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West
Glamorgan
Regional
Partnership

WEST GLAMORGAN REGIONAL PARTNERSHIP

ANNUAL REPORT

2023-24



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West Glamorgan Programme Office via email at west.glamorgan@swansea.gov.uk

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FOREWORD

As we present the annual report for the West Glamorgan Regional Partnership for the year 2023-24, I am honoured to step into the role of Chair and build upon the remarkable progress we have achieved together. This year has been pivotal in shaping some key regional strategies, and it is encouraging to see our collective vision taking shape in tangible ways. The progress we have achieved is a testament to the dedication and collaborative spirit that defines our partnership.

I would like to express my heartfelt thanks to all the volunteers who have contributed their time, expertise, and passion to furthering the regional programmes of work. Your invaluable input has been instrumental in informing the direction of our work and delivering against our aim to enhance the health and well-being of the communities we serve.

This year also marks a significant transition in terms of our leadership and governance. As I step into the role of Chair of the Regional Partnership Board, I am immensely grateful to the outgoing Chair Emma Woollett for her steadfast leadership and unwavering dedication to positive and productive joint working.

I am committed to continuing the legacy of enthusiasm and vision that has guided us thus far. I look forward to leading the West Glamorgan Regional Partnership with a shared sense of purpose, confident that we will continue to flourish and achieve our goals.

I am excited to serve alongside you all and to see what the future holds for West Glamorgan.

Councillor Steve Hunt

Chair of the West Glamorgan Regional Partnership Board



BACKGROUND AND CONTEXT

The West Glamorgan Regional Partnership is one of seven 'regional collaboratives' across Wales. Our membership comprises:

- Swansea Bay University Health Board
- Neath Port Talbot County Borough Council
- Swansea Council
- Third and independent sector partners, and
- Members of the community and carers.

The objectives of the Regional Partnership Board (RPB) are to ensure the partnership works effectively together with the following responsibilities:

- To respond to the Population Needs Assessment carried out in accordance with section 14 of the Social Services and Wellbeing (Wales) Act of 2014.
- To plan and deliver initiatives using social value models to enhance health and social care.
- To ensure the partnership bodies provide sufficient resources for the partnership arrangements.
- To promote the establishment of pooled funds, where appropriate.
- To ensure that services and resources are used in the most effective and efficient way to improve outcomes for people across the region.
- To prepare an annual report for Welsh Ministers on the extent to which the Board's objectives have been achieved.
- To provide strategic leadership to ensure that information is shared and used effectively to improve the delivery of services and care and support, using technology and common systems to underpin this.

West Glamorgan's Vision and Aims are as follows:



In short, the purpose of the partnership is to provide a strategic mechanism for co-ordinating a programme of transformation via a suite of programmes and projects.

REGIONAL WORK PROGRAMME OUTCOMES

EMOTIONAL WELL-BEING AND MENTAL HEALTH

Emotional Wellbeing and Mental Health has been a strategic priority for the West Glamorgan Regional Partnership Board for several years, and a strategic framework for mental health services was developed in 2018. This was supported by comprehensive underpinning work, including significant service user consultation and engagement, but predated covid. The pandemic slowed down or stopped many initiatives and as a result a scope review exercise was undertaken in 2021.

A reboot of the programme was launched in 2022 with two supporting summits in June and October. The need to establish a strategy which builds on this work was confirmed and work commenced on this in November 2022.

The aim was to explore a more preventative approach to the service - emphasising earlier intervention, emotional well-being and stopping or reducing a deterioration in people's mental health. This was coupled with a desire to develop more community engaged and focused ways of working which sought to reduce pressure on the already overloaded mental health system. The Emotional and Mental Wellbeing Strategy was ratified by the Regional Partnership Board in August 2023.

The Programme's vision is:

To have vibrant, diverse, and individually focused services which promote emotional and mental wellbeing, are delivered, and commissioned in a dynamic and integrated way, adopting innovative models, and promoting the strengths of communities to improve the lives of those in the region.

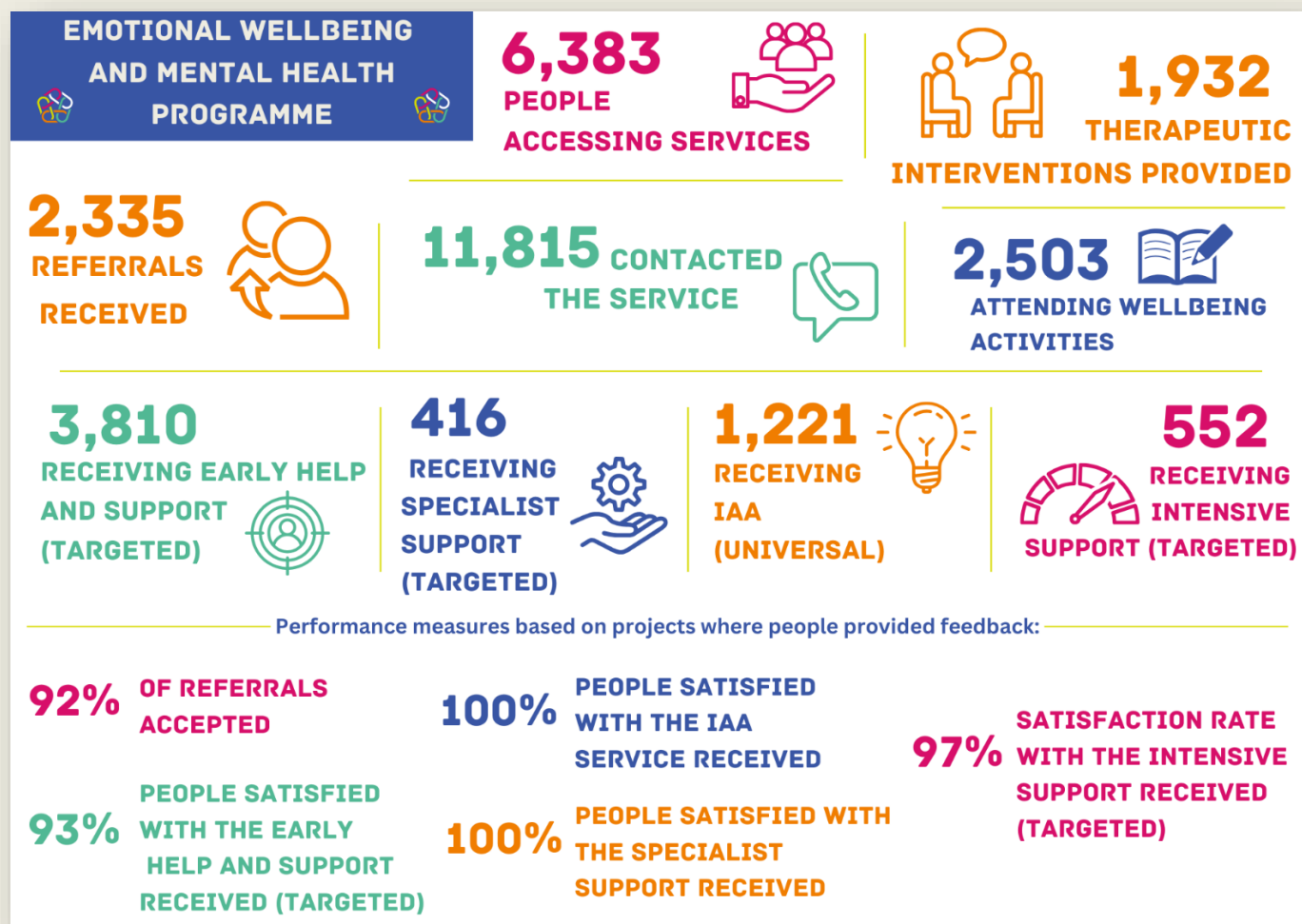
The aims are:

- To focus and promote emotional and mental wellbeing (rather than illness).
- To enable communities to generate solutions for themselves, work from their strengths supported within a dynamic multiagency environment.
- To truly join up commissioning and provision of services to support service design around the individual not the organisation.
- To work to a common set of values and service model principles which permeate everything we do and the way that we do it.
- To underpin this with a good understanding of the need supported by granular data/information.
- To develop and deliver services which are supported by the evidence and ensure that there is a strong underpinning emphasis on research and development within the Region to add to the evidence base.

Case example: 'Farming for Well-being' Swansea Community Farm (RIF-funded)

In September 2023, members of the West Glamorgan team spent a morning at Swansea Community Farm to speak to staff and volunteers involved in the 'Farming for Well-being' project. The project aims to enhance the mental health and well-being of participants by offering opportunities to care for animals, get involved in activities such as gardening and construction, and make social connections. Click on the following link for an uplifting digital story promoting the impact of the project for everyone involved: <https://vimeo.com/885418451>

The following infographic depicts the key outcomes for the Programme:



DEMENTIA

The West Glamorgan Dementia Programme forms part of the wider Emotional Well-being and Mental Health programme, which was re-launched in April 2022. The vision for the programme is that people with dementia and their carers can access the services and support when, where and how they need it across health, social care and voluntary services.

A predominant focus for this year continues to be the implementation of the all-Wales Dementia Standards and Action Plan. An initial engagement event was held at the end of the last financial year, feedback from which has confirmed that whilst partners across the region have achieved a large amount, there is still more to do, especially in relation to early diagnosis and supporting people to live at home for as long as possible. The region continues to develop its Regional Dementia Strategy, progress with this has been slower than anticipated, but developments are now progressing at pace.

The Regional Dementia Steering Group reports directly into the Emotional Well-being and Mental Health Programme Board and oversees the following five interconnected workstreams.

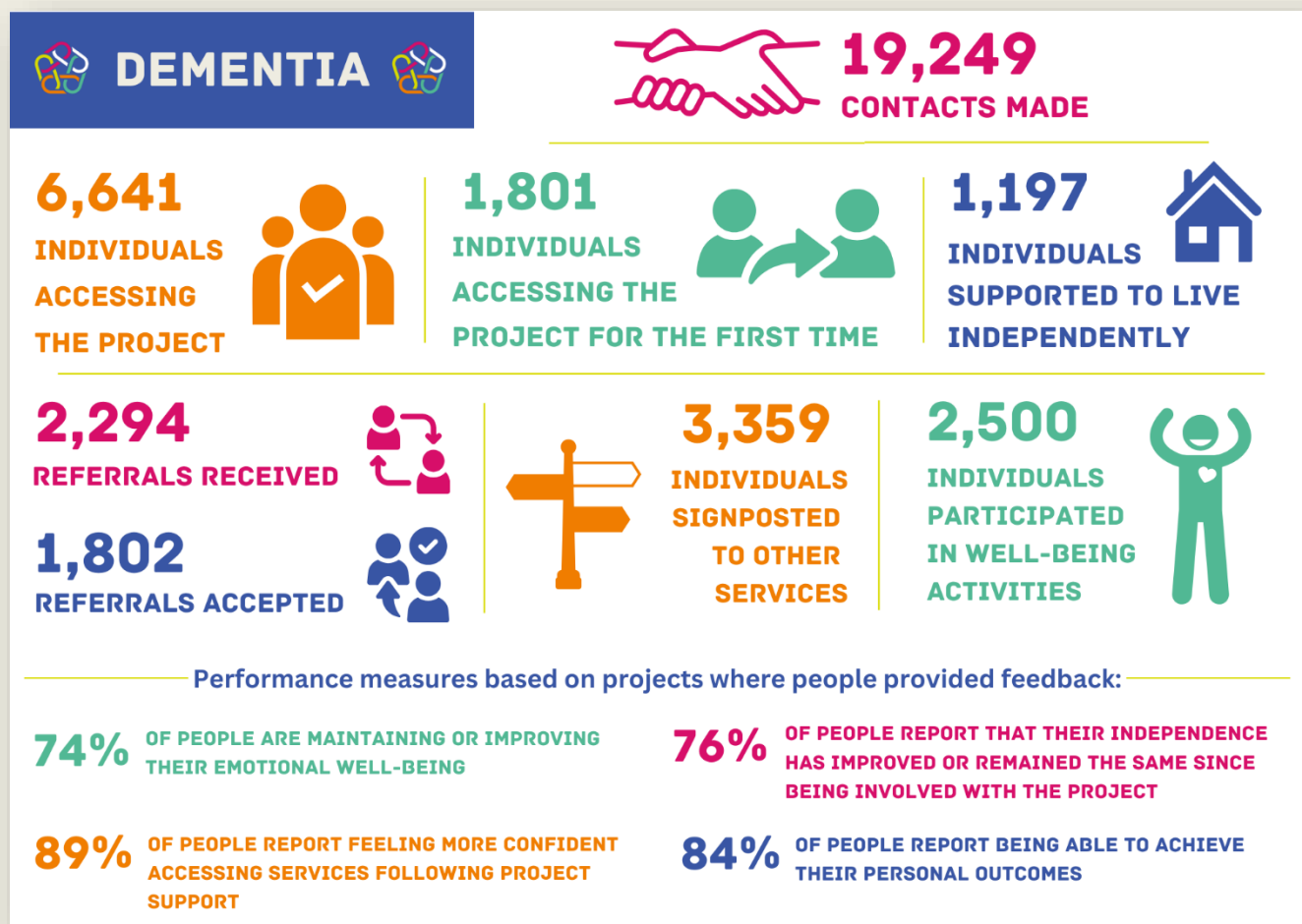
1. Community Engagement – raising community awareness and support of Dementia as well as improving social value and building supportive, resilient communities.
2. Assessment and Diagnosis (Memory Assessment Service and Learning Disability) – improving access to assessments to reduce waiting times and provide timely diagnosis and immediate support if required.
3. Community Care and Support (including Dementia Connects) – ensuring the correct level of seamless wraparound support is available at home or as close to home as possible.

4. Hospital Settings (including the Hospital Charter) – Improving the experience of people in hospital settings and facilitating their discharge in a safe and timely manner, back into their home, with the correct level of support in place for them and their carers.

5. Workforce Development and Measurement - focused on improving knowledge and skills across the workforce (paid and voluntary) and ensuring we achieve Strategic outcomes and improve people's lives across the region.

The Dementia Programme is responsible for ensuring that the recurrent RIF (Regional Integration Fund) funding is aligned to meet the needs of people living with Dementia and their carers across the region and dovetails with other RIF funded schemes across the Partnership. A considerable amount of work is currently being undertaken in mapping service provision for those living with Dementia and their carers across the region, and constructing a report which demonstrates where all services (funded and statutory commissioned) are available. This will assist the region in developing its regional strategic approach. It is anticipated therefore that the current governance arrangements for the Dementia Programme may evolve as the Regional Dementia Strategy comes to fruition. The population group this programme supports is predominately older people living with Dementia, adults with early onset Dementia, and those who care for them (including young carers). Additionally, people with learning disabilities are at a higher risk of developing dementia which is sitting within the Well-being and Learning Disability Programme.

The infographic below summarises the most significant outcomes across the regional Dementia projects:



Case example: [Dementia Hwbs](#) (RIF-funded project): The Dementia Hwbs are one-stop shops dedicated to providing advice and support relating to Dementia. They are situated in locations that are convenient for people to drop in while going about their daily lives.

Click on the following link to view a video created to mark the second birthday of the Swansea Dementia Hwb - <https://vimeo.com/915567939/17282bab21>

WELL-BEING AND LEARNING DISABILITY

Having relaunched in April 2022, West Glamorgan’s Well-being and Learning Disability programme continues to mature. The predominant focus for this year has been to develop and begin to implement the Regional Learning Disability Strategy. The West Glamorgan Regional Partnership Board ratified the strategy on the 12th of December 2023.

The Strategy is broader than the Regional Integration Fund (RIF), with RIF enabling system change alongside supporting changes in core service delivery. This is articulated through the Area Plan Action Plan which will be reviewed in light of the new strategic priorities. The strategy has been informed by the voices of those using services and wider stakeholder engagement.

Vision Statement

In the West Glamorgan region, people with a learning disability have the right support to make their own choices to achieve a happy, healthy life that is meaningful to them. They have opportunities to learn, work and actively contribute to their communities.

The following infographic highlights the key outcomes of the projects associated with the programme:



The strategy for adults has been co-produced by people with a learning disability along with parent/carers and professionals.

To write the strategy, the Wellbeing and Learning Disability Programme Board wanted the voice of people with learning disabilities, to find out what is important to the population, the barriers they face and the changes they feel are needed. Your Voice Advocacy were commissioned in January 2022, to carry out engagement work for the strategy.

Over a period of three months, Your Voice Advocacy conducted a series of engagement opportunities co-produced with their Learning Disability Advocacy Group.

The following engagement opportunities were set up for adults with learning disabilities, their carers, and staff working in learning disability services:

- Online survey to gather information on the top areas that matter most to people with learning disabilities and their support networks.
- Online and face to face workshops – workshops were held for professionals working in learning disability services.
- Individual interviews were conducted with a selection of survey respondents, staff who could not attend the workshops and members of hard-to-reach groups, including ethnic minorities and the LGBTQ+ community.

The engagement events identified several priority areas for people with learning disabilities and their support networks. The Wellbeing and Learning Disability Programme Board then developed these priority areas into themes.

To explore the themes further, a regional learning disability event was held on May the 4th 2023 called May Your Voice Be with You. The event was attended by over 100 people and included people with a learning disability, carers/parents, and professionals.

The aim of the event was to provide a further engagement opportunity to:

- present and develop the themes identified from the priority areas from the Your Voice Advocacy engagement events.
- develop the delivery of the strategy, prioritising the themes, planning how and when each theme will be worked on.

A Learning Disability Liaison Forum is funded via RIF to ensure the work of the Wellbeing and Learning Disability Programme is coproduced and co-designed. The Learning Disability Liaison Forum coproduced the strategy's vision, finalised the theme names, priorities and provided examples of what good would look like for each theme.

Since the launch of the strategy, people with learning disabilities are involved in the implementation of the strategy. The first priority theme is Transport, people with learning disabilities have told us they experience many barriers with transport.

A Transport project is in process, people with learning disabilities are involved in the project in the following ways:

- A Transport Task & Finish group has been set up including people with learning disabilities. The group are in the process of coproducing a Transport workshop for people with learning disabilities.

- Invited to attend the transport workshop to meet with transport companies and community transport schemes to raise awareness of learning disabilities and find out about travel support that is available.
- Taking part in a transport film for the workshop, sharing their experiences and views on public transport
- Completing a transport questionnaire to support the workshop.

Further joint working takes place within the Learning Disability Programme Board where scrutiny and assurance takes place by third sector organisations, parent/carers, and people with a learning disability. The programme oversees the decision making and management of the strategy and includes strategic leads from all statutory partner organisations.

The following priority areas were identified and will be the focus of the programme over the next five years:

Priority 1 – Transport	People have told us they want transport to be safer, easier to use and more frequent
Priority 2 – Getting the Right Care and Support	People have told us they want more flexible support and more say in the care they receive from health and social care services
Priority 3 – My Community	People have told us they want to be part of their local community and feel safe
Priority 4 – Lifelong Learning	People have told us they want more opportunities and support in learning and training opportunities
Priority 5 – Jobs and Volunteering	People have told us they want more opportunities and support in finding employment and volunteering opportunities
Priority 6 – My Home	People have told us they want more choice on where they live, allowing them to be independent, safe, and close to their support networks
Priority 7 – Making my own decisions and having my say	People have told us they want to be communicated with, kept informed, be involved in decisions, and make choices about their lives

Each priority will be worked on separately throughout the lifetime of the strategy, apart from priority 7 which will be an essential part of each of the priority areas where pieces of work to implement the strategy will be co-designed and co-produced.

Other key deliverables for the year include:

Third Sector Grants - Six Third Sector projects were funded with the aim of re-establishing community groups to re-engage people with a Learning Disability.

Easy Read - Production of Easy Read materials and resources, including a permanent Easy Read Glossary on our website, the creation of our Easy Read Newsletter and event information, i.e. agendas.

CHILDREN AND YOUNG PEOPLE

The Children and Young People [CYP] Programme covers the services and support for people who are under the age of 18 (supporting children and young people to 25 with Additional Learning Needs-ALN). This programme focuses on:

- Emotional wellbeing of children and young people including behavioural support
- Children and young people who require specialist support from health and social care, such as children who are looked after or at risk of being looked after by the local authority and children and young people with complex needs such as mental health conditions, learning disabilities or illness.
- Supporting children and young people who receive services and support as they transition into adulthood, where they may receive a different type of service as an adult.

An underlying principle of this work is to follow a ‘whole systems approach’ to change which will form a part of a new framework across health and social care services for children and young people (covering statutory and voluntary sectors).

Our vision as outlined in the Business Case from 2022 for this programme is as follows:

“West Glamorgan will support children and young people to be safe, healthy and prosperous”.

To achieve this, we will need to work closely with CYP, their carers, their families, local communities and other important stakeholders such as Education in order to hear the ‘voice of the child’ and understand their rights/needs and what matters to them, in order to co-produce services and support that will meet those needs.

In order to achieve our vision, our mission for the next five years will be to deliver the following priorities as set out in the Programme business case:

- Support CYP to remain within their family.
- CYP with emotional well-being and mental health needs have access to the right services at the right time to prevent escalation of need.
- CYP with complex needs have access to the right services at the right time to meet their needs.
- Young People who need to transition to adult services have help to do so at the right time.
- More CYP have their needs met closer to their home.

The table below outlines the outcome themes, workstreams and delivery mechanism to achieve the outcomes of the programme:

Outcome Theme	Workstream	Delivery
Theme 1: Prevention and Community Coordination	Transition (from child to adult services (CYP Complex Needs)	Co-produce, pilot and implement a Regional Transition Policy for Children and Young People with complex care needs to ensure smooth transition into adult services at the right time. This will result in a comprehensive and robust process in place to guide the transition of all young people from Children Services to Adult Services by all partners within the West Glamorgan Region. The policy establishes key principles and standards of practice for a coordinated multi-agency approach.
	CYP Accommodation	The purpose of this project is to develop a regional approach to improving our provision of safe, secure accommodation and wrap around support for

		children and young people with complex needs, with a focus on prevention and early intervention to reduce the need for this service. This includes several capital schemes, funded through HCF, for internal residential children's homes supporting the rebalancing care agenda.
Theme 2: Supporting families to stay together safely and therapeutic support for care experienced children. and Theme 3: Promoting good emotional health and wellbeing	Emotional Wellbeing and Mental Health	The Emotional Wellbeing and Mental Health (EW&MH) Group have committed to developing a regional EW&MH Strategy for CYP that dovetails a wider EW&MH Strategy that had been developed for adults. This will work towards improving the emotional well-being and mental health for Children, Young People and Families. Work continues to develop the 'No Wrong Door' approach to increase opportunities for access to the right service, at the right time, by the right provider and also to enhance information, advice and assistance services to support Emotional Wellbeing via digital platforms (tidyMinds and Kooth).
Supporting Work	Participation and Engagement	Develop a robust communication and engagement plan that will ensure the voices of Children and Young People, Parents, Carers, Families, guardians and others are considered and heard. A best practice resource has been produced to demonstrate participation and engagement work with CYP across the region. A new working group has been established to support, involve and amplify the "Voice of the Child" when developing services, given this is a key priority for the region.

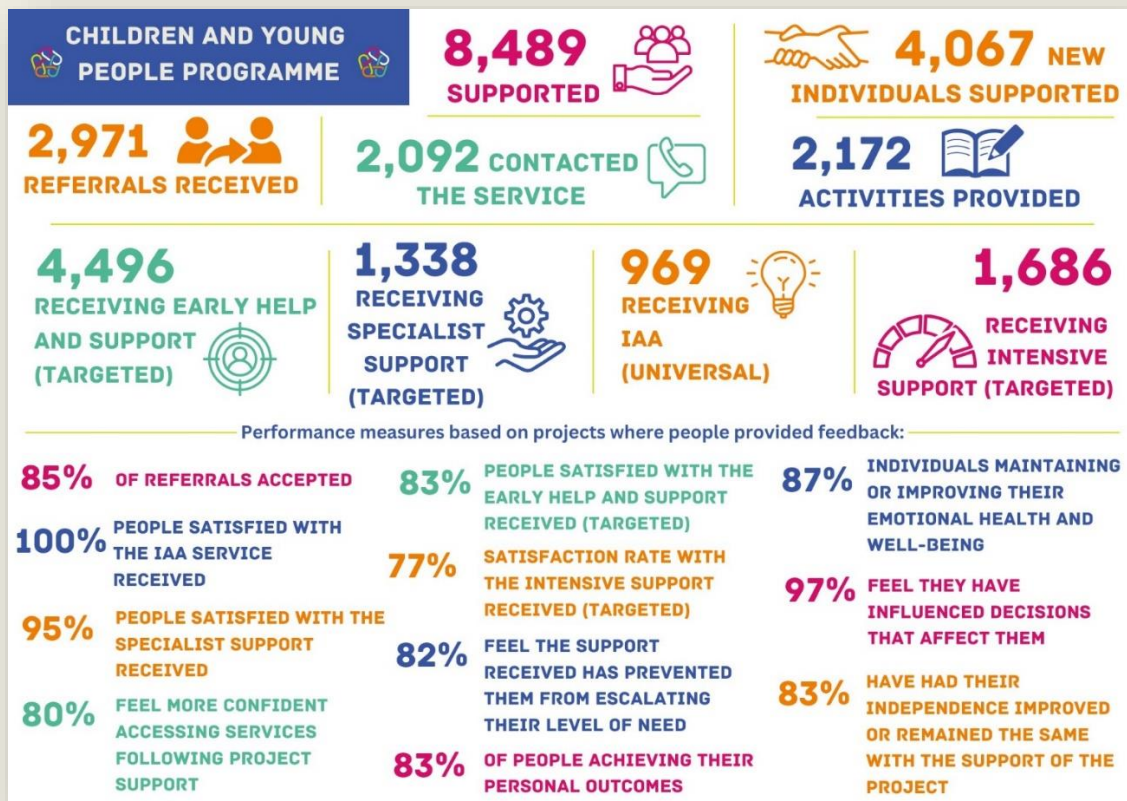
The CYP programme has identified six specific deliverables outlined in a CYP action plan which has been developed to reflect the population needs assessment and regional area plan (approved by CYP Programme Board April 2023):

- Review and improve models of care that wrap around families to keep families together.
- Identify and implement transformative prevention and early intervention services.
- Develop a regional EW&MH Strategy for CYP.
- Co-produce, pilot and implement a Regional Transition Policy for Children, Young People with learning disabilities and complex care needs to ensure smooth transition into adult services at the right time.
- Deliver a new regional model for safe, secure accommodation and wrap around support for Children and Young People with complex needs, with a focus on prevention and early intervention.
- Develop a robust comms and engagement plan that will ensure the voices of Children and Young People, Parents, Carers, Families, guardians and others are considered and heard.

Outcome Theme	Workstream	Method of delivery	Comments on progress
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Theme 1: Prevention and Community Coordination	Transition from Child to adult services	<i>Bimonthly meetings</i>	<ul style="list-style-type: none"> • Undertaken a review of regional principles and standards. • Principles and Standards strengthened. • Policy updated. • Policy under period of review underway by partners.
	CYP Accommodation	<i>Bimonthly meetings</i>	<ul style="list-style-type: none"> • Research undertaken into other regional models of accommodation for children with complex needs. • Local authorities progressing with development of Capital Schemes: internal residential homes for CYP to increase local provision in line with the eliminate and rebalancing care agendas.
Theme 2: Supporting families to stay together safely and therapeutic support for care experienced children. and Theme 3: Promoting good emotional health and wellbeing	CYP Emotional Well Being and Mental Health Group	<i>Bimonthly meetings</i>	<p>NEST/NYTH:</p> <ul style="list-style-type: none"> • Beginning to plan for NEST/NYTH Self-Assessment (2024). • Continuing to attend Welsh Government Supporting Families and NEST Community of Practice • Organising Regional Integrated Fund (RIF) Networking event to increase knowledge and understanding of Framework and to promote training materials. <p>Facilitated shared learning from Aneurin Bevan/Gwent on:</p> <ul style="list-style-type: none"> • Community Psychology Model. • SPACE (Single Point of Access for Emotional Well) Being Model. • Discussions held to determine aspiration for West Glam SPOA (Single Point of Access) model. • Lead established for a task and finish group to progress with development of Business Plan.
Supporting Work	Participation and Engagement	<i>Bimonthly meetings</i>	<ul style="list-style-type: none"> • Engagement work has commenced scoping partner organisations relevant participation and engagement work that has taken place over the last 12 months. • Ongoing development of CYP Participation and Engagement best practice document that includes case studies of NEST/NYTH Framework in action.

The infographic below provides a summary of the key outcomes for the CYP projects during the past year:



CARERS

The West Glamorgan Carers Programme comprises representation from Unpaid Carers, Swansea Council, Neath Port Talbot County Borough Council, Swansea Bay University Health Board, Swansea Carers Centre, Neath Port Talbot Carers Service, West Glamorgan Regional Partnership, and the County Voluntary Councils, represented by Neath Port Talbot Council for Voluntary Service.

Gaynor Richards, Director of Neath Port Talbot Council for Voluntary Service chairs the West Glamorgan Carers Partnership Board. The Vice Chair is Jo Phillips, a carer. Jo is also a trustee for Swansea Parent Carer Charity and is a RPB carer representative.

There are 22 community based Third Sector projects that are grouped into the following key themes under relevant Model of Care:

Promoting Good Emotional Health and Wellbeing:

- Flexible Respite and Short Breaks
- Community Counselling / Wellbeing support
- Community Support for Young Carers
- Community Support for BAME Carers

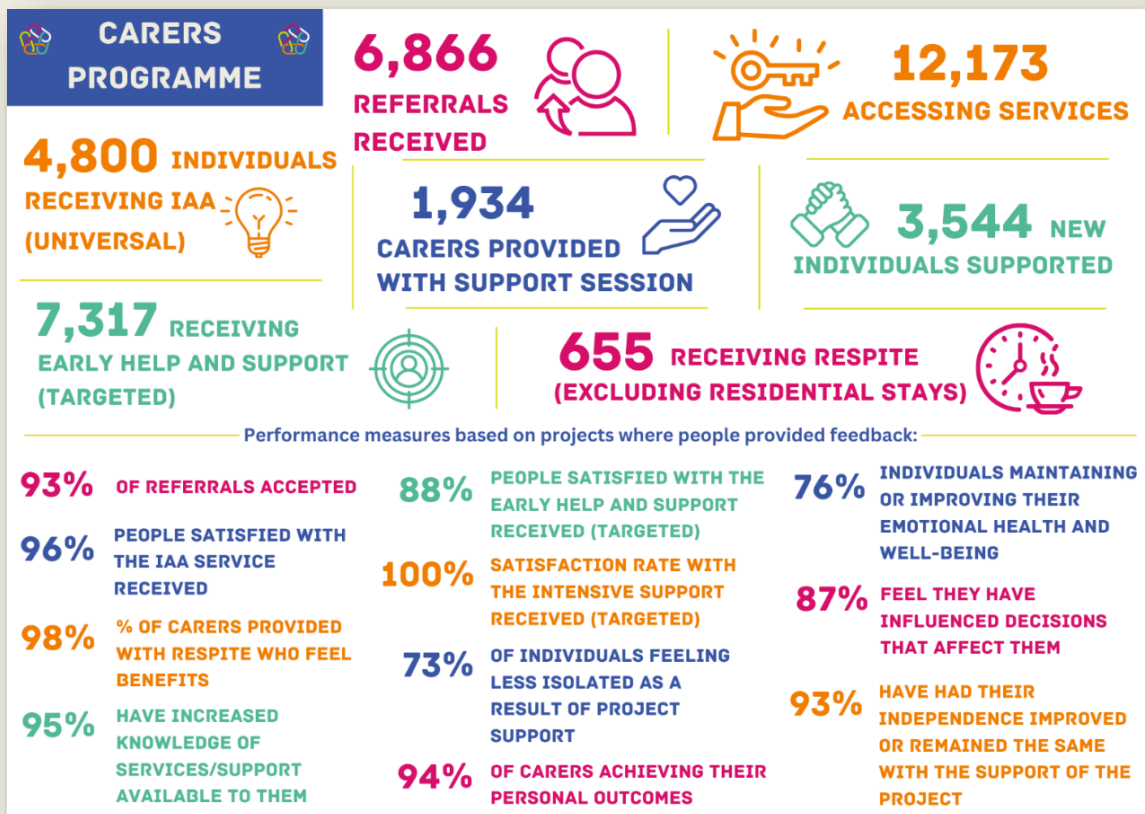
Home from Hospital

- Hospital Outreach

Prevention and Community Co-ordination:

- Information, Advice, Assistance, and Community Support.

The infographic below provides a summary of the key outcomes for the past year:



Successes and progress for the Programme include:

- 1) **Coproduction:** Within the Carers Strategy, co-production is one of the key cross-cutting themes. In West Glamorgan, there is a strong commitment to ensuring carers actively participate in co-production efforts. The Vice Chair is a carer, and carer representatives are on all Boards and Workstreams. Carers played a significant role in co-producing the annual carers event in July 2023. From start to finish, they contributed to selecting agenda themes, organising workshop questions, and even had a carer comparing on the day. Additionally, carers participated in co-producing the implementation plan and identifying priorities during one of the workshops.

Carers were also involved in the short break grant scheme, co-producing both the application process and the feedback form.

Currently, carers and partners are co-producing a radio campaign aimed at raising awareness for carers and identifying more individuals who require support.

Young carers helped co-produce an event on Young Carers Action Day to raise awareness of the experiences of young carers and advise professionals in education settings what they can do to better support young carers. They were actively involved in planning the event, developing the content, and speaking on the day. The young carers also produced a podcast reflecting on the success of the day and their hopes for what professionals will do following the event.

Link to Young Carers Podcast: <https://www.youtube.com/watch?v=Qu27RtZigkc>

- 2) **Engagement:** The strategy recognised a need for continuous engagement and better channels for engagement, which resulted in the establishment of the carers liaison forum. The forum brings together carers and carer supporting organisations across the region with a current membership of 170. The annual carers event provides further opportunity for engagement, and it was through the feedback that we had from carers which informed the approach for allocating the short break funding. Carers told us that they wanted to choose what type of short break they

could access, instead of having a limited option of short break schemes and therefore we agreed to administer a grant scheme which meant that carers could apply directly for funding for whatever short break they wanted. Additional engagement opportunities are facilitated through the carer's liaison forum, when other organisations want to engage with carers, for example, more recently, Llais.

- 3) **Clusters:** Following exploration of a pilot model in Penderi that involved building relationships with carers and primary care professionals, this approach has now been scaled up across other clusters across the region. Excellent relationships have been built with the cluster leads and there is a real commitment to improve how they support carers. This has cumulated in carers being identified as a priority for all clusters and this is included in their Accelerated Cluster Plans and IMTPs (Integrated medium-term plans). The Chair of the Board, Director of NPTCVS and the Vice Chair, a parent carer, have attended several cluster meetings to talk about the importance of identifying and supporting carers. There are plans for further engagement to take place in the annual event where professionals from primary care will come and talk to carers.
- 4) **Development of Carers Hubs:** Both [Swansea Carers Centre](#) and [Neath Port Talbot Carers Service](#) are currently planning to develop local hubs for carers utilising the regional capital funding. Discussions have taken place with statutory partners and other third sector organisations to ensure an integrated approach to the hub. Carers have fed into this development through information gathered from a survey circulated.

COMMUNITIES AND OLDER PEOPLE

The Communities and Older People (C&OP) Programme focuses on the development of new models of financially sustainable and integrated community health and care to support people to live independently in their own homes and communities for as long as possible.

The aims of the Programme are to:

- Enable individuals to remain as independent as at all possible and in the own home for as long as possible.
- Increase Respite Services in line with increasing demand.
- Develop and Enhance Prevention approaches to reduce the need for acute and long-term care.
- Reduce social isolation and loneliness.
- Develop and enhance falls prevention care.
- Ensure safe and timely discharge from hospital.
- Strengthen the 'Discharge to Recover and Assess' Pathways and ensure we support the individual in what matters to them.
- Continue to make West Glamorgan a 'Dementia Friendly' region.
- Ensure sustainable care provision and high-quality care homes.

The following table outlines the Programme's four key themed objectives, their methods of delivery and details on the progress to date:

Objective	Delivery method	Progress to date
Theme 1 – West Glamorgan prevention and early intervention	This theme is being delivered through community teams and projects such as Local Area Coordinators, Our Neighbourhood Development Officers,	Local Area Coordinators and Our Neighbourhood Development Officers continue to work within the community supporting individuals to recognise and achieve their goals.

	<p>and Third Sector community projects.</p> <p>The Volunteering Strategy also provides a suite of documents / info sheets to move towards a consistent approach to volunteering across West Glamorgan.</p>	<p>The Volunteering Strategy has produced a suite of resources which are available via the West Glamorgan website.</p> <p>Community projects are continuing to support individuals with a range of different activities from walking rugby to dance classes, as well as providing advice and information.</p>
Theme 2 – Home from Hospital (Home First) – Early Help and Support	<p>This theme is delivered via Care and Repair and The Wellbeing Service all of which sit under the Home First Service</p>	<p>This service continues to provide support to individuals on discharge from hospital ensuring they are given the right advice and supported with their day-to-day living (medication collection shopping, clean etc) and the correct adaptations and equipment to assist them to remain in their own home as long as possible.</p>
Theme 3 – Home from Hospital (Home First) – Intensive Support	<p>This theme is delivered by the Home First service (with the support from Care and Repair and the well-being service)</p>	<p>The Home First service provides a wraparound service to an individual following a hospital stay.</p> <p>The person is provided with a package of care which is aimed at supporting them back to independent living or finding a suitable care arrangement (this will be reviewed regularly to ensure it is appropriate for the individual and adjusted as necessary).</p>
Theme 4 - Home From Hospital- (Home First) - Complex Care	<p>This theme is delivered by the Home First Team (Pathway 3)</p>	<p>The Home First team continue to work with individuals in a ward setting to ensure they are discharged via the most suitable pathway.</p>

Case example: ‘Dance to Health’ project

‘Dance to Health’ is a health and wellness project which follows a social prescribing model in that it helps reduce falls and improves both physical and mental well-being for participants.

Click on the following link to view a digital story highlighting the project’s impact -

<https://vimeo.com/901877580>

The infographic below provides a summary of the Communities and Older People Programme’s key outcomes for the past year:



NEURODIVERSE

The Neurodiverse Programme is a new Population Programme that has been established to ensure that people who are neurodiverse have access to the services and support they need to participate fully within their communities and live fulfilled lives, regardless of an assessment.

The draft aims of the Programme are to:

- Ensure groups are formed at a local level to support social interaction, deliver information and advice assistance.
- Reduce the number of people waiting for a diagnostic assessment.
- Develop and enhance the availability of preventative services that would enable autistic people in their daily lives.
- Provide appropriate and timely access to mental health and well-being services.
- Improve child to adult transition services.
- Further planning in terms of the requirements from the Additional Learning Needs and Education Tribunal (Wales) Act 2018 (ALNWA) around a fully inclusive education service needs to continue.
- Ensure a common understanding and consistency across the partners in the way the data is recorded and analysed.
- Engagement with people with autism and their carers to inform future developments for autism services.
- Better sharing of information between partner organisations and people, particularly in terms of the services that are available across the region.

Strategy Development

Partners have commenced with initial planning steps to develop a co-produced Neurodiverse Strategy, which addresses the priorities in the West Glamorgan Action Plan.

The strategy development will take a needs-led, people centred approach to supporting people who are neurodiverse in our communities to live their best lives. This will include a system and culture shift towards building community resources and implementing an inclusive approach to neurodiversity, with focus on a needs-led approach, which is not based on an assessment.

The strategy will align with the [NYTH/NEST Framework](#) and the 'No Wrong Door' approach, which pulls services together to meet a person's needs, supporting them to navigate the system which includes various different agencies.

The strategy will drive a holistic partnership approach to implementation whereby there is shared common understanding among partners which improves communication, information and understanding of partner agencies pathways. This will include consistent messaging by all partners and providers and consistent language to avoid confusion for people with lived experience and their families and carers.

Regional Integration Fund (RIF) Projects

There are two Third Sector RIF funded projects currently in progress. These are:

- **'Gwaith Da'** – This is delivered by ASDES (Autistic Spectrum Disorder Employment Support). Autistic participants facing hurdles in their employment can get immediate support through this project to help them identify, with their team and managers, reasonable adjustments that can be put in place to enable them to maintain their employment. The following digital story describes the project and its outcomes in more detail - <https://vimeo.com/904384404>
- **'Dynamic Divergent'** – This is delivered by Anxiety Support Wales CIC has been developed to support families with neurodiverse young people (age 8 to 17 years) with additional needs. The project seeks to assist young people deal with anxiety and other mental health challenges while encouraging them to try new activities. Click on the following link to view a digital story demonstrating the positive impact of the project - <https://vimeo.com/891097215>

Neurodivergent (ND) Funded Projects

Welsh Government has provided two funding sources for Neurodiverse Projects.

The first pot of funding is to sustain existing Neurodiverse services and has provided additional funding to the following three Health Board services in order to bolster resources in the team to tackle the waiting lists for assessments:

- Integrated Autism Service for Adults
- Neurodiverse Early Years Service
- Neurodiverse 5-18 Years Service

The second pot of funding is to transform Neurodiverse services and the following projects have been funded:

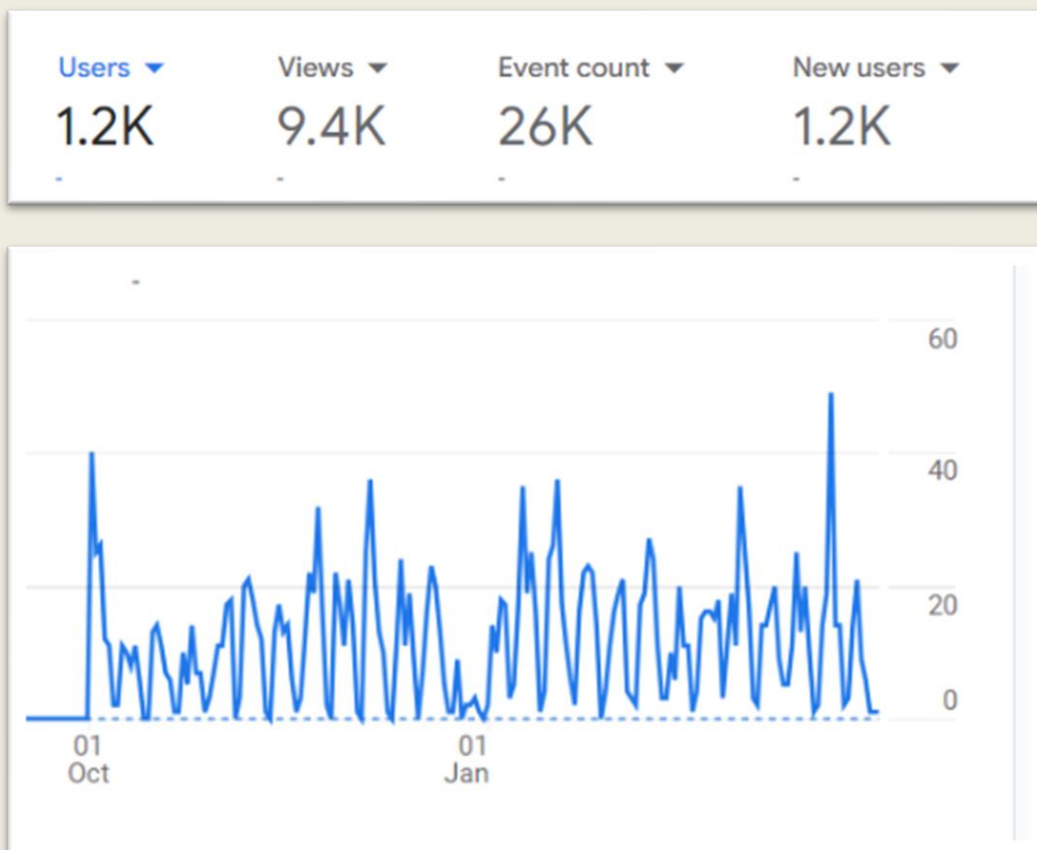
- **Neurodiverse 5-18 Years Service:** Additional resources to provide pre and post diagnostic support. This includes providing advice via the established advice and consultation line for families and referrers seeking advice.

- **Attention Deficit Hyperactivity Disorder (ADHD) Health Board Service:** Additional resources to provide timely access to services for those individuals awaiting ADHD diagnostic assessments
- **Regional Communication strategy for families about myth busting:** Development and implementation of a communication strategy for families and stakeholders with a focus on sharing and signposting to resources and approaches which exist within services and communities. This explains to families and stakeholders that diagnosis is not critical to receive appropriate support at the right time.
- **Additional support for challenging behaviour regional project:** Qualified behavioural advice and guidance at the earliest possible stage to a larger demographic of young people in order for parent and carers to have a better understanding of why their child may challenge them. This includes helping them to create a better environment around child to reach their full potential and supporting CYP to help them understand why they use challenging behaviour.
- **School Based 'Summer Camp' for complex ND children:** Provision of a two week summer camp for complex disabled children in Neath Port Talbot who struggle to manage the disruption to their routine during the school holidays.

COMMUNICATIONS AND ENGAGEMENT

A summary of the activities and achievements of the team during 2023-24 can be found below:

- Procurement, development and launch of a brand-new West Glamorgan website – www.westglamorgan.org.uk (live from October 2023). Website analytics from October to the end of March are outlined below:



- Ongoing management of the West Glamorgan X account - [@WGlamPship](https://twitter.com/WGlamPship) and [Facebook page](#). Our following is growing steadily and offers an opportunity for open dialogue online.

- Highlighting progress and outcomes of Steering and Advisory Boards every three weeks via the regional 'Joint Working Journal' - www.westglamorgan.org.uk/journal
This is distributed to partner organisations and volunteer representatives, as well as being shared on the partnership's social media platforms.
- Support for individual work streams with targeted communications activities (including design of promotional materials).
- Linking with communications and engagement leads from other regions to share ideas and experiences.
- Development of an innovative approach to information sharing via the production of infographics highlighting key outcomes pertaining to the regional programmes of work. Examples can be found throughout this report and on our website - www.westglamorgan.org.uk/end-of-year-reports-2023-24



- In-house production of numerous digital stories highlighting the positive impact of projects funded via the Regional Integration Fund (RIF), and other areas of interest such as capturing the views and experiences of regional volunteer representatives.

Over 20 video stories were created in 2023-24, all of which are recorded and edited by the team and are available to view on the partnership's public [Vimeo](#) page.



Click on the images above to view just some of the stories created over the past year. Feedback from organisations, contributors and Welsh Government colleagues has been outstanding.

“

Just wanted to email you to say that we have watched several of the videos and would like to say how great they are. I particularly loved the [‘Dance to Health’](#) and the [‘Anxiety Support Wales’](#) videos.

Please could you pass on a message to those who put the videos together and those who took part as to how good they are and that they have brought to life the activity funded through the Regional Integration Fund.

Dr Sally Rees
Head of Evaluation and New Models of Care
Welsh Government

”

- We recently commissioned [Savage and Gray Design Ltd](#) to create an animation describing the partnership in simple terms, which has been a helpful resource when presenting the regional programme of work to new volunteers and the general public (available in both English and Welsh – [click here to view](#)).

The positive reception has led to us commissioning more animations outlining some of our key programmes of work.



COMMUNITY ENGAGEMENT

The Communications and Engagement team continues to be proactive in terms of connecting with partner organisations and the wider community. This has involved the planning and delivery of multiple engagement activities and attendance at various events across the region to promote and encourage active participation in the partnership’s work.

Some examples of events attended/delivered during 2023-24 include:

- 22/01/2024 – One Stop Shop/Collaboration Station engagement event ([Swansea Council’s ‘Ageing Well’](#) takeover of the National Waterfront Museum).
- 23/01/2024 – ‘Your Words, Our Work’ - A showcase of [Llais Neath Port Talbot and Swansea](#) at the Best Western Aberavon Beach Hotel
- 09/02/2024 – CYP Mental Health Day event @ National Waterfront Museum
- 20/02/2024 – Better Together Neath Port Talbot Mapping event at the Princess Royal Theatre, Port Talbot
- 22/02/2024 – BAME awareness event arranged by [BAME Mental Health Support](#) at Swansea’s Brangwyn Hall
- 27/02/2024 – Swansea Council’s ‘Ageing Well’ Steering Group at Swansea’s National Waterfront Museum

- 04/03/2024 – Collaboration Station engagement event – ‘Ageing Well’ museum takeover
- 05/03/2024 - Rebalancing of Care and Support event for West Glamorgan’s Communities and Older People’s Programme
- 06/03/2024 – Swansea Council’s ‘Ageing Well’ workshop – Healthy ageing implementation plan workshop
- 08/03/2024 – West Glamorgan Emotional and Mental Well-being Strategy event (Morning stalls session open to the public, afternoon workshop session for board members to plan the implementation of the strategy) at Swansea’s National Waterfront Museum.

Work has also included the development and running of an interactive engagement activity focused on Children and Young People’s emotional well-being and mental health (relating to the regional implementation of the NYTH/NEST Framework) and engagement activities to develop a CYP Strategy for the region.

The following activities were undertaken:

- 29/01/2024 – Early Help Hub Youth Club engagement session with CYP (NYTH/NEST activity linked to the Deputy Ministers visit)
- 01/02/2024 - Deputy Minister for Mental Health and Well-being Lynne Neagle’s NYTH/NEST visit to Swansea’s Valley Early Help Hub (included an engagement activity with young people)
- 09/02/2024 – CYP Mental Health Day event at Swansea’s National Waterfront Museum.

The team has been instrumental in developing and running in depth engagement across the Children and Young People’s programme with varying aims in the form of stalls at events and face to face workshops with professionals and young people. This has included work on the implementation and use of NEST/NYTH Framework in the region, engagement to gain insights in to CYP mental health and what is needed to support this in order to develop a CYP Emotional Well-being and Mental Health Strategy.

Attendance at over 35 events in the last 12 months has enabled us to increase brand awareness and be able to network with other organisations across region. The insights gathered over the past year will be applied to work planned for 2024-25, and further activities will be undertaken to expand our network of voices.

REGIONAL INNOVATION CO-ORDINATION HUB

To help develop the approach to better co-ordinating research, innovation and improvement, each region has established a Regional Innovation Co-ordination (RIC) Hub to jointly support health and social care research capacity.

The Hubs are expected to:

- Better coordinate and align the cluttered landscape of research
- Evidence integration, new way of workings and quality-led approaches
- Strengthen Research, Innovation and Improvement infrastructure
- Provide better quality and higher value Research, Innovation and Improvement.

Key deliverables for the West Glamorgan RIC Hub in 2023-24 include:

- Developing multiple digital stories to support the sharing of good practice across the region and wider.

- Developing the West Glamorgan Journal as an innovative way of sharing what is going on across the region with partners, their workforce and the wider population.
- Continuing to produce analysis of data from the 2021 Census including revised Mid-Year Estimate (MYE) data and monitoring the resulting rebase of other socio-economic data and indicators.
- Representing West Glamorgan and the wider social care and health collaboration agenda as expert user on Welsh Government's dementia working group, Social Care Wales and Swansea Bay 'A Regional Collaboration for Health'. (ARCH)
- Developing a shared space to assist with co-ordination of key data sets that will provide a single source of the truth so that Public Service Board (PSB) partners can align data and the data resources in the West Glamorgan region to enable sharing of intelligence to inform strategies and plans
- Continue to Develop data sources for West Glamorgan to assist with area profiling for future Population Needs Assessment (PNA) updates in March 2025.
- Continued to work on proposals for improving health board and social care data collection for the population needs assessment and market stability report and integrated reporting regionally.
- Supported RPB Commissioning Team to develop a light-touch approach to reviewing the regional programmes including improving engagement activity.

Improving access to evidence

- Carried out research in Dementia support in Wales and beyond Wales to inform Regional dementia strategy.
- Continued to review and refine the repository to share Health board data and social care data to inform local delivery for Homes First and section 33 arrangements.
- Reviewed and refined a demand and capacity modelling platform to provide improved intelligence for continuing health care funding to improve decision making for the benefits for patients by providing a paper on how to improve the demand and capacity modelling tool
- Reviewed and refined an improved platform to share intelligence for brokerage for complex care needs.

Enabling innovation

- Worked with the Regional Digital Board to reset the key priorities to include a commitment to digital technology in the Strategic Capital Plan and develop a supporting programme and provided evidence(data) to support future direction/aspiration.
- Worked with Objectivity (Accenture) on the Harnessing innovation in Health and Social Care in Wales project
- Continued to work with local Public Service Board (PSB) partners to establish key metrics to support prevention and innovation to help determine positive benefits to people of West Glamorgan.
- Initiated a regional mapping exercise to capture all support organisations that are currently operating in the West Glamorgan region and produced draft interactive maps to show activity.

Evaluation support

- Continued to support the RIF Expert Reference Group for the national RIF evaluation to expand the performance evaluation criteria and structure that will assist in the analysis of the success of RIF funded projects.
- Provided support and guidance for the Dementia Programme, plus regional capital programmes and analytical support for programmes such as Care and Repair.
- Arranged a programme for collating digital stories to underpin the evaluation of RIF funded projects which will continue into 2024/25

Networking activities, events and workshops

- Continued to attend dementia workstream for performance measures (5a and 5b) to provide expert advice on behalf of the region
- Attended A Regional Collaboration for Health (ARCH) management information and advisory meetings to align / cross reference and support the innovation activity across the region.
- Developing National networks with Swansea Bay colleagues for national Discharge to Recover then Assess (D2RA) implementation including workshops on data development
- Attended meetings and met with the following: SBUHB operational assurance meetings, Section 33 local and regional Joint partnership boards, local Public Service Board (PSB) partners working groups, A Regional Collaboration for Health (ARCH), regional stakeholder meetings, Regional Market Stability Reports (MSR) meetings, collaboration meetings with Industry partners, met with WG to develop the national RIF performance framework.
- Led on a regional Market Stability Reports (MSR) data workshop in February 2024.

WEST GLAMORGAN GOVERNANCE ARRANGEMENTS

The West Glamorgan Regional Programme has changed several times over the last few years. Firstly, the region dealt with the Health Board boundary change and the disaggregation of Bridgend Council from the Regional Partnership in 2019. During that time, the Programme was re-set to a Transformational Programme that was coproduced with all partners including the Third Sector, Citizens, and Carers.

The COVID-19 pandemic then shifted the region's focus to operational facilitation and delivery the emergency arrangements needed to safeguard the population.

The way in which Welsh Government funded the Regional Programme also changed in April 2022, and the region has developed proposals to support the first year of new Regional Integration Fund (RIF).

The Transformation Programme was re-launched in June 2022 and has continued to make Service Improvements in support of the ongoing crisis within Health and Social Care and has started to look to the next 5 Years Area Plan to set its direction of travel.

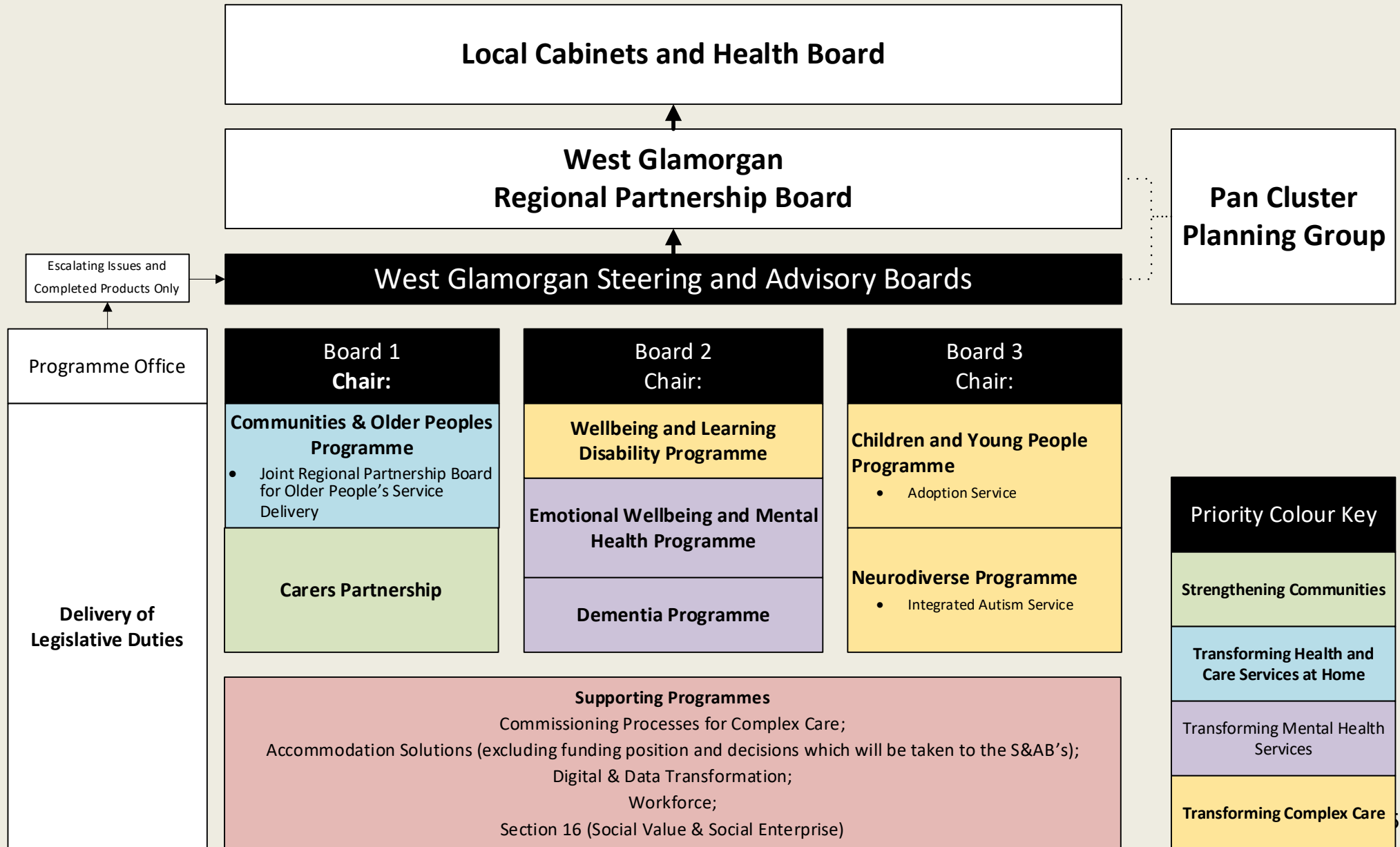
It became evident though that year, during the development of the Proposals for the Regional Integrated Funding, the review of the Population Needs Assessment and Market Stability Reports, the development of the area plan and the connections required to the pan cluster planning groups, that the Region again needed to look at its Programme and Governance and re-set if it is to achieve its Aim, Vision and deliver on its Priorities.

The West Glamorgan Office (PMO) should support 5 differing strands of work:

- a. **Supports the Regional Partnership to Deliver on its Legislative Duties** such as create the Area Plan and develop the Population Needs assessment and Market Stability Report and responds to requests from Welsh Government and other agencies as required.
- b. **Supports and facilitates Transformational Change for the Region.** At present the major focus has been on service improvements rather than longer-term strategic service transformation. However, areas such as Wellbeing and Learning Disabilities and Emotional Wellbeing and Mental Health are developing 5–10-year plans for strategic change. The RPB also has a more strategic role around capital and 5-year capital plan is being developed, which should support the transformation. This area of work will also strengthen cultural changes that need to take place for the region to mature further.
- c. **Support and facilitate Operation Changes or Service Improvement.** For example, Home First Service is live and is continually being improved.
- d. **Supports the programme by delivering Supporting Programmes** such as Transforming Complex Care, Digital Transformation, Workforce and Accommodation Solutions which includes the development and delivery of the Capital Plan. These Supporting Programmes are designed to support and deliver the Transformational Change required by the Population Cohort Transformational or Service Improvements Programmes.
- e. **Review of the Business-as-Usual Regional Programmes** such as Integrated Autism Service and Regional Adoption Service on a more regular basis to ensure that services are continually improving and identifying opportunities for transformational change. Current arrangements are that these services only report annually and when issues arise have limited support from the region.

The diagram below depicts the governance arrangements and outlines how the priorities of the area plan link to the programmes.

West Glamorgan Governance Structure



FUNDING ALLOCATIONS

Breakdown of Regional Revenue Funding per Funding Sources 2023-24			
Regional Integration Fund	Allocations 23-24	Expenditure for the Year	Variance
Regional Infrastructure for Core Team	£750,000	£750,000	£0
RIF Acceleration and Embedding	£15,647,860	£15,647,860	£0
Memory Assessment - Ring fenced	£381,000	£381,000	£0
Dementia - Ring fenced	£1,175,000	£1,175,000	£0
Integrated Autism Service (IAS) - ring fenced	£398,000	£398,000	£0
WG carers	£129,000	£129,000	£0
Total RIF Funding	£18,480,860	£18,480,860	£0
Additional Regional Funding Sources			
Short Break Carers Funding (Carers Trust)	£168,370	£168,370	£0
Total ND Funding	£490,396	£490,396	£0
Integration Rebalancing Care Fund Revenue (for Capital)	£669,500	£669,500	£0
Health Board MH Service Improvement Funding	£392,047	£381,250	£10,797
GRAND TOTAL	£20,201,173	£20,190,376	£10,797

Chart below illustrates split of funding for **all regional funding**:

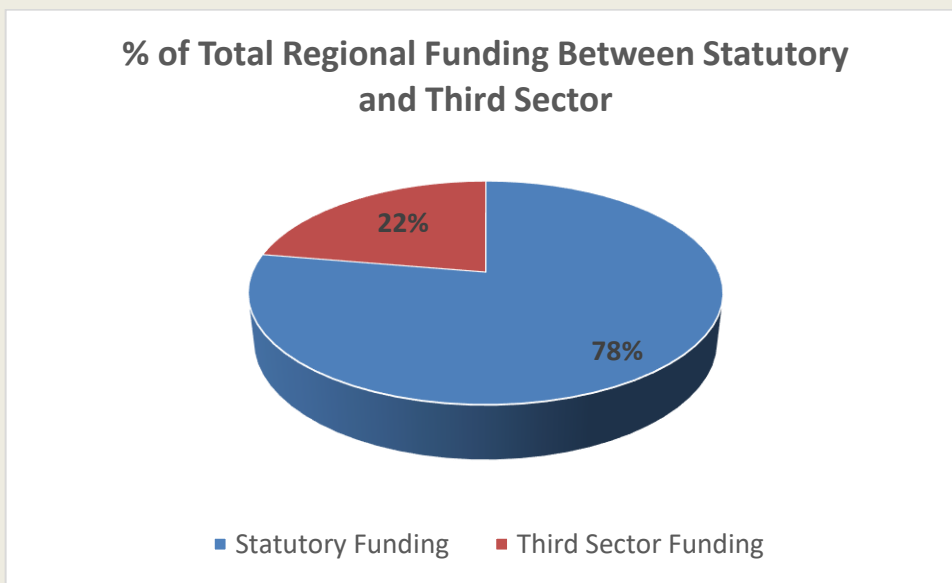
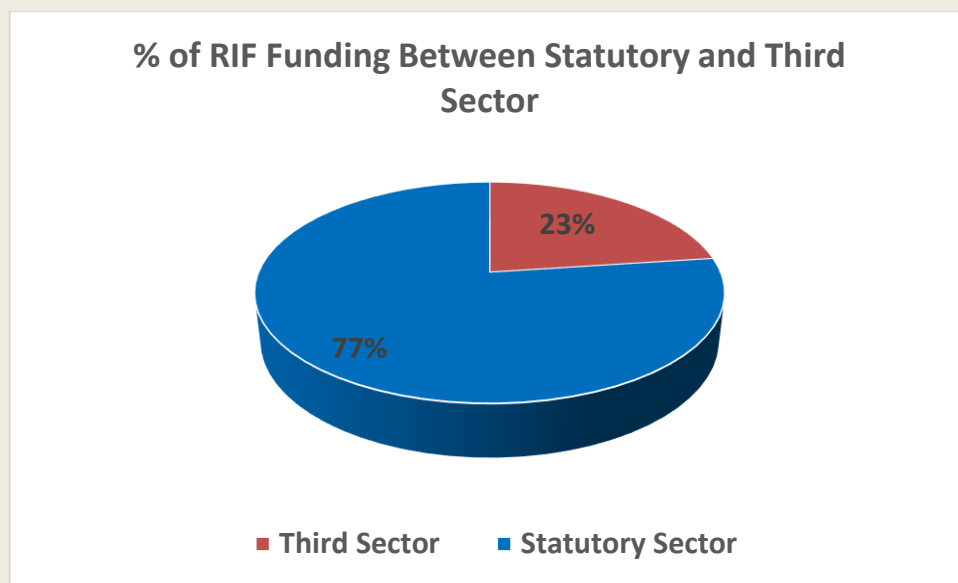


Chart below illustrates split of funding for **RIF funding**:



The split of revenue funding per population programme is as follows:

Population Programmes	Regional Funding 23-24	% of Regional Funding
Communities and Older People	£ 10,721,449	53.1%
Children and Young People	£ 2,955,780	14.6%
Dementia	£ 1,556,000	7.7%
Carers	£ 1,114,279	5.5%
Emotional Wellbeing & Mental Health	£ 941,407	4.7%
Neurodiverse	£ 904,492	4.5%
Wellbeing & Learning Disability	£ 375,661	1.9%
Supporting Programmes		
Commissioning Processes for Complex Care	£ 44,529	0.2%
Accommodation	£ 669,500	3.3%
Digital and Data	£ 62,477	0.3%
Social Enterprise and Micro Enterprise	£ 148,848	0.7%
Regional Infrastructure		
	£ 695,955	3.4%
Total Regional Expenditure/ Funding	£ 20,190,376	100%

POOLED FUNDS

There are a number of pooled fund arrangements already in place across West Glamorgan.

They include:

- Intermediate Care Services Section 33 – between Swansea Bay University Health Board and Neath Port Talbot Council - **£6.3m**
- Intermediate Care Services Section 33 – between Swansea Bay University Health Board and Swansea Council - **£18.5m**

- Joint Community Equipment Store Section 33 – between Swansea Bay University Health Board, Neath Port Talbot Council and Swansea Council - **£2.9m**
- Adoption Service – Inter-agency Authority Agreement – between Swansea Council and NPT Council - **£2.3m**
- There is also a pooled fund arrangement in line with Part 9 of the Social Services and Wellbeing Act 2014 which cover the Older Persons Residential Care Homes.

Partners have in principle agreed to support the development of a pooled fund for Adults under the Learning Disability budget for statutory commissioned support e.g. residential care, supported living, day services etc. Value of the Fund would be approximately **£25 Million**.

Partners have agreed in principle to a pooled fund for Mental Health third sector commissioned grants/contracts (agreement with Health Board and RPB Funds to date). The value of the fund would be approximately **£2.9m**.

REGIONAL PARTNERSHIP BOARD SELF-ASSESSMENT

Below are the key areas discussed by the RPB and identified as priorities for the next two years.

Competence

More could be done to ensure that all members are confident about the role and remit of the Board, their own responsibilities, and are able to prepare for meetings effectively. There is the potential for:

- Ongoing training for all Board members.
- Responsibilities on all members to identify and secure the knowledge they need to contribute effectively to meetings.
- Making more use of the high-quality materials and resources made available by the Partnership Team to RPB members.

This investment was considered well worthwhile given the relatively long-term nature of many members commitment to the RPB.

Accountability

Lines of accountability are complex, particularly given the active role of Welsh Government. However, it was acknowledged that statutory authorities need clearer internal mechanisms to hold themselves to account for both effective partnership-working and for providing the necessary challenge within the RPB. If the long-term intention is to pool full budgets to provide truly integrated services, those who are legally accountable for the budgets must have the mechanisms to ensure that they are well spent and deliver the expected outcomes that are developed as part of a strategic assessment of population need.

Confidence

The RPB has a constructive and inclusive culture, and it handles the challenges inherent in its role and position well. However, there is more that could be done to build stronger relationships between members. This could include meeting more often in person, sharing personal values and backgrounds, exploring aspirations for the region and sharing more about what people actually do. This could help the RPB to move to the next stage of effective, trusting working relationships.

Workforce

The RPB could usefully focus much more on influencing partners across the region to take a joint and shared approach wherever possible to workforce design, recruitment and retention. This is a major challenge facing all partners and a shared system-level approach driven by the RPB could be valuable, including creating a regional strategic workforce plan.

Intelligence

The Board appreciates the information that the Partnership as a whole provides to update it on progress and impact of service changes and improvements. There has been some progress already. Nevertheless, recognising that many measures are required by Welsh Government, there is more that could be done to focus on outcomes for citizens at a population level as key measures of success that partnership projects are seeking.

Range

The long-term aspiration of the RPB is to drive a change in the design and delivery of health, care and wellbeing services across the statutory and independent sectors in the region. More effective, cost effective and sustainable provision is crucial and the RPB could do more to understand and recognise the services delivered through the private, voluntary and community sectors across the region – and the value of their contribution.

Focus

Members agreed that to date the RPB has focused primarily on the services and resources delivered through national grants from Welsh Government. While these are important the regional partnership needs to extend to a partnership covering all core services and resources. This does not mean total integration or a sudden leap into pooled budgets, but it was suggested that the RPB could do more to build and share a regional narrative about shared regional aspirations for partnerships and seamless working.

RPB members recognised the wide range of populations and cohorts it needs to consider – and agreed that its understanding of the voice and experience of children and young people was a particular area for improvement.

Voice

The RPB is a key part of very successful partnership arrangements in West Glamorgan, some of which have been place for more than a decade. There is more that could be done to publicise the role of the RPB to citizens and the workforce, to make clear the important responsibilities that it takes on, and to share key publications and findings such as the population needs assessment and its implications. There may be potential for developing improved communication platforms that work better for people/communities.

The Regional Partnership Board has agreed an Action Plan for development over the next two years covering these key messages.

PROGRAMME PRIORITIES FOR WEST GLAMORGAN FOR THE NEXT 12 MONTHS

Programme	Key Priorities
Communities and Older People	<p>Review of Intermediate Care Services including Frailty Model</p> <p>Review of the Joint Community Equipment Store</p> <p>Development of a Prevention and Early Intervention Model for West Glamorgan</p> <p>Development of a regional strategy for the next 5 to 10 years for Communities and Older People</p> <p>Development of the Falls Prevention model</p> <p>Implementation of the Regional Volunteering Strategy</p>
Carers	<p>Developing Access to Services in particular via Primary Care Services</p> <p>Developing Engagement and Communication with Carers, through events and local media</p> <p>Focus on Young Carers including how we can support them Education settings and within primary care and communities</p>
Well-being and Learning Disability	<p>Working with providers of Transport in improve support for people with a Learning Disability</p> <p>Developing the Your Say Forum</p>
Emotional Well-being and Mental Health	<p>Developing a Single Point of Access to Services</p> <p>Developing a New Commissioning Model for Emotional Wellbeing Services, including development of a pooled budget</p>
Dementia	<p>Development of a West Glamorgan Regional Dementia Strategy and Community Engagement Plan</p> <p>Development of the Memory Assessment Services and Dementia Connectors</p> <p>Developing the training of the local workforce and data collection for individuals with dementia</p>
Children and Young People	<p>Development of the Processes of how partners review children and young people's packages of care</p> <p>Development of the Transition Process from Child to Adult Services</p>

Programme	Key Priorities
	<p>Development of Accommodation Solutions for Children and Young People</p> <p>Continuing to plan for Children and Young People’s Emotional Health and including the NEST/NYTH Framework</p> <p>Development of a participation and engagement strategy involve children and young people across the programme.</p>
Neurodiverse	Development of a strategy for Neurodiversity across West Glamorgan.
Supporting Programmes – Digital and Data	<p>Connecting Care Programme</p> <p>Supporting the RIC Hub</p> <p>Local Development of Data to support the Strategic Aim of the Programme</p> <p>Development of the Data to Support the Population Needs Assessment and Market Stability Reports</p>
Supporting Programmes – Commissioning for Complex Care	<p>Completion of the Dispute Resolution Policy</p> <p>Completion of the Joint Working Policy</p> <p>Development of Further Pooled Fund Arrangements</p> <p>Updates to the Market Stability Reports</p>
Supporting Programmes – Section 16	Development of a Framework for supporting the implementation of Section 16
Supporting Programmes – Strategic Capital Programme	<p>Refresh of the Strategic Capital Plan Priorities for the Population Programmes</p> <p>Development of the Strategic Plan for Hub Development</p> <p>Continued development of pipeline of capital schemes</p> <p>Review of the accommodation solutions governance to support the development of the longer-term strategy</p>