

Scrutiny Report



Performance Scrutiny Committee- Partnerships

Part 1

Date: 9 October 2019

Subject **Regional Partnership Board – Transformation Programme**

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Designation
Emily Warren	Regional Partnership Board Regional Team
James Harris	Strategic Director - People
Chris Humphrey	Head of Adult and Community Services
Sally Jenkins	Head of Children and Young People Services

Section A – Committee Guidance and Recommendations

1. Recommendations to the Committee

The Committee is requested:

- a) To consider the Transformation Programme report and progress to date;
- b) To determine whether it wishes to make any comments to the Regional Partnership Board;
- c) To determine the timescale for next monitoring the Transformation Programme in the Committee's Forward Work Programme.

2 Context

Background

- 2.1 The Social Services and Wellbeing (Wales) Act places a statutory duty on Local Authorities and Health Boards to produce a Regional Area Plan setting out how the priorities identified in the statutory regional population needs assessment (PNA) in relation to people requiring care and support, will be delivered in partnership and through integrated working.
- 2.2 The Gwent Regional Partnership Board (RPB) was established to deliver this Welsh Government (WG) Legislation across the Gwent footprint to discharge the duties within the Act for the five Gwent Local Authorities and Aneurin Bevan University Health Board (ABUHB). The RPB is required to prepare and publish a plan setting out the range and level of services it proposes to provide, in response to the population needs assessment. Area Plans must include the specific services planned in response to each core theme identified in the population assessment. Members may recall the Committee considering reports upon the Plan and the Annual Report upon progress earlier this year.
- 2.3 In response to recommendations of a Parliamentary Review in January 2018, the Welsh Government published “A Healthier Wales” in June 2018, as its long-term plan for Health and Social Care, which set out the expectations of:
- Improved collaboration between Health and Social Care;
 - Increased emphasis on improving wellbeing through early intervention and prevention;
 - An expectation of greater integration in the planning and commissioning of services;
 - A demonstration of developing services to meet population need now and for future generations.
- 2.4 A national £100 Million fund was established to support the delivery at pace of “new models” of care across health and social services, with all regional partnerships asked to develop a “transformation offer”.
- 2.5 **The Committee is asked to consider the report upon the Transformation Programme provided by the Regional Partnership Board in Appendix A and evaluate progress to date.**

3 Information Submitted to the Committee

- 3.1.1 The following are attached to for the Committee’s consideration:

Appendix A	-	Submission of Evidence to Scrutiny: Transformation Programme
Appendix 1	-	Transformation Programme - Budget
Appendix 2	-	Transformation Programme - Quarter 2 Monitoring Report
Appendix 3	-	Transformation Programme - Overview

4. Suggested Areas of Focus

4.1 Role of the Committee

The role of the Committee in considering the report is to:

- **Consider the report upon the Transformation Programme provided by the Regional Partnership Board and evaluate progress to date.**
- Assess and make comment on:
 - The progress being made by the Regional Partnership in delivering the Transformation Programme to date;
 - How effectively the Regional Partners worked together in collaboration to date;
 - What mitigating actions have been put in place to address risks;
 - What barriers are there to delivering the programme;
 - How is success measured?
- In drawing its conclusions, the Committee should assess:
 - What was the overall conclusion on the information contained within the report?
 - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the delivery of the Transformation Programme to date?
 - Does the Committee wish to make any Comments to the Partnership upon the progress of delivering the Programme to date?
 - What future scrutiny activity should be undertaken.

4.2 Suggested Lines of Enquiry

In evaluating the delivery of the Transformation Programme, the Committee may wish to explore some of the following areas of focus, which have been adapted from the Welsh Government Guidance on Scrutiny of the Public Services Board:

1. To what extent has the Transformation Programme been delivered within the planned timescales? How far have the Regional Partnership's expectations been met?
2. How effectively has the Regional Partnership worked together to achieve the outcomes? What lessons have been learned as a result of progress to date and how will they be fed back?
3. What have been the resource implications of delivering on the Transformation Programme? How has working as a partnership maximised the resources available?
4. How has delivery as a partnership impacted on the delivery of the Transformation Programme in line with the five ways of working from the Well-being of Future Generations (Wales) Act? What difference has working in partnership made to delivery?
5. What unintended consequences have arisen from delivering the Transformation Programme? What are the main factors that have impacted upon delivery?
6. How is service user experience being used to assess performance of the Partnership's delivery? What other methods are being used to evaluate effectiveness and impact of the Transformation Programme?

4.3 Wellbeing of Future Generations (Wales) Act

The Committee's consideration of the Transformation Programme should consider how the Partnership is maximising its contribution to the five ways of working. The following are examples of the types of questions to consider:

5 Ways of Working	Types of Questions to consider:
Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	What long-term trends will impact upon the delivery of the Transformation Programme?
	How will changes in long term needs impact upon the delivery of the Transformation Programme in the future?
Prevention Prevent problems occurring or getting worse.	What issues are facing the Partnership's service users at the moment?
	How is the Partnership addressing these issues to prevent a future problem?
Integration Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	Are there any other organisations providing similar / complementary services?
	How does the Partnership's performance upon the delivery of the Transformation Programme impact upon the services of other public bodies and their objectives?
Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).	Who has the Partnership been working with to deliver Transformation Programme outcomes?
	How is the Partnership using knowledge / information / good practice of others to inform / influence delivery of the Transformation Programme?
Involvement The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	How has the Partnership sought the views of those who are impacted by the delivery of the Transformation Programme funded projects?
	How has the Partnership taken into account diverse communities in decision-making?

Section B – Supporting Information

5 Supporting Information

- 5.1 The Characteristics of Effective Partnership Scrutiny set out in the Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards issued by Welsh Government in August 2017 can equally be applied to the scrutiny of other Partnerships and states that:

“Research into the practice of collaborative or joint scrutiny in England and Wales identifies that arrangements are effective when they demonstrate the following characteristics:

Characteristics of effective partnership scrutiny:

- Scrutiny regards itself as a form of ‘critical friendship with positive intent’ in which scrutiny practitioners act as advocates for the success of joint working.
- Collaborative performance is evaluated from the citizen’s perspective.
- Strong efforts are made to understand the complexity of partnership arrangements and to facilitate learning about the culture and assumptions of different organizations.
- Scrutiny creates positive expectations by focussing on issues regarded as useful to the partnership or where there is consensus that ‘things need to change’.
- Scrutiny demonstrates intellectual independence and investigative rigour in all of its activities.
- Scrutiny demonstrates a positive impact by developing clear, timely, evidence-based recommendations aimed at enhancing collaborative performance.
- Scrutiny critically evaluates its own performance utilising partnership perspectives.

(A link to the full Welsh Government Guidance is included in Section 7 of this report in the Background Papers for Members’ information.)

6 Links to Council Policies and Priorities

- Newport City Council’s Corporate Plan and Wellbeing Objectives:

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7 Background Papers

- [Gwent Regional Partnership Board Transformation Programme Progress Briefing to Welsh Government August 2019](#)
- [Social Services and Well-being \(Wales\) Act 2014: Part 9 Statutory Guidance \(Partnership Arrangements\)](#)
- [Report and Minute](#) of Performance Scrutiny Committee - Partnerships on 3 April 2019
- [Regional Area Plan 2018-19](#) - Gwent Regional Partnership Board
- Gwent Regional Partnership Board [Website](#)
- [The Essentials – Well-being of Future Generation \(Wales\) Act](#)
- [Welsh Government Guidance for Local Authority Scrutiny Committees on the Scrutiny of Public Services Boards](#) (Issued August 2017)
- [Corporate Plan 2017-22](#)

Report completed: 30 September 2019