

# Public Document Pack

Health and Care Committee – 2 March 2022

## MINUTES OF A MEETING OF THE HEALTH AND CARE SCRUTINY COMMITTEE HELD BY TEAMS LIVE ON WEDNESDAY, 2 MARCH 2022

PRESENT

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County Councillors A Jenner (Chair), S Hayes, S McNicholas, J Gibson-Watt, A Williams and J M Williams

Portfolio Holders: County Councillors M Alexander and R Powell

Officers; Alison Bulman, Executive Director, Neil Clutton, Property Manager

Other Officers in Attendance: Carly Skitt, Assistant Programme Director, North Powys Wellbeing Programme and Sali Campbell Tate, North Powys Wellbeing Programme Service Planner

### 1. APOLOGIES

Apologies for absence were received from County Councillors G Morgan, L Rijnenberg, L Roberts, K M Roberts-Jones, D Rowlands, J M Williams and R Williams

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 3. DISCLOSURE OF PARTY WHIPS

There were no disclosures of party whips.

### 4. MINUTES

#### Documents:

- Minutes of the last meeting held on 1 February 2022

#### Outcomes:

- **The Chair was authorised to sign the minutes as a correct record**

### 5. NORTH POWYS WELLBEING PROGRAMME

#### Documents:

- Report of the Portfolio Holder for Adult Services
- Strategic Outline Case
- Memorandum of Understanding

The Assistant Programme Director gave a presentation summarising the detailed documents which had been circulated with the agenda.

**Discussion:**

- The Chair asked if the ambition and commitment for the project had changed in light of the pandemic. The Assistant Programme Director indicated there was ongoing dialogue with stakeholders and there was always an appetite to support the scheme. The pandemic has been challenging but it provided an opportunity to expedite some elements of the programme. There has been more focus on cultural change and new ways of working have enhanced collaborative working. A number of wellbeing providers are wanting to come on board.
- The demand for services is currently outstripping supply and the Project will lead to better outcomes and help to manage demand. However, due to the pressures of work it may have been difficult for staff to engage whilst dealing with the current crisis.
- It was recognised that the documents were strategic, but it would have been useful if more of the evidence gathered was apparent. The benefits of the estate are evidenced but service delivery is aspirational. It was suggested that a baseline was needed. The Committee asked to see specific outcomes of modelling and how services will change – for example, the project will be working across traditional boundaries but staff from different bodies are operating under differing terms and conditions which has proved problematic in the past. The Executive Director noted that some terms and conditions were not always competitive, and this was being kept under review. An evaluation will commence, and consultation will be one of the next stages in the process. In Social Care, the focus has been on the delivery of the model of care and a huge number of outcomes are being achieved.
- Given the nature of the documents, there was a lack of tangibility and if hypothetical case studies could be provided, this would help the public visualize the proposals and appreciate what would be different and how services would work in this setting. It was suggested that following the election a working group could look in more detail, and in a more informal setting, to discuss this issue. This could provide guidance where Health and Care Committee could be involved on a formal basis.
- The pandemic had been challenging. It had hoped that the programme would be at outline business case by this stage. The SOC sets out the strategic intentions and its intention was to build on the aspirations in the Programme Business Case through modelling and technical work. This will incorporate lessons learned through the pandemic and provide some robustness around assumptions underpinning previous ambitions. There is a need to engage clinically, produce a workforce model and develop service specifications. The Assistant Programme Manager appreciated the level of scrutiny and challenge but noted that the OBC will specify more clearly the proposals and models.
- A significant risk is the workforce – new ways of working will have an impact but there is local ambition to develop this further. There are cultural challenges including the differing terms and conditions.
- The Committee were keen to be involved and help shape the future of the project – for example, there is a proposed school on site but the rationale for its location needed to be explored. The Chair would contact the Chair

- of Learning and Skills Committee regarding scrutiny of the rationale for the location of the school. Of particular concern was the issue of safeguarding. This element had been recognised and is at the forefront of planning considerations – supported living will be located as far away from the school site as possible and different entrances will be provided to ensure flows do not cross. The Portfolio Holder noted the balance to be struck between co-locating services to ensure no stigma is attached to accessing some services and the need for safeguarding.
- The Authority is finding it difficult to recruit and it was questioned how many staff will be needed at the new site. It is hoped that services will be more innovative and therefore attractive in recruitment terms. There are new models, new practices and new buildings all of which will be a key lever in recruitment. It is hoped the existing resource can be used in a different way. Teams will be expanded in some areas and local training will be provided. Roles may be adapted. The Portfolio Holder recognised the skills of unpaid carers and an ambition to bring them into the workforce.
  - The issue of transport from outlying areas was raised – currently there is no direct transport link from the Knighton area to Newtown with the only means of access by private car or taxi. Transport reviews will take place during the Outline Business Case stage. The programme is a partnership and there are ongoing discussions with housing, education, libraries, property and transport all of whom are committed to making the project work. Silo working that has been in existence has been successfully removed for this programme.
  - The need for value for money was noted. The Executive Director advised that the project would have to break even and there should be no additional costs to current services. However, the achievements in delivering the model of care are also showing efficiencies. Costs will become clearer during the OBC stage when it is known what buildings will be used for. It is expected that there will be cost reductions and efficiencies in running new buildings.
  - Both documents are live and can be amended. In relation to the MOU, it was clear that dispute resolution can be more detailed within the framework. This was another area for more detailed discussion by the working group.
  - The Committee were very supportive of the proposal, but it needed to be demonstrated how this will positively impact on health and wellbeing across the county. The issue that this was not just a facility for Newtown had been stressed before. This was the start of an ambitious programme which will be developed across the county to deliver services as close to residents as possible.
  - The Committee questioned how lessons learned from previous joint ventures were being applied to this project. It was key to ensure the governance for the project was sound and any plan had workable stages. It was noted that no-one would know if the governance was correct until such time as it was put to the test. Two projects were highlighted - Glan Irfon in Builth Wells had a chequered history in the early stages and the integrated care teams in Ystradgynlais. The aspirations for both projects were correct but small issues nearly derailed the projects. The Executive Director noted that there had been key learning from the pandemic and that ways of working had had to change rapidly. Glan Irfon was now

working well and a Section 33 Governance Group was in place. There had been a failure to manage expectations about what was going to be delivered in the initial stages. Glan Irfon had been very complicated in terms of leases and licenses, but the two property teams now work much more closely. Engagement and transparency are key and these have been the main learning points. The Committee would recommend that key lessons learned be detailed and sent to each management team leader.

- Roles and responsibilities need to be clearly defined. Protocols are being developed to ensure that everyone is working on the same basis.

**Outcomes:**

- **The Committee welcomed the exciting development of the Programme and wished to continue to be involved as it develops**
- **Consideration to be given to establishing a new working group after the elections to consider items in greater depth and highlight issues for formal scrutiny**
- **Lessons learned to be detailed and circulated to all appropriate management and team leaders**

<b>6.</b>	<b>WCCIS REPLACEMENT PROPOSAL</b>
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**Documents:**

- Report of the Portfolio Holder for Corporate Governance, Planning and Regulatory Services.

**Discussion:**

- The Chair reported that the item had been deferred for consideration by Cabinet to allow for scrutiny. Clarity would be sought during the meeting and Members would have until Wednesday 9 March to view the document and make further comments on Teams.
- The Executive Director confirmed that there were significant, ongoing challenges with the current system which was having an impact on the ability to safeguard and to recruit and retain talent. The system was unreliable and there was little confidence in it. The Head of Economy and Digital Services had been commissioned to produce an options report.
- The Head of Economy and Digital Services summarised the report for Members' benefit detailing the background and work that has been undertaken to rectify issues together with proposals for alternative options.
- Members were concerned that the Authority would be breaking away from an agreement with other local authorities and the Health Board.
- The national team had come to similar conclusions but appeared to be committed to progress with WCCIS
- There was concern around the risk to the budget in 2023/24 and the time available if a new system was to be implemented ahead of the expiry of the current contract in the spring of 2024.
- Users of the system are quite clear that its continued use is untenable whilst acknowledging the time and effort that would be required to introduce a new system
- The Executive Director highlighted the risk of continuing with the current system – safeguarding, liability for the organisation in terms of reputational

- damage. It was also impacting upon the ability to recruit and retain staff and was having a negative affect on the wellbeing of the workforce.
- The Portfolio Holder was concerned that the risk remained at the highest level despite mitigation
  - The Committee asked if the Health Board were aware of the contents of the report and what their response had been, and similarly, with the national working group. The BestGov report had been shared with the Chief Executive of the Health Board. Issues raised include data sharing across different systems. This would be a fundamental element of any new project but the sharing of data across different systems was possible with cloud-based technology. At a national level, there is an appetite to continue with a revised version of the current system. This was also an option under consideration by the Authority.
  - The Committee asked for examples of other health boards and local authorities sharing data across separate systems. This could form part of soft market testing of alternative options but was also currently possible given that some of our clients are placed in other authorities.
  - Legal advice regarding early exit from the contract has been obtained from Legal Services. The Committee asked if they could have sight of this information and were keen that Cabinet also be informed as part of the debate.

**Outcomes:**

- **The legal advice obtained regarding the early termination of the contract be provided for Members' information**
- **An observations report would be prepared for consideration by Cabinet alongside the Portfolio Holder's report**

**County Councillor A Jenner (Chair)**

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