CTM REGIONAL COMMISSIONING UNIT

Strategic Work Plan 2026–27

For Board – September 2026

Purpose: to provide the Regional Partnership Board, Integrated Leadership Board and Programme Boards with a single strategic view of the Reginal Commissioning Unit's work plan which it is delivering for the Partnership. Areas requiring senior oversight, feedback or direction are highlighted.

1. Purpose and approach

The Regional Commissioning Unit (RCU) supports the delivery of Regional Partnership Board priorities across Cwm Taf Morgannwg. Its portfolio spans strategic planning, commissioning, investment, transformation, governance, performance, evidence and partnership development. While individual programme work plans remain in place, much of this activity is increasingly interconnected. This strategic work plan provides a single overview of the RCU portfolio, bringing together key priorities, milestones, dependencies and risks to support strategic oversight, challenge and direction by senior boards. More detailed programme plans sit beneath this document.

The plan is designed to enable boards to:

- Maintain oversight of the breadth and direction of RCU activity without duplicating operational programme plans.
- Track delivery against a bounded number of strategic milestones and outcomes.
- Identify cross-programme dependencies, risks, capacity pressures and funding implications early.
- Provide feedback, challenge and direction where partnership decisions or alignment are required.
- See how evidence, governance, investment, commissioning, coproduction and delivery are being connected across the portfolio.

While not formally part of the RCU, the Regional Innovation Coordination (RIC) Hub provides important capacity to support innovation, improvement, evaluation and service transformation across the Partnership. Respective work plans are being increasingly coordinated.

2. RCU wide work areas in support of the CTM Regional Partnership

#	Work areas	RCU wide outcome
I	Strategic planning, evidence and intelligence	Build a stronger shared evidence base for regional planning, commissioning, investment and evaluation.
II	Investment, performance and assurance	Strengthen oversight of £23m Regional Integration Fund (RIF) and related investment through consistent performance, finance, outcomes and assurance arrangements.
III	Integrated community care and adult services transformation	Progress the regional Integrated Community Care System (ICCS) model and connected adult services priorities, proactive care, including integrated teams, navigation, care homes and CHC improvement.
IV	Babies, children and young people	Drive Whole System: Whole Heart and NYTH/NEST from engagement into embedded system change, with stronger governance, coproduction and access to support.

#	Work areas	RCU wide outcome
V	Learning disability transformation	Progress programme governance and the Home, Health/Transition and Community priorities, supported by stronger evidence and co-production.
Vi	Dementia programme transformation	Embed Dementia Standards and pathway review recommendations, implement workforce priorities and align governance and investment to the emerging strategy.
VII	Strategic capital and integrated infrastructure	Use Housing with Care (HCF) and Integration and Rebalancing Capital Fund (IRCF) to develop a stronger regional capital pipeline, integrated hubs and accommodation solutions linked to identified need.
VIII	Governance, collaboration and programme alignment	Strengthen the partnership architecture, reporting, cross programme coordination, engagement and routes from evidence to decision and delivery.

3. Strategic delivery dashboard

The dashboard below is the proposed core Board facing view. Status wording reflects the position explicitly described in the source work plans rather than introducing new RAG judgements.

I. Strategic planning, evidence and intelligence

Key strategic deliverables	Key milestones
• Integrated PNA/WBA Life Course Wellbeing and Needs Framework and evidence gathering – working jointly with the RIC Hub • Regional outcomes/performance framework, dashboards and evaluation approaches • Evidence to support commissioning, capital, LD accommodation and ICCS demand/capacity	• PNA/WBA statutory assessments: June 2027 • LD accommodation dashboard: Nov 2026 • ICCS demand/capacity model: 2026/27 (Date to be agreed with CTMUHB DDAT Team) • Capital post-evaluation framework: ongoing
Current position	**Key dependencies / risks**
• In delivery. Evidence work is shared dependency across multiple programmes. Being stepped up to create Population Needs Assessment (PNA). Opportunity to develop AI embedded model.	• Analytical capacity; partner evidence/data contributions; PNA activity may affect programme manager capacity in context of two unfilled vacancies in the team.

Senior board focus	Suggested reporting route
• Confirm evidence priorities and ensure partner analytical/data capacity is aligned.	• Quarterly strategic update, with exception reporting between cycles where a decision, risk or dependency requires escalation.

II. Investment, performance and assurance

Key strategic deliverables	Key milestones
• RIF performance reporting to assess value and impact • Implement revised performance framework • Service Level Agreements (SLAs) and streamlined service specifications for funded projects • Targeted project visits, report cards and strengthened finance process • Short Breaks monitoring and review of future targeting	• Finance returns: quarterly • Performance framework / SLAs / specifications: ongoing • Report cards: ongoing • RIF finance process guide: In draft
Current position	**Key dependencies / risks**
• Framework developed and agreed; implementation with projects required but awaiting confirmation of post March 2027 programme requirements. Monitoring and assurance activity ongoing.	• Timely project/partner submissions; data quality; project engagement; funding uncertainty; financial reconciliation/process risks.
Senior board focus	**Suggested reporting route**
• Fund impact. Data Transparency. Review material risks, funding pressures and assurance findings; support consistent partner compliance.	• Quarterly strategic update, with exception reporting between cycles where a material decision, risk or dependency requires escalation.

III. Integrated community care and adult services transformation

Key strategic deliverables	Key milestones
• Strategic Delivery Plan for Adults • Proactive Care Pathway for Frailty • Integrated teams on local footprints	• Integrated teams on a local footprint in each locality area by end Q4 2026-27

• Single Points of Access future model and setting • Shared regional digital/data/analytics agenda • Regional Care Home Contracting Framework and dashboard • Mental Health regional group, seasonal pressures and CHC improvement	• Proactive Care Pathway implementation plan in place by q4 2026-27. Working with RIC hub on data and care coordination model. • Nav Hub expansion feasibility plan completed in Q4 2026-27. • Regional Care Home Contracting Framework: docs available for agreement - Nov 2026. • Publish Adult Board Strategic Delivery Plan in Q4 2026-27. • Regional CHC Improvement Group established October 2026 and 12-month plan agreed. • Multi-agency engagement in Seasonal Pressures/ WG Sprint requirements during Q3 2026-27. • Scoping paper on joint digital and data opportunities to RPB by end 2026-27.
Current position • Multiple strands in delivery; some milestones/timelines remain to be confirmed.	Key dependencies / risks • Alignment with Primary and Community Care Transformation Programme; partner/service priority alignment; data team capacity; model licensing/ownership; governance reset.
Senior board focus • Maintain alignment between ICCS, locality governance, capital and partner transformation programmes; resolve strategic dependencies.	Suggested reporting route • Quarterly strategic update, with exception reporting between cycles where a material decision, risk or dependency requires escalation.

IV. Babies, children and young people

Key strategic deliverables • Whole System: Whole Heart governance and workstreams • NYTH/NEST SAT action planning and embedded practice • Trusted Adults, safe spaces and trauma informed practice • Coproduction/CPIG and children's voice • CLASS therapeutic support contract and collaborative service development	Key milestones • RIF CYP SAT submissions: Oct 2026 • Governance/workstream refresh: Summer/Autumn 2026 onwards • Trusted Adult development: 2026; implementation 2026/27 • Celebration event: Jan 2027
Current position	Key dependencies / risks

• Children's Board refreshed; working groups established; NEST rollout and CPIG activity progressing; three CONNECT Wellbeing Coordinators appointed.	• Capacity/workload; variable partner engagement; third sector/CVC role clarity; short term funding; demand exceeding available coproduction resource.
Senior board focus • Provide direction on shared priorities, sustainability and cross partner ownership; monitor whether engagement translates into measurable change.	Suggested reporting route • Quarterly strategic update, with exception reporting between cycles where a material decision, risk or dependency requires escalation.

V. Learning disability transformation

Key strategic deliverables • Programme governance framework • Home workstream: My Dream Home, accommodation dashboard, respite information, Shared Lives • Health/Transition: complex behavioural support, health workstream, accommodation, transition and older carers plans • Community: workstream plan plus safety, financial wellbeing and coordination groups	Key milestones • Governance framework: Sep 2026 • Home workplan: Aug 2026; My Dream Home phase 2: Sep 2026 • Accommodation dashboard: Nov 2026 • Health/community governance actions: Sep–Nov 2026 • Complex behavioural support proposal: Mar 2027
Current position • Broad transformation programme underway with several governance and evidence milestones concentrated in 2026.	Key dependencies / risks • Delivery relies on partner membership, ownership and evidence.
Senior board focus • Ensure priority sequencing is realistic and that accommodation, transition, carers and capital dependencies are joined up.	Suggested reporting route • Quarterly strategic update, with exception reporting between cycles where a decision, risk or dependency requires escalation.

VI. Dementia programme transformation

Key strategic deliverables • Implement partnership priorities from Dementia Workforce Development Plan	Key milestones • RIF risk/impact review: Sep 2026 • Governance/strategy alignment: late 2026 / early 2027

• Embed Dementia Standards and NECS recommendations • Review/align Dementia RIF investment • Align governance and delivery to new Dementia Strategy • Strengthen coproduction and engagement	• Standards and NECS implementation: ongoing • Hospital Charter: TBC
Current position • Standards/recommendations and engagement are ongoing; funding and governance alignment are key next stage activities.	Key dependencies / risks • Partner capacity/ownership; variation in organisational implementation; potential investment/resource implications; capacity to implement governance changes.
Senior board focus • Support consistent partner ownership and consider resource/reprioritisation implications arising from workforce and strategy implementation.	Suggested reporting route • Quarterly strategic update, with exception reporting between cycles where a decision, risk or dependency requires escalation.

VII. Strategic capital and integrated infrastructure

Key strategic deliverables	Key milestones
• Refresh and deliver 10-year Strategic Capital Plan and capital pipeline • Maximise HCF use and develop future five-year programme • Implement 2026–31 Integrated Health & Social Care Hub Strategy • Progress IRCF live schemes, feasibility studies and business cases • Strengthen datasets, design specifications, land/building intelligence and post evaluation	• Capital Plan refresh: draft to Capital Board Sep 2026 • HCF/IRCF Q2 reporting: Oct 2026 • Hub Strategy endorsement: end Sep 2026; forward build programme to WG: early Oct 2026 • HCF in year delivery: to Mar 2027 • Updated Investment Guide: TBC
Current position	Key dependencies / risks
• Capital Plan refresh in final draft; live HCF/IRCF programme and pipeline development ongoing.	• HCF unallocated funding and in year deliverability; WG approval/funding dependencies; project expenditure/drawdown; partner business case readiness; post March 2027 IRCF position.
Senior board focus	Suggested reporting route
• Prioritise schemes against evidence of need and deliverability; maintain oversight of funding risk, pipeline maturity and alignment with ICCS/other programmes.	• Quarterly strategic update, with exception reporting between cycles where a decision, risk or dependency requires escalation.

VIII. Governance, collaboration and programme alignment

Key strategic deliverables	Key milestones
• RCU overarching work plan and cross board reporting • Programme/steering group governance refresh and clearer escalation routes • Regional Partnership Agreement governance spine and locality JPBs • Coproduction, lived experience and partner engagement • Cross programme identification of risks, dependencies and shared priorities	• New partnership Governance and Operating to RPB October 2026 • RCU strategic work plan/reporting: quarterly • Governance changes across programmes: ongoing through 2026/27 • Regional Partnership Agreement measurement/reporting: TBC
Current position	Key dependencies / risks

• Governance refresh is a common feature across RCU programmes and is being used to strengthen accountability and coordination.	• Consistent reporting; partner engagement; clarity of roles/routes; competing programme priorities; board capacity to focus on strategic rather than operational detail.
Senior board focus • Use this work plan to focus senior discussion on exceptions, dependencies, decisions and opportunities for alignment.	Suggested reporting route • Quarterly strategic update, with exception reporting between cycles where a material decision, risk or dependency requires escalation.

4. Cross cutting dependencies and issues for board oversight

Cross cutting issue	Why it matters across the RCU
Evidence and analytical capacity	PNA/WBA, ICCS demand and capacity modelling, LD accommodation, capital planning, dashboards, evaluation and RIF performance all depend on timely, usable evidence and analytical support.
Partner capacity and ownership	Several plans identify capacity, engagement, implementation consistency or ownership across partner organisations as a delivery dependency.
Funding certainty and sustainability	RIF project sustainability, Dementia investment, Short Breaks, children's activity and IRCF planning all contain funding or future programme dependencies.
Governance alignment	ICCS, Learning Disability, Dementia, Children's Services and the wider RCU all going through a governance refresh or reporting alignment, creating an opportunity to simplify routes and strengthen escalation.
Capital and service transformation alignment	Capital pipelines, integrated hubs, specialist accommodation, ICCS, LD accommodation, dementia facilities and children's accommodation/safe spaces need to remain connected to service models and evidence of need.
Coproduction and lived experience	PNA development, Children's, Dementia and Learning Disability plans explicitly rely on coproduction, lived experience and engagement; this should be visible in how priorities are designed, implemented and evaluated.