**Appendix 1**

**DELIVERING CHANGE TOGETHER**

**CYFLAWNI NEWID GYDA’N GILYDD**

**West Wales Area Plan**

1. **Background**

**West Wales Care Partnership**

The West Wales Care Partnership brings together partners from local government, the NHS, third and independent sectors with users and carers with the aim of transforming care and support services in the region.

The West Wales region covers the area of Hywel Dda University Health Board and includes the council areas of Carmarthenshire, Ceredigion and Pembrokeshire. Our region is predominantly rural and is the second most sparsely populated region in Wales. Covering approximately one quarter of the landmass of Wales, the region’s population was estimated to be 384,000 in 2016.

The work of the Partnership is overseen by a Regional Partnership Board.

Further information on the Partnership and what it does can be found [here.](http://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwiZwOzbkffWAhVRahoKHU4EAh8QFggoMAA&url=http%3A%2F%2Fwww.wwcp.org.uk%2F&usg=AOvVaw2QmGbobojn_QYZT850GISL)

**Population Assessment**

In March 2017 we published our first [Population Assessment](http://www.wwcp.org.uk/wp-content/uploads/2017/03/West-Wales-Population-Assessment-March-2017.pdf). Required under Section 14 of the Social Services and Wellbeing (Wales) Act, this assessment was carried out jointly by Hywel Dda University Health Board and the three local authorities, with input from users, carers and colleagues in the third and independent sectors. It provided a detailed analysis of care and support needs, and support needs of carers in the region, considered the range and level of services required, the extent to which those needs are currently being met and how these services will be delivered through the medium of Welsh. We looked in detail at the needs of specific groups within the population.

The Population Assessment made a number of overarching recommendations:

* We must remain focused on respecting people’s dignity and protecting them from neglect and abuse
* Services should be available in Welsh for all who need them
* Prevention – delaying or removing the need for ongoing care and support – should underpin all we do and we need to help communities to help themselves
* We must recognise the contribution of carers and provide them with appropriate support
* The transition between children’s and adult’s services needs to be handled appropriately to make sure young adults continue to get the support they need to live independent and fulfilled lives
* We must involve users, carers, service providers and wider communities in the planning and delivery of care and support
* We should be bold and radical in changing the way services are provided
* We need an integrated approach to commissioning and delivery of services and look to pool our resources where possible to ensure we make best use of available budgets and join services up at the point of delivery

Detailed recommendations were also made in relation to specific population groups, and these are referenced later in this Plan.

**The Area Plan**

Section 14A of the Act requires us to produce an Area Plan setting out how we will work together to address the findings and recommendations of the Population Assessment. We need to include actions we will be taking in relation to priority areas for integration as set out in Part 9 of the Act, providing details on our approach to prevention, Information, Advice and Assistance, development of alternative delivery models and our approach to delivering services through the medium of Welsh.

It is not feasible for the Plan to include details of all actions being taken to transform care and support across West Wales. Instead we have focused on those areas prioritised by the Regional Partnership Board and where we believe that we need to work collectively in achieving the desired change. The Plan also provides links to other more detailed plans, such as council improvement plans the Health Board’s Integrated Medium Term Plan and the regional strategy for Violence Against Women, Domestic Abuse and Sexual Violence.

We have also taken care to ensure that the Plan aligns with Hywel Dda University Health Board’s **Transforming Clinical Services** programme which has been established to drive strategic change and transformation through:

* Understanding demand, population trends and areas of high usage and cost
* Understanding what primary, community and hospital services and secondary care currently provide, their capacity, sustainability, outcomes and impact on other parts of the system
* Considering and understanding national and international models and learning and turning evidence and best practice into local solutions
* Engaging with other partners and the public in the development of integrated out-of-hospital solutions.

Five sub-programmes have been established looking at:

* Transforming out of hospital care
* Transforming urgent and emergency care
* Transforming mental health services
* Transforming women and children’s services

Transforming mental health services has been adopted as a priority by the RPB and strategic links have been established to ensure that other relevant components of the TCS programme are aligned with delivery of other parts of the Area Plan. This will deliver a co-produced, whole-system approach to transformation.

Links are also being established with the emerging work programme of the Mid Wales Health Care Joint Committee, which covers Ceredigion.

In developing the Plan, we have sought to strike the right balance between a regional focus and local delivery. As partners we are committed to ensuring that wherever people live in West Wales they can be assured of consistent standards and a common joined-up approach to their care and support. Service standards will be developed in partnership with users, carers and providers and will reflect best practice in our region, other parts of Wales and further afield. To achieve economies of scale we will continue to work regionally to achieve sustainability in our markets and in the commissioning and delivery of specialist services such as for those for children with complex needs.

However, this does not mean that all services will look exactly the same in all areas. Our Population Assessment recognised the rich diversity of our region, which includes post-industrial areas with significant social deprivation, rural and coastal communities. The way in which services are organised, delivered and accessed must reflect the particular needs of such communities. We are therefore committing within the Plan to a localised approach, looking for opportunities to integrate and pool resources at the lowest level possible. This combination of regional consistency and local delivery reflects the recommendations of the recent Parliamentary Commission.

Our Plan is an important document in that it provides a clear framework for partners for integrating and transforming care and support and a clear public statement of our intentions, to which users, carers and communities more generally are invited to hold us to account.

**A wider approach to wellbeing**

Some of the issues and challenges that were identified within our Population Assessment require action beyond the remit of the Regional Partnership Board. Examples include the need to consider how public transport might be improved to make it easier for people in rural communities to access the care and support that is available. In relation to these we have liaised with the three Public Service Boards (PSBs) in the region, which have responsibility for improving economic, social, environmental and cultural wellbeing in their areas by strengthening joint working across public services. Under the Wellbeing of Future Generations (Wales) Act, PSBs are required to produce Wellbeing Plans for their areas, informed by Wellbeing Assessments, and we have sought to ensure such wider issues are picked up within these plans. Similarly, we have identified where our Area Plan will help address issues pertinent to the wellbeing of people in need of care and support identified within the Wellbeing Assessments. We will continue to work closely with the PSBs to monitor achievement of shared and respective objectives.

**Our strategic priorities**

In 2016 the Regional Partnership Board adopted 5 strategic priorities which have shaped its activity over the past year and will continue to inform its work moving forward. These priorities reflect regional needs and cover areas in which we have a track record of working collaboratively but in which we need to accelerate the pace of change.

Three of these priorities can be seen as **enablers of change**. They involve improving and integrating core processes to facilitate the development of new models of care and support for different groups in the community and a seamless approach to delivery. These priorities are:

* **Service integration and pooled funds**
* **Integrated commissioning**
* **Implementation of the Welsh Community Care System** (WCCIS)

Another of the priorities focuses on the **transformation of care and support for particular groups** in the community, namely Mental Health and Learning Disability services. In both cases, an integrated approach is being developed in partnership with service users, carers and providers.

The final priority relates to the requirement within the Act for councils and Local Health Boards to work together to **provide high quality** **Information, Advice and Information Services and develop preventative services**. This will be key to helping people to help themselves, linking them with support within their communities and remaining independent for as long as possible. It is a cross-cutting priority in that it needs to be implemented across all service areas and underpin all types and levels of care and support.

The Population Assessment clearly highlighted 2 further areas in which step change is needed and accordingly we have added these to our strategic priorities. Like Information, Advice and Assistance and prevention, these are cross-cutting and need to underpin change in all areas of care and support. The first is the development of a **strategic approach to workforce development** and the second **promoting the rights of carers and ensuring that they can access appropriate support**.

Part 9 of the Act specifies other service areas in which Regional Partnership Boards need to prioritise in terms of integration. Reflecting this, the Regional Partnership Board will continue to ensure a sustained focus on the integration of services for older people with complex needs, children with complex needs and Integrated Family Support Services.

The following chart summarises the priorities and other areas for integration being taken forward on behalf of the Regional Partnership Board.

Service integration and pooled funds

Integrated commissioning

Implementing WCCIS

Transforming mental health services

Transforming learning disability services

Transforming older people’s services

Transforming children’s services

Enablers for change

Transforming and integrating key services

Carers

IAA and Prevention

Workforce strategy

Cross-cutting workstreams

**Measuring outcomes**

A key aspiration within the Act is that services across the statutory, independent and third sectors work in partnership to build on people’s strengths and abilities and enable them to maintain an appropriate level of independence and realise their personal goals. To support this, Welsh Government has developed a National Outcomes Framework for people who need care and support and for carers needing support. This Framework includes a series of national wellbeing outcomes which these groups should expect in order to lead fulfilled lives. These are as follows:

| **What well-being means** | **National well-being outcomes** |
| --- | --- |
| Securing rights and entitlements  Also for adults: Control over day-to-day life | |  |  | | --- | --- | | * I know and understand what care, support and opportunities are available and use these to help me achieve my well-being. * I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being. * I am treated with dignity and respect and treat others the same. * My voice is heard and listened to. * My individual circumstances are considered. * I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me. | | |  |  | |
| Physical and mental health and emotional well-being  Also for children: Physical, intellectual, emotional, social and behavioural development | * I am healthy and active and do things to keep myself healthy. * I am happy and do the things that make me happy. * I get the right care and support, as early as possible. |
| Protection from abuse and neglect | * I am safe and protected from abuse and neglect. * I am supported to protect the people that matter to me from abuse and neglect. * I am informed about how to make my concerns known. |
| Education, training and recreation | * I can learn and develop to my full potential. * I do the things that matter to me. |
| Domestic, family and personal relationships | * I belong. * I contribute to and enjoy safe and healthy relationships. |
| Contribution made to society | * I engage and make a contribution to my community. * I feel valued in society. |
| Social and economic well-being  Also for adults: Participation in work | * I contribute towards my social life and can be with the people that I choose. * I do not live in poverty. * I am supported to work. * I get the help I need to grow up and be independent. * I get care and support through the Welsh language if I want it. |
| Suitability of living accommodation | * I live in a home that best supports me to achieve my well-being. |

In our Plan, we have identified links between each of our priority areas and one or more of these wellbeing outcomes. More precise outcomes are being developed, with supporting measures, across our programme providing a regional overview of progress. These will reflect the national framework and enable robust scrutiny of delivery.

**Resources**

To ensure that we meet the objectives set out in the Plan, partner agencies will need to fundamentally change the way they do things and shift resources to support new service models. For example, we will expect to see spend on long term care reducing as further investment is made in preventative services. However, we also have dedicated funding through the Welsh Government’s Integrated Care Fund (ICF), which is provided to support delivery of the Regional Partnership Board’s responsibilities in relation to transformation and integration. In West Wales we receive around £7.5 million a year and expect this to continue at least until 2021. We will continue to use a small proportion of the ICF to fund regional programme management capacity in support of our priorities, whilst the remainder will pay for the ongoing implementation of new service models at both regional and local level. We will also look to use forthcoming additional Capital ICF funding to support large-scale, long-term investment in regional delivery points for specialist services.

Significant funding is also available through the Welsh Government’s funding to support GP clusters in developing new ways of working to keep people at home and help them stay independent. In West Wales this amounts to £xxxx. Using this funding creatively, and aligning the cluster programmes with initiatives funded through the ICF, will help optimise the resources available and deliver a cohesive and joined up approach to care and support.

**Governance**

As required under Part 9 of the Act, the Regional Partnership Board will continue to promote integration across a range of service areas, ensure its constituent agencies provide sufficient resources to support the partnership arrangements and ensure that all partners work effectively together to improve outcomes for people. A key role will be scrutinising the delivery of our Area Plan and making sure that it aligns with other plans in place across the respective agencies.

The Act also enables Regional Partnership Boards to develop and coordinate formal and informal partnership arrangements to support delivery of its priorities. With this in mind, and in anticipation of forthcoming Local Government legislation, we are looking to establish a Joint Committee which will bring together senior representatives from the 3 local authorities and Hywel Dda University Health Board with delegated authority to make key decisions regarding changes to services and pooling of resources. Aimed at streamlining decision-making and increasing transparency and accountability, the Joint Committee will be further supported by an Executive Board of senior officials from the statutory partner agencies which will oversee the operational delivery of partnership arrangements. *This will need to be updated as new arrangements come into operation*.

**A co-productive approach**

In producing our Population Assessment and the Area Plan we have taken all opportunities to engage with service users and carers, to ensure that our priorities reflect their views and opinions as far as possible. However, genuine co-production needs to go further. As a partnership we are committed to working with users, carers, families, advocates and citizens in general to make sure that people get the right care and support that meets their needs and aspirations. Appropriate means of ensuring this will be identified for each of our workstreams and the Regional Partnership Board will also look to scrutinise other relevant programmes across West Wales in terms of the extent to which they are co-produced.

In addition to user and carer representation on the Regional Partnership Board, we will establish a citizens’ panel through which we will look to engage with a cross-section of the public in planning, delivering and reviewing services.

**Monitoring delivery**

The Regional Partnership Board will receive regular updates on the delivery of the Plan. It will receive updates on actions not included but referenced in the Plan on a less frequent but regular basis.

Opportunities will be taken to refresh the Plan, for example where national policy developments require a new approach and where initial activities have been completed and need to proceed onto the next stage. Regular updates will also be available on the West Wales Care Partnership’s website (LINK)

**Equalities impact assessment to be added**

**WELSH Language AND LANGUAGE OF CHOICE**

**Issues for consideration by Public Service Boards:**

1. **Actions**

The following section of the Plan sets out specific collaborative actions agreed by the Partnership. The first part focuses on the Regional Partnership Board’s strategic priorities and the second part lists additional actions identified in respect of the different population groups covered in the Population Assessment.

Actions are categorised as either short (1-2 years) or medium (2-5 years) term. Precise milestones have, or will be, developed underneath these timeframes to ensure timely delivery and these will be monitored closely by the Regional Partnership Board.

**2.1 Strategic Priorities**

**Service integration and pooled funds**

**Summary objectives (linked to findings of population assessment):**

* Meet statutory requirements in respect of integration and pooled funds
* Be bold and radical in changing the way services are provided
* Integrating approaches to commissioning and delivery of services and pooling resources where possible so we make best use of available budgets and join services up at the point of delivery

| **Action** | **Timeframe** | **Partners** | **Population Groups** | **Linked National Outcomes** |
| --- | --- | --- | --- | --- |
| Embed refreshed regional governance arrangements to support effective partnership working | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I get the right care and support, as early as possible. |
| Report on regional pooled fund for care homes for older people and refine arrangements as necessary | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | Older people | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •My voice is heard and listened to. |
| Refresh regional Market Position Statement for older people, including care homes | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | Older people | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •My voice is heard and listened to. |
| Adopt single contract and service specification for older people’s care homes | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | Older people | •I get the right care and support, as early as possible. |
| Adopt consistent supporting policies | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | Older people | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •My voice is heard and listened to. |
| Adopt consistent approach to quality assurance and escalating concerns | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | Older people | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •My voice is heard and listened to.  •I am treated with dignity and respect and treat others the same. |
| Adopt common approach to fee-setting | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | Older people | •I get the right care and support, as early as possible. |
| Extend above arrangements to other adults’ care homes | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | People with Learning Disabilities  People with Mental Health problems  People with Physical Disabilities | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •My voice is heard and listened to. |
| Regionalisation of integrated community equipment services and supporting pooled funding arrangements | Medium- term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | People with Learning Disabilities  People with Mental Health problems  People with Physical Disabilities  Children with complex needs | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •My voice is heard and listened to. |
| Full integration of community services with pooled fund arrangements at local level | Medium- term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | People with Learning Disabilities  People with Mental Health problems  People with Physical Disabilities  Carers | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •My voice is heard and listened to. |

**Integrated commissioning**

**Summary objectives (linked to findings of population assessment):**

* Integrating approaches to commissioning and delivery of services and pooling resources where possible so we make best use of available budgets and join services up at the point of delivery

| **Action** | **Timeframe** | **Partners** | **Population Groups** | **Linked National Outcomes** |
| --- | --- | --- | --- | --- |
| Refresh collaborative commissioning standards to support progression to an integrated approach and incorporate social value approach | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •My voice is heard and listened to.  •I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me. |
| Deliver regional training and development programme to support integrated commissioning | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I get the right care and support, as early as possible. |
| Establish regional provider forum and facilitate regular meetings (forum will also serve as regional social value forum) | Short-term | Care Forum Wales  Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council  Wales Cooperative Centre | All | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •My voice is heard and listened to.  •I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me. |
| Establish and deliver programme for delivery of Regional Market Position Statements to support integrated commissioning and meet requirements of the Regulation and Inspection of Social Care (Wales) Act | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •My voice is heard and listened to. |
| Complete regional housing needs analysis for older people and people with learning disability | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | Older People  People with Learning Disability | •I get the right care and support, as early as possible.  •My individual circumstances are considered. |
| Establish regional commissioning hub for community health and social care | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I get the right care and support, as early as possible.  •My individual circumstances are considered. |

**Welsh Community Care Information System**

**Summary objectives (linked to findings of population assessment):**

* Implementing the joint care management system across the 4 statutory partner agencies by 2020
* Involving service users and carers in the planning an delivery of care and support
* Joining services up at the point of delivery

| **Action** | **Timeframe** | **Partners** | **Population Groups** | **Linked National Outcomes** |
| --- | --- | --- | --- | --- |
| Implement WCCIS in Carmarthenshire and Pembrokeshire County Councils and Hywel Dda University Health Board, drawing on experience of Ceredigion County Council and consolidating local pilots in joint working with health | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •I do the things that matter to me. |

**Information, Advice and Assistance and Prevention**

**Summary objectives (linked to findings of population assessment):**

* Involving service users and carers in the planning an delivery of care and support
* Prevention – delaying or removing the need for ongoing care and support – and helping communities to help themselves
* Being bold and radical in the way services are provided

| **Action** | **Timeframe** | **Partners** | **Population Groups** | **Linked National Outcomes** |
| --- | --- | --- | --- | --- |
| Evaluate arrangements for Information, Advice and Assistance across the region and embed effective practice | Short-term | Carmarthenshire County Council  Ceredigion County Council  Pembrokeshire County Council | All | •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I get the right care and support, as early as possible.  •I do the things that matter to me. |
| Establish and implement regional standards for IAA in West Wales | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council  Third sector | All | •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I get the right care and support, as early as possible.  •I do the things that matter to me. |
| Ensure consistency in IAA arrangements across service areas to support a ‘one stop shop’ approach | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I get the right care and support, as early as possible.  •I do the things that matter to me. |
| Embed and promote Dewis and Info-engine as primary service portals, linked to the NHS 111 service | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council  Third sector | All | •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I get the right care and support, as early as possible.  •I do the things that matter to me. |
| Deliver training and development programme for IAA | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council  Third sector | All | •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I get the right care and support, as early as possible.  •I do the things that matter to me. |
| Deliver regional arrangements for advocacy | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council  Third sector |  | •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I get the right care and support, as early as possible.  •I do the things that matter to me.  •I get care and support through the Welsh language if I want it. |
| Deliver regional preventions framework and associated standards and support community-based organisations through modular accreditation scheme | Medium-term | Care Forum Wales  Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council  Wales Cooperative Centre | All | •I get the right care and support, as early as possible.  •I do the things that matter to me.  •My voice is heard and listened to.  •I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me. |
| Develop toolkit to support the establishment of social enterprise, specifying support available at local, regional and national levels | Medium-term | Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council  Social Firms Wales  Wales Cooperative Centre | All | •I get the right care and support, as early as possible.  •I do the things that matter to me.  •My voice is heard and listened to.  •I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me. |
| Support the establishment of new social enterprises in each county area and at regional level | Medium-term | Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council | All | •I get the right care and support, as early as possible.  •I do the things that matter to me.  •My voice is heard and listened to.  •I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me.  •I engage and make a contribution to my community. |

**Transforming Learning Disability Services**

**Summary objectives (linked to findings of population assessment):**

* Involving service users and carers in the planning an delivery of care and support
* Prevention – delaying or removing the need for ongoing care and support – and helping communities to help themselves
* Being bold and radical in the way services are provided

| **Action** | **Timeframe** | **Partners** | **Population Groups** | **Linked National Outcomes** |
| --- | --- | --- | --- | --- |
| Implement consistent model of care and support based on progression principles | Medium-term | Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council | All | •I get the right care and support, as early as possible. |
| Integrate commissioning arrangements for people with Learning Disabilities | Medium-term | Care Forum Wales Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council | All | •I get the right care and support, as early as possible.  •I am treated with dignity and respect and treat others the same.  •My voice is heard and listened to.  •My individual circumstances are considered. |
| Implement and embed Integrated Autism Service – full plan available at (LINK) | Medium-term | Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council | All | •I get the right care and support, as early as possible.  •I am treated with dignity and respect and treat others the same.  •My voice is heard and listened to.  •My individual circumstances are considered. |
| Develop regional model for neurological services | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I get the right care and support, as early as possible.  •My individual circumstances are considered. |
| Review ICF programme to ensure funded projects deliver against identified priorities and align with other relevant initiatives | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I get the right care and support, as early as possible. |

**Transforming Mental Health Services**

**Summary objectives:**

* Involving service users and carers in the planning an delivery of care and support
* Prevention – delaying or removing the need for ongoing care and support – and helping communities to help themselves
* Being bold and radical in the way services are provided

| **Action** | **Timeframe** | **Partners** | **Population Groups** | **Linked National Outcomes** |
| --- | --- | --- | --- | --- |
| Implement new service model for Mental Health via Transforming Mental Health programme (LINK) | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I get the right care and support, as early as possible.  •I am treated with dignity and respect and treat others the same.  •My voice is heard and listened to.  •My individual circumstances are considered. |
| Establish formal links between ‘Together for Mental Health’ partnership board and West Wales Care Partnership | Sort-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | All | •I get the right care and support, as early as possible. |

**Workforce strategy**

**Summary objectives:**

* We should be bold and radical in changing the way services are provided

| **Action** | **Timeframe** | **Partners** | **Population Groups** | **Linked National Outcomes** |
| --- | --- | --- | --- | --- |
| Work across agencies to establish regional data bank to support workforce planning, including attracting people to the sector, recruitment and retention and long-term planning | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council  Social Care Wales | All | •I get the right care and support, as early as possible.  •I do the things that matter to me.  •My voice is heard and listened to.  •My individual circumstances are considered. |
| Deliver integrated workforce development programme to support changes in practice, focusing on key roles along the user/ patient pathway | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council  Social Care Wales | All | •I get the right care and support, as early as possible.  •I do the things that matter to me.  •My voice is heard and listened to.  •My individual circumstances are considered. |
| Explore feasibility of regional workforce hub | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council  Social Care Wales | All | •I get the right care and support, as early as possible. |
| Implement fully regionalised approach to key funding streams including the Social Work Development Programme and Facilitation Grant | Short-term | Carmarthenshire County Council  Ceredigion County Council  Pembrokeshire County Council  Social Care Wales | All | •I get the right care and support, as early as possible. |

**Carers**

**Strategic context**

Insert key demographics and strategies etc.

**Summary objectives:**

* Raising the profile of carers and embedding good practice around identification, consultation and impact
* Developing existing provision to provide consistent, integrated community based support for carers across the west Wales region
* Developing appropriate access to a range of information, advice, assistance and training which supports key stages in the caring journey
* Involving service users and carers in the planning and delivery of care and support

| **Action** | **Timeframe** | **Partners** | **Population Groups** | **Linked National Outcomes** |
| --- | --- | --- | --- | --- |
| Ensure carers’ interests and needs are fully reflected and mainstreamed within all regional workstreams | Short-term | All RPB partners | All | * I know and understand what care, support and opportunities are available and use these to help me achieve my well-being. * My individual circumstances are considered. * My voice is heard and listened to * I get the right care and support, as early as possible |
| Co-produce and implement a regional approach to raising the profile of carers that embeds good practice around identification, consultation and impact | Short-term | Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council  Wales Cooperative Centre | All | * I know and understand what care, support and opportunities are available and use these to help me achieve my well-being. * My individual circumstances are considered. * My voice is heard and listened to * I get the right care and support, as early as possible |
| Work across agencies to ensure carers impact assessments are embedded in process to deliver care and support | Short-term | Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Hywel Dda University Health Board  WWAST  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council | All | * My voice is heard and listened to. * My individual circumstances are considered. * I get the right care and support, as early as possible * I do the things that matter to me. |
| Co-produce and deliver IAA appropriate for carers needs and those they care for | Short-term | Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Hywel Dda University Health Board  111  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council | All | * I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being. * I know and understand what care, support and opportunities are available and use these to help me achieve my well-being. * I get the right care and support, as early as possible * I do the things that matter to me. |
| Co-produce a regional model of community based, integrated support for carers | Medium-term | Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council | All | * I know and understand what care, support and opportunities are available and use these to help me achieve my well-being. * I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being. * I am treated with dignity and respect and treat others the same. * My voice is heard and listened to. * My individual circumstances are considered. * I do the things that matter to me. |
| Support the co-production of community based social enterprises that deliver integrated support for carers | Medium-term | Carmarthenshire Association of Voluntary Services  Carmarthenshire County Council  Ceredigion Association of Voluntary Organisations  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire Association of Voluntary Services  Pembrokeshire County Council  Social Firms Wales  Wales Cooperative Centre | All | * I know and understand what care, support and opportunities are available and use these to help me achieve my well-being. * I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being. * I am treated with dignity and respect and treat others the same. * My voice is heard and listened to. * My individual circumstances are considered. * I do the things that matter to me. |

**2.2 Population Groups**

**Children and young people**

**Strategic context**

Insert key demographics and strategies etc.

**Key findings from Population Assessment**

* Developing appropriate and accessible information, advice and assistance for families, children and young people
* Improving planning of, collaboration between and integration of a range of existing services and support
* Developing community based, user-led, co-produced services that support families, children and young people and reduce reliance on residential care and placement moves

**Collaborative actions**

| **Action** | **Timeframe** | **Partners** | **Linked National Outcomes** |
| --- | --- | --- | --- |
| Implement regional delivery model for complex needs services | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | •My individual circumstances are considered.  •I get the right care and support, as early as possible.  •I get care and support through my language of choice including Welsh language if I want it. |
| Establish regional complex needs panels | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | •My individual circumstances are considered.  •I get the right care and support, as early as possible.  •I get care and support through my language of choice including Welsh language if I want it. |
| Deliver and consolidate regional arrangements for IFSS | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | •My voice is heard and listened to.  •My individual circumstances are considered.  •I get the right care and support, as early as possible.  •I get care and support through my language of choice including Welsh language if I want it. |
| Implement regional threshold framework and common assessment and care planning processed, based on Signs of Safety | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | •My voice is heard and listened to.  •My individual circumstances are considered.  •I get the right care and support, as early as possible.  •I get care and support through my language of choice including Welsh language if I want it. |
| Deliver enhanced regional out of hours arrangements | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | •I get the right care and support, as early as possible.  •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I am supported to protect the people that matter to me from abuse and neglect. |
| Deliver Reflect programme, ensuring regional consistency and sharing of effective practice | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | TBC |
| Embed regional adoption service | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Pembrokeshire County Council  Powys County Council | TBC |
| Review ICF programme to ensure funded projects deliver against identified priorities and align with other relevant initiatives | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council |  |

**Health and Physical Disabilities**

**Children and young people**

**Strategic context**

Insert key demographics and strategies etc.

**Key findings from Population Assessment**

* Improving community resilience by encouraging a culture of ownership and responsibility for individuals’ and the community’s own health and wellbeing.
* Supporting the development of user-led community based social enterprises that support families to remain independent in their own communities
* Supporting intensive targeted interventions and prevention programmes, to address a range of chronic conditions, diseases and dependencies
* Strengthening transition arrangements and collaboration between a range of local and regional services
* Supporting increased use of assistive technology, such as telecare

**Collaborative actions**

| **Action** | **Timeframe** | **Partners** | **Linked National Outcomes** |
| --- | --- | --- | --- |
| Health promotion/ prevention programmes – needs further detail |  |  |  |
|  |  |  |  |
|  |  |  |  |
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**Older people**

**Strategic context**

Insert key demographics and strategies etc.

**Key findings from Population Assessment**

* Achieving a consistent integrated approach to delivering services for frail and older people
* Developing appropriate and accessible information, advice and assistance
* Ensuring services (including primary care, domiciliary care, residential care and re-ablement) and communities are ‘dementia friendly’
* Supporting the development of user-led community based social enterprises that support frail and older people to remain independent in their own communities

**Collaborative actions**

| **Action** | **Timeframe** | **Partners** | **Linked National Outcomes** |
| --- | --- | --- | --- |
| Adoption of Integrated Pathway for Older People | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council  Third sector | •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I am treated with dignity and respect and treat others the same.  •My voice is heard and listened to.  •My individual circumstances are considered.  •I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me.  •I get the right care and support, as early as possible.  •I get care and support through my language of choice including Welsh language if I want it. |
| Development of consistent standards and outcomes framework to support the above | Short-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council | •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I am treated with dignity and respect and treat others the same.  •My voice is heard and listened to.  •My individual circumstances are considered.  •I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me.  •I get the right care and support, as early as possible.  •I get care and support through my language of choice including Welsh language if I want it. |
| Finalise and deliver regional dementia strategy | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council  Third sector | •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I am treated with dignity and respect and treat others the same.  •My voice is heard and listened to.  •My individual circumstances are considered.  •I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me.  •I get the right care and support, as early as possible.  •I get care and support through my language of choice including Welsh language if I want it. |
| Review ICF programme to ensure funded projects deliver against identified priorities and align with other relevant initiatives | Medium-term | Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council |  |

**Sensory Impairment**

**Strategic context**

Insert key demographics and strategies etc.

**Key findings from Population Assessment**

* Achieving a consistent integrated approach to delivering services for those with sensory impairment
* Improving access to specific support services such as interpretation, translation, lip reading and talking therapies, to ensure they are available consistently across the region
* Developing appropriate and accessible information, advice and assistance in the language of choice
* Improving levels of identification and rehabilitation for people experiencing vision impairment
* Supporting the development of user-led community based social enterprises that support people to remain independent in their own communities

**Collaborative actions**

| **Action** | **Timeframe** | **Partners** | **Linked National Outcomes** |
| --- | --- | --- | --- |
| Develop a combined health and social care interpretation support service for the D/deaf community across the region that provides choice, flexibility and a seamless interface | Medium-term | HDdUHB  Carmarthenshire County Council  Ceredigion County Council  Pembrokeshire County Council  Third sector organisations notably Wales Council for Deaf People and Action on Hearing Loss | •I get care and support through my language of choice including Welsh language if I want it.  •I get the right care and support, as early as possible. |
| Co-produce and deliver IAA appropriate for those with sensory impairment | Short-term | HDdUHB  Carmarthenshire County Council  Ceredigion County Council  Pembrokeshire County Council  Third sector | •I get care and support through my language of choice including Welsh language if I want it.  •I can access the right information, when I need it, in the way I want it and use this to manage and improve my well-being.  •I know and understand what care, support and opportunities are available and use these to help me achieve my well-being.  •I get the right care and support, as early as possible. |

**Substance Misuse**

**Strategic context**

Insert key demographics and strategies etc.

**Key findings from Population Assessment**

* Increasing service user involvement, including carers, young carers, parents or significant others, in service delivery and service planning
* Ensuring clear pathways between services for service users with co-occurring substance misuse and other health issues
* Establishing clear and coherent treatment options for young people and their families with drug and alcohol problems to provide a more holistic approach to prevention and early intervention ensuring that there is a clear link to the Adverse Childhood Experiences (ACE) agenda
* Improving information sharing arrangements between partners

**Collaborative actions**

| **Action** | **Timeframe** | **Partners** | **Linked National Outcomes** |
| --- | --- | --- | --- |
| Develop an integrated regional pathway for support | Medium-term | HDdUHB  Public Health Wales | •My individual circumstances are considered.  •I get the right care and support, as early as possible.  •I get care and support through my language of choice including Welsh language if I want it. |
| Support the development of user-led planning and service delivery | Medium-term | HDdUHB  Public Health Wales Carmarthenshire County Council  Ceredigion County Council  Hywel Dda University Health Board  Pembrokeshire County Council  Third sector | •I speak for myself and contribute to the decisions that affect my life, or have someone who can do it for me.  •I get the right care and support, as early as possible.  •My individual circumstances are considered.  •I get care and support through my language of choice including Welsh language if I want it. |
| Establish, develop, implement and manage a robust process for the review of both fatal and non-fatal overdoses including the rollout of the distribution of Naloxone across hospital sites | Medium-term | HDdUHB  Public Health Wales | • I get the right care and support, as early as possible.  • My individual circumstances are considered. |
| Develop protocols to improve data sharing between relevant partners to support the alcohol and assault data project | Medium-term | HDdUHB  Welsh Ambulance Service Trust Dyfed Powys Police  Public Health Wales | •I get the right care and support, as early as possible. |

**Violence Against Women, Domestic Abuse and Sexual Violence**

**Strategic context**

Insert key demographics and strategies etc.

**Key findings from Population Assessment**

* Providing victims with equal access to appropriately resourced high quality, needs led, strength based, gender responsive services
* Increasing awareness of violence against minority groups, women, domestic abuse, elder abuse and sexual violence.
* Enhancing education about healthy relationships and gender equality
* Improving early identification of those at risk of or suffering abuse

**Collaborative actions**

| **Action** | **Timeframe** | **Partners** | **Linked National Outcomes** |
| --- | --- | --- | --- |
| Develop and implement regional strategy (LINK) | Medium term | Carmarthenshire County Council  Ceredigion County Council  Dyfed Powys Police  Hywel Dda University Health Board  Pembrokeshire County Council  Probabation  Third sector | •I get the right care and support, as early as possible.  •I contribute to and enjoy safe and healthy relationships.  •I am safe and protected from abuse and neglect.  •I am supported to protect the people that matter to me from abuse and neglect.  •I am informed about how to make my concerns known. |