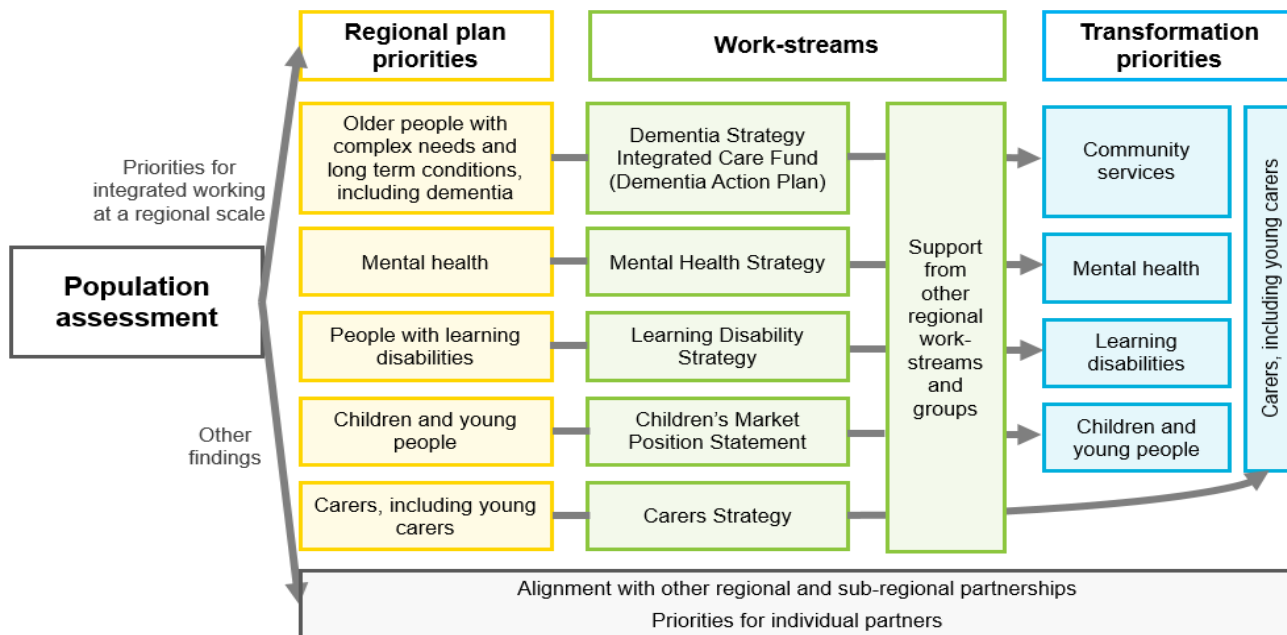
Where possible we have engaged with and participated in all the Welsh Government learning events and meetings with the Minister as part of our partnership development.

The RPB continues to work with the Public Services Board to provide a coherent local and regional response to the wellbeing needs of individuals.

Where possible, the work of the RPB has been promoted and showcased at a local, regional and national level.

We have worked extensively with Welsh Government and our partners on the development of the Regional Integration Fund (RIF), Housing with Care Fund (HCF) and the Integration and Rebalancing Capital Fund (IRCF).

The regional team and partners have worked and continue to work with Welsh Government on the development of the Rebalancing Care and Support Programme.



## 1.4 Mwy Na Geiriau Forum

The North Wales Mwy Na Geiriau Forum aims to ensure that Welsh speakers receive health services, social services and social care in their mother tongue, without having to ask. This leads to a better service and results for our population as receiving a service in the correct language is a need.

In order to achieve this, the forum aims to bring together all the key partners in the field to share good practice, work together to resolve obstacles and become a group where all leaders can use them to support this vital agenda in health and care. Following the Covid-19 pandemic, there was an opportunity to resume formal Forum meetings this year. The meetings included interesting presentations, as well as useful discussions in relation to sharing good practice and so on.

Progress on the agenda is good, with all members of the Forum working towards the vision of Mwy na Geiriau to be embedded in health and social care services. The availability of training courses is good and with a number of digital methods available to support staff.

## 1.5 Progress on implementing changes in revised Part 9 guidance

The NWRPB operates in line with the revised Part 9 guidance.

Following receipt of the updated Part 9 Codes and Guidance in January 2020, the Terms of Reference for the NWRPB were update to reflect the requirements of the revised guidance.

A Children's Sub-Group has been established which reports into the NWRPB with the first meeting held in January 2022.

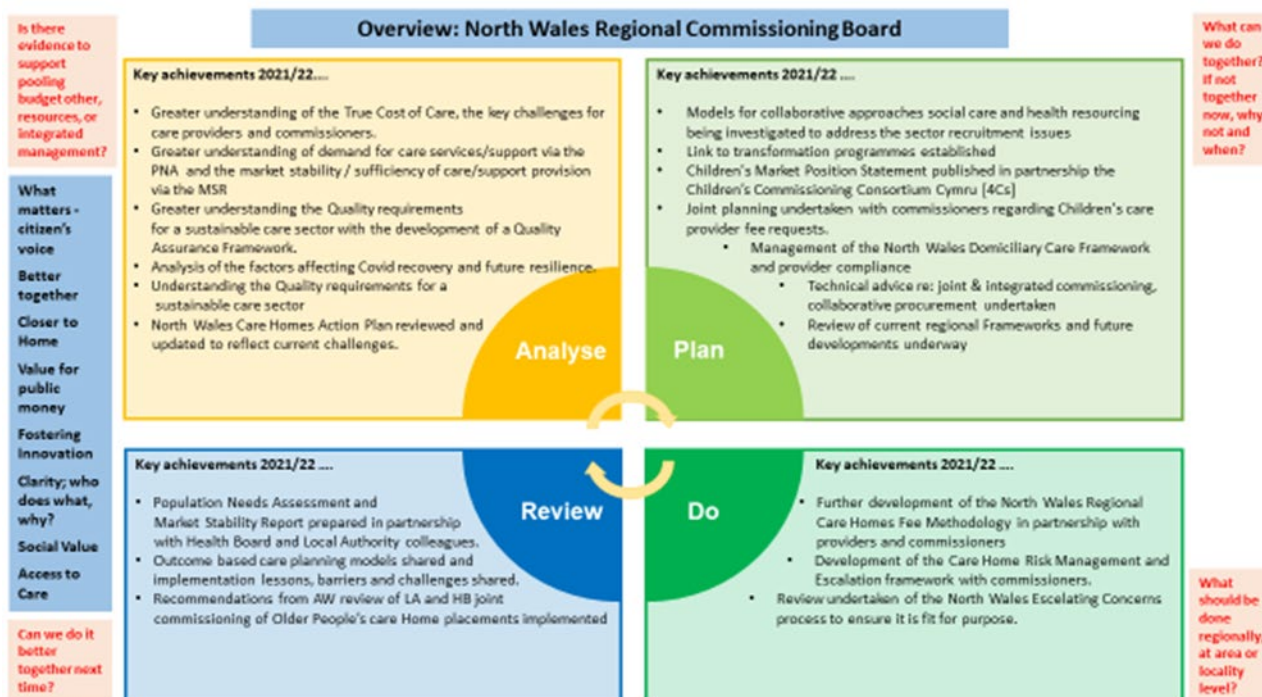
The purpose of the group is to:

- 🌈 To provide strategic direction in respect of supporting families with health and social care needs across the region
- 🌈 To improve regional integration and collaboration across and between health, adult social care, children's services and education
- 🌈 To ensure children and families with complex care and support needs receive seamless, integrated care and support that helps them achieve what is important to them
- 🌈 To improve outcomes for children and to ensure that activity delivered across the region supports this aspiration
- 🌈 To support preventative action to address the escalation of health and social care needs

Key activities will include but are not exclusive to:

- 🌈 Progressing the agreed RPB priorities in relation to children and families i.e. taking forward key actions arising from the Population Assessment, Area Plan, and relevant strategic plans of partners
- 🌈 Development of a shared strategic approach and regional action plan which comprises of and works to achieve a set of shared priorities that improve outcomes for children and families.
- 🌈 Develop and implement an integrated, asset based approach to whole system approach across health, care and education which is centred around addressing priorities of the group
- 🌈 Identifying creative and integrated regional approaches to implementing and delivering services which support families to stay together safely and prevent children from becoming 'looked after'
- 🌈 Develop and determine investment proposals for regional projects and programmes to deliver against the regional strategic approach and priorities
- 🌈 Monitor funding programmes supporting this agenda and identify opportunities for financial investment and financial sustainability where appropriate.
- 🌈 Act as the mechanism for understanding shared learning across all relevant programmes of work across the region aimed at improving outcomes for children and young people.

We have a long standing Regional Commissioning Board within the region which is underpinned by a partnership agreement and funded by partners. The work programme is aligned to the work of the Transformation Boards, identifying where it could add value / support the transformation agenda:



## Regional Workforce Board

The Regional Workforce Board has continued to support the delivery of the North Wales Community Health and Social Care Workforce Strategy, whilst also making provision to support and push on the national strategies, agendas and priorities.

The national WeCare campaign for attraction, recruitment and retention of care workers has been supported through numerous different techniques. We attended various online events hosted by partners to maximise opportunities to promote careers in Social Care and the WeCare tools and resources.

New material has also been created to support promotion of the work. 21 new case study videos have been created and shared on various social media platforms, in presentations and also with different partners such as Careers Wales, DWP, Working Wales. Videos have also been collated to support work for the Coleg Cymraeg Cenedlaethol with again a message to promote the use of Welsh language in the sector. Podcasts have been experimented with too, with the WeCare Wales team being invited to take part in a local podcast ran by Llwyddo'n Lleol to promote working in the sector to a different audience. Newsletters are also now released quarterly to providers to promote the world of WeCare and to highlight different messages to providers.

We have also piloted a Step in to Work Employability Mentor to work with those who are seeking work or wanting a career change to access placement opportunities in social care settings to see if a career in care is for them and to remove any barriers they may face during the placement. At the end of the placement the hope is that they will gain employment with their host provider or in the care sector.

The Task and Finish Group established to address the challenges and barriers to Children's Social Work has identified and implemented key actions to address these. Their work has focussed on the Social Work Qualification, work-readiness skills and also the support given to practitioners in their first three years. The group has also looked at pay and terms offered across Wales and made recommendations to Welsh Government regarding addressing pay differentials as a national matter.

The Workforce Board is also actively engaged with Social Care Wales to address the key issues relating to recruitment and retention in the sector currently, particularly looking at registration requirements, pay levels and terms and conditions in the sector in order to influence national discussions and decisions regarding these key aspects.

## 2. General progress update on delivery of Area Plan

This section of the Annual Report sets out progress against key objectives from the area plan and priority areas for integration under Part 9 guidance including outcomes achieved for service users and carers. It considers specifically the priority groups set out in the Population Needs Assessment.

In line with the requirements of the Social Services and Well-Being (Wales) Act 2014 during 2021-22 the NWRPB continued to develop its approaches to integrated services for its priority areas.





### 2.1 North Wales Area Plan

The Area Plan sets out the priority areas for integration of services between health and social care and this sets out the direction of travel for the Board. The Area Plan sets out how the region will address the priority areas identified in the Population Needs Assessment, this remains the golden thread to specific areas of work within the region.





### 2.2 A Healthier Wales

The North Wales “A Healthier Wales” transformation programme was led by the North Wales Social Care and Wellbeing Services Improvement Collaborative. The collaborative comprises of Betsi Cadwaladr University Health Board (BCUHB), Public Health Wales and the six Local Authorities of the North Wales Region; Conwy County Borough Council, Isle of Anglesey County Council, Denbighshire County Council, Wrexham County Borough Council, Gwynedd Council and Flintshire County Council.

The North Wales transformation programme comprised 4 programmes of work focusing on different service user groups;

-  Community service transformation.
-  Integrated early intervention and intensive support for children and young people.
-  North Wales Together: Seamless services for people with learning disability.
-  Together for mental health in North Wales.

The four programmes, though diverse in terms of their service user groups, had commonality of aims;

-  To provide early intervention and preventative care to help people or families remain living at their normal residence, and supported to remain independent for as long as possible.
-  To improve people’s experience of services, by improving integration, reducing the barriers between existing services and providing seamless care.
-  To improve service user outcomes and
-  To prevent crisis.

Whilst the programme delivery was impacted by Covid-19, it was successfully completed in its initial form in March 2022 and was successful in bringing positive outcomes to the people of North Wales. An evaluation of the full programme was undertaken by IPC.

## 2.2.1 Community Services Transformation Programme



This programme set out to transform community provision through the development of the Community Resource Team (CRT) model. Through this project the six Local Authorities in North Wales and BCUHB, along with GPs looked to work together to establish and improve integrated community-based services. The early development of these services has been supported from a range of funding streams including ICF and the Transformation Fund. The Community Services Transformation sought to build upon existing partnership work, to bring about the overall transformation required. The programme looked to provide a regionally designed but locally delivered approach and included the following workstreams:

**Workstream 1 - Locality development**, focused on developing local leadership teams, undertaking needs assessment and ensuring integrated governance arrangements.

**Workstream 2 - Workforce and Operational** delivery, focused on developing the CRT model and Multidisciplinary team working. This workstream also led the development of plans for shared records and care plans.

**Workstream 3 - Digital transformation**, focused on the digital transformation required to support CRT working, which included information governance arrangements, e-scheduling and technical solutions. Alongside a separate programme of work to develop digital communities.

**Workstream 4 - Community development**, a key element of the region's integrated service model is the contribution of the third and community sector in supporting well-being, promoting inclusion and participation, and coordinating social prescription.

**Workstream 5 - Sustainable planning**. Central to the Community Services Transformation Programme is the desire to develop and grow the scope of health and social care delivery within the community.

### Summary of evaluation

This expectation from this programme was that the improvements in infrastructure, culture and collaboration would themselves be sufficient to ensure further development without the requirement for further input or investment

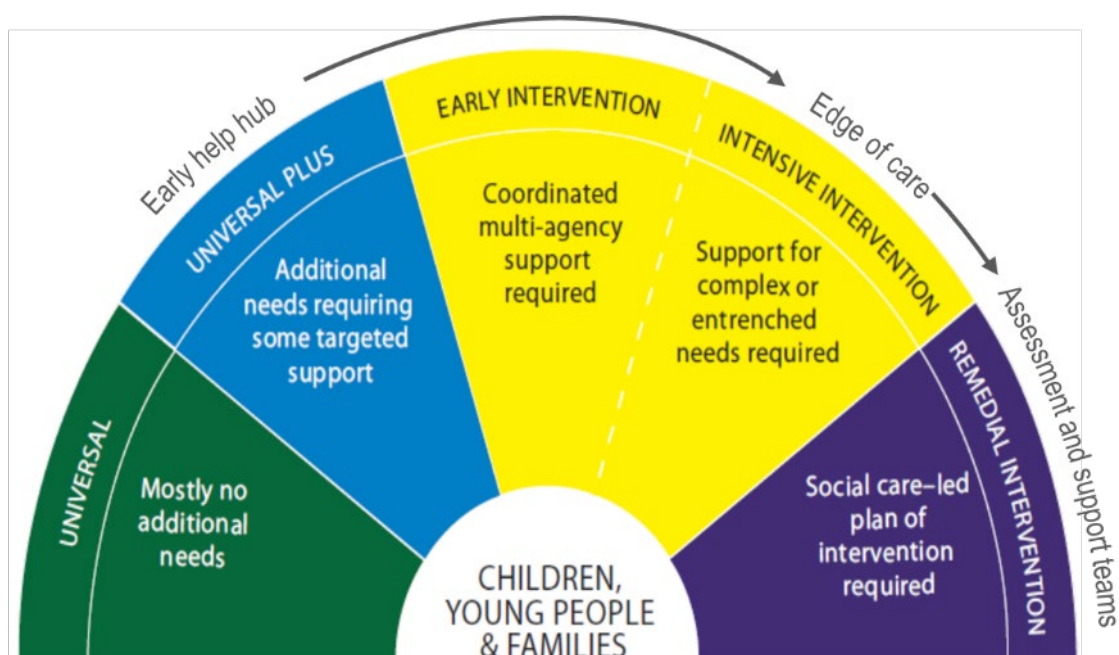
The changes implemented have been limited and less progress has been made than anticipated. There are some analytical tools and documents that have been produced and these need to be properly identified and made available for further development work.



Moving forward the engagement, input and support of senior managers is crucial to any further attempts to further develop the infrastructure of services. Also, it is clear that the change agent approach has not been entirely successful and the elements of programme which are progressing now need to be overseen and managed within the core operational leadership structure of the region.

There needs to be better connection between the different elements of programme, with a more regional approach rather than an area one taken to roll out of models which have been demonstrably effective.

## 2.2.2 Children and Young People Transformation Programme



The programme set out to achieve better outcomes for children and young people without recourse to costly, long-term statutory intervention and care. The programme incorporated a number of projects that link with the spectrum of need. The approach included both regional and sub-regional initiatives and development led by multi-agency steering groups. The programme has been delivered via three work streams focusing on Universal, Early Intervention and Intensive, Edge of Care. Within each workstream there are a number of projects.

**Workstream 1: Universal.** Aiming to improve the emotional wellbeing, health and resilience of children via three projects, a structured framework, digital resources and the Friends Resilience skills programme.

**Workstream 2: Early Help.** Three projects aimed at providing early help for children with additional and/ or vulnerability, and where early intervention can prevent problems escalating.

**Workstream 3: Edge of Care – assessment and support teams.** The largest part of the transformation funding has been used to establish ‘rapid response’ (crisis outreach) interventions for children and families on the edge of care. The target group is children with Emotional and Behavioural Difficulties (EBD), and the approach includes more robust multi-disciplinary and therapeutic pathways and interventions designed to prevent children from becoming looked after and/or enabling re-unification of

the family and/or providing a quality assessment to inform the most appropriate placement and support package. Three new intensive support services, have been created:

- 🌈 The **Multisystemic Therapy service** in the East
- 🌈 The **Bwthyn Y Ddol** service in the Central
- 🌈 Gwynedd & Mon Transformation Team in the West

### **Summary of evaluation:**

The CYP programme has created tangible change for some of the most vulnerable children in society, notably those who previously fell between service gaps and were at risk of long term residential care. It is recommended that the work of the CYP programme continues and is supported with long term funding, enabling the services to develop and for permanent staff to be employed. The services require stability, particularly the edge of care services, as they embed the model and develop residential models of care.

Long term stability is not just created through funding, but also through the operational management structures to support the services. Although the CYP projects were created through the Transformation Fund and therefore managed through the RPB project structure, to allow long term stability the operational arrangements for the services need to move into the operational structures of the regions.

Early findings from the evaluation of edge of care services suggested that positive changes were happening in families whilst the intervention was in place. However, for some of the children and families at the highest end of complexity with the greatest needs, further specialist interventions may be recommended. One of the potential barriers to sustaining progress is that other agencies do not always have capacity to provide that ongoing input.

The workstream to improve children and young people's emotional health, wellbeing and resilience needs to ensure that as the framework and resources are implemented, a system is established for collecting data on outputs and outcomes so that the impact can be captured.

### **2.2.3 Learning Disability Transformation Programme**



The foundation of the programme is the North Wales Learning Disability Strategy. The strategy is being implemented by the team through five workstreams: integrated structures, workforce development, commissioning and procurement, community and culture change and assistive technology.

TREAT ME WELL	LET ME BE IN CHARGE OF MY OWN LIFE	HELP ME BE THE BEST I CAN BE	ALWAYS BE HONEST
<p>Everyone is an individual and should be treated with dignity and respect</p> <p>"respecting me includes respecting my space, my things, my decisions and my relationships"</p> <p>"listen to me and take the time to get to know me"</p> <p>"Be kind"</p> <p><b>TOP TIPS</b></p> <ul style="list-style-type: none"> <li>• Communicate in an open, accurate and straightforward way</li> <li>• Don't use jargon</li> <li>• Protect and respect peoples confidential and personal information</li> <li>• Use humour appropriately</li> <li>• Check how people want to be addressed</li> <li>• Be on time and do what you say you will do</li> </ul>	<p>Voice, choice, control and independence is at the heart of everything we do</p> <p>We embrace coproduction</p> <p>"I want to have choice about where I live and who I live with"</p> <p>"support me to do what I want to do and listen to me"</p> <p>"I want to feel important and be able to make my own decisions"</p> <p><b>TOP TIPS</b></p> <ul style="list-style-type: none"> <li>• Empower, encourage and enable people who need care and support to do things for themselves and to make their own decisions.</li> <li>• Support individuals to maximise their decision making and have control over their own lives</li> </ul>	<p>We deliver person centred care, putting the person at the heart of everything we do and helping them achieve their potential</p> <p>"learn from me and recognize what I am good at"</p> <p>"help me learn new things"</p> <p>"give me just enough support"</p> <p><b>TOP TIPS</b></p> <ul style="list-style-type: none"> <li>• Be prepared to take positive risks, clearly explaining the consequences to others</li> <li>• Look at tackling new and emerging problems creatively.</li> <li>• Don't see mistakes as a bad thing, see them as an opportunity to learn and grow</li> <li>• Be warm, kind, empathetic, reliable and compassionate in your actions</li> </ul>	<p>We are always honest and transparent and not afraid to say when something goes wrong</p> <p>We are self-aware and regularly reflect on the work we do, how we do it and the impact we have on those being supported.</p> <p>"I want people to just be honest with me and tell the truth"</p> <p><b>TOP TIPS</b></p> <ul style="list-style-type: none"> <li>• We learn from others and share knowledge and best practice</li> <li>• Seek, reflect on and learn from feedback from colleagues, individuals and families</li> <li>• Have the courage to speak up and challenge others when you have concerns about the quality or safety of care being provided</li> </ul>

2021/2022 was once again busy for **The North Wales Together Learning Disability Transformation Programme**. All team members continued to work remotely and developed strategies to overcome the difficulties of delivering projects virtually while supporting project partners to deliver their objectives.

### Summary of evaluation

The Programme has raised the profile of learning disabilities at Regional Partnership Board level. The needs of this group of people have not always been recognised or treated at the same level of importance as other population groups. It is important that they continue to be seen as a priority and that the workstreams that are continuing are allocated sufficient funding to ensure that citizen's aspirations for an 'ordinary life' can be achieved.

More information can be found on the [North Wales Together website](#), including project information, a video of highlights and the 2021/2022 priorities document.

## 2.2.4 Together for Mental Health Transformation Programme



The Healthier Wales funded iCAN (“Independent, Connected, Active, Networked”) Programme sits within this broad strategy. Its overall aim is to implement a more integrated, innovative care system and culture which prevents, but where necessary, responds effectively to episodes of acute mental health need and crisis. This funded programme seeks to scale up ‘what works’ and increase the pace of transformation across North Wales to create a sector-leading integrated urgent care system. Underpinning this is the creation of an integrated iCAN pathway that improves collaborative working, within and between health and social care, statutory partners and third sector organisations.

The components of the iCAN offer have changed and developed during the course of the Programme. They have developed into the following key components:

- iCAN Hubs - 8 community hubs located in each of the main towns across the region working with third sector partners to offer easily accessible support and signposting and a safe environment.
- iCAN Primary Care - A pilot project locating specialist Occupational Therapists in GP Surgeries offering counselling, advice, signposting and onward referral.
- iCAN Work - Employment support.
- iCAN Digital - access to support for mental wellbeing making use of a variety of apps and online resources.

### Summary of evaluation

During 2021/22, the iCAN Programme has developed a detailed data collection framework which clearly evidences that all service components are being accessed widely and achieving significant and measurable impact on individual’s mental wellbeing. A survey of service users across the iCAN programme reveals that 70% of service users have found iCAN services to be easy to access, convenient, timely and that they support service users to take control.

The same survey evidenced the impact of iCAN services on individuals’ mental wellbeing and in averting their need for other, more intensive services. For example, 71% of survey respondents (that felt this question applied to them) identified that iCAN services helped them to stay out of hospital. Similarly, 44% felt that iCAN services had helped them get out of hospital as soon as they were able to and 81% identified that iCAN services had helped them to stay at home in their local community.

Of partner organisation and stakeholders around 70% of those responding to the evaluators survey understood their role, felt valued and felt their role is clear within a defined pathway. Approximately 60% of professional stakeholders felt they understood the iCAN services and were confident to refer to iCAN services.

However, only 30% agreed that there is a reliable whole system approach to working with people with mental health problems, and only 24% felt that referrals they receive from iCAN services were appropriate.

The iCAN programme of work is supporting people in the community with mental

health issues, supporting people into work and via the iCAN primary care supporting general practice.

## **2.2.5 Research, Innovation and Improvement Coordination Hub**

The hub aims to coordinate research, innovation and improvement activity in North Wales to inform new integrated models of health and social care as part of the commitment in A Healthier Wales.

In 2021-22 we launched the [collection of good ideas](#) and [engagement database](#) on our website. These resources will help to share good practice and improve the coordination of activities across North Wales.

We supported regional programmes with survey design, evaluations, data and literature searches to help them understand what works and target resources more effectively. This included carrying out surveys of what parents need and comprehensive searches of mental health resources for children and young people to support a new framework for supporting emotional health and wellbeing.

We carried out interviews, surveys and resource mapping to find out what needs to happen to support research and innovation and improve health and social care services. This work will shape how the hub develops over the next year.

We worked closely with the other regional hubs and national organisations to share, promote and develop new ideas. By the end of the year we had increased our Twitter followers to 300 and had 150 subscribers to the RIIC hub mailing list.

For more information, please see our [2021/22 Annual Report](#), follow us on Twitter [@NW\\_RICH](#) / [@ NW\\_RICH](#) and/or [sign up to our newsletter](#).

## **Population Needs Assessment 2022**

We successfully completed a full review of the North Wales Population Assessment in partnership with local authority and health board leads, supported by the Research, Innovation and Improvement Coordination Hub and Public Health Wales.

To prepare the report we collected information and data, looked at statistics, spoke with our communities and made use of a wide range of information collated by local councils, health services, charities and other organisations that provide services. The report is helping us to develop our regional priorities and to plan and improve services across the region.

[View the Population Needs Assessment on the regional collaboration website.](#)

## **2.3 North Wales Dementia Steering Group**

During 2021-22 the Regional Dementia Steering Group expanded its scope to oversee the development and delivery of (1) the North Wales Dementia Strategy, (2) the All Wales Dementia Standards and (3) the Regional Memory Assessment Service (MAS) Improvement.

A piece of work was also commissioned to look specifically at the issues of rurality and welsh language for people living with dementia across the North Wales and Powys regions.

### **North Wales Dementia Strategy**

During 2021-22, the steering group identified 12 priorities from the North Wales Dementia Strategy action plan - 6 of these were fully delivered with good progress on the other 6. Examples of achievements in 2021-22 include:

- ✓ Establishment of a regional hearing assessment service for people accessing memory services:
- ✓ Achievement of Dementia Friendly status by four of the six North Wales Local Authorities with steering groups in place to ensure continual improvement. Two Local Authorities continue working towards this status.
- ✓ Production of 28 Get There Together supportive videos to orientate and build confidence in accessing the community following the pandemic
- ✓ Testing of an innovative new approach in behavioural dementia care and support through an Applied Behavioural Analyst Support Pilot
- ✓ Development of the workforce training and development toolkit with Improvement Cymru, to support delivery of the Good Work Framework.

### **All Wales Dementia Standards Implementation and Readiness**

Good progress has been made during the readiness phase for implementation of the All Wales Standards, although Covid, winter pressures and ongoing significant pressure on the health and social care system meant that a good deal of this work had to be paused between November and April.

### **Memory Assessment Service (MAS) Improvement**

Excellent progress has been made on the MAS Improvement work. Examples of achievements in 2021-22 include:

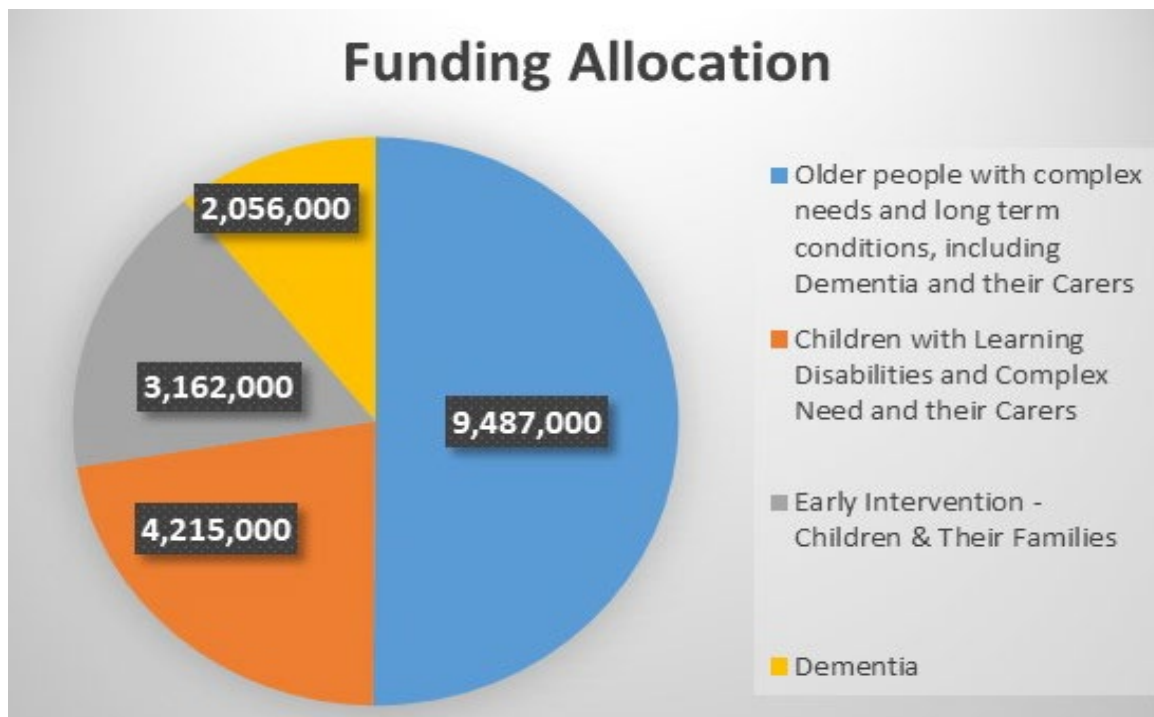
- ✓ Increase in provision of pre and post diagnostic support with a consistent offer through a regionally commissioned integrated MAS pathway delivered by four third sector providers:
- ✓ Demand and capacity modelling for memory clinics commenced and waiting list back log clearance plans developed.
- ✓ Desktop review of the memory clinic delivery models completed
- ✓ Short term measures implemented to reduce waiting times for assessment at memory clinics and numbers of very long waiters, for example additional hours and overtime in Nursing, OT, Psychiatry and Audiology, alongside use of agency staff and operational support and resources.

## 2.4 Integrated Care Fund

During 2021-22 a total of £18.92m Integrated Care Fund (ICF) revenue funding was invested in 125 projects across our region. Just over £6.2m was spent on projects that directly supported carers and £2.6m investment went to support projects run by third sector organisations.

The following groups are priority areas of integration and all regional ICF programmes must address them in line with their regional population assessments and area plans:

- 🌀 Older people with complex needs and long term conditions, including dementia;
- 🌀 People with learning disabilities;
- 🌀 Children with complex needs; and
- 🌀 Carers, including young carers



There are 46 projects supporting older people with complex needs and long term conditions, 26 projects support people with dementia and their families, 32 projects support people with learning disabilities and 21 projects that provide early intervention to young people and their families.

Additional funding of £678,000 was confirmed in August 2021 to improve memory assessment services. Obtaining a timely diagnosis is a key aim in the Dementia Action Plan for Wales. The North Wales Integrated Memory Assessment Pathway will deliver a regional service that is easy to access, effective and equitable for people with dementia and their carers. The 3-part pathway will provide (1) Pre assessment education and support services, (2) Clinical assessment, (3) Post diagnostic support services.

ICF also funds the North Wales Integrated Autism Service for Adults. The NWRPB is currently developing an implementation plan to ensure it is able to meet the requirements of the National Autism Code of Practice.

ICF was used to commission a piece of work to develop a regional 'No Wrong Door' strategy which proposes how agencies can best work together to respond to the full spectrum of needs of children and young people who are experiencing mental health

problems.




In addition to revenue funding, the North Wales region also received £10.53m of ICF Capital funding which supported 46 projects in 2020/21. Main capital schemes which were progressed using ICF Capital funding during the year included an employment and training academy to support citizens with a learning disability in Denbighshire, a small group children’s home on Ynys Mon and a Children’s Residential Assessment Centre in Flintshire.

Additional funding became available for larger social housing properties and the NWRPB submitted bids and secured funding just over £700,00 for 6 properties.

## 2.5 Winter Funding

Welsh Government allocated £2.2m funding to NWRPB to support the delivery of Discharge to Recover and Assess (D2RA) pathways as part of the Winter Plan.

The D2RA pathways are shown below and the NWRPB schemes to support delivery of these pathways included:

-  Additionality in the Community Resource Teams to enable Home from Hospital when ready;
-  Additional Social Worker, Occupational Therapist, Physiotherapist, Community Nursing Capacity to support assessment and discharge;
-  Increased Dementia Support Worker capacity.

PATHWAY 0	PATHWAY 1	PATHWAY 2	PATHWAY 4	PATHWAY 3
				
<b>Admission avoidance through short-term third sector support</b>	<b>Is this person fit to admit?</b>	<b>Why not home? Why not today?</b>	<b>Home first when your home is a care home</b>	<b>Support to recover in a bedded intermediate care facility</b>
Preventative services delivered in collaboration with third sector organisations.  Aim to avoid further referral and admission.	Multidisciplinary Team assessment within hospital ‘front door’ units to avoid full admission.  Arrange treatment and supported recovery at home, whenever it is clinically safe to do so.	Initiated as soon as treatment, which can only be delivered within an acute hospital environment, is completed.  Supports people to recover at home before being assessed for any ongoing need.	Similar to Pathway 2, but acknowledges specific considerations to be addressed in the existing care home environment.  Individuals should be allowed a period of recovery, followed by assessment in their usual environment.	Should only be considered where the needs of the individual rule out recovery & assessment at home.  Review and transfer to Pathway 2 wherever, and as soon as, possible.



### 3. Communication, engagement and social value

This section of the Annual Report sets out how the Board engaged directly with service users or citizen panels and promoted co-operation and participation with relevant partners and others. It outlines how the Board has engaged with stakeholders from the third and independent sectors and has progress to establish social value forums to promote social value and share good practice





#### 3.1 North Wales Engagement

Covid-19 remained throughout 2021, therefore, face to face engagement activities; forums; group sessions; attendance at public events etc. we're not possible. However, the NWRPB continues to engage with citizens through different platforms e.g. social media; online; via Teams/Zoom etc.; telephone; partners and stakeholders.

The NWRPB Engagement Officer has excellent working relationships with communication and engagement officers of partner organisations and continues to strengthen the current arrangements for engagement and communication relating to the Board and its work. Having a dedicated Engagement Officer for the NWRPB is enabling the communication and engagement activities to be accelerated and build upon the work that has been progressed to date.

#### 3.2 North Wales Social Value Steering Group

The North Wales Social Value Forum (NWSVF) was established in North Wales in 2016 to support local authorities and partners with the delivery of the requirements of the Social Services & Wellbeing Act (Wales) 2014 through:

-  Working with the North Wales Social Value Network to promote the development of not for private profit organisations (including social enterprises, co-operative organisations, co-operative arrangements, user led service and the third sector) to provide care and support and support for carers, and preventative services;
-  Promoting collaboration with an aim of maximising social value and co-production across all providers delivering health, social care and/or well-being services in North Wales;
-  Promoting partnership and networking opportunities across sectors;
-  Identifying and sharing good practice; influencing practice development and innovative approaches with commissioners and procurement departments to commission and procure services which deliver social value.

Positive progress has been made in reinvigorating the Forum since July 2021, identifying additional members from local authorities, BCUHB and the

Third/Voluntary sector.

NWSVF's membership currently consists of the following representatives who all have a knowledge and interest in Social Value:

- Each of the six local authorities across North Wales;
- Each of the County Voluntary Services Councils;
- Mantell Gwynedd's Social Value Network;
- Betsi Cadwaladr University Health Board (BCUHB);
- North Wales Regional Partnership Board (NWRPB) and Leadership Group;
- North Wales Housing Associations;
- Statutory services – North Wales Police & North Wales Fire & Rescue Service.

The NWSVF will continue to work with the North Wales Social Value Network to promote the development of not for private profit organisations (including social enterprises, co-operative organisations, co-operative arrangements, user led service and the third sector) to provide care and support and support for carers, and preventative services. We will promote collaboration, partnership and networking opportunities across sectors with an aim of maximising social value and co-production across all providers delivering health, social care and/or well-being services in North Wales. The Forum will also aim to measure the impact of social value and how it is being delivered in North Wales.

Over 2021/22, working with the Voluntary Services Councils, the Forum will focus on Third Sector projects particularly utilising Regional Transformation and ICF funding to maximum benefit. The Forum will also devise an action plan for the next three years. Click [HERE](#) for Social Value Case Study.

### 3.3 North Wales Carers Groups

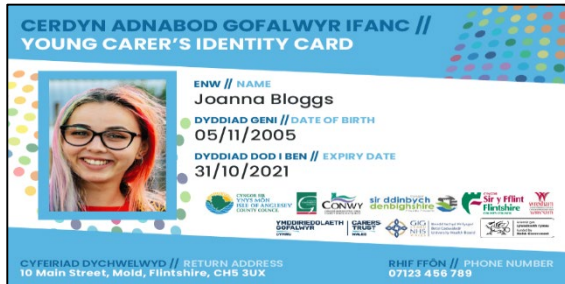
The **North Wales Carers & Young Carers Operational Group (NW(Y)COG)** has continued throughout 2021/22 to deliver on the North Wales Regional Carers Strategy through the provision of local authority, health and third sector unpaid carer support services across the region.

Our **GP & Hospital Facilitation Service**, funded through Welsh Government's Annual Carers Grant, have continued to support unpaid carers in primary and secondary care throughout the second year of the pandemic whilst restrictions have remained in place in GP surgeries and on hospital wards. In particular, Hospital Carer Facilitators have provided support during hospital discharge and have continued to communicate with health professionals remotely whilst the person cared for is in hospital. Links have been made with the Home First Discharge Bureaus across the three District General Hospitals (DGH).

Between April and December 2021, over 700 unpaid carers have been identified and supported within primary care by our two commissioned Providers Carers Outreach and NEWCIS. A similar number of unpaid carers have also been identified and

supported within secondary care whilst supporting an in-patient or whilst the unpaid carer has had a hospital stay themselves.

**NW(Y)COG's Action Plan** will have been reviewed in line with WG's Strategy for Unpaid Carers and the four national priorities. Individual partners within the carers operational group have been asked to provide a progress update to measure their own performance against the strategy and action plan.



Young Carers Action Day, 16th March 2022 was also the first anniversary of the **North Wales Young Carers ID card**. This form of ID is being used in schools, pharmacies and supermarkets by young carers, who care for someone, usually a parent or a sibling, whether ill or disabled.

As of March 2022, almost 200 ID cards have been issued to young carers in Conwy, Denbighshire, Flintshire and Wrexham. Over in Ynys Môn and Gwynedd an app, AIDI, has been developed and is currently being piloted in four schools and is so far proving effective with young unpaid carers.

The three young carers commissioned providers, Action for Children, WCD (Wrexham, Conwy, Denbighshire) Young Carers and NEWCIS have worked in collaboration over the past few years, from the initial co-designing of the card with young carers through to the current promotion and development of the initiative.



## 4. Forward Look

This section of the Annual Report outlines the identified priorities the RPB will focus on in 2022-23 and beyond, referencing where Covid-19 has impacted and prompted a change in direction or priority.

### 4.1 Covid impact

The impact of COVID-19 is still prevalent across the region and has impacted on progress made for some workstreams. However, the RPB meetings continued to take place virtually on a monthly basis and feedback from members is that as a result of virtual meetings they have managed to continue their input and engagement with the work of the RPB.

To ensure that RPB members, partners, stakeholders and the people remained informed, a newsletter was produced quarterly and circulated to highlight successful delivery of services on its programmes throughout 2021/22.

### 4.2 Priorities for 2022/23 and beyond

We have finalised our priorities and focus document for the short and longer term. This links to our Area Plan, the funding schemes and the current priorities for the RPB. This is shown in section 1.1. A further review in line with the outcomes of the Population Needs Assessment and Market Stability report will be undertaken and our Area Plan and Priorities amended as appropriate.

## Appendix 1 – Membership of the NWRPB

As at 31 March 2022

Name	Title
Mary Wimbury (chair)	Provider Representative
Catrin Roberts	Head of Regional Collaboration
Alwyn Jones	Wrexham County Borough Council
Ann Woods	North Wales VSC's (Co-opted)
Bethan E Jones	Betsi Cadwaladr University Health Board
Dr Chris Stockport	Betsi Cadwaladr University Health Board
Cllr Bobby Feeley	Denbighshire County Council
Cllr Christine Jones	Flintshire County Council
Cllr John Pritchard	Wrexham County Borough Council
Cllr Dafydd Meurig	Conwy County Borough Council
Cllr Llinos Medi Huws	Isle of Anglesey County Council
Cllr Cheryl Carlisle	Gwynedd Council
Dave Hughes	North Wales Fire and Rescue Service (Co-opted)
Delyth Lloyd-Williams	Carer Representative
Dr Lowri Brown	LA Education Representative
Estelle Hitchon	WAST (Co-opted)
Ffion Johnstone	Betsi Cadwaladr University Health Board
Fon Roberts	Isle of Anglesey County Council
Helen Corcoran	North Wales Police (Co-opted)
Iwan Davies	NWRLB/CEO Representative
Jenny Williams	Conwy County Borough Council
Jo Whitehead	Betsi Cadwaladr University Health Board
Lucy Reid	Betsi Cadwaladr University Health Board
Meinir Williams-Jones (Barnardos)	Third Sector Representative

<b>Name</b>	<b>Title</b>
Morwena Edwards	Gwynedd Council
Neil Ayling	Flintshire County Council
Nicola Stubbins	Denbighshire County Council
Ricki Owen	Service User Representative
Rob Smith	Betsi Cadwaladr University Health Board
Sam Parry	LA Housing Representative
Sian Tomos (GISDA)	Third Sector Representative
Steve Gadd	Chief Finance Officer (Section 151) (Co-opted)
Shan Lloyd Williams	Housing Representative
Teresa Owen	Betsi Cadwaladr University Health Board
Ruth Whittingham	Regional Collaboration

## Appendix 2 Statutory provisions

The partners of the NWRPB have entered into an 'Integration Agreement which is a legal agreement which enshrines their commitment to working together on key identified projects that lend themselves to integrated services and pooled budget arrangements.

The following statutory provisions are permitted to be used to underpin the NWRPB's work:

- Part 9 of the Social Services & Well-being (Wales) Act 2014 – in particular sections 166 and 167 and associated regulations (the Partnership Arrangements (Wales) Regulations 2015).

Other legal powers relied upon in support of regional partnerships entered into include:

- The National Health Service (Wales) Act 2006 – in particular sections 1, 2, 10, 33 and 38, 82.
- S9 Local Government (Wales) Measure 2009 powers in respect of collaboration with other local authorities.
- Local Government Act 1972 - in particular s2 which gives local authorities powers to do anything which it considers is likely to achieve any one or more of the following benefits: the promotion or improvement of the economic, social or environmental well-being of the area and section 113 which enables one local authority to place its staff at the disposal of another or health authority or Health Board.

S111 Local Government Act 1982 provides for a local authority to have the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of their functions.