



**Cwm Taf Morgannwg**

<b>Bwrdd</b>	<b>Regional</b>
<b>Partneriaeth</b>	<b>Partnership</b>
<b>Rhanbarthol</b>	<b>Board</b>

# **ANNUAL REPORT**

**2020/21**



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## Foreword from the Chair

As the Chair of the Cwm Taf Morgannwg Regional Partnership Board, I am pleased to introduce our 2020/21 annual report. It is a privilege to take up position as Chair of the Board from March 2021 and I look forward to building on the strong partnership foundations and leading the RPB into its next phase of development.

The pressures on our health and social care sectors has continued to be challenging through the year. However, our commitment to the integrated partnership agenda and strong regional governance has helped maintain flow through our hospitals and ensure our communities receive good care and support.

COVID-19 has had a devastating affect on our local populations. However the community resilience and ongoing support developed over the past eighteen months has been incredible, and as we move towards stabilisation and recovery it is essential that we continue to drive community engagement and build resilience.

The role of unpaid carers during the pandemic must be recognised and we are committed to strengthening the voice of carers within our RPB.

We continue to strive for better integrated services to support the needs of our communities and learn from innovation and best practice as we prepare for the year ahead.

**Cllr Chris Davies,**

Chair of Regional Partnership Board



# Highlights and achievements

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Within the Cwm Taf Morgannwg region we are committed to working with our communities to improve health, social care and wellbeing services. Creating an environment where people feel genuinely listened to, advocated for and involved is therefore crucial.

Over the past year, we have taken steps to understand how people within our communities are feeling, including the engagement and communication challenges and barriers faced and this will be a key theme as we develop future assessment of needs and priorities for the future. This has become even more important in light of the COVID-19 pandemic, where people have felt socially isolated and vulnerable.

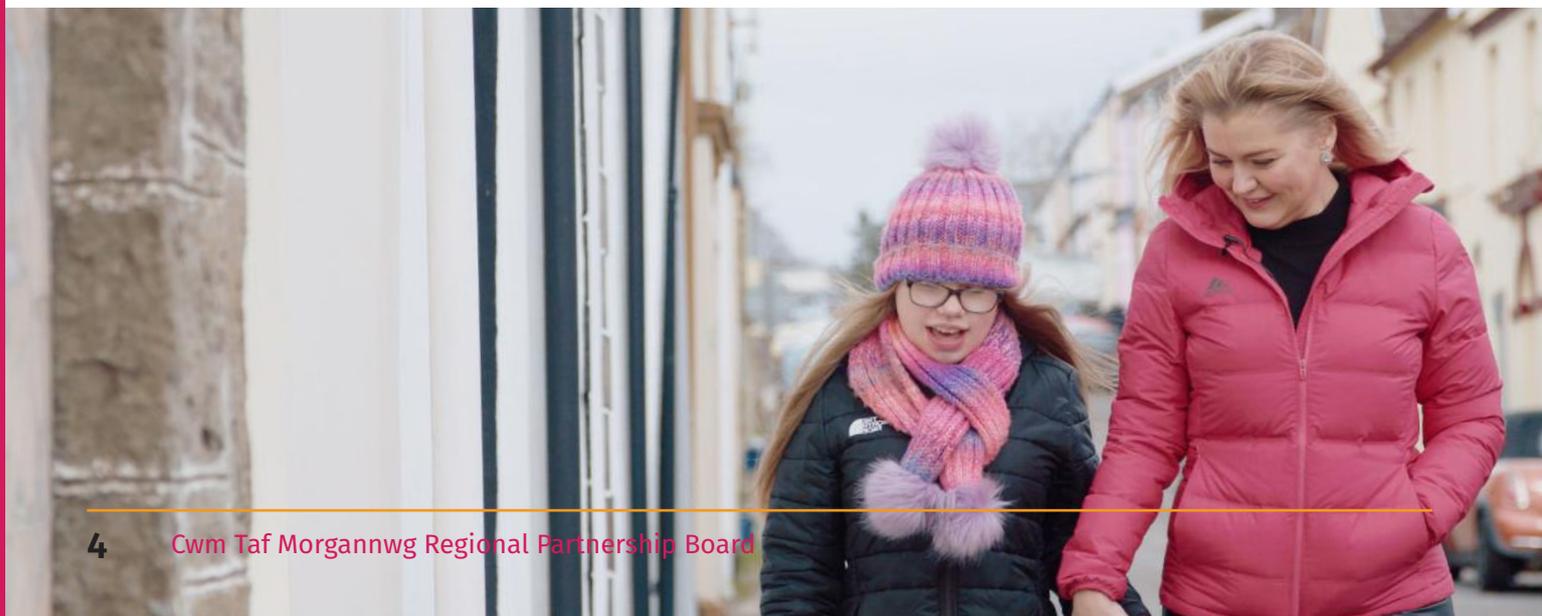
Despite restrictions, we have delivered a wide range of large-scale capital schemes providing accommodation and support models of care which enable vulnerable people to live independently, or regain independent living via intermediate care settings and a range of projects to support older people and people with complex needs like dementia.

Projects led by partners from the independent sector, and registered social landlords include Extra Care Schemes for older people, and fit for purpose facilities for independent and supported living.

ICF Revenue funding is used to support new or additional provision of services and ways of working. In Cwm Taf Morgannwg, the ICF Revenue Fund has been used to build on good practice, and increase the scale of effective integrated working across the region. In addition to this, we have also tested new models that will support the wellbeing outcomes of our communities.

The Transformation Programme has provided much needed community capacity with projects demonstrating improvement of individuals' outcomes and improved understanding of community service options, which are considered in the first instance, to avoid people being inappropriately conveyed or admitted to hospital and supporting patient flow.

The governance of the board has been strengthened and there are clear areas of focus. We need to understand the impact of health inequalities in our communities during the COVID pandemic and how support can be improved for mental health and wellbeing.



# Role and purpose

Regional Partnership Boards have been established as part of the Social Services and Wellbeing (Wales) Act 2014 to improve the well-being of the population and improve how health and social care services are delivered.

It is important people are able to live happy and healthy lives for as long as possible. To ensure this happens, Welsh Government has recognised the need to bring health and social care together, so that services can be developed around the needs and preferences of individuals.

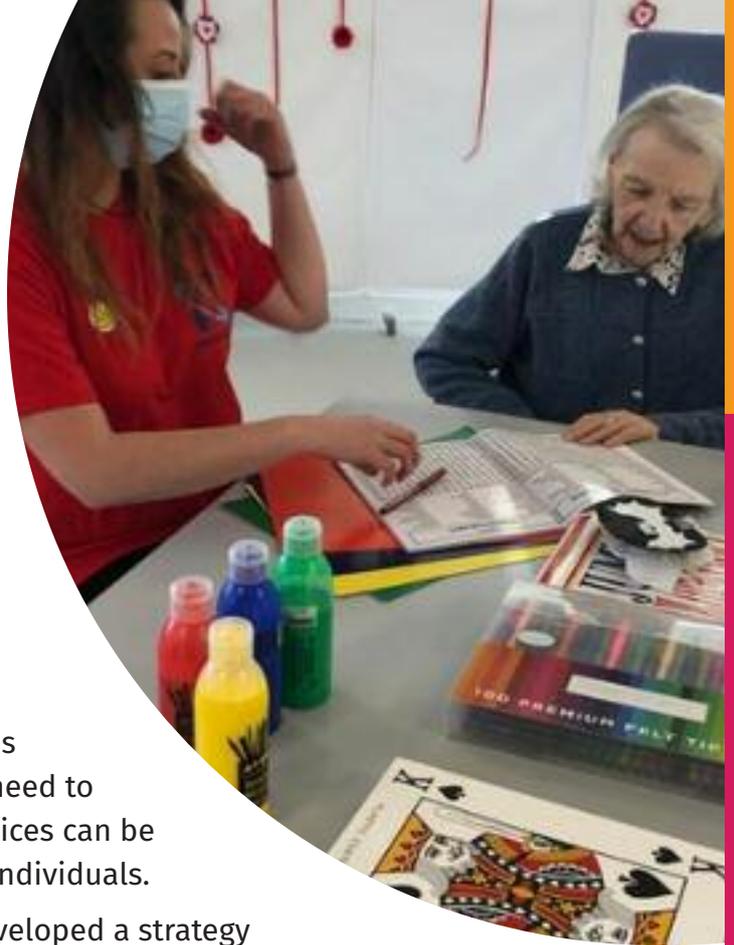
To meet this ambition, Welsh Government has developed a strategy called '**A Healthier Wales**', which outlines a plan to develop better health outcomes for people of all ages and backgrounds.

We support this plan by bringing together partners from health, social care, education, housing, third sector and the private sector. These partners work together strategically to develop approaches that will create better health, social care and wellbeing services.

You can see who sits on our RPB [here](#).

Our priority areas are people with learning disabilities & autism; people with mental health problems; children & young people; unpaid carers; older people & dementia and physical disabilities and sensory impairment.

As new challenges emerge, plans are continually being reviewed and evolved. Welsh Government has recently released a White Paper called 'Rebalancing Care and Support', a consultation on improving social care arrangements and strengthening partnership working. This will further strengthen the role of the RPB.

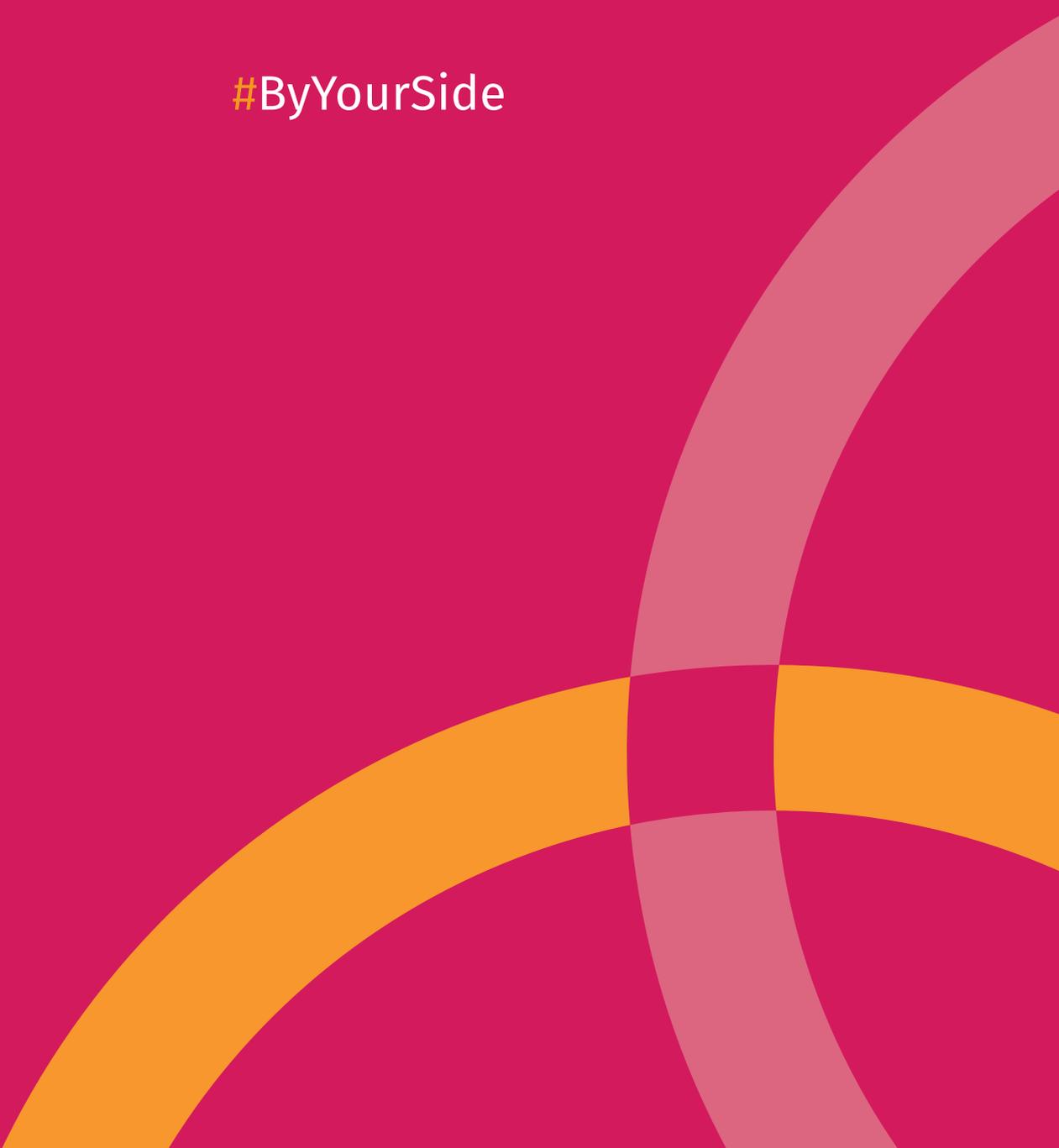


# Vision

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**Making a difference** to people's lives  
by involving them, listening and  
taking action together to transform  
the way services are delivered.

#ByYourSide



# Values

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Cwm Taf Morgannwg Regional Partnership Board have worked to identify core values, that strengthen our commitment to providing the best services to people at the right time and place, which are:

**Inclusivity:**



**Our work is led by our communities and we commit to ensuring everyone has the opportunity to be involved.**

**Equality:**



**We believe in creating a fair and equal society. Every person should have access to services that support them to live happy and healthy lives.**

**Integrity:**



**We promise to be honest, open and transparent in everything we do.**

**Collaboration:**



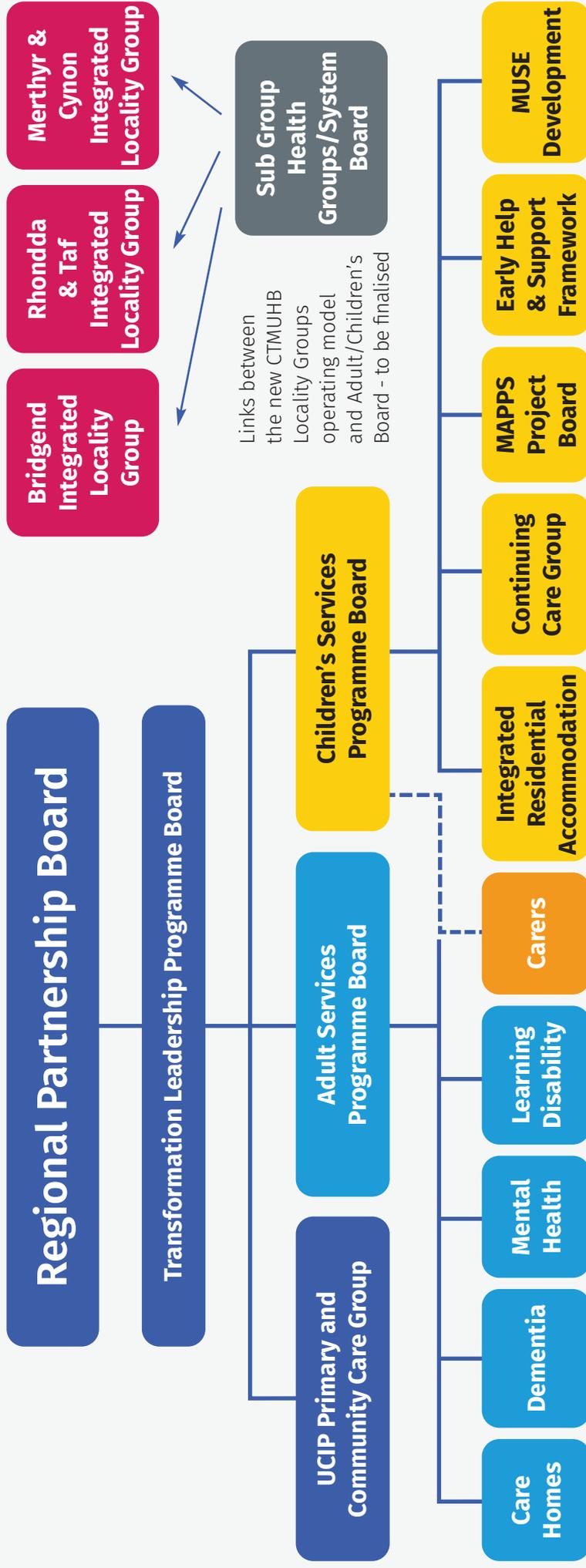
**Our communities are at the heart of what we do. We will continually work in partnership with local people to design and deliver services to ensure they are receiving the right support and services.**

**Innovation:**



**We will do things differently to better work with and support local communities.**

# Governance Structure



# Cwm Taf Morgannwg Regional Priorities



The new Governance arrangements and creation of the regional Adult's and Children's Service Boards have identified a number of key themes as a focus for priority work streams.



For the regional **Children's Service Board** the priorities are:

## **Developing an integrated approach to accommodation and care and support for those children with complex needs**

- To develop Regional Integrated Children's Residential Accommodation for children and young people for young people with complex emotional needs.
- Review of existing collaborative arrangements between health and social care for support packages for children and young people with complex needs.
- Commission regional multi-agency Placement Support Service for Children Looked After.

## **Integrated approach to promote emotional and physical resilience in children and young people**

- Implement Early Help and Support Framework (NEST Model).
- Develop mobile phone app, to improve communication between social care staff and children looked after.



For the regional **Adult's Service Board** the themes and priorities are:

## **Care Homes**

- Development and implementation of Care Home Action Plan.
- Feasibility study commissioned to support Market stabilisation.

## **Community Services Model Review**

- Implementation of Optimal Model for community services
  - To review best practice, and the learning from the transformation programmes, to develop an optimal and financially sustainable operating model across the region as part of a single regional programme
- Dementia Action Plan
  - To oversee local implementation of the key actions in the national and local Dementia Action Plan.
  - To review services to ensure that they meet the All Wales Dementia Care Pathway of Standards (March 2021)
- Discharge to Recover and Assess (D2RA)
  - Implementation and Monitoring of the Winter Protection Plan including the D2RA
- Right sizing community services

# Co-production

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Co-production is a working model that allows for the re-balancing of power structures. It creates a level playing field that opens opportunity for diverse and uniquely qualified minds to come together, discuss and identify shared solutions to overcome any issues, problems or barriers that may exist, whilst driving improvement across all areas of the Health and Social Care sector.

In practice, co-production involves people with lived experiences (users of services) working alongside other key stakeholders as equals to make collective decisions and inform positive change that benefits all in a meaningful and purposeful way.

As reflected in our vision, we are committed to working with our communities to improve health, social care and wellbeing services.

Creating an environment where people feel genuinely listened to, advocated for and involved is therefore crucial.

Over the past year, we have taken steps to understand how people within our communities are feeling, including the engagement and communication challenges and barriers faced.

The Integrated Care Fund commissioned **'Our Voice Matters'** project has led a number of activities using innovative engagement and participatory research tools. A report highlighting the thoughts and opinions of people with lived experiences across CTM, and the services and organisations that work with them has been developed.

You can read this [here](#).

Between January and March 2021 we commissioned Age Connects Morgannwg, Carers Wales, Citizens Advice (RCT, Bridgend and Merthyr Tydfil), Cwm Taf People First and Bridgend People First to undertake research looking at communication barriers for people

who represent our RPB priority groups. We also asked these organisations to provide recommendations for us to take forward.

In summary, approximately 500 people from our priority groups were consulted with. The research identified communication and engagement barriers that may prevent genuine engagement and involvement.

While it has been very useful to hear many people's views, we are also aware that there is a significant proportion of people in CTM who are not engaged at all with the RPB and our partners. To truly understand what services need to be improved and created for people living in our communities, it's crucial we find ways to remove the barriers that have been identified, and find ways to have as many people as possible to have their voice heard.

The work completed to date gives us an insightful baseline so we know what is working, and where improvements need to be made.



## A way forward

We know it's important for the Regional Partnership Board to be accessible, for people to understand how decisions are made, and how they can support social change.

As a first step, we have developed a brand new website and brand for the Regional Partnership Board.

We worked with our communities and partners to develop a website that works for all of us, and our journey is detailed [here](#).

## Regional Involvement Pathway

We have commissioned Co-Production Network Wales to support us in creating a Regional Involvement Pathway, which will ensure there is genuine representation from our priority groups at local, regional and national levels. The Regional Involvement Pathway will ensure our communities' voice is advocated for at Regional Partnership Board level, and equally feedback from the RPB is fed into community groups. The Regional Involvement Pathway will include a support mechanism for community advocates to create an equal and reciprocal environment.

This 'full circle' approach adheres to the principles of co-production, which will underpin our communication and engagement activity to support the integrated Population Needs and Wellbeing Assessments.

On the Regional Partnership Board, we are grateful to have representatives who advocate for people in our community:



**Kay Tyler**  
is our carer representative:

I have been a carer representative on the RPB for over two years. My personal experiences have helped me to understand and appreciate how important it is for unpaid carers to be involved in the work of our RPB, so we can use our voices, views and lived experiences to help plan, improved and develop the services we receive.

We created a series of films with our residents to bring to life the voice of our community.



Hear from

**Lois**



Hear from

**Tinashe**



Hear from

**Abbie**



# COVID-19 response



The detail of the Gold/Silver/Bronze Command emergency planning response was set out in an Operating Protocol agreed by Gold Command on 23 March 2020. These structures included Health and Local Authority Partners who would have been members of existing Partnership structures and familiar with working alongside each other in a regional planning context.

Links were made to the South Wales Local Resilience Forum emergency planning arrangements via the Gold Senior Planner and Head of Civil Contingencies and weekly stakeholder briefings were held by the Health Board Chair and Chief Executive Officer with Local Authority Leaders and Chief Executives; MPs, AMs and staff side representatives.

Within Cwm Taf Morgannwg, the emergency planning response structure ran for 10 weeks and was formally closed down on 21st May 2020. This period saw the passing of what has been described of as the 'first peak' of the COVID-19 pandemic in Wales.

On 6th May 2020, the Director General Health and Social Services/NHS Wales Chief Executive wrote to all Health Boards setting out the new NHS Wales COVID-19 Operating Framework – Quarter 1. Included as part of this framework, was a request to Health Boards to continue to maintain essential services and start to 'scale up' normal business in an environment that still needs to respond to COVID-19.

Welsh Government released their 'Test, Trace, Protect' strategy on 13th May 2020. This was based on Public Health Wales advice. It worked by:

- Identifying those who have COVID-19 symptoms, enabling them to be tested while self-isolating.

- Tracing people who have been in close contact with the symptomatic person, requiring them to self-isolate for 14 days.
- Providing advice and guidance, particularly where the symptomatic individual or their contacts are vulnerable or at greater risk.
- Ensuring that individuals and their contacts can get back to their normal routines as soon as possible.

The CTM response plan, referred to as the CTM TTP Programme, is being managed on a regional (CTM) footprint under the leadership of the Director of Public Health. A multi-agency Regional Oversight Group (RSOG) comprising of members of the Health Board, Local Public Health Team, Public Health Wales (PHW), the three Local Authorities and Regional Partnership Board Chair has been set up to operationalise the response plan within the CTM area.

The CTM plan is based on the three pillars of the PHW plan (sampling and testing, contact tracing and case management and population surveillance) underpinned by a risk communication and community engagement plan.

A further area, comprising of the 'protect' element of work was agreed by the UHB and LA Chief Executives, the role of the RPB is as outlined below. Chaired by the former Chair or the Regional Partnership Board, Rachel Rowlands and the work is overseen and driven through the RPB.

PROTECT



# Protect

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In 2020, the Welsh Government set out a strategy for recovery to lead Wales out of the COVID-19 pandemic.

The strategy called 'Test, Trace and Protect' aims to enhance health surveillance in the community, undertake effective and extensive contact tracing, and support people to self-isolate.

The strategic aim of the Protect work stream was to identify the support which may be required by some people to enable them to successfully self-isolate and ensure this support is provided openly and equitably across CTM.

Ensuring high levels of adherence to the need to self-isolate in response to symptoms, a positive test for COVID-19 or having been contact traced remains fundamental to the success of the overall Test Trace Protect programme. It was recognised that people will face different challenges in successfully self-isolating, potentially on more than one occasion.

The Protect work stream are working with our partners including the health board, local authorities, the third sector, communities and volunteers to provide the practical support people (particularly high-risk groups), may need when self-isolating. The team also working together to identify what support may be needed in future as we emerge from the pandemic.

Recent achievements have included the 'vacchi-taxi', supporting those who need transport help to vaccination centres.

The work stream have also participated in an enhanced food support pilot with Welsh Government, which is currently being

evaluated. In addition, the team undertook a mental health review looking into the impact of COVID-19 on communities, which will support our 'Population Needs Assessment' and the Public Services Board's 'Wellbeing Needs Assessment'.

The work stream is also continuing to support the ongoing development of volunteers and volunteering opportunities to support community resilience, with a Task and Finish group established across RCT.

Moving forward, the Protect work stream will be looking at opportunities that will help increase access to support for eligible community members, including Black, Asian and Minority Ethnic residents.

It's important to note that a disproportionate number of people from Black Asian Minority Ethnic communities have been affected or are reported to have died from COVID-19 related deaths. Gaps in wider health of minority communities are considered to "be underlying" the disproportionate COVID-19 deaths. The BAME outreach team will continue to work to identify and remove many barriers by improving communications to minority groups. This will improve awareness not just of the TTP programme, but also in relation to the benefits of vaccine uptake, social distancing, hygiene, wider 'covid safe' behaviours and many of the underlying causes that are reported to exacerbate deaths among Black, Asian and Minority Ethnic Community groups.

# Integrated Care Fund (ICF) Capital Programme

During the Financial Year 2020/21 (April-April), £5,771,000 of ICF Capital Funding has been invested across Cwm Taf Morgannwg to enable the development of a wide range of large-scale capital schemes. The ICF Capital funding programme was established to provide housing and accommodation to support models of care which enable vulnerable people to live independently, or regain independent living via intermediate care settings.

A range of projects to support older people and people with complex needs like dementia have been developed and improved with the ICF Capital Funding.

Projects led by partners from the independent sector, and registered social landlords include Extra Care Schemes for older people, and fit for purpose facilities for independent and supported living.

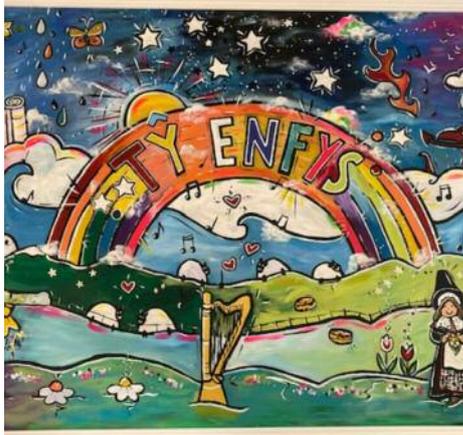
## A range of projects include:

- Refurbishments on services, including a number of Integrated Community Services locations for multi-disciplinary health and social care professional teams. This benefits older people delivering joint integrated care services to the community.
- The early development and refurbishment of a former primary school in Bridgend to become a Residential Children's Placement Hub for children who are looked after. Early work began during financial Year 20/21, with expected completion due in 2021/22.
- Significant progress on the Cynon Linc Community Hub scheme in Aberdare, which is due to be completed in the Autumn 2021. The scheme will host a range of community services including a GP surgery, a childcare facility, and an income generation community café. The hub will also have community areas for use by members of the public and health services, including a nail cutting service and changing places for adults with physical disabilities.

One scheme which is particularly noteworthy, refurbished during 2020, and recently finalised in early 2021, is the Dementia Day services unit at Kier Hardie Health Park, in Merthyr Tydfil, now known as 'Ty Enfys'. This involved reconfiguring the existing clinical day ward to an open plan **'butterfly' model\***, allowing those with dementia to easily access a range of resources and activities, promoting independence and freedom, depending on their cognitive ability journey.

**\*The Butterfly Model focuses on creating a truly person centred approach where people are 'free to be me'. The model values emotional intelligence, domestic household living, and the core belief that everyone living with a dementia has a unique story which has meaning and matters. It is about putting the focus back on people and their emotions by helping carers access the interior world of the person they are caring for.**

The refurbishment has included, creating four open plan 'living room' areas with easily accessible an fully functioning kitchens, quiet rooms, a walk through garden, a hairdresser's salon, changing places disabled toilet and clinic room. Local art work commissioned from a local artist also adds interest and focal point to the space creating distractions and areas of interest for discussion; triggers which aid memory and sensory stimulation. The optimum model of care will see staff culture change in how they deliver services, with partnership working, integration and collaboration between local authority and health for the benefit of the service user within this new operating 'butterfly' model.



**Photos of before the refurbishment:**



**Photos after the refurbishment:**

In addition to large scale Main Capital Project funding, we also supported 46 smaller scale capital schemes. This included:

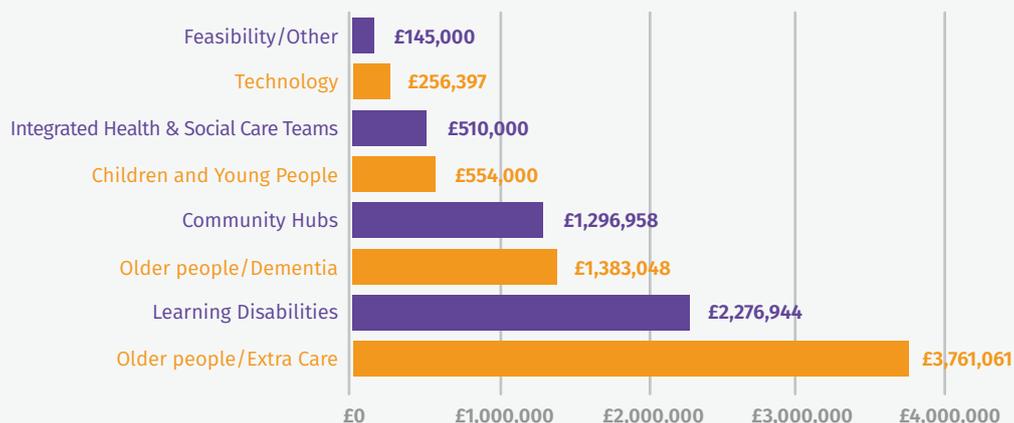
- Funding minor adaptations that support hospital discharge, promoting independence and staying well and safe at home.
- Refurbishing service areas for people with learning difficulties.
- Developing therapeutic spaces for children looked after to receive counselling and support.
- Refurbishing sensory rooms for children with sensory impairment.
- Funding was also invested into a modular accommodation unit as temporary housing for people leaving hospital and adapted flats suitable for people with additional physical disabilities.
- COVID 19 capital investment into purchasing essential IT equipment including tablets and iPads that enable community staff to remain in virtual contact with vulnerable groups who have socially isolated due to the pandemic. With many people feeling lonely and isolated, this new digital equipment has enabled these groups to access online support and befriending services; a lifeline during this unprecedented time.



The graph opposite shows the summary investment made over the past three years into schemes across Cwm Taf Morgannwg and the cohorts of service users benefitting.



### Capital Funding Invested (FY 2018/19-20/21)



# Integrated Care Fund Revenue 2019/20

ICF Revenue funding is used to support new or additional provision of services and ways of working. In Cwm Taf Morgannwg, the ICF Revenue Fund has been used to build on good practice, and increase the scale of effective integrated working across the region. In addition to this, we have also tested new models that will support the wellbeing outcomes of our communities.

The information below shows how ICF Revenue funding was spent during 2019/2020, and the impact on our communities.

## BREAKDOWN OF ICF REVENUE 2020/21

Stay at Home / Return Home = <b>£5,238,568</b> 	Access to Services = <b>£2,144,221</b> 	Early Help & Prevention = <b>£1,644,300</b> 	Dementia = <b>£1,159,751</b> 
Emotional Health & Wellbeing = <b>£853,860</b> 	Accommodation Solutions = <b>£530,000</b> 	Family Support = <b>£419,261</b> 	IAS = <b>£252,636</b> 
Social Prescribing = <b>£235,221</b> 	WCCIS = <b>£234,550</b> 	Regional Infrastructure and Commissioning = <b>£240,000</b> 	IPC Review = <b>£13,632</b> 

Investment for Key Welsh Government priorities:

- Regional spend = £5,933,468 (46%)
- Social Value spend = £2,028,456 (16%)
- Direct Support for Carers = £3,147,823 (25%)
- In-direct Support for Carers = £3,668,688 (29%)

## What difference has this funding made?

It's important we evaluate the impact of Integrated Care Fund support. Here are a series of examples that highlight how the fund has supported people across our communities:

 **Click below for more information:**

- **Connecting volunteers with older people who feel lonely and isolated.**
- **Funding for Green Gym provided outdoor activities for young people with, or at risk of, poor emotional wellbeing.**
- **Giving children and young people a chance to have some fun during the pandemic.**
- **Befriending older people living in Cwm Taf**

# Integrated Care Fund

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The Integrated Care Fund supports the below six priority areas. Click each one to see the impact the fund has had.

- PRIORITY**  
**1** Children at risk of becoming looked after 
- PRIORITY**  
**2** People with Learning Disabilities / Children with complex needs / Carers 
- PRIORITY**  
**3** Older People with Complex Needs 
- PRIORITY**  
**4** People with Dementia Action Plan 
- PRIORITY**  
**5** Integrated Autism Service 
- PRIORITY**  
**6** Welsh Community Care Information System (WCCIS) 



## Dementia

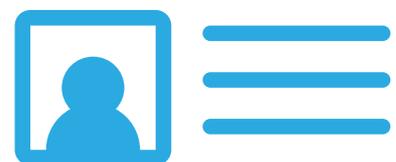
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The Dementia Steering Group oversee the delivery and implementation of the Dementia Action Plan (DAP) for Wales across Cwm Taf Morgannwg; guiding and monitoring progress to coordinate the cross-cutting co-productive approach required across local statutory agencies, the third and independent sectors, service users and carers.

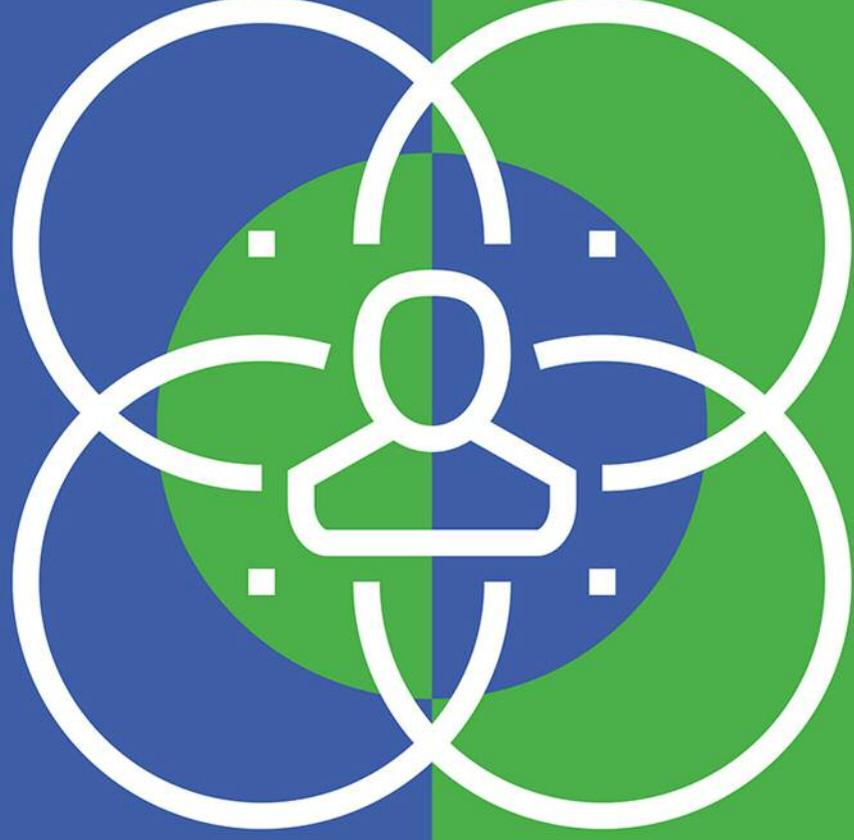
There were a total of nine projects funded through the Dementia Action Plan including a specialist dementia intervention team, an occupational Therapy Memory assessment, an integrated day service and a range of community capacity grants delivered by the third sector.

[Click for more information:](#)

**> Performance data**



# Transformation Programme



# Transformation Programme

In 2018 the Welsh Government established a £100m Transformation Fund to help Regional Partnership Boards support its 'A Healthier Wales' ambition.

The purpose of the Transformation Fund is to improve health and social care services by scaling up models that are successful, and replacing less successful or outdated ones.

Through this fund, we were able to establish new health and social care services based on what people told us they needed.

Then in 2019, we secured an extra £22.7 million to further accelerate and expand seven transformational projects taking place across Rhondda Cynon Taf, Merthyr Tydfil and Bridgend.

Read about each Transformation project on our website [here](#).

Find out more by clicking the below links:

## ➤ Performance data

Read how the transformation project has made an impact to people in the community below:

### **Building resilient and connected communities:**

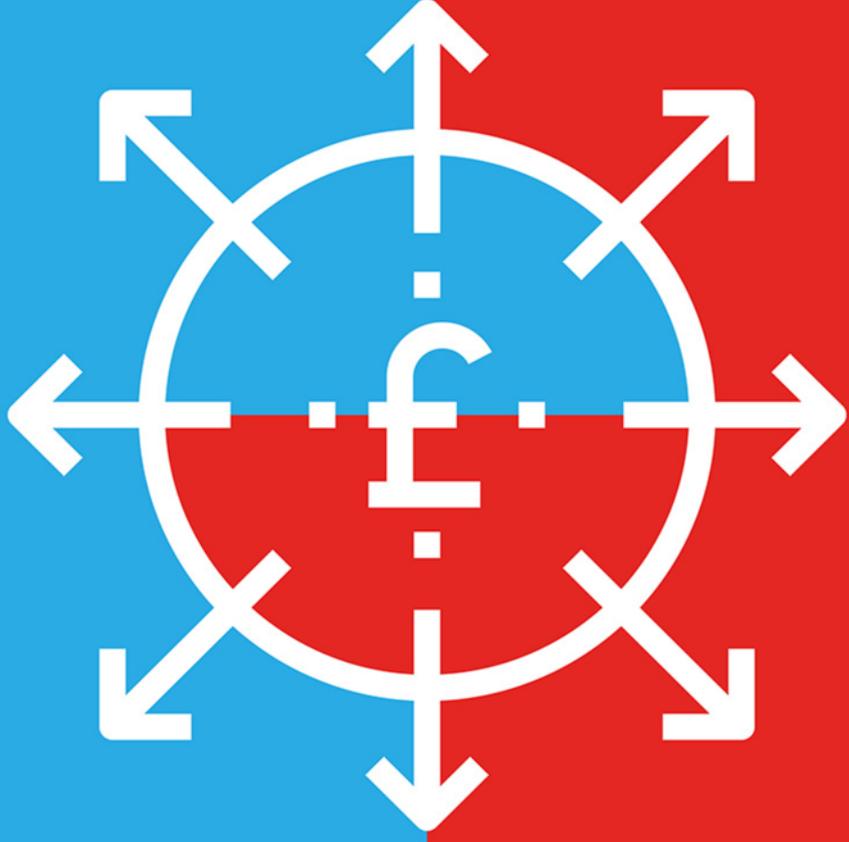
➤ **Providing crucial support and advice during the COVID-19 lockdown**

### **Stay Well @ Home 2:**

➤ **Supporting Mr Jones to stay safe at home**



# Regional Commissioning Unit



# Regional Infrastructure

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The CTM Regional Partnership Board is supported by a number of teams:



## Regional Commissioning Unit (Created March 2019)

It's important people receive the right services, at the right time, and in the right place. To do this, we must ensure funding is directed to meet the needs of our communities.

The Regional Commissioning Unit is responsible for managing and co-ordinating a range of Welsh Government funding that is directed through the Regional Partnership Board.

This funding is very important as it helps to ensure the right services and support is available for people living in Bridgend, Rhondda Cynon Taf and Merthyr Tydfil.

The funding includes the Transformation Fund, the Integrated Care Fund and Winter Pressures (Discharge to recover then Assess (D2RA) and voluntary sector aspects).

The Regional Commissioning Unit supports the RPB by working with a range of partners including Cwm Taf Morgannwg University Health Board, Bridgend County Borough Council, Rhondda Cynon Taf County Borough Council, Merthyr Tydfil County Borough Council, the third sector, housing and education.

The unit also reports on service investment and performance, to ensure best outcomes and value for money for service users and stakeholders.

# Research, Innovation and Improvement Co-ordination Hub



# Research, Innovation and Improvement Co-ordination Hub

The RIIC hub plays a crucial role in supporting the CTM Regional Partnership Board to reflect on and improve existing health and social care projects, while identifying good practice that we can be inspired by.

You can read the RIIC Hub's annual report here:

[\*\*➤ RIIC Hub's Annual Report\*\*](#)



# Workforce Enabling Group

One of the four quadruple aims outlined in Welsh Government's aforementioned strategy document, 'A Healthier Wales: Our Plan for Health and Social Care', is to have a motivated and sustainable health and social care workforce.

This workforce needs to deliver a truly seamless system of health and care, to shift the definition of what constitutes a workforce, and how we support the contribution that each individual makes. Requiring not only 'greater parity of esteem' (valuing mental health equally with physical health) between health and social care professionals, but also recognising and supporting the vital role played by the informal workforce of unpaid carers and of volunteers.

To meet this need, Welsh Government commissioned Health Education and Improvement Wales (HEIW) and Social Care Wales (SCW) to develop a long-term workforce strategy, in partnership with NHS and Local Government, the voluntary and independent sectors, as well as regulators, professional bodies, and education providers. The workforce strategy aims to address the Parliamentary Review's call for joint regional workforce planning.

The Transformation Programme's Workforce Enabling Group, to date, has focussed on delivering operational elements of the programme; supporting the recruitment of approximately 270 roles comprising of clinical and non-clinical health and social care professions spread across the eight work streams, also monitoring any risks and issues that may have arisen.

As at the time of writing this report, 99% of active recruitment has been completed with team members in post, supporting their local communities.

To support the next phase of activity, a workforce framework and model has been developed, along with a proposed work plan and revised terms of reference for the group, with plans to develop a Regional Workforce Strategy for Health and Social Care that aims to support the ambition for an integrated health and social care system.



# Cwm Taf Morgannwg 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:

- Support the continued implementation of the Social Services and Well-being (Wales) Act 2014; Regulation and Inspection of Social Care (Wales) Act 2016 and identified regional and local priorities to support improvement of care and support across all social care providers and organisations
- Ensure that all core learning and development for social care staff, including induction and qualification training, is reframed to reflect the new legal frameworks
- Support social work training
- Support skill development for frontline social care workers
- Support the infrastructure for learning and development
- Support the development of the necessary infrastructure, skills and knowledge required to move to digital solutions for the delivery of learning, development, and qualifications.
- Implementation of the whole sector Recruitment and Retention action plan

Securing a sustainable and good quality workforce across health and social care is a priority action in the Regional Plan. **A Healthier Wales Our Workforce Strategy** identifies that

*“ we need to transform the way we attract, train, continually develop and support our workforce through a culture of compassionate and inclusive leadership with a focus of wellbeing at the core ”*

and identifies the following priorities, some for local action and some which need national attention.

- We will have a workforce with the right values, behaviours, knowledge, skills and confidence to deliver evidenced based care, and support people’s wellbeing as close to home as possible:
- We will have a workforce in sufficient numbers to be able to deliver responsive health and social care that meets the needs of the people of Wales:
- We will have a workforce that is reflective of the population’s diversity, Welsh language and cultural identity, and
- We will have a workforce that feels valued and is valued.

The workforce strategy identifies seven themes and 37 actions linked to this.

1. An Engaged, Motivated and Healthy Workforce
2. Attraction and Recruitment
3. Seamless Workforce Models
4. Building a Digital Ready Workforce
5. Excellent Education and Learning
6. Leadership and Succession
7. Workforce Supply and Shape

Not all of these will be addressed through the work of SCWDP.

The objectives for the Cwm Taf Morgannwg SCWDP remain challenging as we continue to work with the implications of Covid and the region will have to continue to ensure that the combined resources are targeted to maximum effect and that the service continues to work collaboratively with other regions and Social Care Wales. Additional funding sources will continue to be explored to enhance the workforce development opportunities of the sector.

Delivery continued through the pandemic through the use of new digital platforms as well as some limited face to face training to support frontline workers to be ready for employment.

# Winter Planning

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The Cwm Taf Morgannwg Regional Winter Protection Plan sets out the region's response to the Welsh Government Winter Protection Plan. The plan was developed with input from all of the regional statutory and voluntary sector partners and was created to demonstrate an integrated regional plan that is deliverable and addresses the challenges associated with both the COVID-19 pandemic and usual winter pressures across the region.

The plan built on existing plans that focus on preventing four harms by;

- Remaining ready to provide the full range of services needed to prevent, diagnose, isolate and treat COVID-19 patients
- Ensuring that we can continue to provide services that are essential at all times. This includes services that are urgent and life threatening or life impacting as well as services that without timely intervention could result in harm over the longer term such as maintaining vaccination programmes
- Reinstating routine services where it is operationally possible and safe to do so, with strict adherence to infection prevention and hygiene procedures and maximising the use of virtual consultations
- Health and Social care professionals working tirelessly to ensure people have been prioritised according to need and what matters to them.

The plan also looked to support and retain new ways of working adopted in the first COVID wave which supported integrated working between health, social care and third sector.

This means:

- A whole system approach where seamless support, care or treatment is provided as close to home as possible
- Services designed around the individual and around groups of people, based on their unique needs and what matters to them, as well as quality and safety outcomes
- People only going to a general hospital when it is essential, with hospital services designed to reduce the time spent in hospital
- A shift in resources to the community that enable hospital-based care, when needed to be accessed more quickly; using technology to support high quality services.

For winter 2020/21 a total of £10m was deployed across the region. The Transformation scaling fund has enabled us to further support community capacity under transformation programme to maintain hospital flow.



## Moving forward

The current ICF and Transformation Programmes are due to close at the end of March 2022. With much uncertainty over future partnership funding it is important that we are able to evidence the impact of programmes and plan for next phase of integrated community modelling.

It is important that as we move into COVID recovery planning that work plans and activities are routed within existing governance arrangements and structures. It will also provide opportunity to re-align pre-COVID multiagency work streams such as social prescribing and asset based community development and rehabilitation programme into a post COVID re-setting agenda.

The RPB is firmly placed to provide the lead in the development and oversight delivery of the health and social care elements incorporating and recognizing the role of third sector service providers and community groups in providing the front line practical and emotional support needed to help protect those at risk.

# ANNUAL REPORT 2020/21

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**Cwm Taf Morgannwg**  
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