

Meeting of:	Healthy Living and Social Care Scrutiny Committee
Date of Meeting:	Tuesday, 08 March 2022
Relevant Scrutiny Committee:	Healthy Living and Social Care
Report Title:	Proposed Development of the Vale Alliance - an integrated model for the delivery of health and social care to Adult citizens in the Vale of Glamorgan
Purpose of Report:	To provide an update on the intended phased approach to establishing an alliance model for health and social care in the Vale of Glamorgan
Report Owner:	Director of Social Services
Responsible Officer:	Head of Adult Services/ Locality Manager
Elected Member and Officer Consultation:	Cabinet Member, Social Care and Health
Policy Framework:	This is for Executive Decision
<p>Executive Summary:</p> <ul style="list-style-type: none"> • To appraise Committee of the proposal to form an Alliance model to support the delivery of integrated health and social care services to the population of the Vale of Glamorgan. • To provide Committee with a presentation that sets out the proposed governance and partnership arrangements outlining how an alliance model between health and social care services in the Vale of Glamorgan could be implemented. • The first stage of the process will involve bringing together a number of existing services that are supported through multiple funding streams into a single pooled management arrangement, with a view to establishing combined oversight and measuring its performance prior to moving to any wider implementation. • At a time when health and social care providers are under critical pressure the phased approach will allow significant progress to be made without incurring any unnecessary risk. It will also allow for the proper due diligence to be carried out with respect of responsibility and accountability as the model evolves. 	

Recommendations

1. That Scrutiny Committee consider the proposed development of an Alliance model for the delivery of health and social care services.
2. That scrutiny committee endorse the proposal that the Head of Adult Services/ Locality Manager should proceed to stage one as described above.
3. That scrutiny committee receive a further report following this first stage of the process.
4. That Scrutiny Committee note that any future partnership agreement would be considered by scrutiny committee and would require approval by Cabinet.

Reasons for Recommendations

1. To ensure that elected members have oversight of the planned development of a new integrated management model for community health and adult locality services.
2. To ensure that the Head of Adult Service/Locality Manager has the approval of scrutiny committee before developing the Alliance model further.
3. To ensure that scrutiny committee have an opportunity to review the progress that is made and are able to consider the relevant issues that would inform the development of more formal integrated arrangements.
4. To ensure that scrutiny committee members are aware of the intended approval process for any future partnership agreement.

1. Background

- 1.1 For more than a decade an integrated structure has been in place in the Vale for the provision of community health and adult social care services. This has been facilitated through the integrated role of Head of Adults Services/Vale Locality Manager and the management structure that supports the delivery of these operational services. This arrangement has also enabled the strategic planning which supports the development of these combined health and social care services.
- 1.2 In order to reduce duplication and provide a more seamless service in line with the strategic vision of 'A Healthier Wales' it is the ambition that this arrangement should be progressed further. A Vale Alliance is the proposed mechanism to encompass this further integration. It is expected that through pooling resources it will operate more effectively to meet the health and wellbeing needs of the citizens of the Vale of Glamorgan.
- 1.3 The development of this project has been supported by Welsh Government's Transformation Funding and has enabled the services to commence conversations as to how they might integrate further in response to the needs of our population. Preliminary discussions with Officers within the Cardiff and Vale

UHB and Vale of Glamorgan Council have demonstrated a willingness to engage and progress.

- 1.4 The Project is also monitored via the Regional Partnership Board (RPB) and is considered the vehicle through which we could support further improved delivery of services for the citizens of the Vale of Glamorgan.
- 1.5 There is clear alignment with the Council's Wellbeing Objectives outlined in the Corporate Plan and the Shaping our Future Wellbeing in the Community Strategy within the UHB.

2. Key Issues for Consideration

- 2.1 The exploration of operating as an Alliance is viewed as a natural next step for the further integration of our health and social care services. They have benefitted from a decade of working in an integrated structure, with well-developed working relationships across the partnership.
- 2.2 An Alliance model will bring together key leaders, managers and staff in a way which allows them to focus keenly on the needs of the population through putting aside their individual organisational constraints and responsibilities.
- 2.3 The population size of the Vale of Glamorgan lends itself to developing an Alliance model, working with communities to ensure they are resilient and that our citizens are supported effectively by statutory, third sector and community-based organisations - we are keen to support the ethos of Strengthening our Communities, and this will also endeavour for us to support people closer to their own home.
- 2.4 The initial phase focuses exclusively on Adults, also on pooling resources for teams that are currently jointly managed but recognising that there remains duplication due to reporting (budget and activity), different policies and procedures (HR and Finance). The Alliance model seeks to reduce the burden of duplication and ensure that resources are used effectively and efficiently, without the bureaucratic constraints of working to their host organisation.
- 2.5 Our Vale Community Resource Service (VCRS) is a great example of successful integration. There are high levels of trust to deliver services and the staff team identify with working for a service, rather than an organisation. The team culture is based on strengths-based practice, and the team employ a varied workforce including reablement support workers, therapists, social workers and pharmacy technicians. The team work closely with District Nursing, General Practitioners, our hospital social work team and our Wellbeing Matters Service.
- 2.6 Under the Alliance model we would pool the resources of the statutory organisations and use this to support the needs of our citizens, seek to address the multiple IT systems that records individuals' information and also performance reporting in order that we reduce this administrative duplication.
- 2.7 Another service area that has high potential to benefit from an Alliance model is the Wellbeing Matters Service. This service aims to be the single point of access for all of the community health and locality social care services. It aims to

address a person's needs with access to the right service/professional in a timely manner thus reducing the number of times a person is passed around the complex health and social care system.

- 2.8** Management teams involved in these services show a willingness to progress and could pilot the Alliance model with minimal risk. It is hoped that the remit of the Alliance could build on this and expand by including further services on a staged approach.
- 2.9** Stage 2 of this development would be dependent upon a successful stage 1 and would involve the preparation of a formal partnership agreement. The success of stage 1 would be measured through improved performance and the ongoing satisfaction of both health and social care leads that this combined oversight was able to deliver further improvements through a more formal structure. Further stages of the project will be developed in due course for consideration.
- 2.10** The Project has a governance framework with working groups set up to develop the Alliance and this includes legal, HR and finance colleagues alongside operational representatives.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** The phased approach will allow the proper time to be spent ensuring that the model formed is the correct fit for the immediate and longer term demands of the Vale demographic. The approach will also support the longer-term goal for seamless working amongst services that address health and wellbeing.
- 3.2** The proposed alliance model will represent an advanced form of integration between health and social care which has not been attempted locally in the past and it will offer considerable opportunities for pooling resources in order to deliver better outcomes for residents.
- 3.3** There will be significant opportunities to engage and involve the public with the formation of the model as well as in ensuring that the local third sector providers are integrated at a management level within the Alliance. The project team will actively collaborate with commissioned and specialist providers in order to ensure that the model delivers tangibly fewer hand-offs for those in need of help and support.
- 3.4** The model will be built on a solid strategic and policy foundation aimed at ensuring that people in need are seen as early as possible, at the right level, and supported to remain in their homes and communities. Increased integration between health and social care will directly contribute to a more robust model of preventative support where services and resources are managed and aligned more effectively.
- 3.5** The model will also support sustainable growth within local communities by better harnessing the skills and resources of local wellbeing and support services and managing them proactively based on an accurate and ongoing local assessment of need and demand. An Alliance model empowers those providing

care and support to make the right decisions at the right time and to tap into the strengths and assets available within people's networks and communities.

4. Resources and Legal Considerations

Financial

- 4.1** None identified at this stage. The proposal would be to pool resources to maximise efficiency - there is no intent to reduce budgets, but there is an expectation that we work within the budget allocation. This will also enable us to seek additional grant funding as appropriate.

Employment

- 4.2** None identified at this stage. No planned reduction in workforce. No changes planned to employer or host organisation as the initial phase of the Alliance model being developed.

Legal (Including Equalities)

- 4.3** Legal colleagues will be fully engaged in the development of any agreement.

5. Background Papers

None