

## Health and Care Scrutiny Committee

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Meeting Venue  
**Teams Live**

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Meeting Date  
**Tuesday, 25 January 2022**

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Meeting Time  
**2.00 pm**

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For further information please contact  
**Lisa Richards**

[lisa.richards@powys.gov.uk](mailto:lisa.richards@powys.gov.uk)



County Hall  
Llandrindod Wells  
Powys  
LD1 5LG

18 January 2022

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The use of Welsh by participants is welcomed. If you wish to use Welsh please inform us by noon, two working days before the meeting

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### AGENDA

<b>1.</b>	<b>APOLOGIES</b>
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To receive apologies for absence.

<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>
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To receive declarations of interest from Members.

<b>3.</b>	<b>DISCLOSURE OF PARTY WHIPS</b>
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To receive disclosures of prohibited party whips which a Member has been given in relation to the meeting in accordance with Section 78(3) of the Local Government Measure 2011.

(NB: Members are reminded that, under Section 78, Members having been given a prohibited party whip cannot vote on a matter before the Committee.)

<b>4.</b>	<b>MINUTES</b>
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To authorise the Chair to sign the minutes of the last meeting as a correct record.  
(Pages 3 - 8)

<b>5.</b>	<b>NORTH POWYS WELLBEING PROGRAMME - MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN POWYS TEACHING HEALTH</b>
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	<b>BOARD AND POWYS COUNTY COUNCIL</b>
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To consider the report of the Assistant Programme Director.  
(Pages 9 - 16)

**MINUTES OF A MEETING OF THE HEALTH AND CARE SCRUTINY COMMITTEE  
HELD AT ON THURSDAY, 16 DECEMBER 2021**

**PRESENT**

County Councillors A Jenner (Chair), S M Hayes, S McNicholas, G Morgan, L Rijnenberg, L Roberts, K M Roberts-Jones, D Rowlands, A Williams, J M Williams, R Williams, J Gibson-Watt, S C Davies, Mrs S. Davies, Mrs M Evitts and E Roderick

In attendance: County Councillors

Cabinet Portfolio Holders In Attendance: County Councillors R Powell and MC Alexander

Officers: Dylan Owen, Head of Commissioning

Other Officers In Attendance: Carly Skitt, Assistant Programme Director and Sarah Astley, Strategic Programme Manager, Schools Transformation

<b>1.</b>	<b>APOLOGIES</b>
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Apologies for absence were received from County Councillors R G Thomas and T J Van-Rees

<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>
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County Councillor D Rowlands declared a personal interest in item 4, North Powys Wellbeing Programme as a Governor of Ysgol Calon Y Dderwen and having children in the same school.

<b>3.</b>	<b>DISCLOSURE OF PARTY WHIPS</b>
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There were no disclosures of party whips.

<b>4.</b>	<b>NORTH POWYS WELLBEING PROGRAMME</b>
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The Learning and Skills Scrutiny Committee had been invited to attend to participate in this item.

The Assistant Programme Director, Head of Commissioning and Strategic Programme Manager, Schools Transformation gave a presentation to update Members on the North Powys Programme. The presentation will be circulated to Members following the meeting.

**Discussion:**

- The Strategic Outline Case will be scrutinised at an additional meeting of the Committee on 21 January 2022 before being considered for approval by Cabinet on 1 March 2022

- The Chair noted that the Committee had been briefed so far but would welcome the opportunity to scrutinize details. She would hope that themes could be identified for scrutiny before decisions are made.
- It would be useful to scrutinize the Strategic Outline Case, Outline Business Case and governance arrangements. The Chair requested a copy of the principles of working together.
- The Bach a Lach scheme was noted but Members questioned teachers' involvement given that this was for Foundation and Pre School phases. Both training and activities have been delivered and it is hoped that these will be available more widely. The scheme has been operating in north Powys for approximately 18 months. Any project receiving transformation funds is subject to evaluation and this is being carried out by an external company. The evaluation report is likely to be available in May 2022. It was hoped that the evaluation would continue as children transfer into education. The Assistant Programme Director agreed to investigate this issue further.
- Further detail was requested regarding how the health and education will work together and whether there will be opportunities for satellite health care provision in other schools in North Powys particularly in light of potential new school builds in the area. The Chair has been keen to promote the wider benefits to the area throughout the programme. The Assistant Programme Director reported that the aim was to offer one stop for services and in providing those in close proximity regardless of whether a family has universal or complex needs would be of benefit.
- Work is ongoing with Early Years to be more collaborative, and this will progress further. An informal group to explore synergies is to be set up. The operating model for early years is rather disparate and closer working with all partners is required to understand what the new model could look like. The Chair noted that this should not be developed in isolation and become too self-contained a group.
- A question was raised regarding wider engagement with the public. There have been several staff briefings and meetings with key stakeholders. A survey has been completed on campus. The next step is to take concept drawings to these groups to stimulate further discussion. Topics such as travel times and the use of digital services will be discussed. An Engagement Officer and Community Development Officer will be in place to facilitate engagement.
- Communication with the District General Hospitals was also key to ensure that full use was made of the facilities that will be provided. A business case to support cross border working has been produced.

**Outcomes:**

- **The Chair would write to the Assistant Programme Director outlining the Committees' expectations**
- **The Chair would discuss the matter with the Chair of the Learning and Skills Scrutiny Committee to establish how to take scrutiny of the programme forward**
- **The presentation will be forwarded to Members of both Committees for information**
- **Principles of Working Together to be made available**

<b>5.</b>	<b>MINUTES</b>
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**Documents:**

- Minutes of the last formal meeting held on 8 September 2021

**Outcomes:**

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

<b>6.</b>	<b>ANNUAL REPORT - SOCIAL SERVICES COMPLAINTS, COMPLIMENTS AND REPRESENTATIONS</b>
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**Documents:**

- Annual Report 2020/21 Social Services Complaints, Compliments and Representations Report

**Discussion:**

- In 2017/18 there had been more complaints but fewer enquiries- this has reversed in recent years as communications have improved and the service has evolved
- Complaints can arise where a decision does not go in favour of a client. Such complaints are inevitable in this service.
- If a case is subject to a court case, staff are not permitted to correspond until such time as the case is resolved – this too can generate complaints
- The pandemic has raised further issues as some clients find virtual meetings challenging.
- The importance of effective communication has been highlighted. The Committee asked for a breakdown of themes within ‘communication’ for clarity
- The Service takes the approach of ‘right first time’
- A new Policy Officer and Complaints Manager has been appointed and is having a positive effect. Learning is taken from complaints to guide policy and practice. Adult Services are developing a Customer Care Charter which will inform the public as to what they can expect.
- The Portfolio Holder reiterated that there will always be two types of complaints – those where a family member opposes decisions made and those which highlight a potential failing. The first are inevitable and the second must be a source of learning and improvement.
- The Committee questioned whether training was given in non verbal communications and the challenges particularly in virtual meetings. It was hoped staff could be briefed and trained to ensure meetings are positive. Social workers and occupational therapists are trained and experts in communication. Staff have supervision and are able to talk through challenges. The Head of Commissioning indicated that he would review the new ways of working and discuss with the other Heads of Service if specific training was needed.
- It was suggested that anonymised compliments could also be shared with the Committee as these were as important as complaints for identifying good practice and whether training could be rolled out
- Specific time is not allocated to managers to review complaints. Complaints are encouraged and reviewed at Senior Management Team where decisions can be made regarding reviewing of policies.

Independent reviewing officers can be based anywhere in the country – they are professionals and further information regarding the required training and qualifications would be circulated to Members.

- Within social care it is considered positive if clients feel enabled to complain

**Outcomes:**

- **The Annual Report was noted**
- **Further information would be obtained regarding training and qualifications for the independent Reviewing Officers**

<b>7.</b>	<b>ACCESS TO INFORMATION</b>
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**RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 3 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).**

<b>8.</b>	<b>ACCOMMODATION FOR OLDER PEOPLE IN POWYS</b>
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**Documents:**

- Scrutiny overview report
- Report of the Portfolio Holder for Adult Social Care

**Discussion:**

- The service is looking to develop different types of accommodation to respond to a range of issues including guidance, legislation and the needs of specific areas within Powys. Also need to consider how Covid has changed peoples' ideas about the type of accommodation they would like.
- Officers were confident that partners could be found to provide accommodation, as the proposed long term contracts would allow partners to invest capital in the accommodation and see returns on this investment.
- Much of the current accommodation provided did not meet modern standards such as rooms having en-suites and this was the situation across Wales and there was an urgency to develop better provision.
- Communication was seen as a key element of the development and the Communication Team was involved in the Accommodation Steering Group.
- Lessons needed to be learnt in respect of the communication from the Neuadd Maldwyn development as issues needed to be pre-empted.
- Citizen engagement featured in the Communications plan. The Committee considered that engagement with communities was important and the involvement of scrutiny was raised and how people could be involved in scrutiny.
- The development of the Health and Care Academy was noted and its role in developing a care workforce, which currently was unstable.
- It was noted that from a scrutiny perspective, the Committees' involvement became about late in the Academy's development. The roadmap for the Academy was questioned.

- The Portfolio Holder advised that an issue which scrutiny could consider was the need to ensure that access to the same level of learning was available to all students across Powys disregarding of whether they accessed learning online or at the Academy's base in Bronllys.
- In addition to talking to individual involved in developing and running the Academy it was considered that Scrutiny should also engage with the students.

**Outcomes:**

- **Involvement of the Scrutiny Committee should be developed at this early stage.**
- **Engagement with communities regarding the proposals was important and Scrutiny should look at how to involve people in its work.**
- **The roadmap for the Health and Care Academy should be considered by the Committee.**

<b>9.</b>	<b>DOMICILIARY CARE</b>
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The Committee received a presentation by the Head of Commissioning.

**Discussion:**

- The service was currently managing demand but the challenges were significant.
- Pressures in other parts of the care system was having an impact on the social care budget, which included situations where people were not receiving healthcare but needed support, individuals not being able to access care through direct payments and other service providers being unable to continue providing a service.
- Recruitment to domiciliary care had been successful. The use of micro enterprises was helping to mitigate the impact on the service. Individuals who could provide a few hours care each day, were valuable to provide care in their local area but could not travel great distances to provide care. The service was talking to this potential workforce and the needs in local areas could be promoted.

**Outcomes:**

- **Information about micro enterprises and how they could support the care system and provide care in their local neighbourhood should be promoted to all Councillors.**

<b>10.</b>	<b>WCCIS</b>
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The Committee received an update from the Head of Commissioning regarding the issues with the WCCIS data system

**Outcomes:**

- **The Committee had previously raised concerns and recognised the risks. The Committee gave its full support to the Portfolio Holders in raising the issues with the Minister.**

**County Councillor A Jenner (Chair)**



**CYNGOR SIR POWYS COUNTY COUNCIL.****EXECUTIVE MANAGEMENT TEAM****DATE 19<sup>TH</sup> JANUARY 22****REPORT AUTHOR:** Assistant Programme Director**REPORT TITLE:** North Powys Wellbeing Programme – Memorandum of Understanding (MOU) between Powys Teaching Health Board and Powys County Council

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**REPORT FOR:** **Approval**

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**1. Purpose**

**2.1** To approve the Memorandum of Understanding between Powys Teaching Health Board and Powys County Council in line with the Programme Assessment Review recommendations as set out by Welsh Government, and agree whether this needs to go to Cabinet before or as part of the Strategic Outline Case approvals process. The Strategic Outline Case is planned for approval by Cabinet on 1<sup>st</sup> March 22, ready for submission to Welsh Government in early April 22.

**2. Background**

**2.2** The programme goal is to test and deliver a new integrated model in North Powys in line with the Health and Care Strategy, and to support effective learning and transfer across Powys.

**2.3** The Key Drivers are:

- Variation in service provision across Powys. Tackling inequalities in north Powys which are potentially widening due to the pandemic.
- There is a strong base of volunteering and community resilience in Powys, supporting a more social model for health.
- Demand for health and care services is increasing; we need to increase prevention and early help and support to be able to sustain services.
- More care can be provided closer to home, reducing unnecessary travel for people and families.
- New treatments and technology are creating new ways of working which can help with some of the workforce challenges.
- National policy and legislation –Future Generations Act, A Heathier Wales and Social Services and Wellbeing Act, Programme for Government, Prosperity for All: A Low Carbon Wales 2019, National Climate Change Emergency and Net Zero Carbon Public Sector by 2030

## 2.4 Current position:

- Programme Business Case (PBC) for a Multi-Agency Wellbeing Campus in Newtown submitted to Welsh Government in November 2020. If approved Strategic Outline Case (SOC) for the Health, Care, Supported Living and Infrastructure will be submitted early next year.
- Health and Care demand and capacity modelling work undertaken. Future demand and capacity understood for some areas based on evidenced based best practice, identifying opportunities to provide more services locally, including more outpatients, day cases, diagnostic and urgent care services
- Re-engagement activities have taken place with communities, staff, site stakeholder group, third sector and other partners, schools, primary care cluster and many others. The outputs of this will help to shape the SOC. Public survey for views on the campus now closed and are being analysed. Engagement will be ongoing into next year to support programme.
- Service specifications have been developed for the Rural Regional Diagnostic and Treatment Centre (Rural Regional Centre), Integrated Health and Care Centre and Community Hub (Community Wellbeing Hub), Library, Health and Care Academy and Supported Living accommodation.
- Early concept drawings are being created by local architects, ready to share more widely with stakeholders to receive feedback and further input as to what the campus could look like. These also provide options for where services are located on the site and will help determine where the school is positioned on the site to enable progress of the Schools OBC design work.
- We have developed some partnership principles for how the build and site will operate. A Memorandum of Understanding has been prepared ready for approval.
- The majority of short term accelerated projects are progressing well, although there have been some challenges in recruitment to some of the posts to support local Ophthalmology and Respiratory services.
- The Programme's Five-Year plan has been updated and key actions for 22/23 outlined. The programme team are further refining governance arrangements to support delivery of transformation change required to achieve programme outcomes. Ongoing challenges with operational capacity to support delivery of the programme due to the pressures of the pandemic.
- WG Performance Assessment Review rated Programme as being Amber with good leadership highlighted but also the need to re-engage since pandemic with securing funding and governance amongst the feedback raised.

2.5 A Memorandum of Understanding has been prepared between Powys Teaching Health Board and Powys County Council to describe how the Organisations will work together in creating a high quality, purpose-built multi-agency wellbeing campus development, accommodating a new

school and playing fields, regional rural centre for health, community health & wellbeing centre, specialist housing, library and health and care academy in Newtown. Shared and linked space and facilities will be an essential underpinning commitment. This includes the following principles for the multi-agency wellbeing campus development:

- Cost effective public purse
- 'Do once' with no duplication
- Commitment to decarbonisation and biodiversity
- Deliver benefits from synergies and shared approach

## **2     Advice**

To be populated if the MOU is required to be submitted to Cabinet

## **3     Resource Implications**

3.1 As set out in the MOU - if an Organisation requires assistance relating to costs / additional work / resources / outsourcing / legal or technical advice or similar it will make a request to the other Organisation. The other Organisation will consider it. Dependent on circumstances, the Organisations could, if approved, then work together to reach agreement on any appropriate cost recovery / funding arrangements / alternatives.

## **4.     Legal implications**

As set out in the MOU – intentions are not to create any legal relations because the provisions of this MOU are not intended to be legally binding.

## **7.     Data Protection**

7.1 No processing of personal data.

## **8.     Comment from local member(s)**

8.1 To be populated if the MOU is required to be submitted to Cabinet

## **9.     Integrated Impact Assessment**

8.1 Not required for the MOU.

## **10.    Recommendation**

1. To approve the Memorandum of Understanding between Powys Teaching Health Board and Powys County Council in line with the Programme Assessment Review recommendations as set out by Welsh Government, and agree whether this needs to go to Cabinet before or as part of the Strategic Outline Case.

Contact Officer: Neil Clutton  
Tel: 07798660328  
Email: Neil.clutton@powys.gov.uk

Head of Service: Dylan Owen

Corporate Director: Alison Bulman

CABINET REPORT NEW TEMPLATE VERSION 2

**Draft Heads of Terms****Memorandum of Understanding****North Powys Multi-Agency Well-being Programme**

<b>Organisations</b>	<p>This Memorandum of Understanding (MOU) sets out the terms and understanding between the following organisations ('the Organisations'):-</p> <ul style="list-style-type: none"> <li>• Powys Teaching Health Board</li> <li>• Powys County Council</li> </ul>
<b>Purpose</b>	<p>The MOU describes how the Organisations will work together in creating a high quality, purpose-built multi-agency wellbeing campus development, accommodating a new school and playing fields, regional rural centre for health, community health &amp; wellbeing centre, specialist housing, library and health and care academy in Newtown. Shared and linked space and facilities will be an essential underpinning commitment.</p>
<b>Principles</b>	<p>The Organisations agree to observe the following principles for the MOU and campus development:</p> <ul style="list-style-type: none"> <li>○ Cost effective public purse</li> <li>○ 'Do once' with no duplication</li> <li>○ Commitment to decarbonisation and biodiversity</li> <li>○ Deliver benefits from synergies and shared approach</li> </ul>
<b>Actions</b>	<p>The Organisations will work together to create the proposed development through:</p> <ul style="list-style-type: none"> <li>• Agreeing details of any required property transactions using the established Land Transfer Protocols, releasing agreed areas of the site between the Organisations at market value, to support the dedicated healthcare elements of the Multi-Agency Well-being Campus.</li> <li>• Facilitating the timely transfer of the Properties to support each other's service objectives.</li> <li>• Agreeing a joint approach to site surveys and site investigations to inform and enable subsequent development activity.</li> <li>• Structuring the project into manageable and buildable steps, in line with RIBA stages, with phasing for infrastructure, school, health and care and other facilities across the six-year time horizon, while developing a flexible and unified approach to the overall design, carbon net zero planning and various procurement needs including construction.</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Agreeing a strategic definition for the wider campus and commitments in terms of shared space.</li><li>• Committing to supporting the delivery of the 21<sup>st</sup> Century School build to meet the required timescales whilst also recognising the balance of safeguarding and campus ethos.</li><li>• Committing to a building programme that allows the existing school and other council services [Children and Young People's Partnership / Library] to remain operational until the new facilities are completed and are able to be fully occupied.</li><li>• Committing to a building programme that enables the Park Street Clinic to remain operational until the new facilities are completed and able to be fully occupied.</li><li>• Developing governance and project management arrangements for the Multi-agency Wellbeing Campus project within the overall programme, including formalising SRO appointments and delegated authorities. If deemed appropriate, this may include arrangements for the appointment of a Project Director to lead the Campus project.</li><li>• Continuing to develop the Partnership Approach which will consider, at the appropriate time, arrangements for shared space management across the proposed development.</li><li>• Agreeing responsibility for Multi-Agency Well-being Campus maintenance liabilities / risks / costs, prior to completion to ensure these are understood, clear and documented.</li><li>• Carrying out feasibility studies into the proposed developments &amp; transactions.</li><li>• Committing to a cohesive design philosophy and principles for the built estate on the campus, as far as funding and statutory regulations allows.</li><li>• Committing to a joint decarbonisation and biodiversity strategy for the site in terms of achieving carbon net zero and protecting and enhancing the natural resources of the site.</li><li>• So far as practicable, the Organisations shall have regard to environmental good practice and employ measures to promote energy / water efficiency and waste reduction when designing the building(s) / when carrying out works / when delivering services from the completed Multi-Agency Well-being Campus.</li></ul> |
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	<ul style="list-style-type: none"> <li>To develop an energy strategy / a waste strategy / a water strategy/an environmentally friendly strategy (or policy) for the Building/Campus.</li> <li>Embedding principles of good stakeholder management and communication in terms of the site users and 'neighbours' to the campus site including Town Centre, Open Newtown, etc. - to be managed through the broader programme management arrangements.</li> </ul>
<b>Commitments</b>	The Organisations will ensure negotiations or agreements with third parties will align with the objectives of this MOU.
<b>Sharing Information &amp; Confidentiality</b>	<p>The Organisations will share information [compliance with UK GDPR / DPA 2018 to the extent that any information shared is 'personal data'] and reports on their respective properties but will not be liable for any inaccuracies.</p> <p>Each Partner undertakes not to disclose any confidential [to be defined by the parties] information to third parties for any purpose other than for supporting the negotiations and completing the property transactions.</p>
<b>Costs</b>	<p>Unless alternative arrangements for specific areas / projects / cost sharing are agreed by the Organisations in advance, the Organisations will bear their own costs when contributing to activities directly connected with this MOU.</p> <p>If an Organisation requires assistance relating to costs / additional work / resources / outsourcing / legal or technical advice or similar, it should first make a request to the other Organisation. The other Organisation will consider it. Dependent on circumstances, the Organisations could, if approved, then work together to reach agreement on any appropriate cost recovery / funding arrangements / alternatives.</p>
<b>Duration</b>	<p>This MOU will become effective upon signature by the relevant Organisation's authorised officials. It will remain in effect until modified or terminated.</p> <p>At any time, an Organisation can terminate this MoU by notifying the other Organisation in writing; a reasonable notice period of a minimum of three calendar months shall apply.</p> <p>This MOU can be modified, provided any modification(s) required are first agreed in writing by the Organisations.</p>
<b>Organisation Leads &amp; Reporting</b>	Each Organisation will appoint a senior member of staff to lead on the work of the partnership. The designated lead member of staff for each will report to its management teams and Boards as necessary to support the objectives of this MOU.

<b>The Council's Contact</b>	TBC
<b>The Council's Solicitor</b>	TBC
<b>The Health Board's Contact</b>	Hayley Thomas / Wayne Tannahill
<b>The Health Board's Solicitor</b>	TBC
<b>Further Conditions</b>	<ul style="list-style-type: none"> <li>• Formal approval from the Organisations' management teams, Boards / Cabinet;</li> <li>• Formal approval from Welsh Government;</li> <li>• Planning &amp; other Statutory Consents;</li> <li>• Contract</li> </ul>
<b>Disclaimer</b>	<p>By signing this MOU and/or participating in the Project, the Organisations hereby irrevocably agree that their intentions are not to create any legal relations because the provisions of this MOU are not intended to be legally binding.</p> <p>The collaboration between the parties does not constitute a 'partnership' and there is no authority for either party to make commitments on behalf of the other.</p>

(Partner signature) .....

(Partner name) .....

(Partner organisation, position) .....

Date: .....

(Partner signature) .....

(Partner name) .....

(Partner organisation, position) .....

Date: .....