Cwm Taf Morgannwg
Partneriaeth Rhanbarthol | Regional Partnership

Annual Report

2024/2025

We are the golden threads of our very own tapestry,

each thread unique, each thread a masterpiece,

supported by the Regional Partnership the badge sewed on to a much larger piece,

that represents the good times, the hard times, to the nitty gritty,

if it rips, we can fix it with a stitch, sew or knit, it's I, you, we,

cause together we create the fabric of community.

Taken from 'The Golden Thread', a poem created by Duke Al and the community of Cwm Taf Morgannwg

Contents

Foreword from Cllr Jane Gebbie, Chair of Cwm Taf Morgannwg Regional Partnership

I am delighted, as Chair, to share with you the Cwm Taf Morgannwg Regional Partnership Annual Report for 2024/25.

Cllr Jane Gebbie,
Chair of Regional Partnership Board

The Cwm Taf Morgannwg Regional Partnership (RP) is one of seven Regional Partnership Boards (RPBs) in Wales that brings together a range of partners from across health, social care, third sector, housing and education to drive forward integration ambitions to meet the health and social care needs of our population.

Over the next two decades, our communities will see significant growth—particularly among those aged 65 and over, with a sharp rise in the 85+ population. Although increased longevity reflects progress, it also presents complex challenges for future planning.
In a climate of limited resources, meeting increasingly complex needs will demand bold innovation and strong collaboration.

As our population ages, continuity and coordination of care become increasingly vital - especially for older people and those living with frailty. Fragmented health and social care services cannot deliver the outcomes people need. Anyone managing chronic conditions understands the importance of seamless, accessible support in maintaining independence and quality of life—for both individuals and their carers.

Our Regional Partnership is committed to building an integrated community care system that meets evolving needs. We are progressing toward a binding Regional Partnership Agreement (RPA), enabling delegated functions and joint operations across organisations. This will streamline service delivery and improve outcomes for our communities.

Effective communication and engagement remain a core strength of our partnership.

We've taken time to listen, observe, and reflect on how we inform, involve, and inspire the 300 individuals who actively contribute to our work. These insights are shaping a new strategic framework—The Golden Thread—which symbolises the weaving together of diverse voices to build a strong, resilient, and inclusive partnership community.

The significant investment of £67 million in both revenue and capital through the Regional Partnership has had a tangible impact across the region, as our projects and programmes continue to embed, evolve, and deliver meaningful change.

Furthermore, new sustainable models of health and wellbeing are developing and adopting digital technology to drive our ambitions forward.

Driving our ambitions forward is the development and adoption of sustainable health and wellbeing models that harness digital technology more effectively.

As we look ahead to 2025/26, I would like to share my sincere gratitude to all our stakeholders, residents, and professionals for their continued commitment and meaningful contributions in strengthening our partnership.

Highlights and achievements

Our impact at a glance

Regional Integration Fund (RIF)

23,077 individuals accessed services; **8,800** were new users.

58,095 total contacts made; **25,073** referrals received.

RIF System-Level Outcomes

13,720 hospital conveyances and **1,116** admissions avoided.

2,528 supported to return home from hospital.

5,767 supported to live independently.

2,293 telecare packages started.

482 placement breakdowns prevented.

Seven children reunified with families or carers.

RIF Programme Highlights

Supporting Families: 950 referrals; 2,258 supported; 629 new families engaged.

Emotional Wellbeing: 1,308 children supported; 854 CBT sessions; 671 one-to-ones; 195 group sessions.

Community Support: 2,604 improved wellbeing; 3,214 stronger social connections; 1,754 empowered to influence decisions.

Dementia: 1,063 referrals; nearly 1,000 positive outcomes.

Unpaid Carers: Improved wellbeing, reduced isolation, stronger support networks.

Capital Investment

£18.5M annual Housing with Care Capital Fund (HCF) allocation.

101 new beds created:

- 60 Extra Care.
- 26 children's homes.
- 10 for care leavers.

Health and Social Care Integration and Rebalancing Capital Fun project investment:

- £17.2M for Sunnyside Centre.
- £7.6M for Bronllwyn Care Home.
- £1M for an Integrated Health and Wellbeing Hub.

Partner engagement and communications

2,233 people engaged with the partnership, with **279** new relationships forming in 2024/25

511 attendees at cross-partnership events and workshops.

20,000 new users on our website, with **280,000** events (video plays, file downloads, form submissions, scrolls or page interactions).

Our impact in depth

The Regional Integration Fund

In 2024/25, the Cwm Taf Morgannwg region was allocated **£22,292,742** through the Regional Integration Fund (RIF), enabling the delivery of a wide range of high-impact projects and programmes.

These initiatives reached **23,077** individuals, including **8,800** first-time service users, resulting in **58,095** recorded contacts—demonstrating strong engagement and repeated interactions across services.

The volume of referrals—**25,073** in total—reflects both the growing demand and increased awareness of available support across the region.

Services were delivered across a spectrum of needs: **7,070** individuals received early help, **5,530** accessed Information, Advice, and Assistance (IAA), **5,378** benefited from specialist interventions, and **5,082** received intensive support.

This highlights the region's capacity to respond effectively to varying levels of complexity and need. Further programme details are outlined below.

Supporting Families to Stay Together

The region is implementing a comprehensive strategy to support families and prevent children from entering care through targeted initiatives and workforce development.

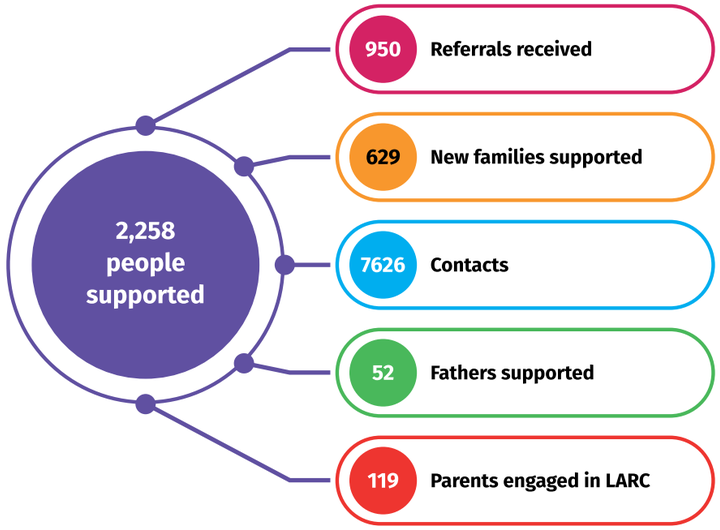
Key initiatives include:

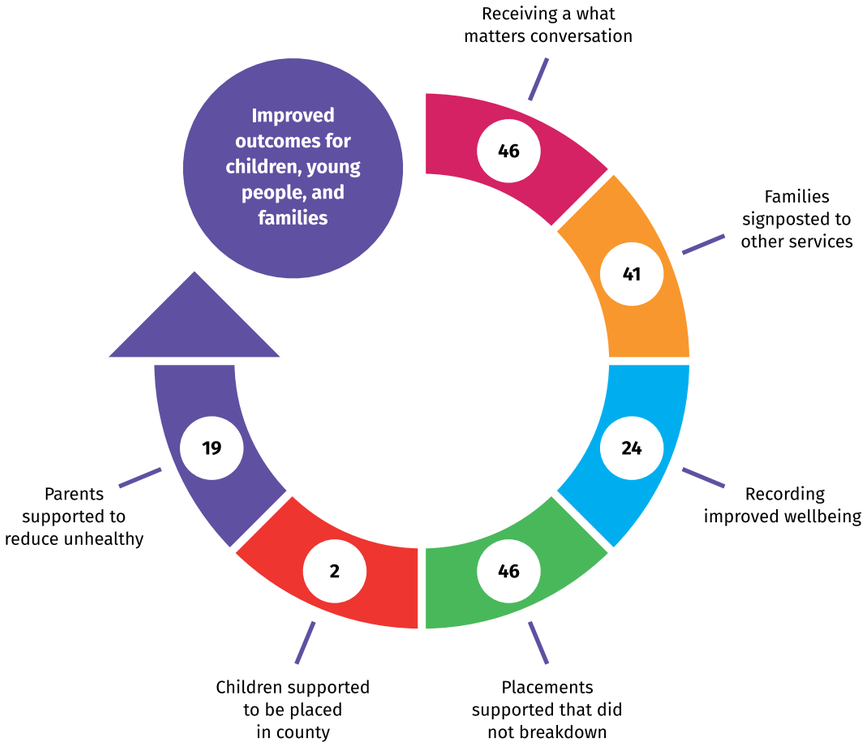
- Pre-birth support programmes to empower vulnerable parents and enhance resilience.
- Emphasis on positive parent-child relationships, bonding, and attachment.

The programme demonstrates significant impact through both its outputs and outcomes. Over the past 12 months, it has supported 2,258 parents, children, and young people (CYP) through 950 referrals, reflecting substantial reach and engagement.

Key achievements include:

- **629** new families engaged, with tailored support provided to parents and carers.
- **93** families received one-to-one support, while 98 families benefited from targeted initiatives such as the Grow Brain programme.
- **46** placements were successfully sustained, helping to maintain family stability.
- **46** participants took part in meaningful conversations focused on "what matters", ensuring support was aligned with individual needs and aspirations.
- Positive outcomes were also recorded in enhancing social connections and reducing unhealthy behaviours.
- **41** individuals were signposted to additional, relevant services, extending the programme's impact beyond direct delivery.





Promoting good emotional health and wellbeing

The programme focuses on supporting children aged 8-11 years and their families who need additional help to build resilience and improve their wellbeing. It employs a mixed model of provision, offering both school-based and out-of-school support. Out-of-school sessions are conducted during evenings, weekends, and holidays in various community settings, including homes, parks, and leisure centres.

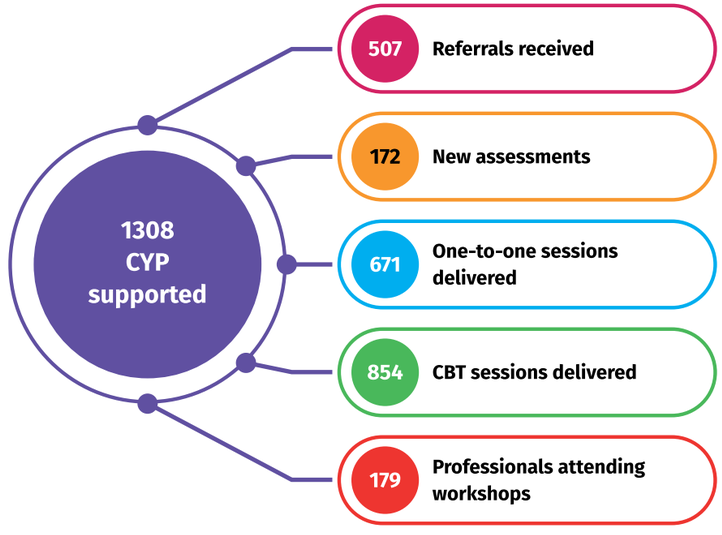
Key areas of support include managing emotions such as anger and anxiety, building confidence and friendships, and addressing experiences of separation, bereavement, self-harm, and eating disorders. The programme takes a strengths-based approach, tailoring interventions to individual needs and focusing on building resilience and emotional wellbeing.

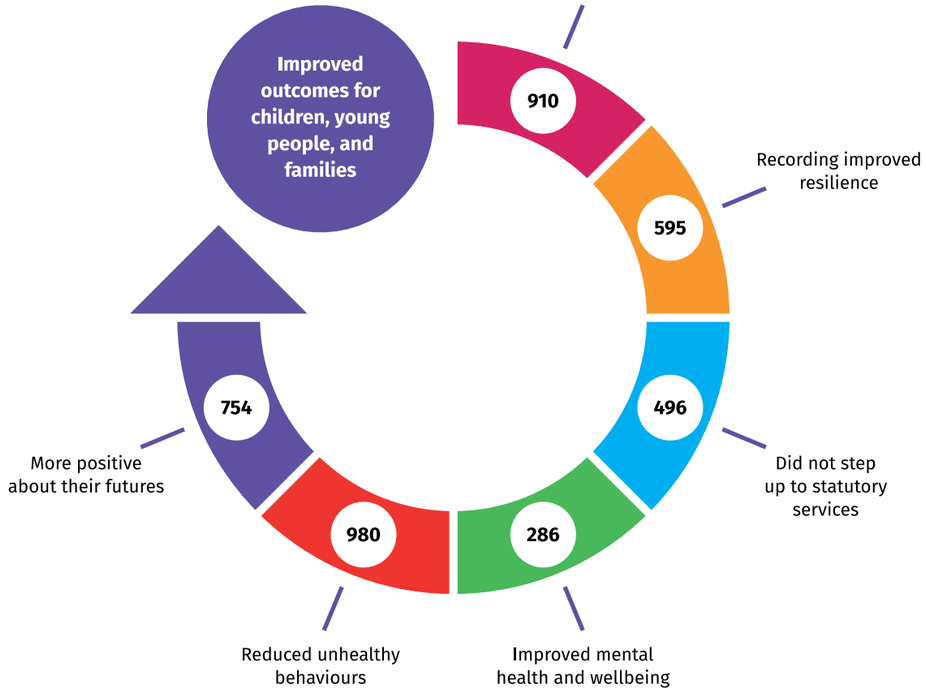
The programme has successfully supported 1,308 children and young people (CYP), delivering measurable outcomes through effective early intervention strategies.

Key highlights include:

Therapeutic support delivered via:

- **854** CBT sessions.
- **671** one-to-one sessions.
- **195** group sessions.
- Trauma-informed workshops reached 179 professionals and foster carers, equipping them with tools to better support CYP.





Community Support Programme

The programme primarily supports adults and older people, aiming to enhance wellbeing, independence and reduce pressure on health and social care systems. It delivers non-clinical support, connecting individuals with local services, information and community activities, tackling social isolation and promoting preventative care. Supporting the reduction in hospital admissions and enabling smoother transitions back into the community.

Community Hubs, central to the programme's delivery, serve as vital neighbourhood centres offering advice, information and access to services. These hubs empower individuals to manage their own health and wellbeing.

Programme data highlights strong engagement and meaningful impact across multiple wellbeing and social support domains.

Key outcomes include:

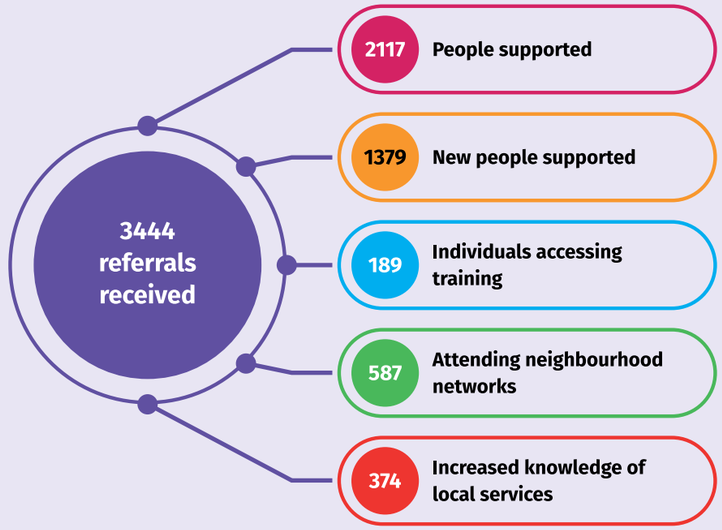
Wellbeing and Empowerment

- **2,604 individuals** reported improved mental health or emotional wellbeing.
- **3,214 individuals** experienced stronger social connections.
- **1,754 individuals** felt empowered to influence decisions affecting their lives.
- **182 individuals** expressed increased optimism about their future.
- **175 individuals** reported improved confidence.
- **66 individuals** formed new social connections.

Service Navigation and Satisfaction

- **1,552 individuals** were signposted to relevant services.
- **1,389 individuals** received direct support navigating services.
- **721 individuals** expressed satisfaction with the services accessed.

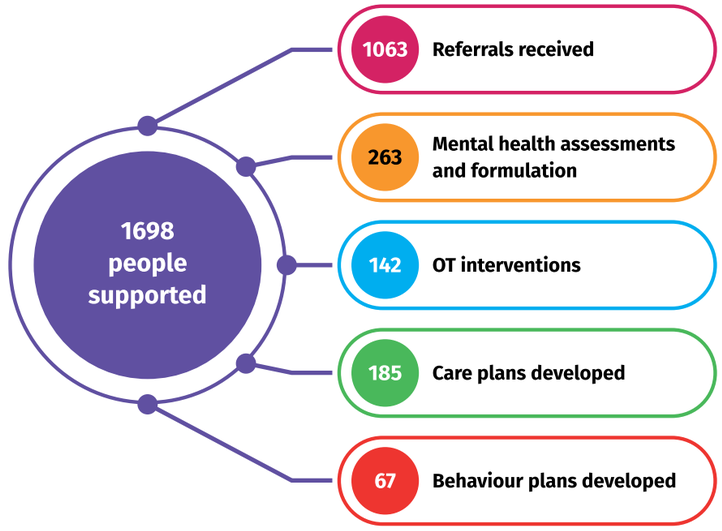
These results reflect the programme's effectiveness in promoting personal wellbeing, fostering social inclusion, and enhancing access to support systems.



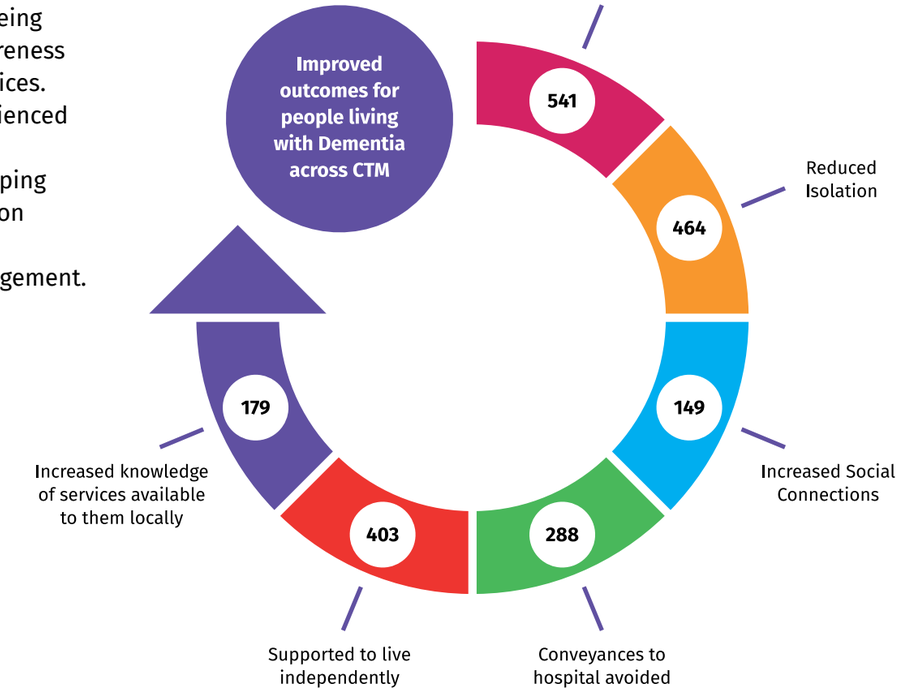
Dementia Programme

The Dementia Programme in Cwm Taf Morgannwg is a collaborative initiative aligned with the All-Wales Dementia Action Plan and Dementia Care Pathway of Standards, focused on improving care and support for people living with dementia.

In 2024/25, the programme received 1,063 referrals—reflecting sustained, high demand. Nearly 1,000 individuals reported positive outcomes, including improved mental and emotional wellbeing and greater awareness of available services. Many also experienced enhanced social connections, helping to reduce isolation and strengthen community engagement.



Improved Mental Health & Wellbeing



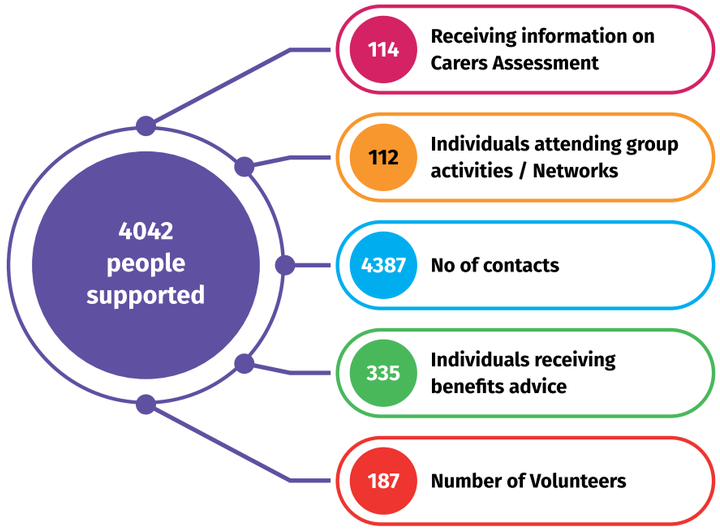
Unpaid Carers

The Carers Support Programme provides a vital resource for carers of all ages, providing tailored support to meet their diverse needs. From young carers managing school alongside their responsibilities to older individuals caring for loved ones with dementia or frailty.

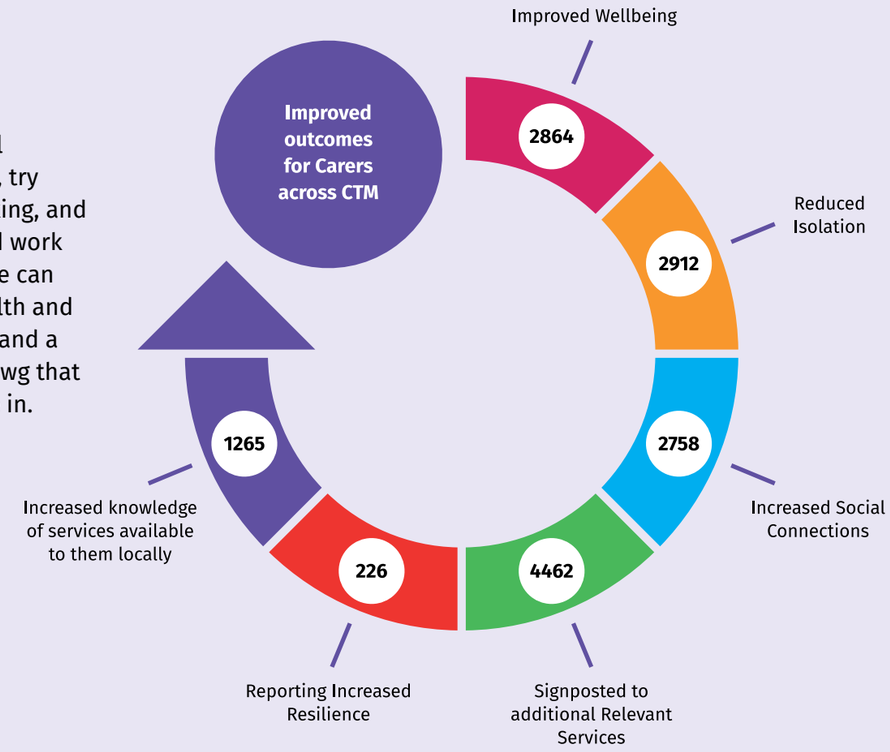
Carers have reported a range of positive outcomes as a result of the support provided:

- **Improved wellbeing and resilience:** Many carers feel more supported and better equipped to manage the emotional and physical demands of caregiving, demonstrating increased resilience in handling stress and daily responsibilities.
- **Reduced social isolation:** Participation in support groups, workshops, and community events has helped carers feel less alone, fostering a sense of belonging and connection with others in similar situations.
- **Enhanced support networks:** Carers have expanded both informal peer networks and formal links with service providers, gaining access to practical help and emotional support.
- **Increased confidence:** Through tailored sessions, carers have developed new skills and strategies, boosting their confidence in their caregiving roles.
- **Positive feedback:** Qualitative responses consistently highlight deep appreciation for the support received, reinforcing the value and impact of the programme.

Overall, the carers support programme enhances carers' quality of life, promoting awareness and empowerment. By promoting a supportive community, the programme ensures carers are better equipped to handle their roles, ultimately benefiting both carers and those they care for.



In 2025/26 we will continue to learn, try new ways of working, and build on the good work taking place so we can create better health and social outcomes, and a Cwm Taf Morgannwg that people can thrive in.



Role and purpose

The Cwm Taf Morgannwg Regional Partnership was established to deliver the strategic intent set out in the Social Services and Wellbeing (Wales) Act 2014, specifically Part 9.

Our purpose is to improve outcomes and the wellbeing of people, as well as improving the efficiency and effectiveness of service delivery. Note the purpose of the board is also set out in Part 2 Code of Practice (General Functions).

We are the key leadership body to oversee all integration work across health and social care.

By bringing together people and organisations from across health and social care, we formally represent the interests of the local authorities, the Health Board and its key stakeholders.

We are responsible for monitoring progress and the ongoing delivery of integrated work programmes across the region.

The statutory objectives of the Regional Partnership are to:

1 Respond to the population assessment carried out in accordance with section 14 of the Act.

2 Implement the plans for each of the local authority areas covered by the board, which local authorities and health boards are each required to prepare and publish under section 14A of the Act.

3 Ensure the partnership bodies provide sufficient resources for the partnership arrangements, in accordance with their powers under section 167 of the Act.

4 Promote the establishment of pooled funds where appropriate.

One of our key aims is to facilitate the successful implementation of the Regional Area Plan priorities. The plan contains a number of priorities developed in collaboration with 500 professionals, people with lived experiences, their families and carers.

Approximately 22 workstreams, comprising 310 people, have been tasked to work together to support delivery of the actions set in the Regional Area Plan.

With organisations facing a number of pressures, working in partnership can be a challenge. However, we know good partnership working can result in better outcomes for our population.

Research was undertaken with our workstream members to better understand barriers and explore ideas for improvement. One outcome of this work was the removal of the ‘Board’ and rebranding to ‘Regional Partnership’ to create a shared sense of ownership and inclusivity.

You can see who sits on our RP here.

Our vision

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

Our values

We have worked to identify core values, that strengthen our commitment to providing the best services to people at the right time and place. These 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.

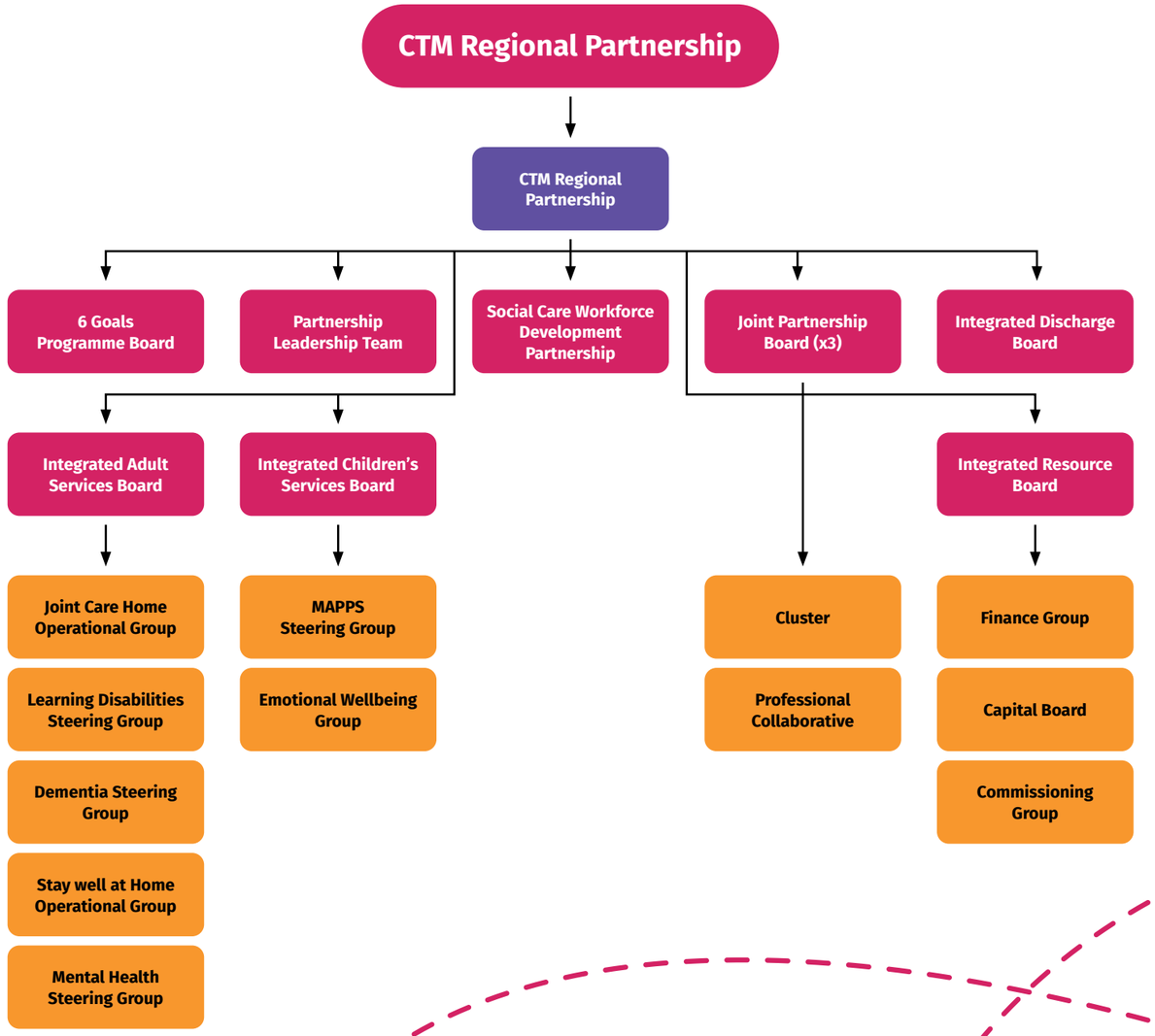
Integrity — We promise to be honest, open and transparent in everything we do.

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

Deliberate design and governance ensure governance arrangements remain fit for purpose and support the RPB to carry out our business efficiently and effectively.

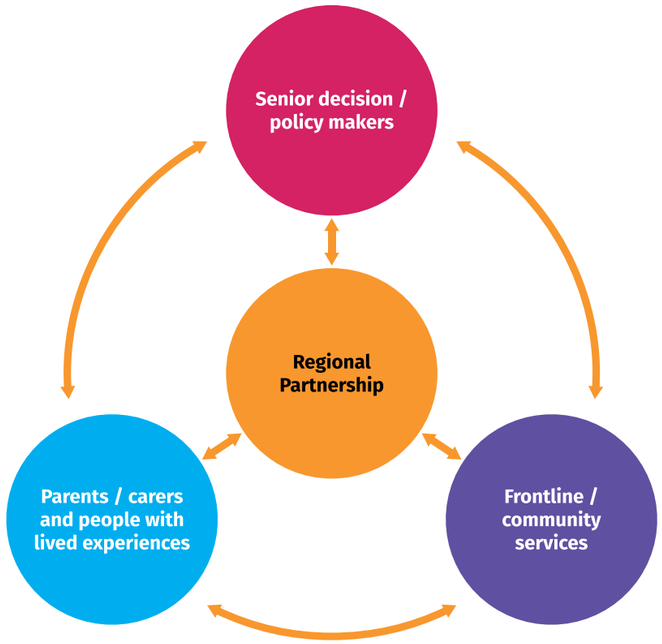


Ensuring voices are at the heart of service improvement

The Golden Thread: weaving strong partnerships in CTM

The Golden Thread is a strategic approach to strengthen collaboration across health, social care and the community.

The Golden Thread project emerged from a recognition that effective partnership working in health and social care requires more than structure—it demands shared purpose, trust, and cultural change. In 2024, we surveyed our workstream members to better understand barriers to collaboration. Key challenges included limited resources, stretched workforces, and the risk of partnership work feeling like an 'add-on' rather than a core function. Additionally, engaging community members meaningfully was identified as a challenge, with concerns about deepening inequalities if not managed well.



In response, a task and finish group of professionals and community members was formed to explore solutions and reframe the Regional Partnership's role as a facilitator, commissioner, and enabler—laying the foundations for the Golden Thread approach. The Golden Thread represents the individual value, experiences, skills and knowledge each person brings – when weaved together this creates a strong partnership actively working for change and better outcomes.

Rooted in values of trust, equity, and co-production, the programme aims to address barriers to partnership working by embedding cultural change and fostering meaningful, sustainable collaboration across the region.

Since the start of the project, a range of actions have been taken: induction packs and role descriptions have been developed and tested; the term 'board' was removed from branding to reduce barriers to participation; co-production pilots have been launched in our learning disabilities, children and young people and dementia programmes; reflective practice sessions have been held with leaders and workstreams. A co-produced poem and behind-the-scenes interviews have helped bring the concept to life, while ongoing work continues to embed partnership values and learning across the system.

Three pillars of project

1 Inform:

- Improve information sharing across the partnership
- Ensure people are informed about their roles and responsibilities, and their purpose for being part of the partnership - showing the value it will offer them

2 Involve:

- Involve people at the time that is right for them and the partnership
- Ensure meaningful involvement from everybody, including those with lived experiences
- Underpin work with co-productive principles

3 Inspire:

- Creating a culture of inspiration and celebration, to create momentum around partnership working and being part of the RP
- Finding ways to share inspiring stories and people, and acknowledging those who are doing fantastic work in the partnership space

We will continue to lead the Golden Thread project into 2025/26, and monitor and evaluate outcomes related to this new way of working.

Co-production

Co-production is a core principle of the Social Services and Well-being (Wales) Act 2014, and Regional Partnership Boards are required to embed it in all aspects of their work. As a partnership, we fully recognise the value of co-production, not just as a statutory duty, but as a powerful approach to shaping sustainable, person-centred services through shared power and lived experience.

Our regional co-production definition is:

‘Co-production positively transforms relationships between those who provide and receive services across Cwm Taf Morgannwg, by valuing lived experience and sharing power to influence and embed meaningful change’.

Watch our Golden Thread film here.

Examples of where co-production is being embedded within our partnership

Dementia: improving care and support through engagement and co-production

We are committed to creating a meaningful environment for co-production with people living with dementia and their carers. This remains a core priority for the Dementia Steering Group, with dedicated funding allocated to support this work. Throughout 2024–2025, insights were gathered from a series of community events—including Turn Pontypridd Blue, Dementia Day at Sandfields, and the Eisteddfod in Pontypridd—capturing lived experiences and shaping future service design.

These insights led to the co-production of a ‘Dementia Journey’—a visual and narrative tool that maps key stages such as recognising symptoms, seeking help, assessment, diagnosis, and life after diagnosis. This work has informed changes to memory service support and the creation of a new task and finish group to co-design accessible resources with people with lived experience.

Crucially, these learnings are now being embedded within the Golden Thread initiative, ensuring that the voices of people with dementia and their carers are better represented and meaningfully involved across the Regional Partnership. This approach strengthens our commitment to inclusive, values-led collaboration and helps weave their experiences into the fabric of decision-making and service improvement.

Regional Children's Board Co-production Incentive Grant 24/25

Established in 2024, the Co-production Incentive Grant was designed to embed co-productive practice across services for babies, children, young people, and families. Aligned with Welsh Government's **NEST framework** and the **No Wrong Door** approach, the grant supported both training and implementation.

The programme began with co-production training delivered by Co-production Lab Wales, focusing on five core values and practical engagement tools. Over 80 individuals participated, with many going on to apply their learning through funded projects aimed at improving service delivery.

A diverse range of projects were supported, each targeting specific service improvements:

Project	Objective	Details
Digital Life Story	Promote emotional health	Animation co-produced with care-experienced youth to explain the Corporate Parenting Board.
Spectacle Theatre	Mental health pilot	Drama-based workshops exploring mental health and identity with young people.
CTMUHB	Neonatal therapy service	Co-produced service evaluation with parents through focus groups.
Home-Start Cymru	Support disadvantaged families	Strategies co-developed with families focusing on emotional wellbeing and neurodivergence.
Cwm Taf People First	Awareness for young people	Self-advocacy and human rights sessions for young adults with learning disabilities.
Multi-Agency Permanence Support Service	Improve care support	Foster carers and social workers co-designed support strategies.
Bridgend County Borough Council	Fostering consultation	Carer consultations to shape child-centred services.
Gellideg Foundation	Community engagement	14 sessions to gather family input for integrated service design.

Participant voices captured the impact:

- *"They actually changed things. That's never happened before."* **– Parent, Home-Start Cymru**
- *"It made me feel like my story was important."* **– Care-experienced youth**
- *"Doing it through drama made it easier."* **– Youth, Spectacle Theatre**
- *"We helped shape something that will help other families."* **– Parent, CTMUHB**

Communications

Effective communication and meaningful engagement are central to the success of the partnership. Our strategy is built around the aforementioned three core aims—Inform, Involve, and Inspire - and is designed to support our role as a facilitator, commissioner, and enabler of integrated health and social care.

We aim to inform by ensuring clear, timely, and accessible communication across all workstreams and externally. Our plan for 2025/26 includes publishing quarterly impact reports, launching a cross-partnership network meeting series, and strengthening awareness of the partnership's purpose and role through a unified, recognisable brand and a consistent, connected voice.

To involve, we are committed to creating opportunities for meaningful two-way dialogue and co-production. In 2025/26 we plan to continue investing in supporting a culture of meaningful engagement practice by launching a quarterly co-production training programme, developing a practical engagement toolkit, and increasing representation of people with lived experience on workstreams.

Our goal to inspire focuses on celebrating innovation and impact. We will continue to share impact stories, host events to showcase good practice, and embed storytelling into all our communications to foster a culture of shared ownership and continuous improvement.

This strategy is underpinned by principles of trust, inclusivity, and responsiveness. We will tailor our messaging to diverse audiences - including people with lived experience, professionals, third sector partners, and policymakers, and use a mix of digital and in-person channels such as our new LinkedIn channel (launching Spring 2025) and newsletter, community events, and multimedia storytelling.

Evaluation is embedded throughout, using both digital tools and in-person opportunities to track engagement, feedback, and the real-world impact of our communications.

Our impact for 2024/2025 is as follows:

Website
20K active website users and **280K** events (video plays, file downloads, form submissions, scrolls or page interactions)

YouTube
1.4K views, **24.2** hours of watching

Engagement
2,233 people engaged with the partnership, with **279** new relationships forming in 2024/25

511 attendees at cross-partnership events and workshops

Cwm Taf Morgannwg Regional Priorities for Children and Young People

The Regional Children's Programme Board has set out four key ambitions for RIF investment from 2023/24, each focused on improving outcomes for children and families across Cwm Taf Morgannwg:

Ambition 1:

Develop robust pathways for parental and specialist behaviour support for children with neurodevelopmental conditions. This work is progressing under the leadership of the Neurodiversity Improvement Board (NDIP).

Ambition 2:

Expand emotional wellbeing support for children aged 8–11, using play, therapy, and school-based interventions to build resilience and mental health.

Ambition 3:

Prevent children from entering care by investing in pre-birth and early years services that strengthen parental capacity and promote safe, nurturing environments.

Ambition 4:

Establish a regional residential facility to support children with complex emotional and mental health needs, ensuring access to specialist care closer to home.

Our Integrated Approach to Meeting the Care and Support Needs of Babies, Children, and Young People

Our Regional Children's Programme Board and NYTH/NEST Framework Coordinator was tasked with working collaboratively with partner agencies to co-produce and implement the NYTH/NEST Framework. This includes embedding its core principles and supporting the rollout of the NEST Self-Assessment Tool (SAT).

The SAT is designed to support services, projects, and organisations that promote the wellbeing and mental health of babies, children, and young people. It enables them to assess their progress in adopting the NYTH/NEST approach and to integrate its principles into everyday practice.

In October 2024, the Regional Children's Board completed its SAT and accompanying action plan. Partner organisations have actively engaged with the online training modules, increasing awareness and application of the NEST Framework.

All nine children and families RIF projects have completed their SATs and action plans, demonstrating meaningful engagement with the Framework. In addition, a range of other organisations and teams have also been supported to undertake their assessments.

To further support implementation, a series of training sessions on Co-production Tools and Techniques were delivered throughout the year.

NYTH | NEST

Impact highlight:

A project's experience with the NYTH/NEST Framework

One project reported several key benefits from using the NYTH/NEST Framework:

Team Collaboration and Reflection

The SAT fostered stronger team cohesion, encouraging practitioners to work together and reflect on service delivery as a collective.

Challenging the Status Quo

The framework prompted teams to ask, "What would better look like?"—driving continuous improvement and critical reflection across service areas.

Service User Voice and Co-Production

The importance of integrating service user feedback was emphasised. As a result, the team committed to:

- Developing a formal feedback questionnaire.
- Using informal prompts during day-to-day interactions.

System-Wide Value

The NEST Framework established a shared language and consistent standards across agencies, supporting 'No Wrong Door' approach and enhancing accountability.

Our integrated approach to meeting in their communities the wellbeing, social care and healthcare needs of older people and people living with frailty

Like many areas across the country, CTM is experiencing growing demand from an ageing population with increasingly complex care needs.

Developing an integrated Enhanced Community Care system for the region that improves outcomes for our population is needed.

It is crucial that we re-focus our services to meets the needs of our communities rather than retain historic ways of working. It is time to deliver a coherent approach to community care in line with national priorities and localised intelligence that focuses on improved patient outcomes and experience.

The key aims of this redesign is to:

- Provide a clear model of intermediate care that supports integration with Local Authorities.
- Deliver improved outcomes in relation to patient care and patient experience, through a strong evidence base for redesigned services.
- Offer equitable services across the region, allowing for local variation, but taking a 'One CTM' approach.
- Ensure services are affordable and represent value for money, by reducing duplication, preventing admission, enabling rapid discharge and helping people live as independently as possible.

National good practice states that there needs to be four pillars of intermediate care that work seamlessly together, managed and accessed through a single structure.

These services are:

- Crisis Response: often described as a 'virtual ward' or 'hospital at home' to provide rapid multi-disciplinary response to patients needing urgent support to avoid admission or support discharge.
- Home based: a registrant-led multi-disciplinary programme of support to promote recovery, rehabilitation, and stabilization of needs.
- Bed based: 24/7 time limited support for rehabilitation, recovery, and assessment for the next stage of care.
- Reablement: daily support for activities of daily living to promote independence, with a focus on right sizing or reducing the need for long term care and support.

Effective community support for the urgent and emergency system should bring together, intermediate care with discharge teams through a single point of access, including urgent primary care.

This systems-based approach is vital as all parts of the Community Care system has interdependencies. Welsh Government's blueprint for effective community services is called the Enhanced Community Care (ECC).

This model is designed to address escalating levels of need and complexity, as outlined below:

Our Regional Partnership Board agreed that enhanced community care in CTM should be divided into two pathways of care:

Intermediate Care: for an urgent and emergency response in primary community services to support patients for a defined period at times of increased need or crisis to help stabilise need, promote recovery and rehabilitation.

Networked Community Care: to promote effective population health management with services that support GPs and Primary Care Clusters to keep patients stable, well and independent for as long as possible and include the day-to-day support provided by district nurses, a package of care or self-movement support.

Services in these pathways will typically be delivered at a 'cluster' level with multi-disciplinary teams bringing together existing support networks to better deliver seamless care.

This has led us to strengthen the connections between this programme and pan-cluster planning groups and the regional Six Goals for Urgent and Emergency Care Programme.

We have mapped existing services and RIF projects onto the new pathways, appointed to a key leadership role to drive this work forward and initiated several working groups. A programme plan is being developed and all partners are committed to pushing forward with implementation on a consistent basis across the region.

Our intention is that significant strides are made over the next 12 months to implement these new pathways and streamline the management arrangements amongst our organisations so that we act and deliver as a single system, not as separate organisations supported by a robust section 33 agreement.

Integrated Care Winter Challenge

The 50-day challenge enabled the region to consolidate and accelerate several plans aligned with the 6 Goals Programme, Regional Integration Fund and Accelerated Cluster development.

As demonstrated within the regular Ministerial priority meetings and Care Action Committee (CAC), we are committed within Cwm Taf Morgannwg to partnership working and making system improvement to improve flow driven by robust understanding of data and performance.

We have strived to deliver the plan as submitted in late December 2024 and have seen some noticeable success in reducing delays and improving patient flow. Implementation of Optimise has begun to show sustainable improvement and straight to service model in Rhondda Cynon Taf County Borough Council greatly reduced delays for packages of care.

The expansion of clinical navigation hub pathways and the establishment of plans for a single point of access, along with the enhancement of existing integrated working and teams supported by expanded Section 33 agreements, are critical developments for the region.

Reduced pathways of care delays due to assessment (P1)

Cwm Taf Morgannwg Region								
	Ambition Target Reductions by Nov 24	**Mar 24 Baseline**	**Jan 25**	**Jan 25 Position**	**Feb 25**	**Feb 25 Position**	**Mar 25**	**Mar 25 Position**
Total Delays	15%	328	261	20.4% ↓	260	20.7% ↓	241	26.5% ↓
Days Delayed	20%	18,460	13,991	24.2% ↓	14,409	21.9% ↓	14,861	19.5% ↓
Assessment Delays	20%	170	123	27.6% ↓	153	10.0% ↓	111	34.7% ↓

During the Christmas and winter periods, system performance remained stable. As of March, total delays and assessment delays continue to exceed targets, while days delayed have slightly improved and now fall just below target. Taken together, these indicators suggest meaningful progress in overall system flow. However, challenges persist—particularly for patients with complex needs, such as those requiring EMI nursing care.

Regional Integration Fund (RIF)

As mentioned above, Cwm Taf Morgannwg region was allocated £22,292,742 through the Regional Integration Fund (RIF), enabling the delivery of a wide range of high-impact projects and programmes.

What is the RIF aiming to do?

The RIF will help organisations working in health, social care and wellbeing to do the following things:

1. Focus on prevention and tackle challenges at an early stage.
2. Work together to develop ‘joined up’ health and social care services.
3. Share experiences and learnings together through dedicated groups called ‘communities of practice’.
4. Bring together staff from different organisations to deliver services.

What are the models of care?

The six models of care that the RIF will support are as follows:

Community based care – prevention and community coordination

This includes community services that help to protect residents from longer term health or wellbeing problems, including befriending groups, community hubs, falls prevention, and access to wellbeing services.

Community based care – complex care closer to home

This will help to improve recovery following a period of ill health, helping people to be more independent in the long term. Support could include help at home from specialist teams who work in the community, and community rehabilitation.

Promoting good emotional health and well-being

Improving mental health and wellbeing in our communities is a priority. This will help create and improve services for both adults and young people who need emotional health and wellbeing support.

Supporting families to stay together safely, and therapeutic support for care experienced children

Health, social care and education partners will work together with families to help them stay together safely and prevent the need for children to become looked after.

Home from hospital services

Some people will always need treatment in a hospital environment, so this will help people to be discharged and recover at home safely and quickly. It also ensures those who do need acute care can access it easily.

Accommodation based solutions

It's vital people have warm, safe and supportive living environments. This includes developing independent living facilities, organising home adaptions and building accommodation for children with complex needs.

RIF Performance Data

Following the commencement of the new RIF on the 1st April 2022, there was a requirement to introduce an outcomes and performance framework across all RIF commissioned services.

The new framework ensures all services contribute towards the principles of the national guidance and provide a consistent suite of measures and indicators that supported the new models of care.

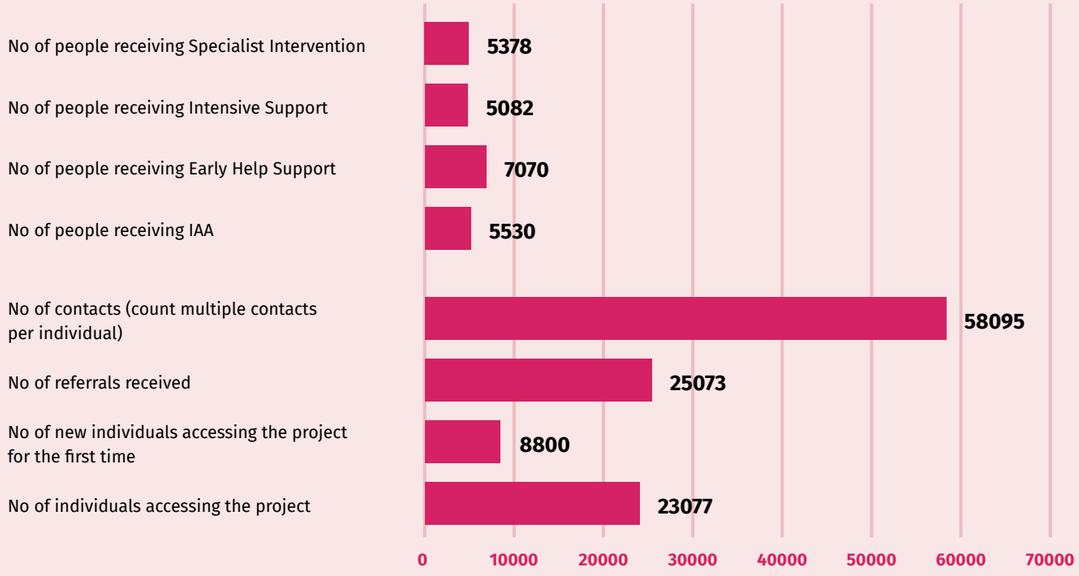
The framework adopts a Results Based Accountability methodology and is structured around a single overarching outcome spanning the population of Cwm Taf Morgannwg.

This formal structure provides a consistent direction for all services and projects to identify their contribution at relevant levels.

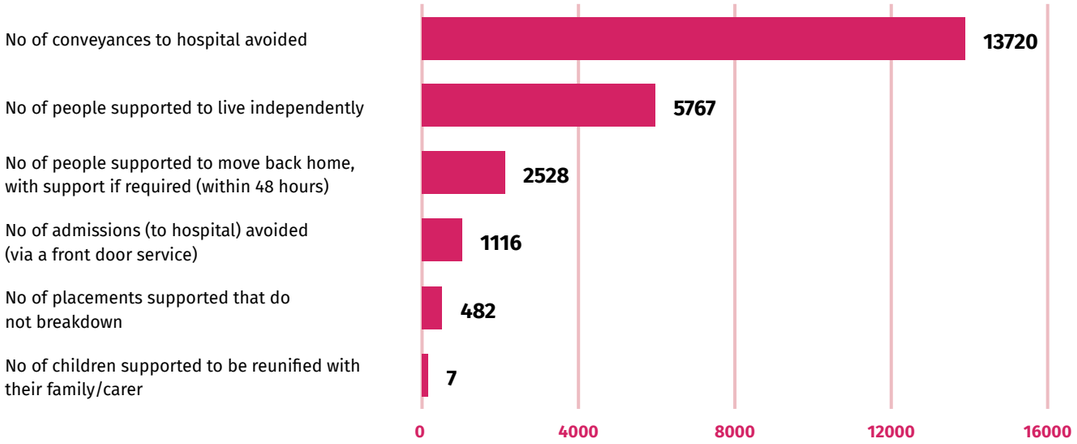
This structure is intended to ensure consistency in reporting which should enable the collective performance of the programmes to be collected, analysed and the full (combined) impact realised.

The information below provides an overview of programme delivery for 2024/25.

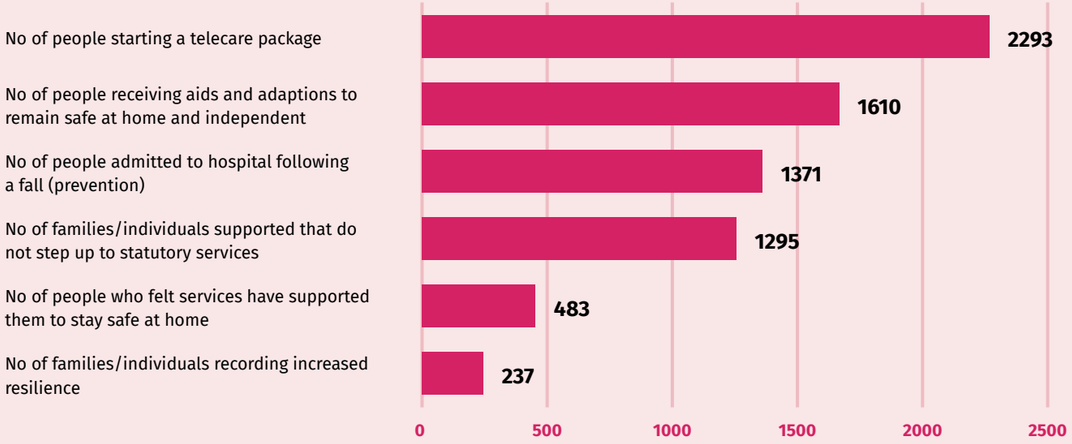
Regional RIF outcome data *(Figure 1)*



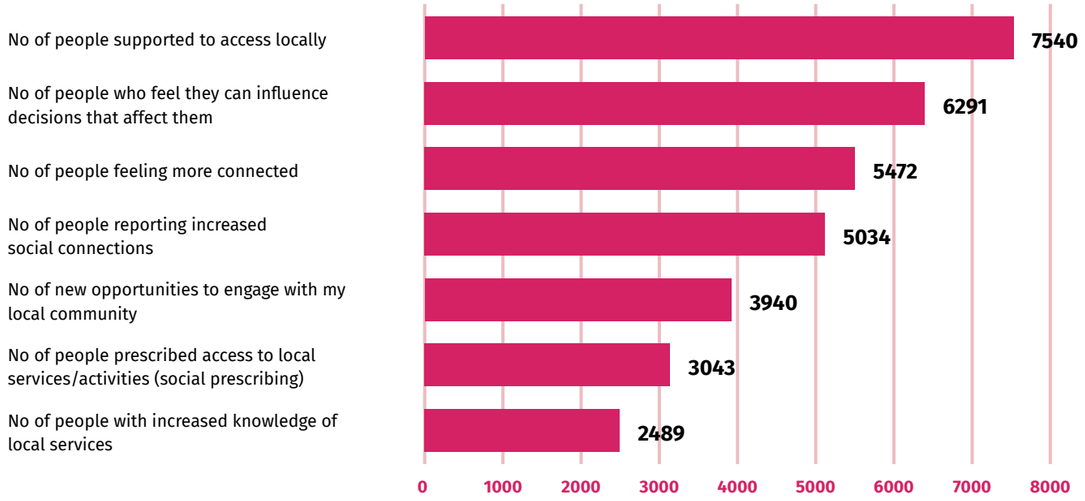
Regional RIF outcome data *(Figure 2)*



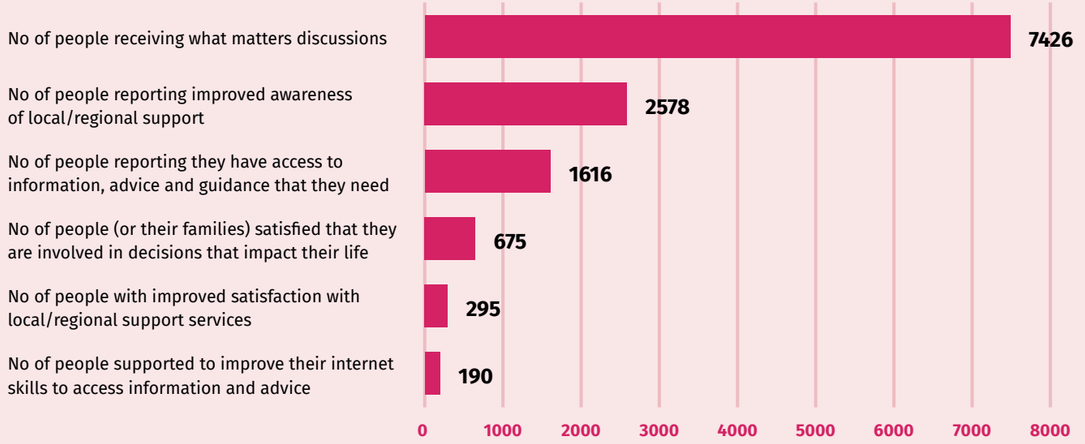
Regional RIF outcome data *(Figure 3)*



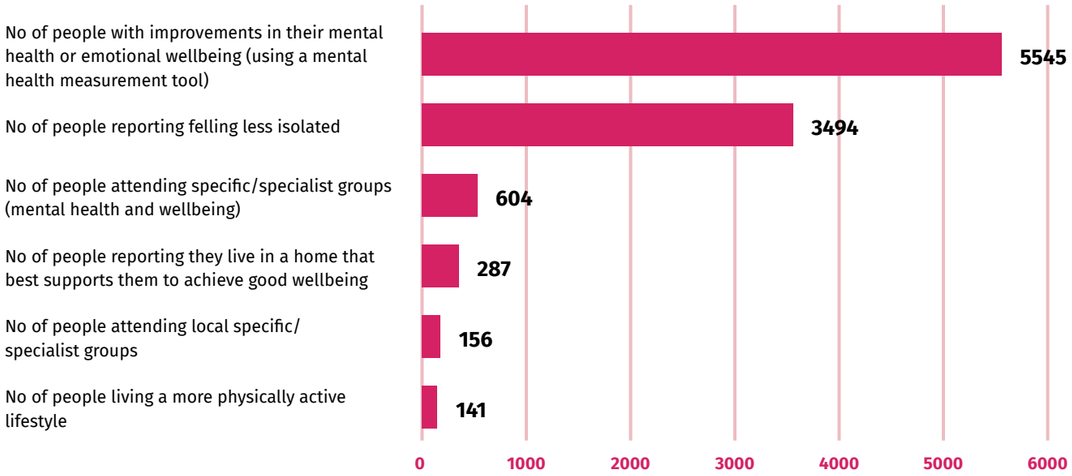
Regional RIF outcome data *(Figure 4)*



Regional RIF outcome data *(Figure 5)*



Regional RIF outcome data *(Figure 6)*



Qualitative reporting

The data presents a comprehensive overview of the impact and reach of the projects funded from the RIF and delivered across Cwm Taf Morgannwg. It highlights the various ways in which individuals and communities have been assisted through different forms of support, interventions, and engagement activities. Here's a narrative summary for each of the key themes:

Engagement and reach

23,077 individuals accessed the projects overall, with **8,800** of those being new individuals using services for the first time equating to a total of **58,095 contacts** made, indicating multiple interactions per individual and a high level of engagement across services.

Support delivered

In terms of types of support provided **7,070** individuals received early help support, **5,530** received Information, Advice, and Assistance (IAA).

5,378 received specialist intervention and 5,082 received intensive support, showing a balanced distribution of higher need services.

Independent living and safety

Efforts to promote independent living is evident across the outcomes recorded, with **5,767** people recording that support enabled them to live independently. Additionally, **1,610** individuals received aids and adaptations to ensure safety at home, and **483** felt that these services helped them remain safe at home. Telecare packages were initiated for 2,293 individuals, and **2,528** were supported to transition back home from hospital, highlighting a strong focus on home and community-based support.

Health and well-being

Our programmes have made a significant impact on mental health and well-being, with **5,545** individuals reporting improvements in this outcome. Loneliness and isolation were highlighted as major issues in our population needs assessment, therefore seeing our programmes evidence significant impact in this area is positive with **3,494** people recording reductions in isolation.

Knowledge and training

Key functions for many of our projects is to increase knowledge of the services available across our communities and share learning with our wider workforce, upskilling them to deliver improved support to people across our communities. Educational elements of our programme's efforts led to **2,578** individuals gaining knowledge about local services. These initiatives helped individuals feel more informed and better equipped to navigate available resources.

System outcomes and impact

The programmes effectively reduced the burden on emergency and hospital services, with **13,720** hospital conveyances and **1,116** hospital admissions avoided.

In addition, our children and young people's programmes prevented **482** placement breakdowns ensuring stability, and **7** children were successfully reunified with their families or carers.

Summary

Overall, the data illustrates a wide-reaching and multifaceted approach to support, encompassing mental and physical health, safety, independent living, community connections and more. The comprehensive delivery of projects/services not only met immediate needs but also enabled longer-term resilience and well-being among people.

You can watch one of the participants, Anne, talking about her story here.

Anne was supported through the Cwm Taf Care & Repair – health casework officers project delivered under the Complex Care - Closer to Home model of care.

By measuring our impact in new ways and telling powerful stories of change we can ensure that we continue to acknowledge people who use services as active and equal partners in service delivery. Capturing individual wants and needs, rather than just numbers and data, allows us to get to the heart of what matters and understand the contexts of people's lives, making our services more robust and effective as a result.

Capital Funding

Housing with Care Capital Funding (HCF)

The Welsh Government has allocated **£60 million** nationally to the new **Housing with Care Capital Funding (HCF)** programme.

The **Cwm Taf Morgannwg (CTM) Region** has received an annual allocation of **£18.5 million** to support the development of a regional capital pipeline.

Capital Investment priorities

Funding can be directed toward three key objectives:

Objective 1

Specialist Residential Accommodation

- Extra Care housing for older people with support needs.
- Supported living for adults with learning disabilities, mental illness, or young people leaving care.

Objective 2

Small-Scale Residential and Intermediate Care

- Residential care for children and young people looked after.
- Short- to medium-term accommodation for adults with complex needs.
- Intermediate care settings (e.g., step-up/ step-down, reablement flats, respite care).

Objective 3

Enhancements to Existing Provision

- Repairs and refurbishments to current housing with care settings.
- Equipment, home adaptations, digital aids, and top-ups to Disabled Facilities Grants.

Our Regional Capital Board provides strategic oversight and advises the Regional Partnership Board on investments aligned with regional needs. Priority groups include older people, individuals with dementia, learning disabilities, neurodevelopmental conditions, children with complex needs, and carers.

Below is the end of the year FY 24/25 budget position.

HCF Capital Objective	HCF Fund Commitments
Objective 1 & 2 large scale scheme Commitments	**£7,422,124.28**
Object 3 Minor Projects	**£867,950.97 + £300,000** (additional DFG)
Separate DFG Allocation	**£436,450**
Total HCF Commitments	**£9,026,525.25**
Slippage	**£2,475.25**

Capital Programme Achievements (Since 2022/23)

The capital programme has enabled the creation of **101 new beds**, including:

60 beds at an Extra Care Scheme in Pontypridd.

5 beds for hospital discharge and step-down accommodation.

26 beds in children's residential care homes.

10 beds for care leavers and care-experienced young people (16+).

Progressing Development at Early Stage on CTM's Capital Pipeline Plan - Thomastown House, Children's Residential (Merthyr Tydfil County Borough Council)

A key early-stage development in the CTM capital pipeline is **Thomastown House,** a children's residential project designed to promote greater independence and community integration for young people.

The development will offer:

- Two purpose-built homes for up to **six young people.**
- **Short breaks/respite** accommodation for **two young people.**
- Additional care and support for **three to four** more young people.
- Capacity to support up to **ten young people** at any one time.

This project aims to provide the right level of local support, helping young people build strong community ties and transition successfully into adulthood.

Capital Investment Strategy

In 2023, we developed a **regional Capital Investment Strategy** for Cwm Taf Morgannwg, setting out a 5–10-year vision for capital investment across the region. This strategy, refreshed in 2024, is grounded in data from the Population Needs Assessment, with a particular focus on accommodation and bed-based provision.

The refreshed strategy identifies priority projects for investment through the **Housing with Care** and **Integration and Rebalancing Care Fund (IRCF)** programmes. These projects aim to:

- Support timely hospital discharge and step-down care.
- Promote independent and supported living.
- Eliminate profit from children's residential care.
- Develop integrated health and social care facilities.
- Rebalance the care market toward not-for-profit provision.

Read the refreshed Capital Investment Strategy here.

Integration and Re-balancing Care (IRCF) Funding

The Health and Social Care Integration and Rebalancing Capital Fund is a programme set up to directly support the Programme for Government.

It commits to developing 50 integrated health and social care hubs and supporting the rebalancing of the residential care market. It has been established to:

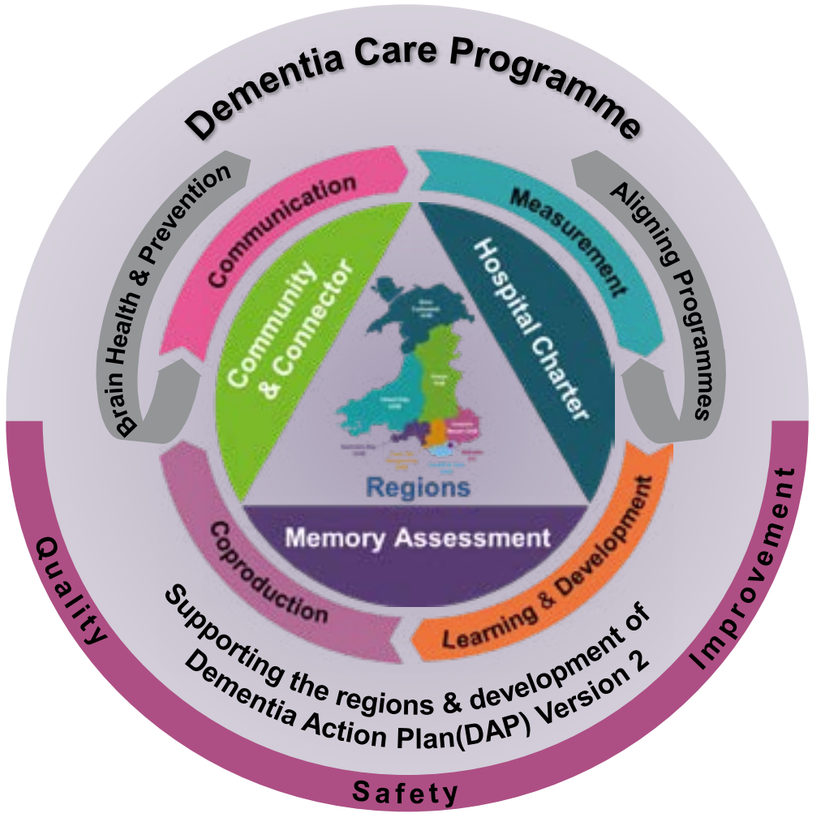
1. Support a coherent approach to planning the co-location and integration of health and social care services within the community across Wales.
2. Support the rebalancing of adult residential care provision by increasing delivery from within the not-for-profit sector.
3. Support the elimination of profit from the provision of children's residential care.

The region has secured three significant investment programmes under IRCF:

- **Re-development of Maesteg Community Hospital** into an Integrated Health and Wellbeing Hub, with **£1 million** in funding awarded to support the development of a Strategic Outline Business Case and joint Outline Business Case. The scheme was initially identified as requiring approximately **£15 million** to redevelop the former Maesteg Hospital. However, following the appointment of specialist Supply Chain Partners, the scheme costs have increased to **£48 million,** due to a number of factors including site constraints and façade retention. Options are currently under review with Supply Chain Partners and wider stakeholders to determine how best to deliver the requirement within the anticipated **£30 million** funding envelope.
- **Sunnyside Health and Wellbeing Centre (Bridgend)** – awarded **£17.1 million.**
- **Bronllwyn Care Home** – funding now agreed by the Minister for **£7.6 million** to redevelop the former Bronllwyn Care Home as specialist care accommodation for older adults with learning disabilities.

Dementia

Dementia remains a key national priority, with a clear agenda set out through the **Dementia Action Plan (DAP)** and the **All-Wales Dementia Care Pathway of Standards.** The programme in Cwm Taf Morgannwg (CTM) aligns closely with this national framework, supporting the delivery of the standards across the region (see graphic below).



Within CTM, the programme is structured around four distinct workstreams:

1. **Community and Connector**
2. **Memory Services**
3. **Hospital Charter**
4. **Learning and Workforce Development**

These workstreams are underpinned by a commitment to **parity of outcome** for all citizens and a strong emphasis on **co-production and engagement** with people with lived experience.

Community and Connector

This workstream continues to drive the delivery of relevant standards by integrating with the Dementia Connector workstream, creating a more robust and collaborative approach. Key achievements in 2024/25 include:

- Successful rollout of **Turning Blue** initiatives across the region, led by Dementia Friendly Pontypridd.
- Progress toward **WHO Age-Friendly status** in all local authorities, with RCTCBC already accredited.
- Launch of **Dementia Community Grants** to fund activity-based support identified through regional engagement.
- Co-produced **dementia training** for community settings, developed with people with lived experience.
- Production of a **short film** highlighting the value of community listening.
- Commissioning of **Memory and Wellbeing Guides (Dementia Connectors),** now supporting over 200 individuals.
- Collaboration with **Advance Care Planning leads,** with training extended to the third sector to support meaningful conversations about end-of-life care.

Memory Services

Memory Services in CTM are undergoing transformation to establish a unified, region-wide model that ensures **parity of access and outcomes.** Progress has been made against all nine standards within this workstream. Highlights include:

- Integration of **READ codes** into WPAS.
- **Band 6 nurses** now conducting dementia assessments.
- **Band 7 nurses** completing dementia faculty training to support a **diagnosing Clinical Nurse Specialist model.**
- Updated and ratified **Standard Operating Procedures,** ensuring all necessary assessments are completed prior to referral (aligned with Standard 5).
- Positive evaluation of **mild cognitive impairment (MCI) groups,** with findings published in Age Cymru and Alzheimer's Society publications.
- Consistent delivery of **Cognitive Stimulation Therapy** across the region.
- Commissioning of **Carer Information and Support Programme (CrISP) support** for carers.
- Development of a **single point of access** for memory services, planned for rollout in 2025/26.

Hospital Charter

This workstream focuses on enhancing the hospital experience for people with dementia and their carers. Key developments include:

- Embedding **Dementia Care Mappers** across mental health and District General Hospital sites.
- Incorporation of **King's Fund dementia-friendly environment** audits into the Health Board's audit system (AMAT).
- Pilot of **Dementia-Friendly name badges.**
- Refresh of **John's Campaign,** led by Corporate Nursing, including the introduction of a **Carers Passport** and review of visiting hours.
- Successful **capital bid for RITA systems,** now implemented in A&E departments across the region.

Learning and Workforce Development

Under Workstream 5a, the Dementia Steering Group commissioned a comprehensive review of dementia services in 2024–2025. This review distilled over 200 recommendations into **22 Focus Areas,** each with short-, medium-, and long-term actions, a clear implementation roadmap, and measurable outcomes.

The **NECS pathway review** also analysed Dementia RIF spending, identifying a concentration of funding at the **post-diagnostic stage** and highlighting areas for improvement.

A key priority for this workstream is the development of a **preferred regional approach to dementia communication training.** CTM is currently exploring the **Positive Approaches to Care (PAC)** model—also known as the **Teepa Snow approach**—in partnership with SCDWP colleagues, aiming to raise standards and build a well-trained, dementia-aware workforce in both health and social care.

Regional Commissioning Unit

The Regional Commissioning Unit supports the Regional Partnership by:

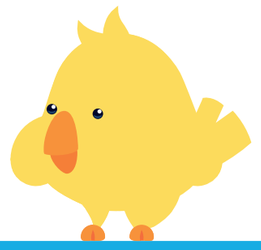
- Working with a range of partners including Cwm Taf Morgannwg University Health Board, Bridgend County Borough Council, Rhondda Cynon Taf County Borough Council, Merthyr Tydfil County Borough Council, the third sector, housing and education.
- Reporting on service investment and performance, to ensure best outcomes and value for money for service users and stakeholders as well as coordinating the governance of the partnership.
- Managing and coordinating a range of Welsh Government funding that is directed through the Regional Partnership Board including the Regional Integration Fund (RIF), Housing with Care Fund (HCF) and Integration and Re-balancing Care (IRCF) capital programmes.

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.

Additional capacity has been secured in 2024/25. Two additional Capital Programme Managers joined the team in 2024 and a Learning Disability Programme Manager is due to start by September 2025.

NYTH | NEST

As previously stated, a NEST Coordinator for Children and Young People was recruited in March 2024 and is tasked with implementing the NEST Framework within the Regional Partnership.



Research, Innovation and Improvement Co-ordination Hub

The RIC Hub is hosted within the Cwm Taf Morgannwg University Health Board (CTMUHB). Its primary role is to identify and coordinate innovative practices and activities based on the population's needs across the Cwm Taf Morgannwg region, which includes the local authorities of Bridgend, Rhondda Cynon Taf, and Merthyr Tydfil.

Innovation Overview

The CTM RICH has been working on better coordination and alignment, providing a point of contact and reference for innovation activity and expertise. They have been acting as expert guides through the cluttered innovation landscape, building on their previous successes of helping secure funding and support. The CTM RICH continue to support on a Housing linkage project and also are providing funding opportunities for innovative projects in collaboration with Cardiff Met University through a SIPs Programme.

Working with stakeholders to map private industry:

The CTM RICH has been working with the National Welsh Shared Services Partnership (NWSSP), Life Sciences Hub Wales, and the Wales Value in Health Centre to accurately map private industry across Cwm Taf Morgannwg that self-identifies as being in the Life Science Sector.

Communications and engagement:

The CTM RICH has been ensuring that key stakeholders are informed of and engaged in all innovation activity. They have been working with other stakeholders to share ideas, avoid duplicating work, and invite opportunities to spread and scale across other regions through the RIC networks. Unfortunately, the CTM RICH have been unable to recruit a Communication and Engagement Officer.

Innovative and reactive capacity:

The CTM RIC team has provided a dynamic and adaptive resource to support various activities outside of its previous activity plan, primarily driven by COVID-19. The future activity plan acknowledges this capacity and includes initiatives to promote sustainable practices and reduce public sector waste. This includes being involved with pilot studies that explore circular economy benefits such as a Novel Cardboard Recycling Project.

Prevention:

The CTM RICH's activity plan includes initiatives to prevent health problems through early intervention and preventative measures. They are co-funding, with local Registered Social Landlords (RSLs), a Healthy Housing Innovation Programme manager post to link health and housing data and prioritise homes that require energy-efficient interventions.

Innovate UK Grant:

The CTM RIC has also led a successful Innovate UK grant with Rhondda Cynon Taf Council, Hafod Housing, and the University of South Wales to identify homes across Cwm Taf Morgannwg most in need of improvement. This quarter has seen us continue this work alongside partners in order to operationalise this work.

Promoting collaboration across sectors and disciplines:

The CTM RICH's activity plan includes initiatives to facilitate collaboration and networking among staff, organisations, and communities. They have developed network groups, such as the RIC practitioners group, and are exploring partnership working with stakeholders to exchange ideas and resources, benefiting both organisations by building on existing partnerships, promoting innovation, increasing capacity, enhancing collaboration, and building inclusivity.

Integration:

The CTM RICH's activity plan includes initiatives to explore integration and interdisciplinary collaboration across the public sector. This includes promoting the adoption of new technologies and processes to improve efficiency and effectiveness and developing processes for testing and piloting new ideas. The CTM RICH continue to be a part of the SimplyDo Idea platform in collaboration with iCTM and review new opportunities regularly.

You can read the RIC Hub's annual report here.

Cwm Taf Morgannwg Social Care Workforce Development Partnership (SCWDP)

The Cwm Taf Morgannwg Regional Partnership Board recognises and strives to deliver on the aims of the Social Care workforce delivery plan 2024 to 2027 to achieve the 2030 ambition of having a motivated, engaged, and valued workforce with the capacity, competence, and confidence to meet the needs of the people of Cwm Taf and Wales. To support new and existing models of care, health and social care services must strengthen the support, training, development, and services available to the workforce, with a focus on building skills across a whole career and supporting their health and wellbeing.

New seamless models of health and care that emerge, require a clear and coherent approach to developing and planning the whole workforce. To meet this need, WG 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.

Structured around 6 models of care, the Health and Social Care Regional Integration Fund (RIF) that will help organisations working in health, social care and wellbeing to do the following things:

- Focus on prevention and tackle challenges at an early stage.
- Work together to develop 'joined up' health and social care services.
- Share experiences and learnings together through dedicated groups called 'communities of practice'.
- Bring together staff from different organisations to deliver services.

Ongoing work in line with RIF will continue to be supported by CTMSCWDS by the provision of targeted training and learning and development opportunities, particularly those linked to community-based care, supporting families to stay together safely, therapeutic support for care experienced children and accommodation-based services.

The role of the Cwm Taf Morgannwg Social Care Development service, as governed by the SCWWDP Strategic Governance Board, is to:

- Collate and consider workforce data to ensure workforce planning is sensitive to any significant changes, challenges, or opportunities across sectors in the social care market.
- Work with others to take account of national, regional, and local requirements and good practice to inform workforce development needs.
- Work with partners across the care sectors to ensure workforce development initiatives are prioritised and targeted appropriately to meet needs.

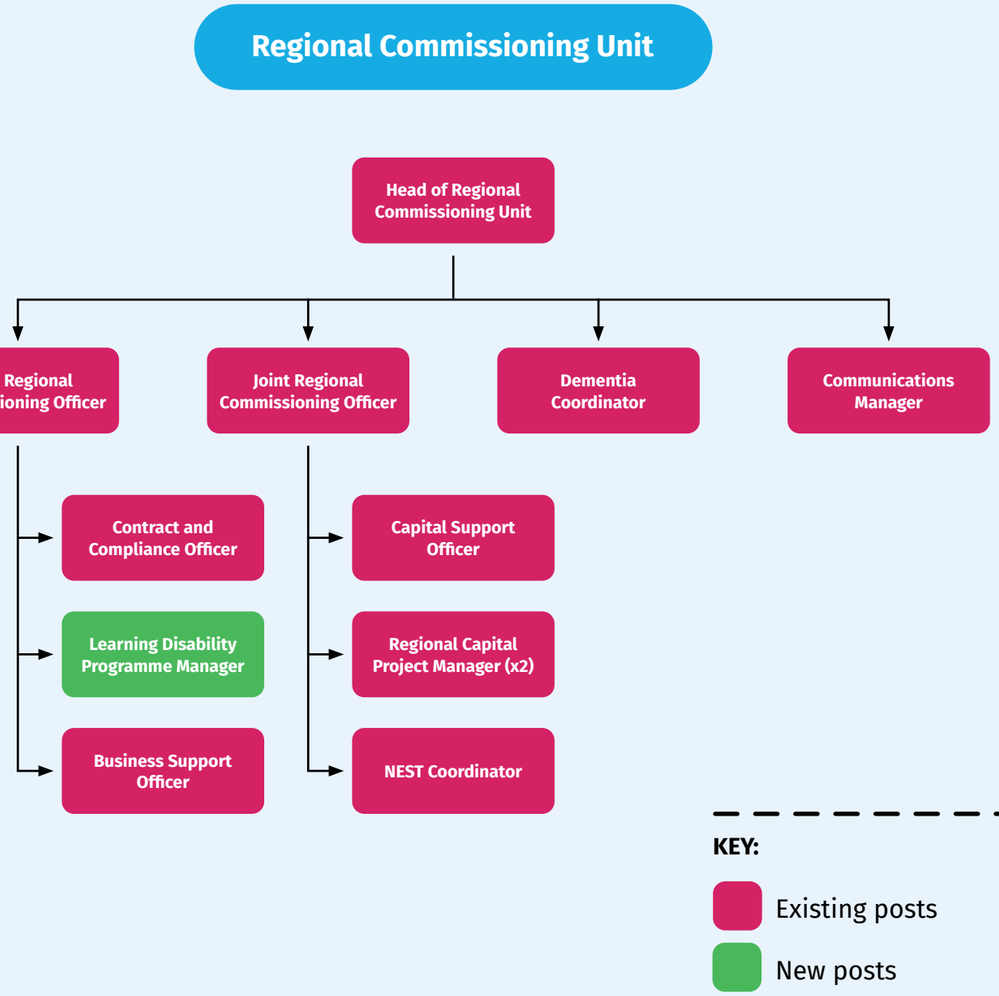
Commission learning and development activities and facilitate opportunities to provide links to meet workforce development needs through:

- A Grant funded workforce development programme available to social care providers.
- An annual programme of face-to-face and online training and development events.
- The development of flexible training delivery methods.
- Engaging in the delivery of the Welsh language and Welsh Culture.
- Access to conferences and network events.
- New qualifications, VQ's and equivalent qualifications and competence frameworks.
- Qualifying, post qualifying and CPD opportunities for qualified social workers and registered managers.
- Ongoing support, advice, and guidance.
- A wide range of communication and information including regular newsletters and bulletins.
- To evaluate the impact of regional learning and development plans on services and the workforce.

The Social Care Workforce Development Plan has been developed and agreed by the Cwm Taf Morgannwg SCWWDP and endorsed by the Lead Director of Social Services in RCT, following consultation with Directors in Merthyr Tydfil and Bridgend.

In line with priorities set by Social Care Wales and the Grant Circular, that includes the Regional Facilitation Grant, informed by sector-wide training needs analysis, and following strategic priorities set out through the Cwm Taf Morgannwg SCWWDP, the work programme has been planned for 2025/2026, and in some instances (such as for Social Work qualifying training) and new models of practice into 2027/2028.

Appendix



Weaving Strong Partnerships in Cwm Taf Morgannwg

Annual Report 2024/2025

Cwm Taf Morgannwg
Partneriaeth Rhanbarthol | Regional Partnership

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