

# CWM TAF SOCIAL SERVICES AND WELLBEING PARTNERSHIP BOARD

## ANNUAL REPORT 2017/18

This report is produced to meet the requirements set out by the Welsh Government in the Social Services and Wellbeing (Wales) Act 2014



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## **1. Introduction by the Chair of the Regional Partnership Board 2017/18**

As the Chair of the Cwm Taf Social Services and Well-being Partnership Board, I am pleased to introduce our second Annual Report which sets out the progress we have continued to make during 2017/18.

Each of the partner organisations in Cwm Taf provides a wide range of services that respond to the needs of vulnerable children, young people, adults and families. We are all committed to providing high quality, responsive and sustainable services but we recognise that to transform our services to meet the challenges we face, we must do things differently but also do different things. This means working more effectively across public services, the Third sector, the independent sector and with our service users, carers and communities.

We are extremely proud of the maturity of regional partnership arrangements in Cwm Taf which provide us with a strong and unified approach to be able to develop new models of care and utilise funding opportunities, such as the Integrated Care Fund, to deliver tangible benefits for our population. Recent developments are described in this Annual Report but the production of our first Area Plan (called the Cwm Taf Regional Plan) now provides a focus for our ambition and work in partnership across Merthyr Tydfil and Rhondda Cynon Taf to deliver better, integrated services for our citizens who need care and support.

The SSWB Act is about changing the focus of care and support services, putting people at the heart of the new system and what we do. By involving people and communities in their own care and support services, public services can make sure that the right services are provided at the right time in the right place, empowering people to achieve the outcomes that matter to them.

I would like to pass on my thanks to those who have served on the Board over the last year and to all staff and volunteers across the Partnership for their time, commitment and enthusiasm. Only together can we make a real difference for the people who need our help and support to stay well for longer and fulfil our commitment to deliver more care at home and in the community.

Cllr Geraint Hopkins  
Cabinet Member for Social Care and Health  
Rhondda Cynon Taff County Borough Council

## **2. Background to the Regional Partnership Board and the Annual Report**

The Social Services and Well-being (Wales) Act 2014 (“the Act”) came into effect on 6<sup>th</sup> April 2016.

The Act requires that Local Authorities and their Local Health Board establish a Regional Partnership Board (RPB) to drive the strategic regional delivery of health and social care and, through partnership working, ensure effective services, care and support are in place to best meet the needs of their population. In Cwm Taf, the RPB (which is called the Cwm Taf Social Services and Wellbeing Partnership Board) brings together representatives from RCT and Merthyr Tydfil County Borough Councils, Cwm Taf University Health Board, the Third Sector, Independent Sector and service users and carers.

The objectives of the Regional Partnership Boards are to ensure the partnership bodies work effectively together to:

- ✚ Respond to the population assessment carried out in accordance with section 14 of the Act.
- ✚ Implement the plans for each of the Local Authority areas covered by the Board which Local Authorities and Local Health Boards are each required to prepare and publish.
- ✚ Ensure the partnership bodies provide sufficient resources for the Partnership arrangements.
- ✚ Promote the establishment of pooled funds where appropriate.

The Regional Partnership Boards are required to prioritise the integration of services for:

- ✚ Older people with complex needs and long term condition, including dementia
- ✚ People with learning disabilities
- ✚ Carers, including young carers
- ✚ Integrated Family Support Services
- ✚ Children with complex needs due to disability or illness

As set out in statutory regulations and in Welsh Government guidance, the RPB is required to produce an Annual Report by 30<sup>th</sup> June each year which must be submitted to Welsh Ministers. It is a publically available document summarising the work of the Partnership and its associated programmes in the previous year. The report focusses on the regional responsibilities of the RPB, highlighting key areas of progress, achievements and a brief forward look in relation to our plans for the future.

The RPB Annual Report is intended to be complementary to (and not replicate) the annual reports on social services required from both RCT and Merthyr Tydfil CBCs, the annual report by Cwm Taf Health board and the annual wellbeing report by the Cwm Taf Public Services Board.

### **3. Role, purpose and membership of the Regional Partnership Board and its associated structures**

In establishing the RPB, partners in Cwm Taf have built on the good progress previously made in collaborative regional working as well as meeting the new national requirements in relation to the membership and functions of the RPB.

A Memorandum of Understanding, formally endorsed by each partner organisation through their formal governance processes, sets out the arrangements for the Cwm Taf Social Services and Wellbeing Partnership Board. Key elements are included below:

#### **The principles that inform the work of the Cwm Taf Social Services and Wellbeing Partnership**

- We will promote and support effective communication across the partnership
- We will make sure the public and particularly users of our services and their carers are able to influence the work of the partnership
- We will focus on what matters to the people and communities of Cwm Taf
- We will promote and develop solutions towards preventing problems occurring or getting worse for people in Cwm Taf
- We will promote and support collaboration and integration
- We will make sure that we strike a balance between short term needs and longer term goals

#### **The key roles for the Cwm Taf Social Services and Wellbeing Partnership**

**are to:**

- Ensure that there is an agreed shared vision and a clear direction of travel for service development and integration of health, care and wellbeing
- Ensure that there are shared plans and strategies in place (supported by appropriate business cases) for delivering on the vision
- Ensure that the strategic plans are evaluated and reviewed against agreed and understood outcomes and performance indicators
- Lead a strategic approach to communicating and publicising the direction of travel and the progress made
- Ensure that the principles of the Board are upheld
- Maintain an effective overview of the resources allocated by the Partnership Board
- Report to the Public Services Board on progress, key issues and exceptions. escalating any barriers to progress within the Partnership Board for resolution
- Ensure that an annual report on progress is prepared and delivered as required to the Welsh Government.

The required membership of RPBs is set out in statutory guidance. Boards can also co-opt additional members. The Cwm Taf RPB membership in 2017/18 was as follows:

<b>Clr Geraint Hopkins Chair)</b>	<b>Cabinet Member Adults and Children's Community Services RCT CBC</b>
<b>Rachel Rowlands (Vice Chair)</b>	<b>Chief Executive Officer, Age Connects Morgannwg</b>
<b>Donna Mead (until December 2017)</b>	<b>Vice Chair, Cwm Taf University Health Board</b>
<b>Maria Thomas (from January 2018)</b>	<b>Vice Chair, Cwm Taf University Health Board</b>
<b>Clr Rhys Lewis</b>	<b>Cabinet Member for Prosperity and Well Being RCT CBC</b>
<b>Clr David Hughes</b>	<b>Cabinet Member for Social Services, Merthyr Tydfil CBC</b>
<b>Lisa Curtis-Jones</b>	<b>Director of Social Services Merthyr Tydfil CBC</b>
<b>Gio Isingrini</b>	<b>Director of Social Services RCT CBC</b>
<b>Pauline Richards</b>	<b>Acting Chair, Interlink RCT</b>
<b>Mike Slator</b>	<b>Care Forum Wales Representative</b>
<b>Brian Lewis</b>	<b>Chair of VAMT (County Voluntary Council for Merthyr Tydfil)</b>
<b>Ruth Treharne</b>	<b>Director of Planning and Performance/Deputy Chief Executive Cwm Taf UHB</b>
<b>Clare Williams</b>	<b>Assistant Director of Planning and Partnerships Cwm Taf UHB</b>

<b>Nicola Davies</b>	<b>Head of Health and Wellbeing Cwm Taf UHB/Regional ICF lead</b>
<b>Lynda Williams</b>	<b>Director of Nursing, Midwifery and Patient Services Cwm Taf UHB</b>
<b>John Palmer (until January 2018)</b>	<b>Director of Primary Community and Mental Health Cwm Taf UHB</b>
<b>Alan Lawrie (from February 2018)</b>	<b>Director of Primary Community and Mental Health Cwm Taf UHB</b>
<b>Vacant</b>	<b>Service User representative</b>
<b>Dot Davey</b>	<b>Carer representative</b>
<b>Vacant</b>	<b>Social Care Wales</b>

The position of Chair and Vice chair are reviewed on an annual basis, and rotated across all statutory partner organisations. Partnership Board meetings are held on a bi-monthly basis. Each member is responsible for ensuring any strategic decisions and plans made by the RPB have partner body support and are communicated and considered through their respective governance systems

The work of the RPB to deliver its objectives is supported through a range of regional mechanisms including the following:

#### Cwm Taf Transformation Leadership Group

The Cwm Taf Transformational Leadership Group (TLG) is jointly chaired by the UHB's Director of Planning & Performance/Deputy Chief Executive and RCT's Director of Social Services. Comprised of Executive and Senior Officers from the partner organisations, the key responsibilities for this group include:

- Facilitating the transformation and change management process for services across the region
- Prioritising and resourcing the content of the Regional (Area) Plan (including the Training and Development Plan and associated commissioning strategies)
- Facilitating the delivery of the Region's Area Plan, particularly where actions are interdependent across work streams
- Considering exception reports, imminent decisions, areas of concern, risk and barriers to progress from operational groups
- Advising and making recommendations to the Cwm Taf Social Services and Wellbeing Partnership Board
- Liaising with Welsh Government officials on issues relating to the Act and the work of the region
- Evaluating new service models, transformation and related activity

- Approving funding proposals for submission to the RPB (e.g. initiatives funded through the Integrated Care Fund and Transformation Grants)

### Cwm Taf Joint Commissioning Sub-Group

Joint commissioning has been identified as a key strategic priority for the region. The Joint Commissioning Sub-Group advises the Transformation Leadership Group and Partnership Board on a range of issues including:

- Development of, including engagement on, Joint Commissioning Statements of Intent
- Development and monitoring of implementation plans for Joint Statements once completed;
- Implementation of the Cwm Taf Carers' Strategy;
- The quarterly reporting and annual review of schemes funded through the Integrated Care Fund;
- Any other emerging priorities from implementation of the Social Services & Well-being (Wales) Act 2014

The remit of the group is specifically focused upon services and support for older people; children & young people; learning disabilities; and carers in Cwm Taf and there are regional delivery groups/partnerships for these groups. However, the work of a number of other partnerships across Cwm Taf also supports the wider strategic agenda for health, social care and wellbeing and the delivery of the Area Plan - see section 6.7 for more information.

Other Regional groups that support the work of the RPB include the Cwm Taf Social Value Network, the Citizens Panel and the Cwm Taf Social Care Workforce Development Partnership. More information can be found about their activities in 2017/18 in section 6 "Enablers and how we use our resources."

#### **4. Our strategic direction - the Cwm Taf Regional Plan 2018-23**

The region's Area Plan (called locally the Regional Plan) was published as required on 1<sup>st</sup> April 2018.

<http://cwmtaf.wales/how-we-work/plans-and-reports/cwm-taf-social-services-and-well-being-area-plan/>

It provides the Partnership Board's response to the findings of the Population Assessment published in April 2017 and sets out our ambition in prioritising prevention, early intervention and delivering integrated services closer to home.



The Regional Plan does not replicate the plans of individual organisations like the Health Board or Local Authority but identifies those actions we will need to do together across the Cwm Taf Region to succeed in meeting the requirements of the SSWB Act as well as the outcomes our service users and carers want to achieve. Where appropriate, the Plan signposts to other relevant groups that have responsibility to lead and deliver change which will support the work of the SSWB Partnership.

The Regional Plan is our response to the Cwm Taf Population Assessment published in April 2017. In addition to the specific findings for the core themes which relate to particular groups of people (such as children and young people, carers, older people), the Plan also addresses overarching themes highlighted in the Assessment. These were used as the basis for engagement with stakeholders and three Community Panels held in December 2017 to seek views on the Plan. These were:

- Getting information, advice and assistance
- Connecting you to your community
- Stopping problems before they start
- Stopping problems before they get worse
- Seamless services
- Making it personal and working together with you

The Plan also took into account findings from the Cwm Taf Wellbeing Assessment and the work being undertaken to develop the Cwm Taf Public Services Board Well-being Plan. The two Plans complement each other and a number of actions have been identified that will be delivered jointly between the PSB and the RPB, particularly around the use of existing assets and working more effectively together with communities to build resilience and tackle loneliness and isolation.

The Regional Plan is an important step forward in setting out our common agenda over the coming 5 years. We will review the Actions in the Plan annually to see if we are making progress and making it quickly enough. It will also need to be flexible enough to take account of further changes we need to make, for example in response to the Parliamentary Review of Health and Social Care, published in January 2018, and the outcome of Welsh Government consultation on proposals to align the Bridgend Local Authority catchment population with that of Cwm Taf - see section 7 – forward look.

## **5. Meeting our objectives and improving outcomes: Priority areas for integration**

As required, the Plan focusses on integrated services for a number of priority groups, as discussed further in the sections below, and includes examples of key regional actions. Our actions are based on the premise of

delivering integrated services to people of all ages, recognising the contribution from a range of partners, not just health and social services. We want to build on our existing partnerships but also create new ones. Our approach to integration means that for those people needing care and support, they must be able to say:

*"My care is planned by me with people working together to understand me, my family and carer(s), giving me control and bringing together services to achieve the outcomes important to me."*

We have developed a number of Statements of Intent which describe service models offering a continuum from prevention and universal services through early intervention for those with emerging difficulties to specialist support.

### **5.1 Older people with complex needs and long term conditions, including dementia**

The Region has developed a Joint Commissioning Statement of Intent for Older People's Services with a common vision for integrated health and social care services for older people in Cwm Taf:

#### **'Supporting people to live independent, healthy and fulfilled lives'**

In implementing the Statement of Intent, the following priorities have been included in the Regional Plan:

OP1 We will nurture supportive communities and family networks through easily accessible universal services, general and targeted health and wellbeing initiatives

OP2 We will offer integrate, time limited and goal oriented services to help people whose needs cannot be purely met by community and preventative support

OP3 We will ensure people have access to holistic assessment that takes into account peoples needs and wishes, promoting choice and control to improve quality of life

OP4 We will ensure that older people whose needs require a specialist or substitute service are able to access those services at the right time in the right place and that they offer an improved quality of life

Areas of work already underway include:

##### 5.1.1. Market Position Statement

Building on the approach to accommodation with care and support for older people as outlined in the Joint Statement, we developed a regional Market Position Statement which was approved in November 2017. It forms the basis for future dialogue and stronger partnership working between commissioners and providers, specifically with regard to

- Sharing information and analysis of future population needs
- Providing a review of the current “market” of services
- Describing our future approach to commissioning services
- Identifying the potential future shape of the market to enable providers to position themselves and meet future needs/demands
- Describing how commissioners can more effectively engage and support service providers to achieve a healthy and sustainable market.

We have also developed a regional care home contract and service specification. The outcomes required by the revised contract are centred around personalised care, dignified care, staying healthy and safe care. This represents an important departure from the previous approach that focussed on task based requirements.

#### 5.1.2. Stay Well@Home

The Region’s largest ICF scheme, Stay Well@Home has been very well received. The multiagency hospital based team provides an integrated assessment and response service, based at Royal Glamorgan and Prince Charles Hospitals, supported by the provision of community based services.

- Assessments are undertaken outside of core hours at the acute hospital sites
- Care/support package agreed and established within the agreed 4 hour response – 7 days a week, including bank holidays
- Information is shared across health & social care, using one record
- Discharge to assess model used
- Community review undertaken within the first 14 days
- An enabling approach is implemented to increase independence levels and reduce dependence on long term service provision.

Inhouse reviews were undertaken after 6 months and 12 months and there has been a significant improvement in performance around hospital based admissions and length of stay. Both Hospitals have also experienced improvements in the levels of escalation, reduced Accident and Emergency breaches and a reduced number of cancelled operations. Feedback from service users and carers has been very positive and the service has been shortlisted for a number of awards.

#### 5.1.3 Virtual Ward

This multi agency and multi disciplinary project piloted in a Cynon Valley GP Practice supports patients with frailty and complex health and social care needs. It involves primary care, Third sector, social care and the

Welsh Ambulance Services Trust in an anticipatory approach to provide support to the top 3% of service users in the Practice. The aims are

- Improving patient care and access
- Proactive healthcare delivery by using information on hand to target vulnerable groups
- Improve communication between a range of stakeholders from health and social care, as well as the third sector,
- Improving patient Records to be able to use them proactively
- Utilise a multidisciplinary team to construct holistic care plans built around patient need

The current model is managing approximately 240 patients per year and has had a dramatic impact reducing GP Out Of Hours contacts by 91%, reducing unscheduled care admissions by 76.3% and reduction in in-hours GP contacts by 57%. The model has now been extended to 3 more GP practices covering a practice population of 30,497.

This model has seen significant success and is part of the thinking of our transformational model for the future which will also embrace more actively our local authority and third sector partners, transforming the way we work to improve patient outcomes.

## **5.2 Children with complex needs due to disability or illness**

During 2017/18, a draft Cwm Taf Regional Statement of Intent for Supporting Children, Young People and Families has been produced jointly by partners in Cwm Taf in response to the population analysis, and building on consultation with the public and professionals in 2016. It is intended to remain relevant until 2022 and is proposed as the shared vision, principles and objectives to direct the work of all partners.

The Statement of Intent is focused on the following shared vision, that:

- Children, young people and families in Cwm Taf will live safe, healthy and fulfilled lives and achieve their full potential.
- Families and communities will be more resilient and independent.
- Our focus on communities will give children, young people and families the best possible environment to thrive.
- The balance of resource will shift from safeguarding, substitute and complex care to early and targeted help.

An Engagement plan was developed and implemented at the beginning of 2018 to ensure that the draft Statement matched the shared needs and expectations of stakeholders. The responses received overall were positive but also reflected the need for more detailed information to show how the Statement will be implemented and what difference it will make.

The RPB recognises that continuous engagement and a co productive approach will be essential in the ongoing work to deliver the Statement.

The final Statement is due to be formally approved by partners in July 2018. The Regional Plan includes the priorities below but a set of detailed milestones and deliverables for partners under each objective in the Statement is currently being developed.

CYP1 We will have the right universal services at the right time to promote wellbeing, achievement and independence

CYP2 We will focus on early help for those with emerging difficulties

CYP3 We will target intensive support for those who are really struggling

### **5.3. Carers**

The Partnership's Carers Strategy 2016-19 has the following vision:

*Carers of all ages in Cwm Taf will be recognised and valued as being fundamental to supportive and resilient families and communities. They will not have to care alone and will be able to access information, advice and support to help meet their needs, empowering them to lead healthy and fulfilled lives, balancing their caring role and their life outside caring.*

The Regional Plan contains the following actions

C1 Identifying carers of all ages and recognising their contributions

C2 Providing up to date, relevant and timely information, advice and assistance to Carers of all ages.

C3 Providing support, services and training to meet the needs of Carers of all ages

C4 Giving Carers of all ages a voice with more choice and control over their lives

C5 Working together to make the most of our resources for the benefit of carers of all ages

In September 2017, the RPB commissioned the Welsh Institute of Health and Social Care to work with partners to review our current service model for carers and consider how we could provide more effective integrated services across the region. The Summary report of this work produced in January 2018 includes a blueprint of what a comprehensive "offer" for Cwm Taf carers could look like across five themes

Access, information, advice and assistance

Support services

Employment support services, education and training

Respite and breaks

Making it happen

We will be exploring how best to take forward recommendations from the review during 2018/19.

A separate detailed Carers Annual Report is required by WG. The Cwm Taf Carers Annual Report for 2017/18 has been prepared and will be approved by partners in July 2018.

#### **5.4. People with Learning Disabilities**

Following engagement and a range of activities to raise awareness and involve service user, carers, public and other stakeholders in the development of a Joint Statement of Strategic Intent for Children, Young People, and Adults with Learning Disabilities (that includes autism and complex needs) and their families, the Partnership approved the final version in November 2017.

The Statement of Intent describes a shared commitment to deliver a new model for health and social services, focused on the following key messages:

- Maximise the use of universal services
- Increase early intervention, prevention, information, advice and assistance
- Build community support and develop people's independence
- Sustain people in their own homes
- Enable people to live full lives and achieve their potential
- Keep people safe
- Make the best use of our resources

To oversee implementation of the Statement of Intent, a Joint Steering Group has been established and an action plan developed. A number of work groups have been set up to address the following themes:

- Preventing loneliness and isolation by increasing community inclusion
- Reducing Stigma
- Housing
- Further Education
- Employment, training and lifelong learning
- Communications

#### **5.5. Integrated Family Support Services**

The aim of the Cwm Taf Integrated Family Support team is to develop family focussed, evidence based interventions to enable parents to achieve necessary behaviour changes to improve outcomes for their children.

The objectives of the Cwm Taf Integrated Family Support Team are to:

- Reduce harm to children, resulting from parental drug and alcohol misuse, domestic violence, parental mental health difficulties and parental learning disabilities.
- Improve Well-being outcomes for children affected by parental drug and alcohol misuse, domestic violence, parental mental health difficulties and parental learning disabilities.
- Reduce the number of children becoming looked after by the local authority.
- Reduce the number of children requiring statutory social work involvement.
- Support the training and development of the health and social care workforce.

The Cwm Taf Integrated Family Support Team was set up under a legal agreement with a pooled fund on April 1<sup>st</sup> 2016. An Operational Management Board oversees the performance of the team throughout the year but in addition an Annual Report is presented to the Partnership Board and Welsh Government.

The IFST Annual Report for 2017/18 is being finalised. 2017-18 continued to see a rise in demand for the service with referrals increasing from both Rhondda Cynon Taf and Merthyr Tydfil.

The IFST completed intensive interventions which created family plans with 56 families and held 99 review meetings. The team completed Brief Interventions with the families of 46 children.

Where families completed full IFST interventions, they achieved or exceeded 84% of their goals.

53% of families who completed Intensive Interventions were closed to childrens services 12 months after the intervention. Where children were referred as Care and Support or Child Protection, 74% of children were closed to children services 12 months after an intervention.

## **6. Meeting our objectives and improving outcomes : Enablers and how we use our regional resources**

### **6.1. Integrated Care Fund 2017/18**

Details of the Region's revenue and capital investment plans for 2017/18 can be found in the Cwm Taf Investment Plan for 2017/18 which was underpinned by a formal Written Agreement between the partners. The Region received £5.015m revenue and £1.646m capital. ICF is used by the Partnership, in line with guidance issued by WG, to meet our objectives and to develop innovative but sustainable models of service delivery which support cultural change.

The objectives of our ICF schemes are

- Improving care co-ordination between health, social care, third sector and housing;
- Promoting/maximising independent living opportunities;
- Avoiding unnecessary admission or delayed discharge;
- Supporting recovery by increasing reablement provision;
- Establishing more proactive approaches;
- Facilitating integration; and
- Improving outcomes.

All ICF schemes report quarterly to TLG and RPB using a Results Based Accountability template that identifies how much has been done, how well has it been done and how people are better off/what difference the service has made. There is also an annual review of all schemes to inform investment decisions for the following year.

The Region also reports quarterly to WG which has confirmed that we have provided a good level assurance that the RPB has effectively managed the delivery of the ICF across the Cwm Taf region. Evidencing the impact of schemes remains challenging and we intend to undertake more work in 2018/19 to review our ICF schemes as part of a pathway approach which should assist in providing better outcome information.

Schemes include:

#### **6.1.1. Stay Well@Home service (see also section 5.1)**

This commenced in April 2017 has been recognised as a transformational scheme which has improved performance and joint working, provided rapid and flexible responses to prevent admission to hospital and speed up discharge, helping to keep people at home and independent wherever possible.



### 6.1.2. Integrated Autism Service

This new regional service became operational in the last quarter of 2017/18, receiving 40 referrals up to the end of March 2018. This figure is expected to increase in 2018/19 as the service becomes fully embedded and as awareness increases. The service

- Is integrated across the LAs and UHB as it had been found that the majority of issues stem from people falling between gaps in services
- Is age wide to avoid transition issues
- Focusses on people with mild to moderate needs as existing services primarily focus on the specialist and complex end of need.
- provides information, advice, support and training eg in relation to emotional, anxiety and behavioural issues and aims to reduce social isolation, ASD specific issues and help support the development of life skills, support to access to social, leisure and employment opportunities
- Develops understanding within generic and community services.

The detailed impact of the service is captured through WG quarterly monitoring returns which require information on national service standards, activity data and outcome data in relation to quality of life, anxiety and depression.

### 6.1.3. Third sector schemes: Community Coordinators and a Community Capacity Grant scheme (CCGS)

There are 5 Community coordinators working across Cwm Taf with older people, groups and communities to reduce loneliness and isolation and promote independence. They provide information, advice, support and signposting to activities and services in local communities. New groups and initiatives are identified through community research, developed and promoted. In 2017/18 1349 referrals were received and 7191 signposts and/or referrals to third sector and statutory services were made.

The Cwm Taf Community Capacity Grant scheme was set up to enable third sector projects to bid for funding to provide a wide range of preventative services that improve health and wellbeing. It is often a test bed for new approaches and responding to gaps identified by the work of the Community Coordinators. Projects often successfully obtain additional funding from other sources - the schemes approved in 2017/18 attracted over £50,000 of matched funding.

All the schemes funded through the CCGS use a well-being tool developed by Merthyr Tydfil CBC to measure the impact of their service and outcomes achieved. Participants are questioned at the beginning and end of interventions/projects to help determine if their well-being has improved in terms of the aspects highlighted below:

*Good Relationship* Measured by the statement

- I've been feeling close to other people

*Meaning and Purpose* Measured by the statements (the average of all three is the score)

- I've been feeling useful
- I've been dealing with problems well
- I've been able to make my mind up about things

*Good Feeling* Measured by the statements (the average of all three is the score)

- I've been feeling optimistic about things
- I've been feeling relaxed
- I've been thinking clearly

#### 6.1.4. Development of a Health and Wellbeing Centre for people with Dementia in Treorchy

ICF Capital in 2017/18 contributed to the costs of refurbishing Ysbyty George Thomas in Treorchy as a Health and Wellbeing Centre for people with cognitive and memory problems. The £1.5m Centre aims to transform care and support for people living with dementia and promotes a move away from hospital-based care. A range of services including day care, assessments, clinics, community nursing, therapies and care home teams as well as local authority and third sector services will be delivered from the Centre, which has been designed to reflect the strong history of the local area and promote a 'community' feel.

It is one of the key milestones in Cwm Taf's Valley LIFE project, which has seen a range of sectors come together to develop plans to redesign care for people with dementia by helping them to live well in or closer to their own homes.

#### 6.1.5. Extra Care facility for Older people in Aberaman.

This extra care scheme is being developed in partnership with Linc Cymru Housing Association to provide specialised accommodation and related facilities for older people and offer a new choice for residents when they are considering their existing and future housing requirements.

Located on the former Maesyffynnon Residential Care Home site in Aberaman, the scheme has been designed for individuals' needs both now and for the future, enabling people to live independently with the ability to access individually tailored packages of support if needed.

The scheme will have 40 self-contained one and two bed apartments and will comprise of a range of facilities including a communal lounge and restaurant; laundry; assisted bathroom; buggy store and activities lounge.

It is due to open in December 2018.

#### 6.1.6. Pooled budget for packages of care for people with learning disabilities

A pooled budget arrangement has been set up for joint packages of care for people with learning disabilities. 14 joint packages (ie where an individual's needs have been assessed as being the joint responsibility of the UHB and one of the LAs) are currently included in the Fund in order to test out the approach and benefits. These include more proactive case management and joint review processes to ensure that people receive the care they need in the right place, with the desired effect of implementing move on arrangements where appropriate that improve outcomes.

8 joint reviews were undertaken in 2017/18 and 6 by agencies separately. There were no inappropriate placements but one service user did relocate successfully back to Merthyr Tydfil from a placement out of county which has improved their independence and wellbeing.

### **6.2. Pooled Budgets**

In the Cwm Taf region, pooled budgets are in place for youth offending services, integrated equipment services, integrated family support teams, and learning disability packages of care. These funds provide an enabler for increasing value and improving outcomes through integrated and seamless services for a range of patient and client groups.

The Act required regions to establish and manage a pooled budget for care home accommodation from 1<sup>st</sup> April 2018. During 2017/18, we undertook preparatory work to support the Pool including

- The development of a regional Market Position Statement
- The development of a regional care home contract and service specification
- An integrated approach to agreeing fees with providers

An overarching Pooled Fund for residential and nursing care has been established and is operating as set out in a Legal Agreement between partners, hosted by RCT CBC. It essentially encompasses all older persons' independent residential and nursing placements in establishments located within the regional footprint.

### **6.3. Welsh Community Care Information System**

As part of a collaborative approach across Cwm Taf, we are implementing the Welsh Community Care Information System (WCCIS). This is a major new national ICT system which will enable social services (adults and children) and a range of community health services (including mental

health, therapy and nursing) to share relevant information across disciplines, organisations and geographical boundaries.

By using the same system, health and social care staff can more effectively together plan, coordinate and deliver services and support for individuals, families and communities, with access to key data to support enhanced treatment and care.

The implementation of WCCIS is a priority action in the Regional Plan. Merthyr Tydfil CBC went live with WCCIS in July 2017 and has subsequently been delivering against its WCCIS Development and Operational Plan which includes ongoing system improvements, processes, quality assurance and training. Feedback is also being captured to ensure systems remain fit for purpose. A Lessons learnt document has been produced for sharing across the Region and with the wider all Wales network.

RCT CBC went live in May 2018 and the go live date for the UHB is to be confirmed.

During 2017/18, an independent review was commissioned by the Partnership to check our organisational readiness and project risks as well as consider opportunities to align and improve business processes across the region.

A detailed report has been produced and a workshop was held in November 2017 attended by a mix of practitioners and managers to consider the findings and recommendations. These addressed

- Leadership and Vision
- Governance and structures
- Realising benefits
- Stakeholder engagement and communication
- Implementation planning

The development of a Cwm Taf WCCIS Joint Implementation Roadmap and more formalised governance arrangements has strengthened shared ownership and understanding of the vision, aims and benefits. A Regional group reports to TLG and there are local project team structures in both LAs and the UHB.

A joint WCCIS lead is to be appointed on behalf of the three participating organisations from 2018/19 ICF monies to further strengthen shared ownership and understanding and drive the collaborative benefits of the WCCIS programme across the Region.

#### **6.4. Workforce - Cwm Taf Social Care Workforce Development Partnership (SCWDP)**

The purpose of the Cwm Taf SCWDP which was created in April 2016 is to improve the quality and management of social services provision by applying a planned approach to learning and development, and by seeking to increase the take-up of training across the social care sector. It aims to

- under the Social Services and Well-Being (Wales) Act have the knowledge, skills and competencies to operate under the new legal framework and that the necessary cultural changes are driven forward
- Ensure that all core learning and development for social care staff, including induction and qualification training, is reframed to reflect the new legal framework
- Support Social Work training
- Support skill development for frontline social care workers
- Support the infrastructure for learning and development

During 2017/18, recognising the collective challenge and risks to Cwm Taf in being able to recruit and retain a high quality health and social care workforce with the right values, a multi agency taskforce (which included the LA,s UHB, FE Colleges, Universities, Providers, Trade Unions, DWP, Students, WG, a Carer, Regulators and Inspectors), was set up to develop a strategic action plan that would help to raise a positive profile of social care as a career and reduce the high level of turnover in the health and social care workforce.

Practice Solutions was commissioned to undertake a desk top literature and information review, together with an organisational survey and a range of interviews with key individuals. A Rapid Action Planning Conference attended by 96 people was held in January 2018 to identify and explore the issues and solutions.

Securing a sustainable and good quality workforce across health and social care is a priority action in the Regional Plan. The "Cwm Taf Careers, Recruitment and Retention Strategy and Action Plan 2018-21" is based on the principle of "One sector; one workforce; one approach" and identifies the following priorities, some for local action and some which need national attention.

- Social value of work
- Commissioning and contracting arrangement
- Unpredictability of demand
- Attracting the right people with the right values
- Leadership, Culture and valuing the workforce
- Working conditions and flexibility

- Training and qualifications
- Pay and benefits
- Career progression and continual professional development
- Operating systems

We will know if we have been successful by reducing staff turnover and the number of vacancies by 5% or more over the years 2018/19 to 2012/22 as well as increased staff satisfaction.

## **6.5 Engagement and coproduction**

The RPB is committed to the development of a co-productive and asset based approach to engagement and involvement and this is an action in our Regional Plan. In 2017/18, there has been a focus on continuous conversations around specific client group plans and projects. For example,

- Engagement on the draft Statement of Strategic Intent for Children, Young People and Adults with Learning Disabilities - the report from the engagement can be found here: [Engagement on the Learning Disability Statement of Intent](#)
- 3 Community Panels of citizens and other stakeholders to engage on the development of the region's Area Plan. The outcomes from these sessions were captured in a report which can be found here - [Engagement on Cwm Taf SSWB Regional Plan](#)
- Engagement on the draft Regional Strategy for Supporting Children, Young People and Families
- Engagement with Carers as part of a review exploring options for the development of a regional integrated service model for carers

### Cwm Taf Social Services and Wellbeing Social Value Network

The Social Value Network and associated Social Value Network Planning Group (originally referred to as the Social Value Forum) was created as part of the Regional Leadership arrangements to support social value based providers develop a shared understanding of the common agenda and to work together to enhance community capacity.

The key aims of the Social Value Network are to:

- Build partnerships between communities, organisations and services based on asset based community development and coproduction principles
- Listen to and work with communities to increase informal support for people to live their own lives independently within their communities
- Provide local information, advice and signposting to increase awareness of community services within the community
- Develop a complementary range of generic and specialised community based services to cater for the population

- Engage a wide range of stakeholders to develop a mutually acceptable model of community networks
- Promote social value based providers within the commissioning process
- Ensure relevant congruence with relevant strategic commissioning statements and plans such as older people, children, young people and families and learning disability.
- Act as a reference group in relation to community and third sector engagement

The Cwm Taf Social Value Network was formally launched in October 2017 with the strapline of "Building Community Capacity for Well-being". Key areas highlighted for further work/inclusion in the Network's Action Plan included

- Clarity and agreement about engagement with citizens, community groups and each other, with local networking connected to strategic planning which addresses gaps
- Putting in place a planning cycle and structure that supports a coproductive commissioning process that supports innovation and change
- Making sure we measure progress - this is a journey and we need the steps in place to evaluate progress at all levels

78 people attended from across all sectors. Evaluation forms were issued and the following results are borne from the respondents:

- 81% reported increased understanding
- 78% reported increased knowledge
- 84% reported improved contacts and networking

In January 2018, the Network hosted two co- production training sessions attended by a range of partners and covering

- policy and legislative context
- co-production: what and why
- what co-production means for commissioning
- in action: case studies and good practice
- how to - tools and techniques
- planning for action

In March 2018, a Social Value Network event took place around the theme of "Citizens, Co -production and Commissioning". The event was a collaboration between the Cwm Taf Social Value Network and the South Wales Coproduction Network. An Event report has been produced which summarises the main discussion points including what the Social Value Network needs to do next and what would brilliant look like.

Key areas highlighted for further work/inclusion in the Network's Action Plan included

- the need to develop common and consistent methods/toolkits for measuring, monitoring and evaluating the impact of services supporting wellbeing and community development, including small scale community led projects
- the value of collecting stories to support the evaluation of the Act, for example through participation in the "Measuring the Mountain" project
- the development of a platform/portal to share best practice, put out calls for collaboration, support etc
- improved communication between decision makers and all sectors and groups, within and across communities

53 people attended from across all sectors. Evaluation forms were issued and the following results are borne from the respondents:

- 74% reported increased understanding
- 74% reported increased knowledge
- 79% reported improved contacts and networking

#### The Cwm Taf Social Services and Wellbeing Citizen Panel

The purpose of the Citizen Panel is to help the Partnership Board understand whether their policies are working and that they are addressing the things that matter to their public so that their decision making is more effective and makes a bigger difference to people's lives. The Citizen Panel is based on the principles that:

- It is comprised of citizens
- It has insight into how services work from personal experience
- It will have ideas about how services can work better and be motivated to improve them
- It will have ideas about how their lives can be improved
- Its members will speak for themselves; they do not represent a group of people.
- It will consider areas of concern to the Partnership Board as well as the Policy officers working on the Partnership priorities and provide their unique perspective of personal experience and expertise
- It will have no lobbying role

### **6.6 Regional Commissioning Arrangements**

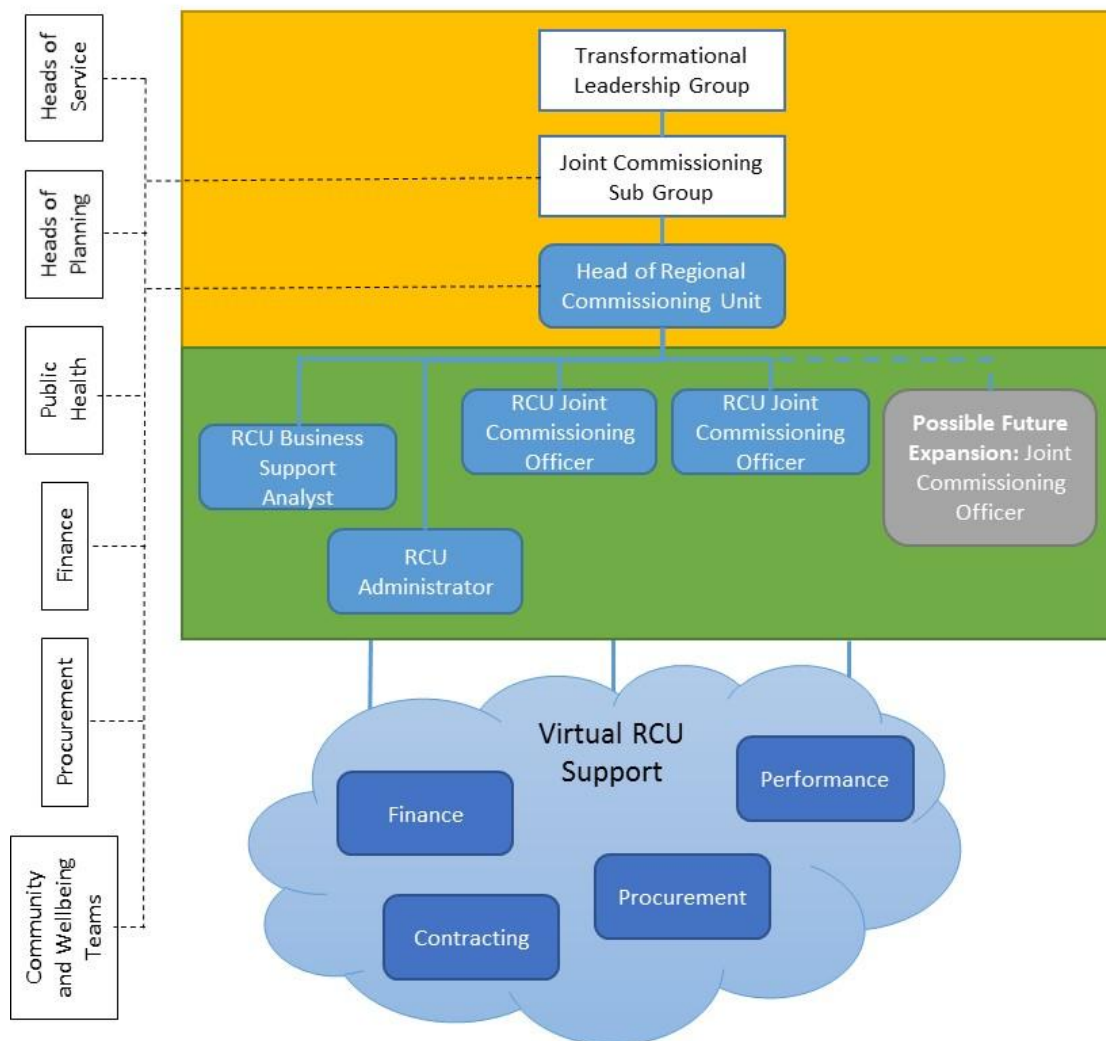
During 2017/18, working with the Institute of Public Care, Oxford Brookes University (IPC) we reviewed the arrangements for commissioning across the region with a view to the development of a small Regional Commissioning Unit (RCU), developed in partnership. This would

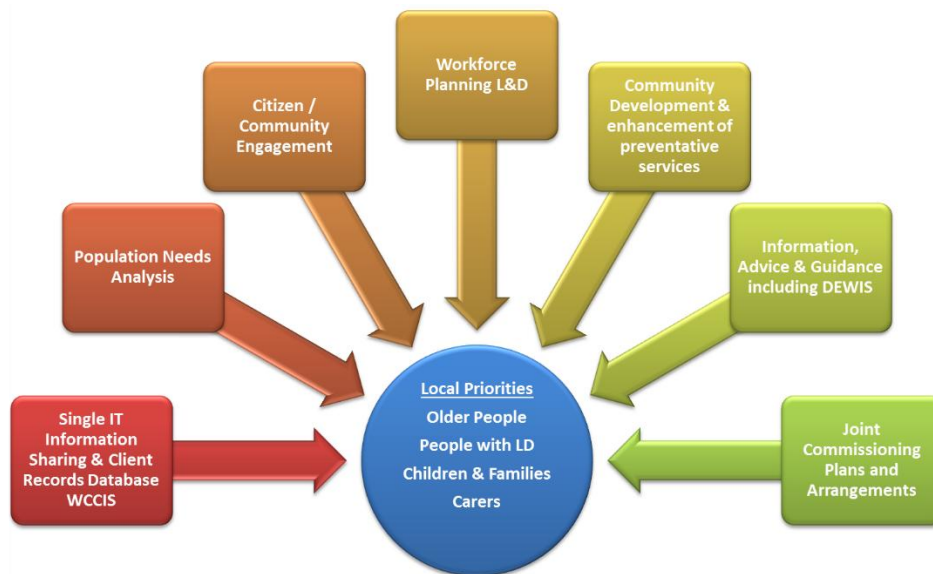


complement and support the resource already within partner organisations so that the Region could develop and implement regional commissioning plans for integrated service provision for a variety of client groups and develop joint community arrangements for the accelerated provision of integrated health and social care

It has been agreed that a Regional Commissioning Unit will be established as outlined in the model illustrated below. The RCU's work programme will be set against the context illustrated in the diagram below:

Regional Joint Commissioning Model





As part of the development of the RCU, work is also underway to review the role and membership of the Joint Commissioning Subgroup group and the delivery groups. See section 7 for more information.

## 6.7. Working with other Partnerships

The Partnership Board reports to Cwm Taf Public Services Board (PSB) on its areas of specific responsibility in health, care and wellbeing. The Chair of the Partnership Board is a member of the PSB for that purpose and to promote effective alignment between the SSWB Act and the Well-being of Future Generations Act

This representation is further supported at the PSB Strategic Partnership Board by the membership of the joint Chairs of the Transformation Leadership Group and these arrangements are proving effective in co-ordinating priorities and effort in the region.

The RPB also works closely with other Cwm Taf strategic partnerships including those listed below, some which have responsibilities identified in the Regional Plan to deliver on key actions:

- Together for Mental Health
- Safeguarding Board
- Community Safety Partnership Board
- Regional Supporting People Committee

## 7. Forward look

In 2018/19, the Partnership will be focussing on the following:

### 7.1 Delivery of the Cwm Taf Regional Plan

The Plan's Priorities for 2018/19 include:

- Embedding Stay Well@Home service and developing Stay Well@Home phase 2. An independent evaluation has been commissioned which will be undertaken by the University of South Wales and is due to report in August 2018.

This will help to inform the work which has started to develop a Business case for Phase 2. Phase 2 will focus on hospital avoidance and the further development of rapid community response services which can be accessed by GPs, primary care teams and WAST colleagues.

- Supporting development of Community Zones - this is a joint project with the Cwm Taf Public Services Board. It is a place and asset based approach, supporting early intervention and prevention to tackle adverse childhood experiences (ACEs), supporting the most vulnerable people in our communities through a whole family approach and building community resilience and reducing loneliness and isolation. The approach is being piloted in two communities, Gurnos in Merthyr Tydfil and Upper Rhondda Fach in RCT.
- Addressing findings from a review undertaken into Carers services and options for a regional integrated service model
- Developing a Statement of Strategic Intent for People with Physical Disabilities and/or Sensory Impairment
- Development of local Dementia Action Plan, including the Valley LIFE
- Improving universal and universal plus services for people with learning disabilities

Recruitment to the Regional Commissioning Unit and the review of associated delivery mechanisms, as described in section 6.6, will provide additional capacity and momentum.

## **7.2. "A Healthier Wales : Our Plan for Health and Social care"**

Welsh Government has issued its plan in response to the Parliamentary Review of the Long Term future of Health and Social Care. The Plan calls for a seamless whole system approach to health and social care, seeking to both speed up and embed change.

The Plan states that "RPBs will occupy a strong oversight and coordinating role. Regional partnership working will be at the heart of how we develop high value models of integrated health and social care." The Cwm Taf RPB welcomes the opportunity to drive the innovation and transformation agenda locally and sees this as the time to move from a system of

reactive interventions to one of true anticipatory care which proactively manages escalation of need through seamless working.

### **7.3. Boundary changes**

Welsh Government has announced that the responsibility for providing healthcare services for people in the Bridgend County Borough Council area will move from Abertawe Bro Morgannwg University Health Board to Cwm Taf University Health Board in April 2019. This has implications for the Cwm Taf Regional Partnership footprint, including a need to review the Population Assessment and Area Plan required under the SSWB Act.

High quality, people-centred care will of course continue to be the top priority and the two Health Boards will be working to ensure that continuity is maintained during the transition process and beyond. Such a period of change can be very unsettling for all those involved, including service users, carers, staff and other stakeholders. We want to make the whole process as simple and transparent as possible and will ensure that there is regular and transparent communication throughout the process, including managing the implications for the RPB and its work.

### **7.4. Integrated Care Fund 2018/19**

Following a review of the region's ICF schemes in December 2017, all schemes were approved to roll forward for 2018/19. The Region's Revenue Investment Plan for 2018/19 has been approved and submitted to WG.

Proposals for the new ICF funding relating to dementia will be submitted to WG in July and include proposals for a Dementia Café at the new Health and Wellbeing centre in Treorchy, a health and well being centre on the Keir Hardie Health Park site, and specialist teams around the individual, focussing on early intervention and young onset dementia.

The Region is developing a pipeline of capital bids, awaiting further guidance from WG about the new ICF capital programme and application process. A stakeholder session is planned for September with health, housing and social care colleagues to build understanding of sectors, share good practice and explore opportunities for future collaboration and capital projects.

### **7.5. Care homes**

Work will continue to develop the region's pooled fund arrangements, including options to expand flexibility within the Fund, recognising that WG expectation is for the ultimate destination of a risk sharing pooled fund for all categories of care.

Following work to develop a regional care home service specification and contract, we will implement new contract and monitoring arrangements

The Region's Market Position Statement for Care Home Services was approved in November 2017. We will progress work to implement requirements from the Market position statement and associated commissioning strategy.

### **7.6 Co-production**

The next event of the Cwm Taf Social Value Network is planned for July 2018 with a theme of Tackling Loneliness and Isolation Together. This is a priority in both the RPB's Regional Plan and also the Cwm Taf Well-being Plan. The event will focus on designing a Cwm Taf model for community support delivered by third sector providers.

For more information about this Annual report or to obtain a copy of other documents referred to in it, please contact

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