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# COLLABORATIVE PARTNERSHIPS FRAMEWORK

VERSION 4

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# COLLABORATIVE PARTNERSHIPS FRAMEWORK

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## **1. Background – why do we need a Framework?**

Working in partnership with divisions within our own Health Board, and with a wider scope of organisations across Swansea Bay and beyond, is key to the successful provision of the health and healthcare to our population and improving the health of the population of Swansea Bay; delivered in safe and appropriate settings supported by innovative digital solutions. Engaging effectively with others will support the delivery of best outcomes for our patients; working collaboratively is an integral part of the Health Board's core business and our vision of becoming a high quality organisation.

Collaboration is an increasingly important aspect of public service delivery, particularly in the context of rising demand, reduced funding and

the need to do more with less. As a result of legislation such as the Wellbeing of Future Generations (Wales) Act 2015, and the Social Services and Well-being (Wales) Act 2014, public services must shift towards more empowered citizens and communities, and a more “enabling state”. In order to align ourselves with this shift we need to create a partnership and leadership culture that cuts across organisational boundaries and sectors.

All partnerships should be citizen-focused, with the aim of providing well-balanced healthcare services, and enabling the people of Swansea Bay to live healthier, equitable and more equal and prosperous lives.

The Health Board facilitated a series of workshops in 2023, where agreement was made to establish a Collaborative Partnerships Framework to manage and achieve oversight of our external partnership arrangements for the benefit of our population. The following Framework sets out a set out Principles for Collaborative working – and the Swansea Bay UHB approach to partnerships and collaborative working

## 2. Swansea Bay UHB Approach to Collaboration and Partnerships

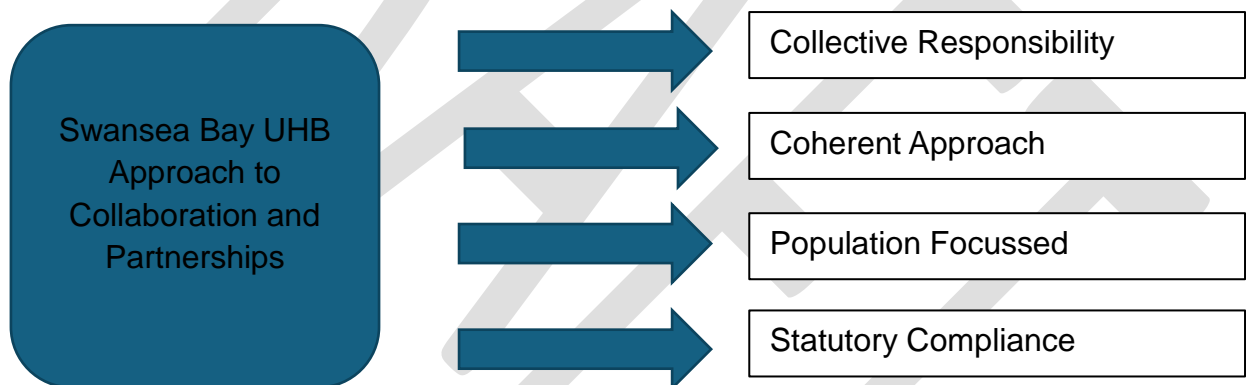
### 2.1 Vision

The vision in Swansea Bay UHB is to become a ‘productive partner’, and we must collaborate internally within the Health Board and with partners external to the Health Board to achieve this vision.

**Vision** - highlighting the values and aspirations that lie at the heart of partnership working and in line with the Swansea Bay Population Health Strategy:

**We will foster “productive partner” relationships and provide a robust collaborative framework, enabling the effective system-wide planning and delivery of Improved population health for the population of Swansea Bay**

This Framework sets out the Swansea Bay UHB approach to Collaborative and Partnership working with a set of Principles developed with colleagues across the Health Board. The Swansea Bay UHB approach will enable the following:



As set-out in the Swansea Bay UHB Population Health Strategy, it is critical that we work collaboratively, both internally and externally, taking a whole systems approach to tackle some of the biggest challenges. Becoming a Productive Partner is one of four the four pillars as included within the *Population Health Strategy* – see attached as appendix 1.

All partnerships should have clarity about what they want to achieve. The aim must be to:

- solve pressing problems in creative, holistic, and practical ways
- establish shared goals that are realistic, widely understood and supported
- creating interventions that connect multiple programmes, services and sectors
- understand and addressing the needs of our population
- balancing short term needs with the ability to safeguard long term needs

## **2.2 Swansea Bay UHB Principles for Collaboration**

In 2023, colleagues across the Health Board developed a set of Principles for Collaborative and Partnership working via a series of workshops. These Principles underpin what the framework must support to allow partnerships to thrive:

### **Swansea Bay UHB Principles for Collaboration:**

- Recognise the value of partners and develop trust and mutual respect
- Demonstrate commitment to develop and agree shared goals and values
- Collaborate when there is a clear advantage for the population (not sure what this is articulating which is not already covered in other points)
- Practice open and transparent communication - be responsive and inclusive
- Effective representation of the views and interests of Health Board Service Groups and Corporate Departments (patients, public and

## **2.3 Benefits of a Health Board approach**

- Shared goals that are realistic, widely understood and supported

- Improves management and oversight of our external partnership arrangements for the benefit of our population
- Fulfil our responsibilities as a Population health focused organisation, as set-out in the Population Health Strategy, and the four pillars, particularly the role we have as a productive partner and an anchor institution
- Build partnership priorities into our Health Board Plans
- Improve compliance with the Health Board's Statutory requirements to work collaboratively - Social Services & Wellbeing Act and the Well-Being of Future Generations Act
- Create positive culture for partnership working, changing behaviours to improve partnership reputation and effectiveness
- Clarify roles and responsibilities of those working within partnerships arrangements and the support required to develop skills and competencies.
- Develop mechanisms to improve communication, shared language and information sharing across the Health Board in relation to Partnerships, ensuring a robust method of receiving and responding to partnership documents.
- A co-ordinated focus on equity with improved services and best value from effective systems

## **2.4 Visibility and Influence**

As previously highlighted working in Collaboration with others is not a new concept, however the Health Board must be visible and be able to influence at all levels – operationally, tactically and strategically. The diagram below illustrates why this is important. The feedback to date is that collaboration at an operational level is better than at a strategic level. However, we must be working at all levels if we are to shift the culture into transforming services in the long term.



## **2.5 Skills and Knowledge**

We are working in partnership and collaborating with others as part of a complex system, and it is acknowledged that we must support staff who are working in this environment, particularly those who work in an operational role.

Some of the skills and competencies that are required to work in collaboration whether that's internally or externally are as follows:

- **Facilitating informal networks:** Involves networking and network management, diplomacy, communication, negotiation and influencing without formal power
- **Building and sustaining interpersonal relationships:** Involves appreciating diversity. At the heart of this role is the ability to build and sustain effective interpersonal relationships using skills of communication, listening, empathy, negotiation, conflict management and consensus seeking
- **Identifying and resolving any issues:** Involves developing new solutions to complex problems evidencing creativity, opportunism and innovation, using a range of particular skills including problem solving, whole systems thinking, communication, risk taking and managing meanings.

The Health Board must aspire to develop these skills and competencies within our teams, as well as how we engage with our partners, patients and communities. This should be aligned to our corporate learning and development plans.

### 3. Key Drivers

In Wales we are fortunate to have two policies published by the Welsh Government that provide guidance to public bodies on how we collaborate and work in partnership to the benefit of our population here in Wales. Both the Well-Being of Future Generations (Wales) Act (2015) (WBFGA) and the Social Services and Well-being (Wales) Act 2014 drive the agenda locally, specifically with the Regional Partnership Board and the Public Services Boards. The Health Board is a Statutory Partner in both of these formal partnerships. Please note the following:

### 3.1 [Well-Being of Future Generations \(Wales\) Act \(2015\) \(WBFGA\)](#)



The focus of the Well-being of Future Generations (Wales) Act is on improving the social, economic, environmental and cultural well-being of Wales. The Act details the ways in which specified public bodies must work together to improve the well-being of Wales. The Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.

The Public Service Boards in Swansea and Neath Port Talbot have a duty to write Wellbeing Plans in order to achieve the principles of the Act.

The Act puts place a ‘Sustainable Development Principle’ which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. There are five ways of working that public bodies need to think about to show that they have applied the Sustainable Development Principle, these align with the Health Board’s Strategic Objectives:

Ways of Working	
	<b>Long Term:</b> Balancing short-term needs with the ability to also safeguard long-term needs
	<b>Prevention:</b> Acting now to prevent problems getting worse;
	<b>Integration:</b> How our Well-being objectives affect each of the well-being goals;
	<b>Collaboration:</b> To help the body achieve its wellbeing objectives
	<b>Involvement:</b> Including people with an interest in well-being, goals and ensuring that these people reflect the diversity of the area we serve;

### 3.2 [Social Services and Well-being \(Wales\) Act 2014](#)

**Social Services and Well-being (Wales) Act 2014**  
The Essentials

Uywodiath Cymru  
Welsh Government  
www.gov.wales

Well-being

People

Partnership & Integration

Prevention

The Social Services and Well-being (Wales) Act 2014 ('the Act') brings together local authorities' duties and functions in relation to improving the well-being of people who need care and support, and carers who need support. The Act provides the foundation, along with regulations and codes of practice made under it, to a statutory framework for the delivery of social care in Wales to support people of all ages as part of their families and communities.

The fundamental principles of the Act are:

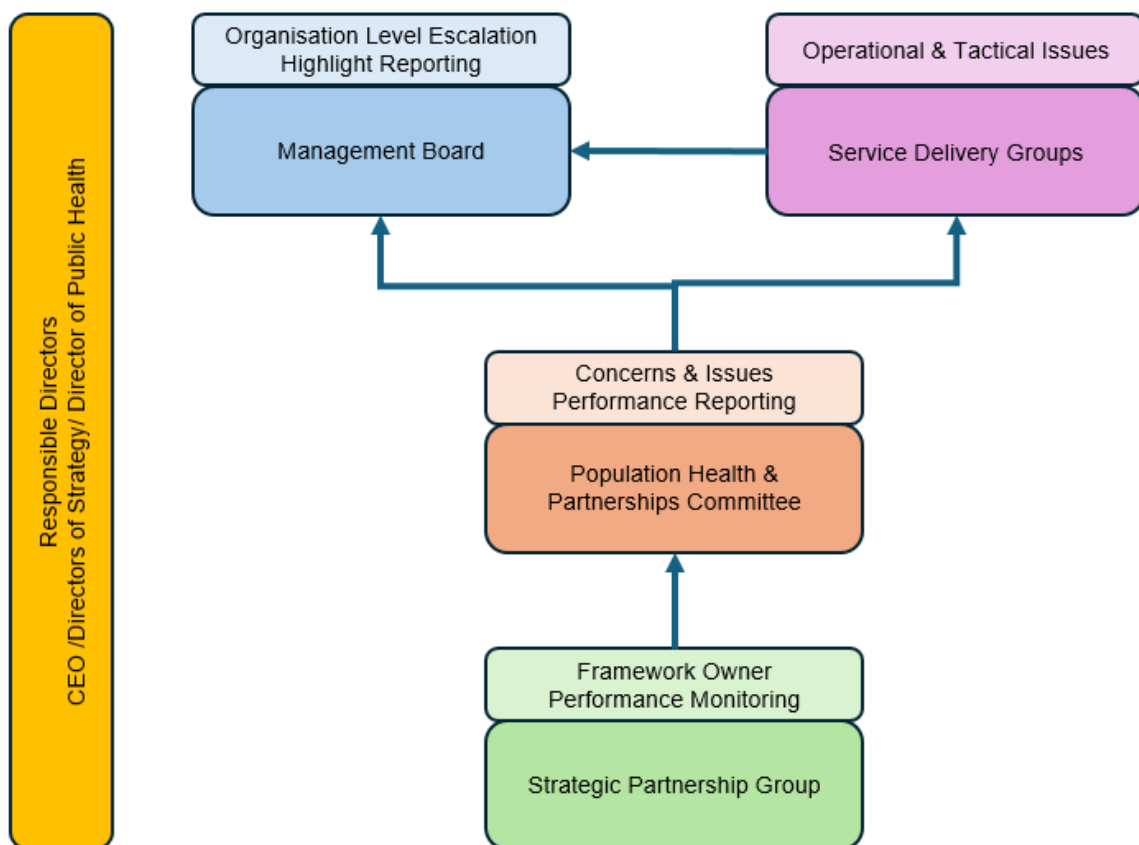
- Voice and control – putting the individual and their needs, at the centre of their care, and giving them a voice in, and control over reaching the outcomes that help them achieve well-being.
- Prevention and early intervention – increasing preventative services within the community to minimise the escalation of critical need.
- Well-being – supporting people to achieve their own well-being and measuring the success of care and support.
- Co-production – encouraging individuals to become more involved in the design and delivery of services.

The West Glamorgan Regional Partnership Board (WGRP) is responsible for undertaking a Population Needs Assessment which captures the health and social care needs of people across the West Glamorgan Region. It explains how the Local Authorities and the Health Board, with partners, will address the requirements of the Social Services and Well-being (Wales) Act 2014. The WGRP has developed an Area Plan based on the needs assessment – the Area Plan is a long-term five-year plan (2023-2027) and includes the regional priorities to be overseen by the WGRP.

## 4. Governance

In 2023, the governance in relation Partnerships within the Health Board was strengthened with a new Committee of the Board – Population Health & Partnerships Committee and roles within the Corporate Strategy Team were adapted to have a specific focus in relation to partnerships and collaboration. A series of development workshops were held in 2023 to listen to senior managers across the Health Board in relation to how we can improve our approach to collaboration and partnerships, and this Framework is one of the products of those sessions. In addition, information sharing was highlighted as a specific need and to support that an internal Strategic Partnerships Group was set-up to support.

The diagram below highlights how the Framework will be managed within the Health Board, and focuses on the governance.



### 4.1 Strategic Partnership Group (SPG)

The aim of the SPG is to bring together work programmes and individuals across the Health Board, aligned with the externally facing partnerships. In addition, the SPG is a key enabler to support the Health Board to carry out its role as a productive partner. The Group provides a forum for robust internal discussions on partnership priorities to establish a coherent Health Board approach on a strategic, tactical and operational level. The terms of reference for the SPG are attached as appendix 2.

The SPG is led by Corporate Strategy with the Deputy Director of Strategy as Chair, and it managed by the Strategic Partnership Team.

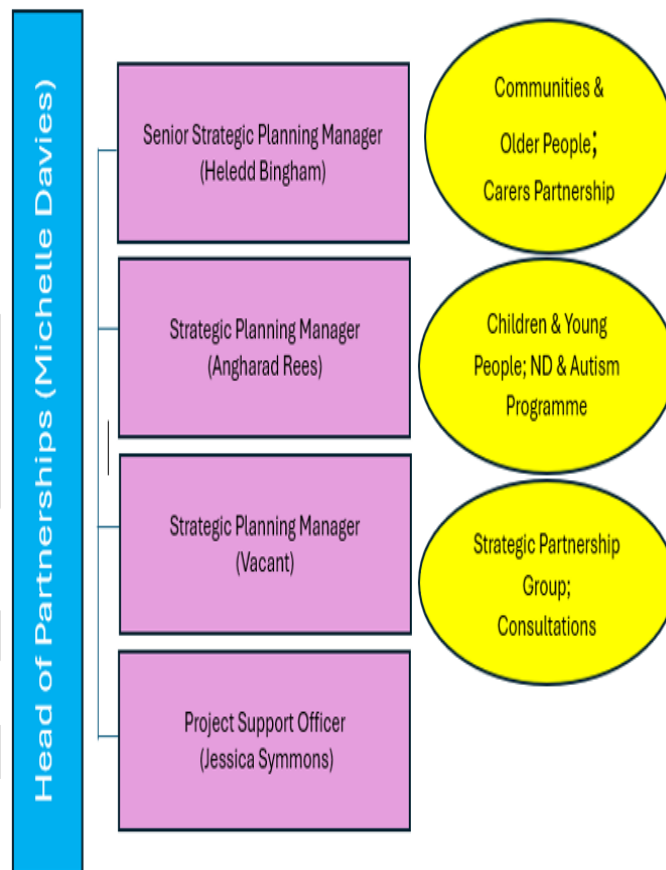
#### **4.2 Population Health & Partnership Committee**

The aim of the Committee is to seek assurance that partnership governance and partnership working is effective and successful. It considers strategies and plans developed in partnership with key partners. The Committee also monitors work undertaken with partner organisations and stakeholders to influence the provision of services to meet current and future population need, and oversees and considers funding proposals, both capital and revenue. The terms of reference for the Committee are attached as appendix 3.

#### **4.3 Strategic Partnerships Team**

The roles and responsibilities of the Strategic Partnerships Team are noted below:

- Supporting and advising Service Delivery Groups to identify and develop opportunities for partnership working
- Provide a Health Board link and identity for partnerships; representing the Health Board at partnership meetings
- Facilitate and lead the Strategic Partnership Group
- Promote and help foster a positive culture of partnership working across the Health Board
- Oversight of, and advice on, collaborative working solutions, business case production and risk mitigation and



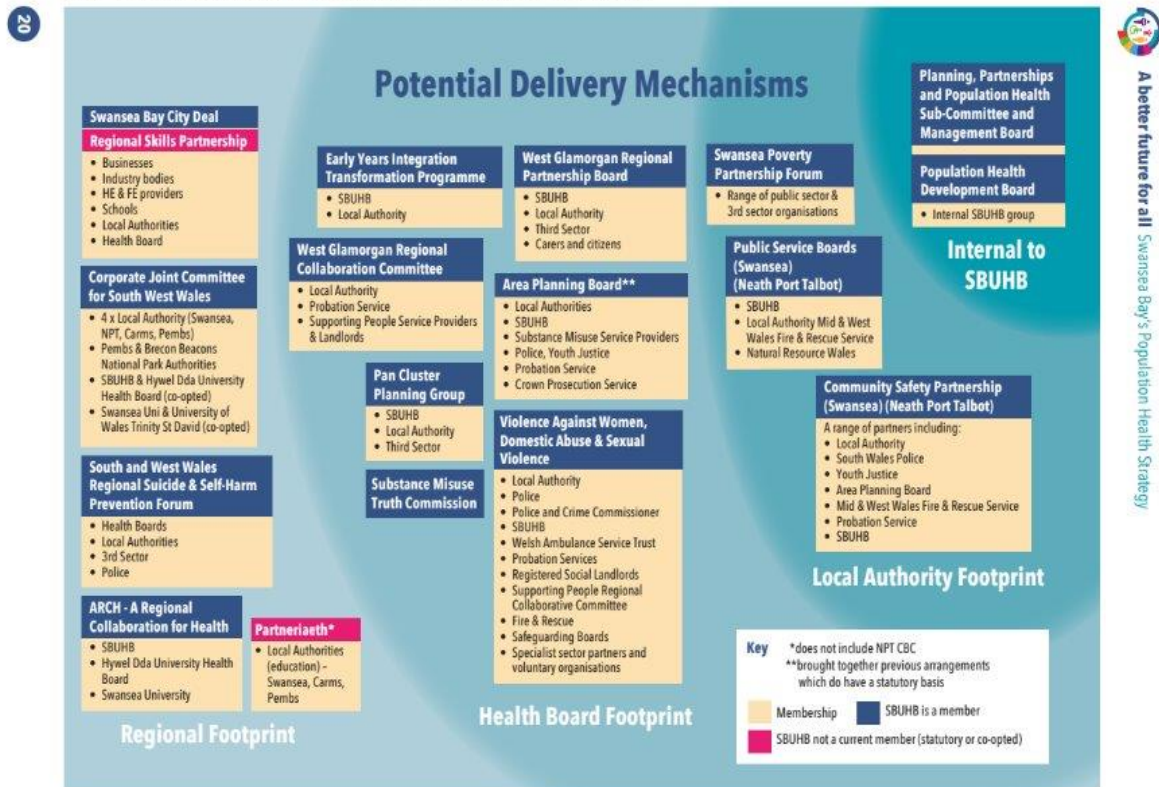
## 5. External/ Formal Partnerships

To fulfil its role as a statutory partner and to respond to the local needs of our communities, it is critical that the Health Board is involved and contributing to the discussions happening in the external partnership space. The Health Board must ensure that we have the right people in the right place to increase visibility and to influence plans. There are risks associated with poor relationships with our partners, and the Health Board must be fully engaged and be committed to its Principles to become a productive partner.

The Health Board is a Statutory Partner in a range of partnership fora as highlighted in the diagram below, taken from the Swansea Bay Population Health Strategy. The

scope of this document provides a framework for Swansea Bay UHB and its workforce to take a consistent and coherent Health Board approach to working in collaboration with all Partners and Partnerships. It is worth noting that this diagram has been included as an illustration and that this is not a comprehensive list of the entirety of the partnership landscape in Swansea Bay.

Fig 15. Potential Delivery Mechanisms - a snapshot of the partnership landscape in Swansea Bay



In section 3 of the Framework the Well-being of Future Generations Act and the Social Services and Well-being (Wales) Act 2014 are highlighted as the two key strategic drivers here in Wales. There are two formal partnerships where the Health Board is a statutory partner and has specific roles and responsibilities. Those formal partnerships are the West Glamorgan Regional Partnership Board (WGRP) and the Public Services Boards (PSBs) in Swansea, and Neath Port Talbot. Further information is available below on the RPB and the PSBs:

## 5.1 West Glamorgan Regional Partnership Board (WGRP)

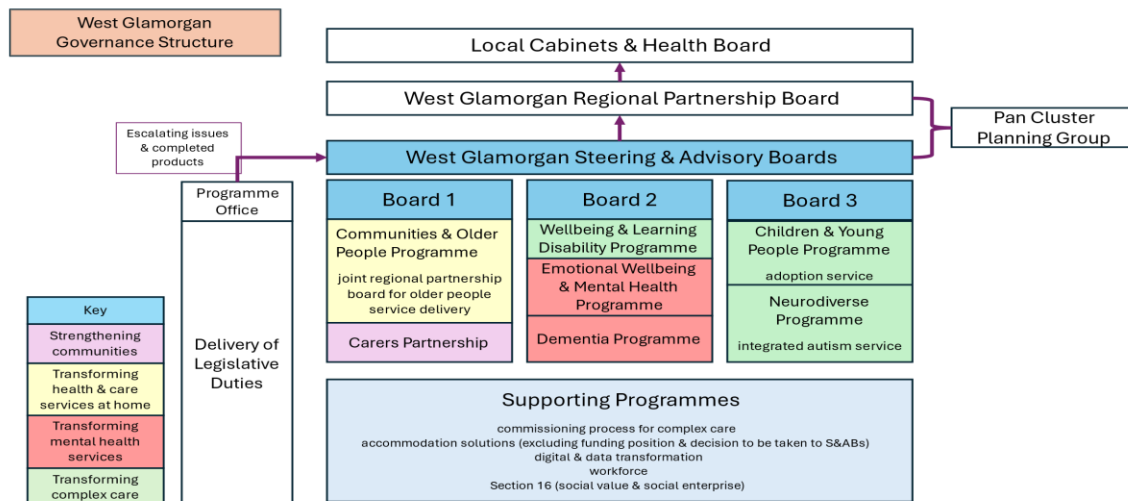
Swansea Bay University Health Board, Council of the City and County of Swansea and Neath Port Talbot County Borough Council are all statutory partners of the WGRP and have specific statutory responsibilities in line with the Welsh Government Statutory Guidance Social Services and Well-being (Wales) Act 2014. The full list of Objectives and the main functions of the WGRP are included within

their terms of reference, attached as appendix 4. One of the main functions which is more relevant to this Framework is as follows:

- 1) To provide a senior forum to
  - a) oversee the discharge of duties under Part 9 of the Act,
  - b) agree regional priorities,
  - c) identify and respond to opportunities for collaboration and integration in the delivery of health, social care and well-being in West Glamorgan programme area,
  - d) oversee delivery of the Regional Programme
  - e) unblock obstacles to successful collaborative working

The WGRP works in co-production with partners from the public sector (SBUHB is a statutory partner), third sector, voluntary sector, private sector and citizens to secure more seamless care in communities. The programme aims to make sure our agencies put people at the heart of wellbeing, health and care transformation, integration and prevention. The WGRP has developed an area plan to help ensure that people live healthier and happier lives, with the key elements of changing the way that we work with citizens away from paternalistic care to shared responsibility and co-production. There is also a focus on, managing common resources collaboratively and pooled resources wherever possible.

Aligned to Health Board governance, there is a wider, regional structure as noted below:



In 2023, the governance for the West Glamorgan RPB (WG RPB) was updated in line with the priority areas identified. As part of the updated governance the Health Board was keen to see the Programme Boards focus on transformational action and to shift away from an operational focus. Visibility and influence is key and the Health Board has been pro-active to ensure that senior managers are visible in the governance structure of the RPB – see attached list as appendix 5.

Whilst priorities have been identified based on Welsh Government guidance and the needs set out in West Glamorgan Area Plan, all programme boards have taken the opportunity to re-set and ensure that their work programmes are based on local needs. In line with this approach each programme board has either developed a specific strategy or has one in development. The following are those Strategies that have been approved.

Strategy	Background Scope
<b>Regional Carers Strategy</b>	A strategy to work collaboratively with carers, health and social care, and third sector organisations to create services to meet the needs of 50,000 carers over 160,000 households in West Glamorgan. Highlighting the need to influence how carers are recognised when navigating their own care and support needs, and recognising the need to ensure that the needs of carers with protected characteristics are recognised and met effectively.
<b>Emotional &amp; Mental Wellbeing Strategy</b>	<p>The aim of the Strategy is to take a more preventative approach to the service - emphasising earlier intervention, emotional well-being and stopping or reducing a deterioration in people’s mental health, coupled with a desire to develop more community engaged and focused ways of working which reduces pressure on the already overloaded mental health system.</p> <p>Vision: To have vibrant, diverse and individually focused services which promote emotional and mental wellbeing, are delivered and commissioned in a dynamic and integrated way, adopting innovative models and promoting the strengths of communities to improve the lives of those in the Region.</p>
<b>Learning Disability Strategy</b>	A regional response to the needs of adults with learning disabilities funded by RIF. A commitment to a long term strategic mission for meeting their needs within the context of legislation, guidance, regional plans, and available resources. A focus on prevention, early intervention, embedding national models of integrated care using sustainable long-term funding, shared learning, creation of long term pooled fund arrangements, and consistent investment in regional planning and partnership infrastructure.

## 5.2 Public Service Board (PSB)

The PSB is a partnership of public service agencies who work together to improve local services. =. A PSB does not have a budget aligned to the delivery of their agenda. The purpose of the PSB is to work collectively to improve local social, economic, environmental and cultural well-being. There are two Public Service Boards (PSBs) within Swansea Bay, one in Neath Port Talbot and one in Swansea. Swansea Bay UHB is one of four statutory members of the Public Service Board.

The others are the respective local authorities, Natural Resources Wales and respective Fire and Rescue Services.

Each PSB is required to carry out an Assessment of Local Well-being to understand current levels of well-being; and Local Well-being Plans have been developed by both PSBs ([Swansea](#) & [Neath Port Talbot](#)). The Plans identify local wellbeing objectives which set priorities for collective action to be taken forward by one or more of the PSB Partners. The table below shows how the two PSB objectives align with the Health Board’s Strategic Objectives:

<b>Neath Port Talbot PSB Objective</b>	<b>Swansea PSB Objective</b>	<b>Swansea Bay UHB Partnership Objectives</b>
Best Start in Life	Early Years	People of Swansea Bay live healthier, equitable and more equal and prosperous lives
Secure, green and well-paid jobs and improved skills	Live Well, Age Well	The health board is a great place to work where staff feel valued and work together towards a common goal
Thriving and Sustainable Communities	Strong Communities	Care is delivered in safe and appropriate settings supported by innovative digital solutions
Environment, Culture and Heritage	Climate Change and Nature	The health board is a resilient, financially sustainable and responsible organisation

There is strong alignment with SBUHB Strategy and Public Health Directorates and their associated work programmes/responsibilities for wellbeing and population health. As a result, the Executive Directors of Strategy and Public Health lead this area of work on behalf of the Health Board and their teams are visible and participate in the work programmes set. In particular, the Health Board provides leadership for Early Years, and both PSBs are tackling community safety and poverty, and the Health Board must consider its role as an anchor institution and play an active role in this area.

Both PSBs are committed to the Shaping Places for Well-being in Wales (SPWW) programme. The SPWW programme is funded by the Health Foundation and will provide a national resource to support Public Services Boards (PSB) in taking a systems approach in their work to influence wider determinants of health as they implement their well-being plans, sharing learning between PSBs and across the UK.

The terms of reference for the PSB are attached as appendix 6.

### 5.3 Partnership Investment (WGRP and PSB)

Whilst PSBs do not have a significant budgets aligned to their work programmes and priority areas, the WGRP is responsible for managing both the revenue and capital investment available via the Health and Social Care Regional Integration Fund (RIF) and the Integration and Rebalancing Care Fund (IRCF). Please note the high-level breakdown below:

#### Capital

- Housing with Care Fund (HCF) - £7.7m each year for the first 2 years
- Integration and Rebalancing Care Fund (IRCF) - £60m available nationally. The expectation from Welsh Government is that the Partnership will work on plans to develop multi-agency integrated hubs, and the Health Board have contributed to the first phase of this exercise by identifying all existing hubs that meet the criteria. The criteria is attached as appendix 4.

#### Revenue

- Regional Integration Fund (RIF) - £17.3m in total with the majority of the allocation to support delivery of the regional priority areas with a percentage also for the supporting programmes including, commissioning, workforce and digital.

The RIF is a 5 year fund to deliver a programme of change from April to March 2027. The aim of the RIF is to create sustainable system change through the integration of health and social care services. Key features of the fund include:

- A strong focus on prevention and early intervention
- Developing and embedding national models of integrated care
- Actively sharing learning across Wales through Communities of Practice
- Sustainable long term resourcing to embed and mainstream new models of care
- Creation of long term pooled fund arrangements
- Consistent investment in regional planning and partnership infrastructure

The RIF is a key lever to drive change and transformation across the health and social care system and in doing so will directly support implementation of several key pieces of policy and legislation.

The national strategic drivers that underpin the guidance include the following:

- The Social Services and Well-Being (Wales) Act 2014
- Wellbeing of Future Generations Act
- A Healthier Wales: Our Plan for Health & Social Care
- Programme for Government – 10 wellbeing objectives

- Accelerate Cluster Development Programme

The RIF Investment Plan is aligned to the priorities identified for each Programme Board as outlined in the WGRP B governance structure on page 12.

RPBs must ensure that the right infrastructure is in place to support the delivery of its statutory requirements as set out in the Social Services and Well-Being (Wales) Act 2014. The West Glamorgan Programme Office (WG Programme Office) undertakes this role on behalf of partners in Swansea and Neath Port Talbot, and have facilitated the development of the updated governance structure. The WG Programme Office is responsible for the overall monitoring of the RIF schemes and will co-ordinate the reporting and monitoring process, to ensure proposals are on target to spend the allocated funding and achieve the expected outcomes as outlined in the original proposal.

There is an additional layer of scrutiny in relation to the capital investment and a WGRBP –Strategic Capital Plan has been developed that sets out a 10-year vision. There is a Capital Strategic Group that meets monthly, with good representation from the Health Board with the Deputy Director of Strategy as vice chair. The Strategic Capital Plan has been submitted to Welsh Government in August 2023 and is attached as appendix 7.

The WGRP B has a Memorandum of Understanding (MOU) in place specifically for the partners within the WGRP B – this includes both revenue and capital funding. Swansea Bay University Health Board is the banker for the RIF and has an internal Standing Operating Procedure (SOP).

#### **5.4 Western Bay Area Planning Board**

The Area Planning Board (APB) structure was established by the Welsh Government to enable agencies to respond to their statutory responsibilities and support the implementation of the Welsh Governments substance misuse strategy. There is a need for agencies involved in tackling and reducing the harms associated with substance misuse, to do more to plan treatment services and to pool resources at a regional level. The membership of the APB includes representatives from all the responsible authorities, to enable statutory responsibilities in respect to substance misuse to be discharged at a regional level. Those authorities are:

- the council for the area;
- every chief officer of the police any part of whose police area lies within the area;
- every fire and rescue authority any part of whose area so lies;
- every local health board any part of whose area so lies;
- Every provider of probation services operating within the area.

Welsh Government Guidance advises that as a minimum membership of the APB should include:

- Director of Public Health and /or representative of local Public Health team
- The Local Health Board (both a planning representative and a clinical representative of the Substance Misuse Treatment team)
- Each local authority covered by the APB
- Police Service
- Probation Trust
- Supporting People/ Homelessness / Housing representative
- Primary Care representative
- Voluntary/Independent/Private Sector Substance Misuse Service provider
- Children and Young People Planning, i.e. children services / Youth Offending Team.






The Western Bay Area Planning Board is required to have robust governance arrangements in place in order to meet its obligations under the National Core Standards for Substance Misuse. Attached as appendix 8 is the Governance Framework

The Director of Strategy and the Chief Operating Officer are visible from a Director level, and the Mental Health & Learning Disabilities Service Delivery Group and the Swansea Bay Public Health Team are also members of the APB.

**Key Contacts:**

If you have any questions relating to this Framework please contact the Partnerships team: [SBU.Partnerships@wales.nhs.uk](mailto:SBU.Partnerships@wales.nhs.uk)

## Appendices

1	SBUHB Population Health Strategy February 2023	
2	Strategic Partnership Group Terms of Reference November 2023	 Annex 2 SPG TOR.pptx
3	Population Health & Partnerships Committee – Terms of Reference October 2023	 Annex 3 Committee TOR.docx
4	West Glamorgan Regional Partnership Board Terms of Reference	 <a href="#">West%20Glamorgan%20Regional%20P.</a>
5	Health Board Staff on WGRPb governance	 Annex 5 HB Programme Leads.docx
6	Public Service Board – Terms of Reference	<a href="#">Public Services Board – Neath Port Talbot Council</a>  <a href="#">Swansea Public Services Board - Swansea</a>
7	Capital Plan	Redrafting in development
8	West Glamorgan Area Planning Board Governance Framework June 2024	 Annex 8 APB - Governance Framew

### Useful Links:

West Glamorgan Regional Partnership Board - [Home - West Glamorgan Regional Partnership](#)

Swansea Public Service Board - [Swansea Public Services Board - Swansea](#)

