

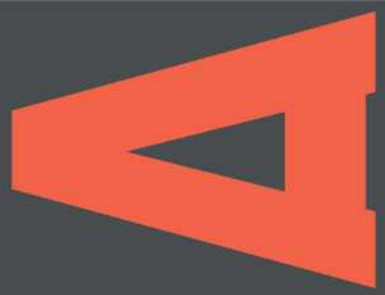
# Transformational Leadership Partnership Board (TLPB) Baseline Governance Review

## Feedback

Cwm Taf Morgannwg Health and Social Care  
Partnership

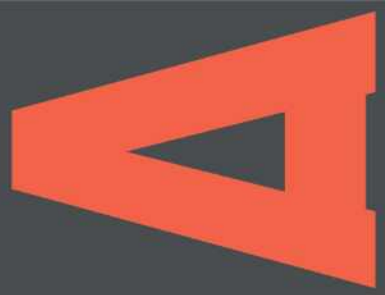
8th March 2022

## Purpose of feedback session



- To discuss and agree findings
- To discuss and agree next steps including report clearance process

# Purpose and focus of review

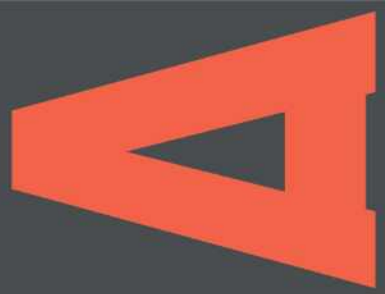


- To gain assurance that the health board and the three councils are working together effectively through the aegis of the TLPB to support regional integrated working across the Cwm Taf Morgannwg region.
- Main review question: Are the TLPB arrangements supporting the four bodies to develop effective and sustainable approaches to regional working?

## Areas of focus

- Is there an effective approach to strategic planning?
- Are the governance arrangements supporting the TLPB to work effectively?
- Is the TLPB using its resources effectively to support the delivery of regional priorities?

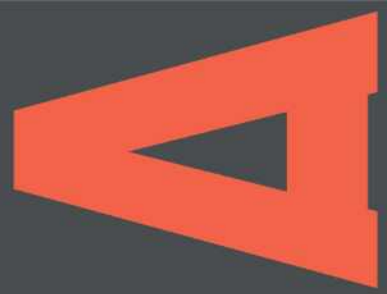
# Overall conclusions



**Building on the productive working relationships over the past 18 months, the TLPB is well-placed to develop stronger regional working, but there needs to be more longer-term thinking, strengthening aspects of governance arrangements, and improved regional and innovative use of resources to have a demonstrable impact on the Cwm Taf Morgannwg region**

- Planning is moving from a short-term basis to focussing over a 5-year period. Strategic planning will require a more integrated approach to developing a longer-term perspective and stronger regional identity.
- Core governance arrangements are aligned and supported by strong relationships and robust support from the RCU; regional scrutiny, performance management and risk management need to be further strengthened.
- TLPB is continuing to develop its approach to regional deployment of its resources in the medium term, it now needs to build on the effective partnership working shown in the pandemic and become more ambitious; using its resources differently to leverage the impact of all partners to address the significant health and social care challenges in the region.

# Is there an effective approach to strategic planning?



**Planning is moving from a short-term basis to focussing over a 5-year period. Strategic planning will require a more integrated approach to developing a longer-term perspective and stronger regional identity**

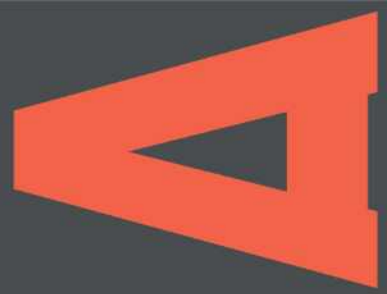
## **Strengths**

- Draft plans indicate a strengthening of the integration agenda and longer-term view.
- Consideration of the Well-Being of Future Generations Act within their strategic plans.
- RCU described as the 'engine room' for coordinating plans.
- Communication and Engagement Strategy demonstrates positive intent, and is externally focused

## **Challenges**

- Whilst the move to a 5 year period is positive, there is still the need to focus more longer term, and align to partner organisations' longer term ambitions
- Communication and engagement strategy cited poor understanding of RPB purpose.
- Internal engagement needs to be strengthened with increased voice of non-statutory partners
- Opportunity to strengthen the regional identity

# Are the governance arrangements supporting the Board to work effectively?



**Core governance arrangements are aligned and supported by strong relationships and robust support from the RCU; regional scrutiny, performance management and risk management need to be further strengthened**

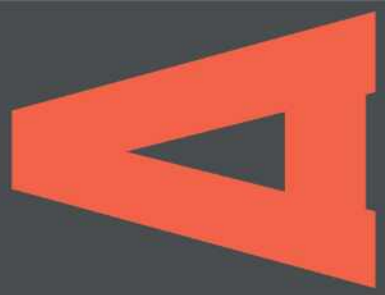
## **Strengths**

- Strong working relationships and effective chairing of Board.
- Good alignment of meetings and timeliness of papers noted.
- Systems and processes of governance and assurance in transition.
- Financial Sub-Group appears well structured with detailed financial information and reporting in evidence.
- RCU's role in governance very highly regarded by interviewees.

## **Challenges**

- Very few examples of challenge observed in meetings attended.
- Cross-Cutting Working Group not operational.
- Variation in quality of Board meeting papers.
- Regional risk management needs further strengthening around shared risks, prioritisation and mitigating actions.
- Lack of maturity around key regional performance metrics and milestones
- Residual lack of clarity around tapered and match funding needs swift resolution.
- RCU are key to success but dependent on one individual
- All partners need to more proactively performance manage their regional priorities

# Is the TLPB using its resources effectively to support the delivery of regional priorities?



**TLPB is continuing to develop its approach to regional deployment of its resources in the medium term, it now needs to build on the effective partnership working shown in the pandemic and become more ambitious; using its resources differently to leverage the impact of all partners to address the significant health and social care challenges in the region.**

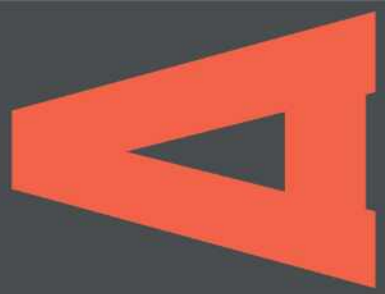
## **Strengths**

- RCU is coordinating delivery of programmes/priorities.
- Delivery plans demonstrate that resources are being used against their stated aims.
- Some pooled budgets
- Internally, 'the right people are in the room'
- Externally, there is evidence of activities to strengthen public voice and input in line with WFG Act.

## **Challenges**

- Need to improve equity of input and resourcing to reflect needs of smaller non-statutory partners
- Secure further opportunities to unleash potential of 'regional' pooled budgets and mainstreaming programmes
- Need robust assurance of delivery around regional priorities within the plan; and sufficient resources to deliver across the 5 year timeline

# Areas to address



## Strategic Planning

- Create a stronger sense of regional identity and purpose - co-created with all stakeholders
- Structures that support culture change and wider stakeholder input for longer-term planning
- Stronger consideration of the five ways of working including longer term thinking, collaboration and integration.

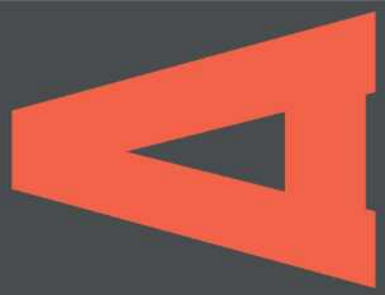
## Governance

- Increase scrutiny and challenge
- Develop regional roadmap with milestones and objectives
- Improve performance management, including performance metrics
- Strengthen regional risk management arrangements

## Resources

- Use resources differently and consider more innovative ways of sharing resources across the region to maximise their impact.
- Assure that you are maximising resources to enable the TLPB to deliver the priorities within the plan

## Next steps



- Reflect upon discussion and feedback from session
- Draft report
- Clear report