



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Social Care, Health and Wellbeing Cabinet Board

17th April 2020

Report of the Director of Social Services, Health and Housing – Mr Andrew Jarret

Matter for Decision

Wards Affected: All Wards

West Glamorgan Transformation Project – Governance Arrangements during Covid-19 Pandemic

Purpose of the Report:

1. To seek approval to amend the governance arrangements of the West Glamorgan Transformation Project during the current emergency period as a result of the Covid-19 Pandemic until September 2020.

Executive Summary

2. This report outlines the current situation with the West Glamorgan Programme amid the COVID-19 crisis and outlines measures by which the governance of the programme be altered to place the Partnership on the emergency planning

basis to support the Covid 19 crisis to suit the requirements in this extraordinary time.

3. The report defines the proposed new governance arrangements which allow swift decision making in terms of the West Glamorgan Partnership resources and funding to expedite the pace of work required.

Background:

Current Position

4. The West Glamorgan Regional Partnership is a collaborative Health and Social Care initiative comprising:
 - Neath Port Talbot County Borough Council
 - Swansea Council
 - Swansea Bay University Health Board
 - Organisations in the third and independent Sectors
 - Citizen and carer representatives.
5. Formerly known as 'Western Bay', the collaborative was established in 2012 with the purpose of integrating services more effectively. Its aim is to explore new and innovative ways of working to ensure services are sustainable in the face of growing demand and a challenging financial climate.
6. The West Glamorgan Regional Partnership now focuses on three areas of 'transformation', all with associated projects and work streams being delivered in the context of the Social Services and Wellbeing (Wales) Act 2014.
7. These are:

- **The Adult's Transformation Board** (the key priorities of which include Older Adults, the Commissioning for Complex Needs Programme, Dementia, the Mental Health Strategic Framework, the Learning Disability Strategic Framework).
 - **The Children and Young Adults' Transformation Board** (key priorities of which include the Multi Agency Placement Support Service, Children with Complex Needs and the Regional Strategic Development Plan).
 - **The Integrated Transformation Board** (the key priorities of which include Carers, Digital Transformation, Transformation in Networks and the Welsh Community Care Information System).
8. All parties to the partnership are in the middle of an unprecedented situation. The partnership are unable in its current format able to deliver the programme as set out through the Area Plan and Action Plans as agreed by the Regional Partnership Board. Staff across the region for all the sectors are being diverted to support the “front line” in term of safeguarding and supporting the most vulnerable in our region who are unwell or vulnerable to Covid-19.
 9. As a result of this, it is felt that the current governance processes are too unwieldy to deal with the decisions that are required in a fast paced ever-changing situation. The current programme will need to be completely revised in order that all resources and funding are allocated to support the response to Covid-19.
 10. Proposals to amend each of the workstreams within the programme are being developed with the support of the relevant statutory partners and the council for voluntary services. This results in the majority of the programme being put on hold in order that resources can be re-allocated to directly support Covid-19 crisis.

11. Welsh Government have issued guidance that note they are suspending the financial and performance reporting for the Partnership Board for approximately 6 months in order for staff capacity to be released to focus on the current Public Health Emergency

Proposed New Governance

12. It has been determined that Partnership meetings will not be conducive at this present time to support the current situation of COVID-19 and meetings are likely to have poor attendance.
13. Subsequently, governance arrangements for response to the emergency have been established to manage the Covid 19 crisis across the West Glamorgan footprint, through the establishment of the Covid-19 Silver Community Command.
14. This group will replace the Transformation Boards in the interim. In addition there are a number of workstream that have been established that report to Covid-19 Silver Community Command which focus on specific issues, which report through to the Silver Covid-19 Community Meetings. These meetings include the majority of key partners from the existing West Glamorgan Transformation Boards, with the exception of citizens and carers.
15. It is suggested that extraordinary governance arrangements for West Glamorgan Partnership is established to include a small decision making group which includes Jack Straw, the Chair of the 3 Transformation Boards and the West Glamorgan Programme Director and Programme Co-ordinator. This group will be responsible for making decisions in terms of re-allocation

of resources and funding to directly support the Covid 19 crisis. Meetings can take place via 'skype', telephone or in person.

16. Membership of the new Health and Social Care Interface Board will include the following or nominated deputy:
 - Jack Straw, Chair of the Health and Social Care Interface Board
 - Andrew Jarrett, Director of Social Services, NPT
 - Dave Howes, Director of Social Services, Swansea
 - Sian Harrop-Griffiths, Director of Strategy, SBUHB

17. The above SBUHB representative will need to make decisions on behalf of the Learning Disability and Mental Health Directorate and the Children and Young People Directorate.

18. In addition to this, an **Extraordinary Regional Partnership Board** will be required in order to that quick decisions are taken. Membership will include the following or nominated deputy:
 - Cllr Rob Jones, Leader of Neath Port Talbot Council (Chair of the West Glamorgan Regional Partnership Board)
 - Emma Woolett, Chair of the Health Board (Vice Chair of the Regional Partnership Board)
 - Cllr Rob Stewart, Leader of Swansea Council
 - Jack Straw, Chair of the Health and Social Care Interface Board
 - Keith Reid, Director of Public Health of the Health Board
 - Phil Roberts, Chief Executive of Swansea Council
 - Steven Phillips, Chief Executive of Neath Port Talbot County Borough Council
 - Tracy Myhill, Chief Executive of the Health Board

19. The Extraordinary Regional Partnership Board will meet, as and when required and in line with the tolerances set, make

decisions which are escalated from the Health and Social Care Interface Board.

20. These temporary arrangements will run until the end of September 2020.

Funding Issues

21. A Community Surge Pooled Fund in 19/20 was established through the winter pressures funding, to support the Hospital to Home Project and increase the speed at which individuals are discharged from hospital. This pooled fund has closed on 31st March, with the remaining funding allocated to part fund the Hollins business case for additional beds.
22. A new pooled fund for Covid 19 has been created. All the un-allocated and un-committed regional revenue and capital funding has been re-diverted into this pooled fund. The list of regional funding sources and the principles around which funding was re-diverted is included in the update report in **appendix 1** which was agreed by the Chairs of the Transformation Board on 31st March.
23. As financial decisions need to take place at pace it is suggested that the new governance rules for the extraordinary arrangements apply to the decision making specifically around the pooled fund.
24. The proposed financial decision making for the pooled fund for Covid-19 is as follows:
 - Funding proposals up to £500,000 Approved by the Health and Social Care Interface Board

- Funding proposals over £500,000 Approved by the Extraordinary Regional Partnership Board
25. Grant funded organisations will be supported to be flexible and responsive to demands related to COVID-19 as identified in Appendix 2
 26. In order to allow for this flexibility, funded organisations will be asked to give updates on the existing schemes in terms of any changes and the services they are currently offering in response to COVID-19. It is expected that the majority of this will be in relation to existing resources being re-purposed to support the Covid 19 crisis. There will be no requirement for organisations to request approval for changes, however project leads must notify the West Glamorgan Transformation Office explaining how this is supportive of the COVID-19 response and meeting a need.
 27. Most of the organisations funded via ICF, meet the ICF priorities due to the groups of people being worked with (e.g. older people, children with complex needs, carers) and we anticipate that the need for support to these groups will largely increase as they become more at risk of isolation and require additional support during the pandemic.
 28. All changes to scope and/ or finance will be captured in an online Log which can be accessed by members of the CVC's and the Transformation Programme Office.
 29. Where projects are not able to maintain service delivery over this period they must inform the West Glamorgan Transformation Team and ICF Lead.

30. The West Glamorgan pooled fund manager will have overall responsibility for management of the pooled fund. The Finance Workstream established within the Covid 19 Silver governance will oversee the finance position to ensure visibility of decisions across partner organisations and efficient draw down processes for the funding. Expectation is that any resources, funded by the transformation funding, not currently able to deliver the transformation programme will be re-diverted to support Covid 19.

Financial Impacts:

31. A pooled fund will be established as set out in paragraphs 21-30 of this report. Appendix 3 provides an overview of the current financial status of grants received from Welsh Government and clarity over Welsh Government position in terms of funding streams, however as outlined in this report, there is a need to ensure all resources are focussed on supporting the emergency and contingency planning for Covid 19. Clarity as has also been sought with Welsh Government via a letter from the Chair of the Regional Partnership (Set out in Appendix 4) of additional funding that might become available.

Integrated Impact Assessment:

32. An integrated impact assessment is not required for this report.

Valleys Communities Impacts:

33. No impacts

Workforce Impacts:

34. No impacts

Legal Impacts:

35. The Partnership Arrangements (Wales) Regulations 2015 requires Swansea, Neath Port Talbot and the Health Board to form a partnership board to implement requirements of the Social Services and Wellbeing (Wales) Act 2014. The legal obligations therefore rest with these 3 organisations. Any decision making therefore will have to vest with these bodies for the duration of the current emergency period.

Nevertheless in implementing this new model of decision making, the fundamental requirements of the Social Services and Wellbeing (Wales) Act 2014 will continue to promote the well-being of children within the authority's area, adults within the authority's area with needs for care and support, or carers within the authority's area with needs for support, contribute to the prevention or delay of the development by children or adults within its area of needs for care and support or the development by carers within its area of needs for support, or improve the quality of care and support for children and adults, and of support for carers, provided in its area (including the outcomes that are achieved from such provision).

The West Glamorgan Regional Partnership now focuses on three areas of 'transformation', all with associated projects and work streams being delivered in the context of the Social Services and Wellbeing (Wales) Act 2014. It is envisaged that a revision to the Partnership Agreement that oversaw the creation of the Partnership Board will be necessary in order to implement these temporary changes.

Risk Management Impacts:

36. Failure to ensure that suitable governance arrangements are in place will prevent decisions being taken urgently that could have an effect of funding arrangements for the Partnership Board and subsequently this Council.

Consultation:

37. There is no requirement for external consultation on this item.

Recommendations:

38. It is recommended that:
 1. Members approve the governance arrangements detailed in this report for the West Glamorgan Regional Partnership Board up until the end of September 2020;
 2. Members approve the establishment of a pooled fund as set out in this report and all allocated and un-committed regional revenue and capital funding has been re-diverted into this pooled fund.
 3. That the Director of Social Services, Health and Housing (or his nominated Deputy) be designated as the Neath Port Talbot County Borough Council Representative on the Health and Social Care Interface Board;
 4. That the Leader of Council and the Chief Executive (or their nominated Deputies) be appointed as the Neath Port Talbot County Borough Council Representatives on the Extraordinary Regional Partnership Board; and
 5. The Head of Legal Services, in consultation with the Director of Social Services, Health and Housing be authorised to enter into

any documentation appropriate to implement the arrangements set out in this report by way.

Reasons for Proposed Decision:

39. To ensure that suitable governance arrangements are put in place which allow swift decision making in terms of the West Glamorgan Partnership resources and funding to expedite the pace of work required

Implementation of Decision:

40. The decision will be implemented immediately

Appendices:

41. Appendix 1 – Report of Chairs of Transformation Boards
Appendix 2 - Proposed Process for Third Sector Organisations funded via ICF
Appendix 3- Correspondence from WG in relation to the Regional Funding
Appendix 4 – Letter from Chair of Regional Partnership Board to Welsh Government

List of Background Papers:

42. None

Officer Contact:

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Director of Social Services, Health and Housing
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Report Title: Pooled Fund for Covid 19

Chairs of the Transformation Boards: Dave Howes, Andrew Jarrett and Sian Harrop-Griffiths

Date: 31st March, 2020

1. Background

- 1.1 The current pooled fund for Community Surge funded via RPB Winter Pressures funding 19/20 was closed on 31st March and a new pooled fund for Covid 19 established from 1st April, 2020.
- 1.2 The final fully costed tracker for the community surge pooled fund has been shared with the finance leads and the funding has been drawn down by the Local Authorities from the Health Board.

2 Key Points / Principles

- 2.1 Ongoing commitment to existing projects in 20/21, which include existing staff.
- 2.2 All regional un-allocated and un-committed revenue and capital funding will be transferred into the new pooled fund for Covid 19. The intention is to re-divert the following un-allocated funding into the pooled fund:
 - ICF revenue
 - ICF revenue – dementia (ring-fenced)
 - ICF revenue – WCCIS (ring-fenced)
 - RPB revenue funding for Emotional MH and Wellbeing
 - Research, Innovation and Improvement Hub revenue
 - Early Years and Prevention Funding
 - Engagement Funding
 - MCP capital funding
 - DCP capital funding
- 2.3 Letter was sent to WG explaining the need for full flexibility in being able to divert all un-allocated and un-

committed funding to support the Covid crisis. Included in appendix 4

2.4 Un-allocated and un-committed funding re-diverted to the pooled fund includes:

- All revenue funding allocated to posts to be recruited now on hold – assumed for full year
- Un-allocated funding for WCCIS - full year costs
- Un-allocated funding for Dementia - full year costs
- Allocated funding for new Dementia schemes approved, but not formally approved by WG– full year costs
- Any un-allocated funding – full year costs
- Capital funding for new MCP schemes, approved by Board, not formally approved by WG – full year costs
- Capital funding for existing MCP schemes, approved by Board and WG, but not started – full year costs
- Capital funding for new and existing DCP schemes, not approved or reviewed

2.5 Any funding not re-diverted includes:

- Existing and new schemes already agreed for 20-21, which include recruitment of staff
- Any potential slippage for existing Third Sector schemes in terms of cancelled events, activities and training, given expectation is that CVCs will liaise with organisations to repurpose or re-allocate the funding to support Covid 19

3. Proposed Process

- All requests for pooled fund to come via the COVID-19 Silver Community Command.
- Detail for larger schemes to be included in the provided West Glamorgan template
- All requests logged via West Glamorgan Transformation Office to log the request on the pooled fund tracker
- West Glamorgan circulates request to members of Health and Social Care Interface Board for approval

- Health and Social Care Interface Board members approve or reject
 - Finance leads will review schemes on a weekly basis at the Wednesday Covid-19 Silver Situation Finance meeting.
4. Decisions Made by Directors on 31st March, 2020
- Chairs of the Transformation Board agreed the principles as outlined in part 2
 - Agree all un-allocated and un-committed funding included in 2.1 & 2.3 be re-diverted to pooled fund for Covid 19
- a. Pooled Fund for Covid 19 Position as at 1st April, 2020
- Estimated Revenue £1,875,942
 - Estimated Capital £6,508.759
- b. Governance
- 6.1 Finance workstream members to review the pooled fund tracker every week in the workstream meeting on Wednesdays. This workstream includes Swansea, NPT and HB finance colleagues and West Glamorgan officers.

APPENDIX 2

Proposed Process for Third Sector Organisations funded via ICF ICF Small and Large Grants

Where organisations notify CVC's of an underspend in the ICF small and large grant 2020/21 funds which they do not wish to draw down, the funds will collated and offered to third sector organisations as a COVID-19 response third sector fund.

It is expected that the amounts available will be fairly small and to ensure a fast response for organisations, it is proposed that the following outline is used for decision making:

Under £5,000 - CVCs agree

£5,000 - £10,000 - CVCs plus West Glamorgan Director and Programme Coordinator

Over £10k - regular panel (members to be determined) via email with 2-3 days response time

Priorities to include

Providing accurate and up to date information to communities;

Additional volunteer expenses incurred due to COVID-19;

Technology and resources required in order to respond to the demands of the situation

The CVC's will advertise availability of funds as and when they become available and offer an open rolling programme for organisations to apply, using a simple form stating their request. The CVCs will work with the West Glamorgan Regional Team to ensure that funds are being used to best value and most impact as swiftly as possible.

Guidance on furloughed employees has been provided by WCVA:

Furloughed employees are able to undertake volunteering but not for the organisation they normally work. The WCVA have produced guidance for the third sector on furloughing employees:

<https://wcva.cymru/furloughing-employees-and-the-coronavirus-job-retention-scheme/>

APPENDIX 3

Correspondence from WG in relation to the Regional Funding

The below guidance provides direction and clarity over Welsh Government position in terms of funding streams, however it has been agreed the regional decision making, as outlined in the governance report, will need to ensure all resources are focussed on supporting the emergency and contingency planning for Covid 19.

Ongoing monitoring will be undertaken via the West Glamorgan Transformation Office in conjunction with the Covid 19 Silver finance workstream to ensure that all decisions and resources utilised over the coming months can be tracked and comply with good governance at all times.

Summary guidance received from Welsh Government on the 20th March is outlined below:

ICT Revenue

- No carryover of underspends from 19/10 into 20/21
- No claw back of underspends will be made – it is assumed that this funding will be redirected to support Covid related RPB work, ie discharge and admission avoidance
- Q4 draft financial return still required (full spend projected)
- Q1 reporting stood down, reporting assumed to re-start in month 6 (Oct)

ICF Capital

- We have the option to continue to fund the schemes we have approved or to re-prioritise to spend on Covid capital related schemes
- Grant criteria remain, particularly the emphasis on accommodation solutions. This is leading to the following guidance from WG on capital spend:

- Capital which directly supports discharge or avoids admission
- Equipment, adaptations or assistive tech which supports this.
- Split between Major and Discretionary capital altered 70% MCP, 30% DCP (with a £200k cap per DCP project)
- We don't have seek approval for any changes to capital spend we choose to make however we will need to report in month 6 (Oct)
- We still have to send in 19/20 Q4 capital report

Transformation

- All reporting suspended, but claims will continue to be paid
- Assumed that anything not currently being spent of established teams will be decided to support Covid
- In claiming the grant we will be asked to determine what is 'original' transformation fund claims and what is Covid
- There is no extension to the Transformation Funding but this is being kept under review

APPENDIX 4

West Glamorgan Regional Partnership Board
c/o West Glamorgan Transformation Programme Office
Civic Centre
Oystermouth Road
Swansea
SA1 3SN

✉ west.glamorgan@swansea.gov.uk

Date: 17 April 2020

🌐 www.westglamorgan.org.uk

Alistair Davey
Director Delivering Policy for Children and Adults,
Social Services and Integration
Welsh Government

Dear Alistair

Emergency and contingency planning for Covid 19 is progressing at significant pace across all partner organisations in West Glamorgan region. Part of the planning is to identify additional funding to support increased community care and therapy capacity, accommodation which directly supports the acceleration of hospital discharge or prevention of hospital admissions, accommodation that provides additional care home capacity, associated equipment, adaptations or assistive technology.

As part of this planning we have presumed there will be additional funding forthcoming alongside maximum flexibility on the use of all the regional funding streams for 2020-21, including:

- ICF revenue funding, including ring-fenced dementia (new, unapproved schemes) and WCCIS (un-allocated) funding
- ICF Capital Funding (MCP and DCP)
- RPB funding for low level mental health for CYP

- Early Years and Prevention Funding
- Research, Innovation and Improvement Funding
- Engagement Funding

Even with this we will still have a significant gap in resources, and there is a risk that if further funding is not released then our current plans to significantly increase intermediate care beds alongside bolstering community capacity will fall at the first hurdle.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'Rob Jones', with a horizontal line extending to the right.

Cllr Rob Jones

Leader of NPT CBC

Chair of West Glamorgan Regional Partnership Board