



## Minutes of the North Wales Regional Partnership Board Meeting

13 November 2020

9:00 am to 12:30 pm

Via MS Teams

Present:	Teresa Owen, Bethan Jones Edwards, Alwyn Jones, Morwena Edwards, Bethan E Jones (attended at 9:30 am), Cllr Bobby Feeley, Cllr Christine Jones, Cllr Joan Lowe (JLo), Cllr Louise Emery (attended until 11:00 am), Cllr Dafydd Meurig (attended until 10:50 am), Dr Lowri Brown, Estelle Hitchon, Fon Roberts, Helen Corcoran, Jenny Williams (attended until 10:45 am), John Gallanders(JGa), John Gladston (JGI), Judith Greenhalgh (JGr), Kevin Roberts, Cllr Llinos Medi Huws, Lucy Reid, Mark Wilkinson (MWil), Mary Wimbury (MWim), Neil Ayling, Peter Williams, Roma Hooper, Sam Parry
Apologies:	Ffion Johnstone, Shan Lloyd Williams, Lynda Colwell, Clare Budden, Nicola Stubbins, Chris Stockport, Rob Smith, Catherine Elaine Jones, Julie Annetts, WG Autism Policy Lead
In attendance:	Add Imogen Blood, Consultant, Practice Solutions Ltd (for agenda item 3)  Rhian Allen, Consultant, Practice Solutions Ltd (for agenda item 3)  Rhian Edwards, Commercial Director, Wales Co-operative Centre (for agenda item 3)  Maria Bell, WLGA (for agenda item 3)  Carol Dale, Regional Project Manager, Workforce (for agenda item 3)  Sara Harvey, National Strategic Lead, National Autism Team (for agenda item 4)  Christine Burns, Service Manager, North Wales IAS Team  Sarah Bartlett, North Wales Research, Innovation and Improvement Hub Manager, Regional Collaboration Team (for agenda item 5)

### 1 Welcome, introductions and apologies

MWim, vice-chair, provided a formal welcome to new NWRPB members; Dr Lowri Brown, representing NW LA Education and Sam Parry, representing NW LA

Housing. The vice-chair also thanked PW, as this is his last meeting, for his contribution to the Board over the last 2 years as Carer representative and wished him well in the future.

MWim chaired the meeting from 9:00am until TO attended at 10:20am.

Simultaneous translation is being trialled at today's meeting

## **2 Notes and actions of last meetings**

The minutes of meeting 11.10.2020 were agreed as a correct record.

### *Completed Actions:*

- Winter Plans - on today's agenda
- Dementia Strategy and cover report - on today's agenda
- Elected members have written to WG re indicative allocation for 21/22 and a response has been received from the Minister
- Transformation Programmes final business cases have been forwarded to WG.
- AJ provided an update from the meeting with WG 2.11.2020 to discuss the current tentative Transformation Programmes allocation and to negotiate a higher allocation of funding for 2021/22. WG challenged funding streams doing similar work, being clear the region will not receive the total amount requested. BJE is working on one revised business case covering all four programmes, which is required to be forwarded to WG by Monday 16.11.2020. AJ thanked BJE and Programme Leads for the huge task involved in completing the work within a short timeframe.
- All amendment have been made to the Annual Report and forwarded to WG by 30.10.2020. The Annual report has also been circulated to statutory partners to take through their governance process
- Coronavirus Act 2020 Rapid Review documents have been circulated separately to RPB members.
- Testing within Care Homes

### *Outstanding Actions:*

- Focus and Priorities – the document has now been updated in relation to Covid as requested in a previous meeting. Awaiting Chair agreement, as soon as Chair agrees it will be put on RPB agenda.

## **3 Research and Development into establishing a multi-stakeholder co-operative staffing agency for North Wales (Foundational Economy Challenge Fund project, FECF) Research and Development into establishing a multi-stakeholder co-operative staffing agency for North Wales (Foundational Economy Challenge Fund project, FECF)**

JW presented the FECF, provided the context to this agenda item and an overview of the work undertaken to date. JW, in her role as chair of the North

Wales Workforce Board (NWWB) also reminded that Workforce is one of the significant areas discussed within the NWWB annual report, and the challenges faced in attracting, recruiting and attaining a qualified workforce within the health and social care sector.

Practice Solutions (PS) have been commissioned to undertake a research and development project to scope and produce a business case for establishing a multi-stakeholder co-operative staffing agency, to supply independent sector, Local Authority and BCUHB employers with health and care workers for short and long-term vacancies.

RA (PSL) provided the national and local strategic drivers for this work; A Healthier Wales (AHW), North Wales Regional Area Plan, the Social Services & Wellbeing Act (S.16) and the Wellbeing of Future Generations (Wales) Act 2015.

The current challenges the project is aiming to tackle include a high turnover/staff vacancies in H&SC, variable pay in identical posts within the health board and local authorities, the impact of Brexit, qualification requirement and the huge amount paid out for agency staff by Providers, LA's and HB. The pandemic also highlighted the pressure points/ the need to accelerate care closer to home, and the opportunity to attract new recruits to the sector.

The project seeks to explore alternative delivery models for attracting and retaining the required number of qualified/registered staff to meet the current and future growth in demand, via engagement, data capture and research, options and business case development.

IB explained in detail the different models which could be considered for development for the region from the initial review and the NWWB are seeking feedback from RPB to inform the business case :

- User-led, collective approach to commissioning care using direct payments;
- Worker-run cooperatives/ other employee-owned models; A 'producer' cooperative;
- A not-for-profit staffing recruitment agency or bank;
- A local authority trading company;
- A workforce deal.

RA explained the option appraisal paper and the differences between the models in relation to the 5 different criteria.

User-led, collective approach to commissioning care using direct payments

Individuals using part or all of their direct payment (DP) with agencies to purchase assistance. DP employ staff to build economies of scale – scale this up to improve recruitment and retention.

Worker-run cooperatives/ other employee-owned models

Not for profit – initial outlay to establish, core purpose would be to improve pay and conditions. This model could offer a range of services with different funding streams with potential for cross subsidisation. Workers have a say in the functioning of the service, with benefits include staff retainment, improved service, enhanced value by eliminating management.

LA own trading co –wholly owned by LA, an excellent staff package – travelling costs, shifts, career progression, holiday pay etc.

Workforce pay deal – low variable pay conditions is a key driver of the recruitment driver. This model would provide better pay and conditions across the board, improve recruitment and retention, and minimise movement between employers. The additional cost would need to be found somewhere, and could prove an issue for providers, with large providers exiting the market if no longer profitable and small local providers unable to get the required economy of scale.

Provider consortium – a number of providers coming together to form a co-operative. Potential for locally based producer co-op, where care homes, dom care agency, micro-enterprises share staff or a range of other back-office functions, staff, recruitment, training for mutual benefit – together believing in a more seamless services for individuals, creating savings through sharing.

Running own enterprise can improve workers' rights and service outcomes, assisting also with inspection, swapping staff to cover training and emergency needs, joint advertising campaign, partnerships between colleges etc.

RA informed the workforce deal scored the highest within the options appraisal against the criteria, as scope to create an entity this was more of a strategic action.

RA also informed of top-down levers and options directly intervening to influence and enquired how much appetite is there for direct, top-down intervention or is the aim for a sector/ worker-led model.

Questions:

Cllr BF emphasised the importance of technology; the lack of digital connectivity in some areas and a large proportion of over 65's in Wales remaining unconnected. Cllr BF has been informed for a number of years the region will be collaborating on pay and responsibility, with differences in pay and responsibilities seen within the sector.

JGal also noted many of the suggestions have been around for years and enquired what are the lessons learned from the barriers for the initiatives to have progressed.

NA thanked Practice Solution for the comprehensive presentation. FCC approach to growing micro care from bottom-up has been a key priority for the last 3 years. NA also stressed the importance of dealing sympathetically with existing providers in this work and securing WG funding from the economy to support FECF will be crucial.

AJ stated a workforce pay deal is valuable. However, this is complex in relation to the strategic change and suggested another option for consideration; a single workforce deal, terms and conditions for North Wales or all workers paid/terms and conditions on an identical level; as an alternative way to strengthen the market, and comparing this proposal would be beneficial.

ME was pleased to see that the work in GC had been sighted. The business case in Gwynedd is based on changing the practice of staff to work locally, but part of this is pay enhancement. The pilot has demonstrated savings and improving the quality of support by giving more responsibility to staff. Excellent feedback has also been received from residents from incorporating Children in local teams and considering pay collectively.

Lucy Reid also noted the informative presentation incorporating exciting options, welcoming the discussion with workforce currently being a concerning issues across H & SC. The pandemic has presented a pool of potential individuals who could potentially engage with the sector.

Cllr LIM noted concern with the funding element and was in agreement with NA that funding would need to be sourced from WG.

DM would prefer to explore the bottom- up, local approach rather than a regional approached forced on communities.

MWim noted being disappointed if a pay deal representing providers is not considered, and is keen to see a position to reward and retain care workers within care homes, with the majority of staff either on or below the legal minimum wage.

MB informed the National Commissioning Board (NCB) is working with local & regional commissioners and providers to develop cost calculators based on real living wage, to help calculate the budget gap. This will be shared with LAs & HBs and is also being reported through WLGA.

ME noted social care as being crucial to the success and sustainability of NHS, as well as being properly resourced by WG, with evidence that it provides excellent value for money.

MB informed the NCB have also discussed as part of the project, its scope to reach out to college health and care students to give them paid experience with different employers and in different settings - as research suggests that they do not understand the range of roles in social care.

JGa enquired if health brought in students onto the payroll quicker during Covid to fill gaps, do we need to consider training and work opportunities, similar to the old style 'sandwich training'.

JGr enquired if anyone have explored why recruitment is so difficult in the sector - is this pay related or are there other issues? and suggested by focussing on the issue, the model would follow.

RA (PSL) informed that the local element has been considered when considering the different options, as demographics are different across the region.

JW thanked RPB for an excellent discussion and feedback and noted a few points:

- Pay deal – WG Ministerial group are looking at the parity and status of this, absolutely provide the evidence for this work to progress at pace, which has been delayed due to Covid-19.
- Recognise the work has to be appropriately funded – no budget implications for anyone at this stage
- Opportunity to embrace the strong campaign and approach to ensure a good deal and conditions, wider than traditional routes, all colleagues committing to the same agenda in all ways to add value.
- Welsh Language – unique feature in relation to culture supporting the Welsh Language.
- North Wales ambition with different delivery styles – local delivery

(Practice Solution Consultants to progress this work)

- Support for the strategic agenda, further work on the journey, consider more appropriately of models of delivery
- The NWWB is represented by most organisations with the ability to progress with this work.

JG proposed that when a firm proposal is available it can be taken through each organisation's governance processes.

ME added that a report would be helpful to inform of the development in each county, although pay and funding is a different issue. ME also reminded the Regional Commissioning Board will be closely linked in to this work.

Practice Solution Consultants are also available to carry out workshops to ensure as many individuals are aware of this discussion.

#### *Actions*

- NWWB to prepare a report for organisations.

## **4 Integrated Autism Service**

The board received an update on the progress of services for autistic people and parents and carers of autistic people at a national, regional and local level.

NA reflected on the good progress made in each LA and HB across the region, recognising the work completed by all the individual leads.

SH referenced a brief strategic overview of the NAT:

- NAT is funded by WG and hosted by the WLGA, with PHW
- The NAT works in close partnership with Welsh Government, local Autism Leads within local authorities and health boards, key stakeholders and advisory groups
- The Code of Practice is out for consultation at the moment until 14.12.2020. SH encouraged all members to consider responding to the consultation. The CoP Section 4 also specifies that the regional Population Assessment must include the extent to which there are autistic people who need advice, care or support and carers of autistic people who need support in their region. The associated Area Plan must include a review of autism provision.

An autism champion role must also be established according to the draft Code. All requirements having already been taken into consideration by the NWRPB

- Working closely with WG, the NAT are aiming for an implementation of September 2021 for the ASD strategic plan
- The annual report has been published this week. The report includes a series of audio clips and information gathered from feedback across Wales. SH informed of Appendix 1 within the annual report - a new data set of IAS services being accessed
- The National Autism Team has refreshed and re-branded its fully bilingual web-site [www.AutismWales.org](http://www.AutismWales.org) / [www.AwtistiaethCymru.org](http://www.AwtistiaethCymru.org)

A Covid information hub has been developed jointly with the Third Sector giving straightforward guidance, and is available on the website. SH confirmed also that

the information was already available on the directory of services 111/NHS Direct Wales.

SH commended North Wales on the active and proactive engagement with Autistic people with strong examples of engagement seen.

CB provided a brief update on the NWIAS data headlines, providing an overview of the numbers of referrals, assessments and diagnosis across North Wales.

CB informed the programme of open events was suspended as a result of Covid-19. Telephone lines remained live throughout with online diagnostic assessments also piloted.

The NWRPB were in agreement to note the NAT and NWIAS updated, in particular:

- the potential impact on the Board itself and its constituent partners of the Statutory Code of Practise on the delivery of autism services in Wales
- the “case studies” examples included in the NAT Annual Report

SH referenced the guidance inherited from the previous team referred to an all age service. This is incorrect as the service is fundamentally for adult and the IAS will link in with the ND service with children referred to another service. A new set of guidance has been included on the website. SH pointed out as a national team, and Welsh Government is also mindful of the importance of linking ND and the IAS.

Autism Champion for the RPB

As the IAS service is hosted by FCC, Cllr BF nominated Cllr CJ to be the RPB Autism Champion on the RPB, and Cllr CJ accepted. TO also put her name forward to assist Cllr CJ as champion. SH added that the IAS national team would assist Cllr CJ with this role.

## **5 NWRPB Strategic Documents for endorsement:**

### **Population Needs Assessment (PNA)**

The board received an update from SB on the PNA Rapid Review.

SB informed WG requested RPB's to undertake a rapid review of the PNA within a tight timescale of 8 weeks. For this reason, a proposal was put forward for a light touch refresh, summarising the research on the impact, the findings and lessons learned from Covid-19.



The conclusion of the proposal supported the need for the NWRPB to continue to focus on the priorities, with consistent principles which the rapid review identified for this work:

1. Promote digital inclusion – people who use services have access to technology and connectivity along with the skills to use it
2. Inclusive approach to service redesign – while having benefits to remote working during the pandemic, this does not work for everyone nor in all circumstances. New services to be carefully evaluated to identify and mitigate potential harm.
3. Take a rights-based approach – to future lockdowns and opening of services to mitigate harm caused by policies redesign to control the spread of the virus, involving people who use services in co-producing policy and response and having voice and control in their own lives.

TO thanked SB for leading on the work, within a tight deadline by WG which has received huge approval, both locally and nationally.

The RPB were in agreement to endorse the PNA and to commit to taking the PNA Rapid Review through local approval processes to support the dissemination of the recommendations and their adoption in local recovery plans.

#### Winter Plan (WP) – Bethan Jones Edwards

BJE shared the Winter Plan with board members to be endorsed by the NWRPB. A draft version of the WP has already been forwarded to WG 30.10.2020.

- The WP that was required this year is a far more thorough plan than in previous years. WG acknowledge that while the RPB were tasked with preparing the plan, health board were already working on their Quarter 3 and 4 framework plans.
- WG also requested the RPB plan to reflect both health and social services activity as well as activity from the wider social care perspective including the Third and Independent Sectors. The AISB's were fundamental to feed in this information.
- WG required information on the 'four harms' from covid-19, the risks identified and how to address them :
  - Harms form Covid-19 itself
  - Harm from the overwhelmed NHS and social care system
  - Harm from a reduction in non-Covid-19 delivery

- Harm from wider societal lockdowns
- The WP also included information on the discharge to Recover/Access (D2RA) split into delivery plan and wider activity.

MWim enquired, on behalf of other areas of Wales, what information is being shared with the social care sector, provider sector and care homes in particular regarding staffing, with an increase seen in positive tests and the potential re care home staffing emergencies. MWim particularly requested the contact names for emergency teams, OOH and if this consistent information is already been communicated to Providers.

BJE explained that each LA have their own mechanism of contacting care homes, and the contact information for each area can be shared outside of this meeting if required.

JGI queried whether an Equalities Impact Assessment had been produced with this plan.

BJE replied that a specific equality impact assessment had not been completed as part of the winter plan but noted the importance of this within delivery of the plan.

The NWRPB were in agreement to endorse the recommendations within the report:

- To endorse the NWRPB Winter plan which will be formally submitted to Welsh government (WG) after the meeting.
- To commit to taking the NWRPB winter plan through relevant sub-regional and local governance and political processes
- To endorse the proposal to produce an RPB winter plan on an annual basis, to be completed and agreed by the RPB by August each year.

#### Dementia Strategy – Bethan Jones Edwards

Following a discussion on the Dementia Strategy earlier this year BJE today presented the updated Dementia Strategy, and the cover report detailed the 3 amendments that had been made following discussions with JGa, AVOW and the Alzheimer's Society to address the queries raised.

The report presented today contains the Dementia Strategy, all supporting documents and a cover report for partner organisations to progress through their own governance/political process

JG confirmed that the third sector were in agreement to endorse the strategy and also noted the importance of this work for the board. JG also thanked BJE and the team on the huge work involved in developing the strategy.

The NWRPB were in agreement to endorse the Dementia Strategy and the recommendations:

- To note changes to the strategy since the strategy was first presented to the Regional Partnership Board.
- To share the whole suite of documents supporting the dementia strategy with board members including the consultation report, service mapping and background data reports.
- For RPB partners to agree to take the strategy and appendices through their governance/political processes

## **6 BAHW**

The board received an update from TO the progress of the BAHW programme, requesting the RPB to note the progress and acknowledge current constraints.

TO informed a recurrent allocation of £1.301m has been made to NW BCU by WG to support the delivery of three programme areas in North Wales:

1. Starting Right
2. Stronger Together
3. Enabling

TO reported although work has progressed across North Wales, the programme has seen delays in implementation of projects due to limited capacity within the local Public Health Team as they focus on COVID related work with Service Leads and partners actively drawn into TTP and COVID emergency planning.

However, given the progress to re-establish essential services and planning activity, the BAHW Plan will be moving into 21/22, utilising the full allocation.

An engagement opportunity within BAHW is ongoing, and further updates of the work will be provided in future.

The NWRPB were in agreement to endorse the BAHW update report, noting key risks and issues.

## **7 ICF - 2020-21 Q2 report**

BJE provided an update on the ICF Q2 2020-2021 report and position summary at end of September for noting and RPB endorsement.

The report provides an overview of the 7 funding programmes managed via ICF up to end of September 2020:

- Revenue Investment Plan (RIP)
- Capital Investment Plan (CIP)
- Integrated Autism Service (IAS)
- Welsh Community Care Information System (WCCIS)
- Therapeutic Intervention Pilot (TIP)
- Covid Discharge Plan (CDP)
- Winter Plan (WP)

BJE informed the Board that the information within this report relating to Winter Plan (WP) was in fact the Discharge to Recovery/Assess funding. WG have not confirmed any Winter Plan funding as has been available in past years.

If anyone wishes to have sight of the spreadsheet that is submitted quarterly to WG this is available via the Regional Team.

TO thanked BJE and team for the work on this report

The NWRPB were in agreement to endorse the 2020/21 ICF Investment Programme and the Quarter 2 2020/21 progress report.

## **8 Health & Care Recovery Group**

The board received a verbal update from JG on the work of the H&CRG.

Following the decision to pause the work on recovery, the current output of the H&C Recovery Group will focus on the winter plan within the second wave of the pandemic and the health and care dashboard generated from the Data and Intelligence Cells. Information from the dashboard, only available to SCG and H&SCRG members, provide regular update on capacity across H&SC sector, linking all hospitals and identifying pressure points in the system. Regular updates are provided to the SCG.

MWim requested on behalf of care provider sector, with current and ongoing pressure, that capacity within homes is taken into consideration when returning to the recovery agenda and the continuation of future planning.

Cllr BF noted the escalation of the virus within care homes and asked if the region was providing all possible support to assist the sector to prevent the spread of the virus.

Plans drawn up following JB work to strengthen work doing.

JG noted Cllr BF comments and confirmed that following lessons learned, there are capacity issues to be addressed in some parts of the system and work is being completed with BCU and LA to manage infection as quickly as possible. The H&CRG have recently discussed and commissioned an urgent report outlining the support and resilience in place for Care Homes across North Wales.

ME reminded the board of the work completed following Prof John Bolton at the September RPB. The action, with the support of PHW, Environmental Health and infection control, provided in the action plan were preventative in nature and provide assurance to respond to the national response; what are we doing well, improvements required and issues that require specific attention. One of the key aims is not to maintain and continue this work.

JG also confirmed all LAs are committed to working in partnership with private care providers throughout the pandemic, and keeping residents safe is the number one priority

MWim also informed of some continued issues experienced by care homes:

Care home being uncertain who to contact for immediate support in an outbreak emergency situation.

Weekly testing

Provider insurance renewal

AJ believed Providers have been advised who to contact in their areas. AJ agreed to draw a list of LA contacts for MWim.

#### *Actions*

- List of emergency contacts for LA to MWim - AJ

## **9 Any Other Business**

Nothing to report.

**10 The following documents have been included for information:**

- Quarter 2 Transformation Programme reports.
- Letter from Deputy Director for Health WG - Covid-19: Distribution of Personal Protective Equipment (PPE) to Social Care Settings
- The Recovery and Re-Set of Rehabilitation Services
- Letter from Director General and Deputy Director for Health re: Discharge guidance

**Date of the next meeting:**

Friday 11th December 2020 – 9:00 – 11:00 am