

Yr Adran Llywodraeth Leol a Chymunedau
Department for Local Government and Communities



Llywodraeth Cymru
Welsh Government

Darren Millar AM
Chair, Public Accounts Committee
National Assembly for Wales
Cardiff
CF99 1NA

Our Ref/Your Ref: MB/LG/2806/13

25 June 2013

Dear Mr Millar,

This letter, together with its associated annexes sets out the information that I undertook to provide during the Public Accounts Committee evidence session on 6 June. This information relates specifically to the part of the session relating to the Implementation of Recommendations made in the Public Accounts Committee Report 'A Picture of Public Services'.

Annexes to this letter provide specific additional information as requested in relation to:

- A. the Finance Leadership Programme;
- B. examples of integration in health and social care, and the Knowledge Transfer Partnership; and
- C. use of Lean methodologies within the Welsh Government.

An area of interest for a number of the Committee members during the evidence session was the broad public service reform landscape and how particular elements such as statutory Partnership Council for Wales and the executive leadership through the Public Service Leadership Group work together. This letter therefore seeks to provide an overview of this, to help members set in context the explanations provided on the day and the references to such groups in the evidence paper provided in advance. It also covers work to spread good practice across public services in Wales, which is an integral element of our approach, and was the subject of an additional request for further information towards the end of the evidence session.

There are significant programmes of reform underway in health, social services, education and other service areas in line with specific commitments in the Programme for



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Government. These are complemented by a broader programme of public service reform, focusing on cross-sectoral opportunities for improving services and achieving efficiencies.

The areas of particular focus within this broader programme, notably procurement, asset management, effective services for vulnerable groups, and organisational effectiveness, have been identified by public service partners – including the Wales Audit Office in their earlier A Picture of Public Services report in 2011 – as the areas of greatest opportunity. In addressing these issues we are working together as ‘one public service’ across Wales, convening collective leadership – nationally, regionally and locally – to tackle these common challenges.

The statutory Partnership Council for Wales provides the collective political leadership for public service reform. It is chaired by the Minister for Local Government and Government Business, with other Ministers and Deputy Ministers attending as necessary. Local authorities are represented in particular through a nominated leader for each of the six geographical areas for public service collaboration, and are joined by a Police and Crime Commissioner, the Chair of a Fire Authority, the Chair of a Local Health Board, and representatives of Town and Community Councils and the National Parks. This therefore provides a forum for public service leaders to engage on, agree and drive forward reform. The Partnership Council has established a Reform Delivery sub-Group to enable regular dialogue and decisions between meetings of the full Partnership Council.

The Public Service Leadership Group (PSLG), guided by the Partnership Council for Wales, then acts as the executive driver for the work on public service reform, with the public service executive leaders for each of the work programmes working alongside Regional Collaborative Leads. Partners from the trade unions and the third sector are also represented on the Partnership Council and PSLG, as is the Auditor General for Wales.

Engagement across public services extends well beyond the PSLG table, with many more senior leaders involved in the national work programmes by leading and supporting individual projects, including through the work of their Local Service Boards. We also convene the executive leaders of the 40 largest delivery partners (local authorities, police forces, health boards and trusts, fire and rescue services and Natural Resources Wales) 2 or 3 times a year to address collective challenges and opportunities. The latest event was on 4 June, where the leaders met Sir Paul Williams and contributed to the work of the Commission on Public Service Governance and Delivery, which is tasked with providing an objective, authoritative assessment of the extent to which current arrangements for public service governance and delivery in Wales provide a sustainable basis for the future.

In addition to providing governance for the work undertaken, these networks provide a basis for the sharing of good practice, and are complementary to the work of a wide range of improvement agencies and professional networks such as the Social Services Improvement Agency, Finance Leadership Network and the All Wales Continuous Improvement Community.

Members asked during the Committee session how we can reconcile the encouragement of good practice across many sectors and services and many localities and the systematic implementation of that as part of Government policy and practice. We referred in oral evidence to the approaches to increasing the number of young people who remain engaged in employment, education or training in Swansea and Wrexham and explained how this has now been embedded in a national approach being taken forward by Welsh Government.

Similarly, work begun in direct citizen engagement through Kafka projects on domestic abuse in Rhondda Cynon Taf and Newport identified best practice which was then developed by the Effective Services for Vulnerable People workstream of PSLG, with the input of LSBs across Wales.

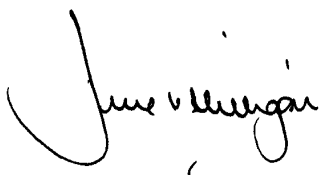
The principles and service standards identified there have been influential in shaping national policy and proposals for the proposed Ending Violence Against Women and Domestic Abuse Bill. The Partnership Council and PSLG are active in complementing the development of this work with explicit leadership commitments to workplace policies on domestic abuse across the public sector.

During the time the Committee has taken an interest in the programme we have strengthened the governance, focused the range of activity and introduced new ways of working, some of which we were able to highlight during the oral evidence session. One of these involves investment through a part-EU-funded project which is supporting Local Service Boards in the convergence area in delivering collaborative projects on a wide range of areas. These include preventative approaches, such as in Bridgend where we are supporting a project providing wrap-around, proactive support to troubled families to help them, and their communities. This involves social services, health, schools, the police and others working in a more integrated way. Not only in delivering better outcomes for families, but significant financial savings to the public service partners (estimated at over £1.5m). Annex D provides more detail on this specific project.

Another relates to the use of new media to make good practice more accessible. An example of this is the use by PSLG workstreams of webinars. These have been used to share quickly learning on Team around the Family and Frailty approaches and attract strong interest. A further webinar is planned on the Gwent service for better supporting children and young people who go missing.

I hope this additional information is helpful to the Committee.

Yours sincerely

A handwritten signature in black ink, appearing to read 'June E Milligan', with a large, sweeping initial 'J'.

June E Milligan
Cyfarwyddwr Cyffredinol / Director General

Annex A: Finance Leadership Programme – Delivery Targets

Indicator	Revised Target for June 2014	Delivered as at Feb 2013	Notes for target
Average participants at national events	66	66	A total of 332 participants at 5 national conferences delivered between June 2010 and October 2012. Further conferences are planned for October 2013 and February 2014. The October conference is being jointly hosted with the WAO.
Participants completing courses	85	31	We have planned 12 courses (i.e. Leadership Programmes) through to the end of the programme. As of February 2013, a total of 31 participants have completed the FLP, with a further 26 currently undergoing the FLP. Feedback from participants is extremely positive and we fully expect to achieve the target.
Collaborative agreements between public service bodies	15	20	The collaborative arrangements to date range from the sharing of a voluntary excess scheme to the development of a joint arrangement for fleet management between a local authority and the emergency services. Collaborative arrangements are discussed at regional meetings and each group of participants is set the challenge of taking practical action forward.
Dissemination initiatives	17	16	We expect to deliver at least 17 dissemination initiatives including: <ul style="list-style-type: none"> • 5 benchmarking (we have 5 indicator sets, these being Finance, Procurement, HR, Estates and ICT); • 5 national conferences (each has a different theme) • 1 Leadership Programme (this comprises 12 courses) • 1 Sustainability Event • 1 Regional Meeting (incorporating 6 Regions meeting at least twice yearly, however, the majority meet quarterly) • 1 Website • 1 Monthly e-bulletins • 1 mailshot (FLP flyer) <p>We have excluded regional meetings from the total although these also support dissemination.</p>

Annex B: Examples of integration in health and social care

Remodelling Adult Social Care Services and integration with health - Cardiff and Vale (funded through the Regional Collaboration Fund)

In collaboration with the UHB, Cardiff and Vale will re-design current social care and health service models for key population groups within their communities: older people who are frail or suffering cognitive impairment; people with learning disabilities; people with physical disabilities; and adults with mental health problems.

Transforming Access to Health & Social Care Services - North Wales (funded through the Regional Collaboration Fund)

This project will support the development of a new model for access to Health and Social Care Services in the community. This model will be developed regionally but delivered locally and will provide an effectively co-ordinated single point of access for advice, assessment and care co-ordination for adults across North Wales. It includes the provision of responsive information, advice and signposting to a range of community support in order to empower, increase wellbeing and support the independence of citizens.

Caring for the future: Delivering sustainable Social Services - Mid and West (funded through the Regional Collaboration Fund)

The creation of a new shared service to provide a strategic framework for co-ordinating and delivering a range of health and social care programmes across the region, maximising resources available, reducing duplication, achieving consistency and bringing about service improvement and transformational change in how we jointly commission and procure high quality services at a better price, improving outcomes for citizens in the region. The regional service will liaise better with the Health service to drive collaboration and deepen integration at a faster pace.

Care Closer to Home - Hywel Dda Health Board (funded through Invest to Save)

To identify patients within GP clusters who would benefit from being managed on a Community Ward and proactively manage high risk patients by providing them with multi-disciplinary care closer to home. Welsh Government Invest to Save funding was provided to pump-prime this work.

Western Bay Health and Social Care (WBHSC) Programme - Western Bay (funded through the Regional Collaboration Fund)

The programme covers a number of services areas and includes:

- Development of a Learning Disability service - this will share capacity and competence across health and social care services to optimise the delivery of high quality services. It will focus on collaborative procurement and commissioning; transforming established processes to eliminate waste and develop new models of service delivery whilst encouraging greater innovation by joining up services around the citizen, especially those with complex needs.
- Development of a Mental Health Service - this will promote mental well-being by building individual resilience through less reliance on inpatient beds; redesigning community

support to enable people to live in their communities and establish meaningful service user involvement in service design, together with the third sector.

- Development of integrated services for older people – with care transformed by moving from institutional models of care, to community-based integrated health and social care services that support people to live independently in their own homes.
- Development of a regional approach to children’s services focusing on services for those with complex needs, and securing permanency through adoption.

In addition to this, a health and social care integration programme is fairly well advanced in Bridgend with a formal arrangement in place between the Council and Local Health Board. Promotional material is attached which provides more information on what is being achieved.

Integrated Whole System Intermediate Care Model - Cwm Taf Health Board (funded through Invest to Save)

The Health Board and two local authorities are introducing an Integrated Whole System Intermediate Care Model. The multi-disciplinary/agency model is aimed at supporting individuals in the community who are at risk of admission to hospital or who are starting to fail at home, as well as providing additional capacity to offer reablement programmes to those who would benefit from such a service. The initiative has been supported by Welsh Government Invest to Save funding.

Gwent Frailty Project - Aneurin Bevan Health Board in partnership with Local Government (funded through Invest to Save)

The Gwent Frailty Programme has put in place arrangements to deliver seamless health and social care citizen-focused services by creating mixed teams of professionals.

Wyn Campaign – Cardiff and Vale Health Board, Cardiff and Vale of Glamorgan Councils, and Age Concern Cardiff and Vale of Glamorgan (funded through Invest to Save)

The Wyn Campaign, which has received Welsh Government Invest to Save funding has supported the development of locality based community resource teams which support by primary care and hospital based services. The services help prevent avoidable hospital admissions and more timely discharge of patients back to home.

Gwynedd Specialist children’s service – Gwynedd Council and Betsi Cadwaladr Health Board

An integrated team has been established to provide services for sick or disabled children in Gwynedd. The team is made up of staff from health, social care, education and the third sector and is overseen by a Joint Management Board. Gwent Mental Health and Learning Disability Strategy (funded through the Regional Collaboration Fund).

There is agreement between the health board and the five authorities, with third sector partners, to move towards a fully integrated service. The next step is the development of integrated locality teams led by Integrated Locality Managers.

Knowledge Transfer Partnership (KTP) between Swansea University and the Welsh Government's ESGV programme

The KTP project is looking to develop a better understanding of how the impact of integrated approaches to health and social care could be measured.

The first output from the project will be published later this year. These preliminary findings will set out what works, for whom and in what circumstances, and should allow the transferable elements of effective practice to be identified.



Integration Matters

Our vision:

“to deliver the best possible local health and social care to people living in Bridgend in order to enable them to live as independently as possible and to ensure that they are protected from harm.”

Who are we? Working together, Abertawe Bro Morgannwg University Health Board and Bridgend County Borough Council provide an award-winning, integrated approach to the delivery of services for frail people and people with complex conditions.

What do we do? We improve outcomes for people, as well as the quality and timeliness of services, by working across traditional boundaries and in different ways. We want our citizens to experience a well-coordinated and planned approach to community health and social care services, with emphasis on out of hospital support.

How do we do this? Through our hard-working integrated service teams. These include:

Integrated Referral Management Centre

This is our single point of contact for community health and social care services within our area. Based within the Community Resource Team and working collaboratively with it, to establish duty professional support to referral management.

Community Resource Team Services

This includes a nursing-led early response service, an OT-led short term assessment and re-enabling service, a social work-led Community Independence and Wellbeing Team for people with long term complex needs, plus services such as BridgeStart and Telecare, our Integrated Community Equipment, Assessment and Demonstration Service and our six bed community residential reablement unit.

Integrated Community Network Teams

Our three Integrated Community Network include district nurses, social workers and occupational therapists, co-located and working collaboratively throughout Bridgend County Borough to develop integrated approaches to assessment, intervention, risk management and the commissioning of long term care.

Where can you find out more? By calling: 01656 642279 e-mailing: contactassessmentreviewteam@bridgend.gov.uk or following us on Twitter @BridgendCBC or @ABMHealth



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board

Bridgend County Borough Council
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr



Annex C: Use of Lean methodologies within the Welsh Government

Lean methodologies have been widely applied throughout the Welsh Government in the form of workshops, training, awareness raising seminars and project scoping exercises.

Specific Examples include:

Farming Connect - Registration Application and Payment Processes

(Welsh Government Award Winners 2011)

- Application of Lean methodologies to realise significant 'Customer Service' improvements.
- By improving the internal flow and order of work it has been possible to realise a reduction in customer waiting times from 2-3 weeks to 2-3 days. This represents an impressive 80% reduction in waiting time for the customer.
- Additional benefits:
 - The time taken to register has also been reduced by a third (for around 4,200 registrations a year).
 - Environmental savings of 50%, plus staff time savings as a result of changes to the application pack.
 - Checklists have been reviewed to ensure that they are fit for purpose.
 - Time saving of up to 2 minutes per transaction in the payment process and significant paper saving.

CSSIW Process Enabling Team

(Welsh Government Award Winners 2012)

- CSSIW have significantly improved their inspection and enforcement processes, applying lean methodologies in support of their objective to deliver a regulatory system which is "*citizen-focused, consistent, proportionate and provides public assurance.*"
- Major improvements have been achieved in such a way as to boost value for money and minimize bureaucratic burden.
- Benefits
 - Impact for citizens: Improved approach means CSSIW is better able to identify and report on outcomes for people.
 - Delivering more with less: The new approach to inspection and enforcement has been introduced with fewer frontline staff available to carry out the work.
 - Reduced bureaucratic burden: providers of services will in many cases notice there is less paperwork from CSSIW over the course of the year.
 - Sustainable results: the new approaches have been developed with input from internal and external stakeholders, and are aligned to emerging requirements for regulating care and social service in Wales.

CAFCASS Cymru Operations

The CAFCASS approach aimed to improve child focused social services, using project management and continuous improvement techniques to plan and embed change.

- A conservative but realistic cost saving following two quarterly reviews of implementation is £80k per annum. This figure will increase as the new processes are embedded. Other non-cash benefits that contribute to work flow:

- 80% improved accuracy in statistics;
- 60% reduction in bureaucratic form filling / process;
- 50% improvement of Information security; and
- 40% improvement in quality assurance.

During the evidence session a specific question was asked around Welsh Government consultancy spend on Lean, and in particular whether any consultants' reports on Lean approaches had not been implemented. We do not hold specific information on our finance system on consultants employed to develop Lean approaches: however, specific consultation with colleagues who have been involved in approaches to improve business processes within the Welsh Government has not highlighted any instances where consultants have been engaged and their findings not used. One reason for developing a small team within the Welsh Government with expertise on lean and systems thinking approaches, is to minimise the need to draw repeatedly on external expertise.

Annex D: Bridgend LSB – ESF Supported Project Connecting Families

Connecting Families is a multi-agency team that became operational in August 2011 and aims to support families with complex needs. The service takes the 'whole family approach', with each family having an assigned key worker who is responsible for empowering the family to identify their needs and facilitate a way forward. This has the benefit of developing solutions that can be carried through by the families themselves, allowing positive change to be achieved and sustained. Connecting Families is a voluntary service that is not governed by statutory obligations, and therefore has the capacity to offer a flexible service which is very much driven by the needs of the families. It has an ESF supported grant of £ 468,523, over four years from 2011.

In 19 months of operation there is important evidence emerging that this model of intervention is producing significant positive effects for families and estimated savings of £ 1.5 million. Some key results are outlined below:

- **54 children / young people** have been prevented from becoming Looked After Children with in house foster carers
- **30 children / young people** have been deregistered from the Child Protection Register
- **6 children / young people** have been rehabilitated home to their families (4 have been rehabilitated home from residential homes, 1 has been rehabilitated from a residential care home to out-of-county foster care and 1 other has been rehabilitated home from foster care)
- **4 women including 3 teenagers** have potentially been prevented from becoming pregnant as a result of contraceptive advice and practical support received from the Health Visitor and Intensive Outreach Workers
- **1 child / young person** has received his or her immunisations protecting the health of the child and preventing the spread of infectious diseases to the wider public
- **25 individuals** have received mental health support around anxiety, stress and anger management, self-esteem and confidence building, coping with bereavement, loss and depression
- **15 individuals** have received substance misuse support (harm reduction strategies and safety planning)
- **11 children / young people** improved their school attendance, improving long term educational outcomes
- **1 individual** has been supported into part time employment
- **5 children / young people** have been discouraged from committing anti-social behaviour in the community
- **6 families** have been prevented from becoming homeless

This team around the family approach is now included in broader Welsh Government policy, in particular through the Flying Start, Families First and Integrated Family Support Services programmes.