

# Social Care Commissioning Strategy

2018-2021



# Introduction

Sometimes people need extra support. This can be for different reasons – a physical disability, learning disability, problems within a family or just growing older.

Conwy County Borough Council wants to support people at the right times, in the right ways. We want to meet the needs of people who live here now and make sure we're able to keep supporting people in the future.

Social Care services are available to everyone, regardless of their background. This includes supporting:

- vulnerable children and young people
- parents and foster carers
- disabled adults and children
- elderly people
- and those that care for other people, including young carers.

Some services we deliver. The rest we buy from care providers locally, regionally and nationally.

Commissioning is about:

- spending the money carefully
- finding the right ways to deliver services
- finding the right people to deliver services
- finding the right ways to keep services in place.

In 2017/18 we delivered 29 services costing over £7 million.

We also commissioned:

- 97 services by non-profit organisations and groups costing over £4 million.
- 44 services by private businesses costing over £7 million.
- 5 services by NHS health care services costing over £655,000.

So, it's important these services work well and are the best they can be.

## **This is our new Social Care Commissioning Strategy.**

It will make sure we commission services that:

- deliver better outcomes
- provide people with what matters to them
- give people choice and control over their lives
- improve health and well-being
- care for the workforce
- give better value for money.



## Developing this strategy.

To make sure this strategy works we listened to people across Conwy. We included information from:

### The County Conversation

In 2016 we started a county conversation. We wanted to know what was important to people, what works well in our county, and what could be better. We used what they told us to write our plan and vision for Conwy County. It also helped us write this strategy.

### The North Wales Population Assessment and Consultation

This collects information and statistics about our area. It lets everyone know what's going on and what services we'll need in the future.

### Other consultations

We've asked 283 key groups and their staff what they think of services. This helped us get a clearer picture of what's needed.



## Why change is important

Like many other councils across Wales we're facing a lot of challenges.

**Less money** – Over the last 3 years we've had to make £25.7 million in savings and, we need to make more. There's much less money available but we still want people to have quality services.

**More demand** – People are living longer which is good. But, it means people need support for longer. Many people also want care and support closer to home which puts more pressure on services. There are many challenges facing young people and parenting can be hard to get right.

**New laws** – Every service we commission needs to know about new laws and follow them. This includes:

- **The Social Service and Well-being (Wales) Act 2014.** This sets out steps for improving the well-being of people in Wales.
- **The Well-being of Future Generations (Wales) Act 2015.** This aims to improve well-being now for the future. It says we must think about how decisions we make now affect the next generations.

**Short term funding** – Most services we commission have one year Service Level Agreements. This is because the money comes from grants that last for one year. This type of short term funding puts pressures on services and makes planning hard.

## Our vision

Our vision for everything we do is:

**Conwy – a progressive County creating opportunity.**

The vision for Social Services' supports this and is:

**Social Services – Working together with our communities to help everyone get the best out of life.**

This commissioning strategy helps us work towards both these visions.



## Our Goals

**This strategy has eight main goals.**

We will focus on:

**1. Well-being – making sure people can look after their own physical and mental health.**

We will:

- help people understand their responsibility to look after their own well-being
- work to the Welsh Government well-being goals for Wales
- make sure everyone providing services understand our goal
- make sure staff offer people services in Welsh – this is called the Active Offer.

**2. Prevention – stopping issues getting worse and people needing care in the future.**

We will:

- support people so they know how to stay healthy
- provide advice and information so people know how to help themselves.

**3. Early intervention – stepping in to support people so issues don't grow worse.**

We will:

- work together with partners so people stay independent for longer
- help families deal with issues and build resilience
- stop the need for care growing.

#### **4. Working together – making sure services get the best outcomes.**

We will work with our partners to:

- develop new ways of working
- share resources
- learn from each other and share good practice.

We will work with people and families to:

- make sure they have a say in decisions that affect their lives.

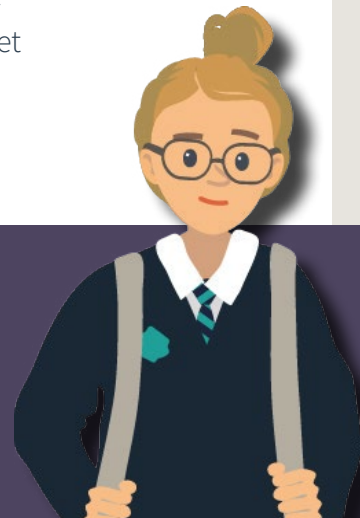
We will work with communities to:

- plan the services they need in their area
- support them to be stronger
- use lots of ways to include people who are hard to reach.

#### **5. Understanding care suppliers and the market – making sure we meet people's needs now and in the future.**

We will:

- use all the data and information available to develop services
- provide services based on the evidence of what works
- support and train the care workforce
- develop new ways of working
- make sure the businesses we use are stable
- make sure there are enough services to meet the demands of the future.



#### **6. Keeping people safe – making sure everyone can live free from harm, abuse and neglect.**

We will:

- only commission ethical safe services that follow employment law
- work to stop modern slavery and human rights abuses
- only commission services that have up-to-date safety policies and practices.

#### **7. Quality and value for money – making sure we use resources well and have high quality services.**

We will:

- commission high quality services
- check they continue to work as we need them to
- ask people to share their experiences of services
- make sure services always improve
- continue to learn
- stop waste
- add to our communities by bringing well-paid jobs and training.

#### **8. Technology – making sure people can live independent lives for as long as possible.**

We will:

- make the best use of telecare, assistive technologies and tele-health
- review the technology we have and what options are available
- explore how new technology can improve services.

## How we commission



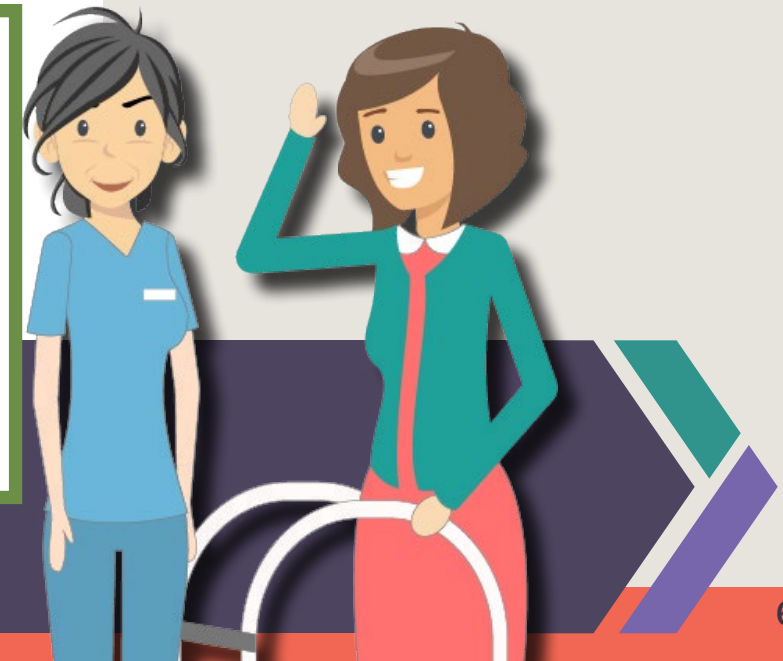
Commissioning is a fluid process. It changes as needs change.

We have to decide:

- can we provide the service as a council – **internal commissioning**
- should someone else provide the service – **external commissioning**
- should we give direct payments so people can pay for and control how they get their care – **commissioning with an individual**

### De-commissioning

Sometimes we have to end one service and replace it with another. We make sure it's done at the right time, is fair and everyone has the information they need so there are no gaps in care.





## Our action plan

There is an action plan that runs alongside this strategy. It lets everyone know the part they play and who is responsible for each area. These are priority areas for commissioning we will focus on:

### Services to support Carers



The number of carers is going up.

People aged **50-64** are most likely to provide unpaid care.

**50%** of all carers are in work.

There are over **1,000** young carers across North Wales.

In Conwy, the value of unpaid carers such as children and young people who help to care for their relatives, is over **£300 million**.

#### We will:

- find opportunities to commission and plan services across North Wales
- look at the day care services we have
- make sure there are stable good quality services
- check the Young Carers contract and look at how we should deliver it in the future.

### Services to support community well-being



More children are on the child protection register.

**Only 30%** of the adults do five 30-minute exercise sessions a week.

**Only 36%** adults eat 5 portions of fruit or vegetables a day.

**43%** people in Conwy drink above the guidelines at least once a week.

**30%** of Children aged 0-4 are living in poverty.

Fuel poverty affects **7,600** households.

#### We will:

- improve prevention and early intervention services to support families
- develop skills in the workforce
- continue to commission Family Group Conferences
- commission ways to reduce Child Sexual Exploitation
- develop more services to meet parents' needs and improve parenting
- commission services that manage high levels of risk to keep people safe
- review how we provide information, advice and support
- help people get connected to community groups
- commission prevention focus services on Dementia, falls and social isolation.



## Services to support looked after children

! There are not enough placements for children who need to be Looked After. This means children don't have choice about where they live.

↑ The number of Looked After Children is increasing across Wales and the UK. We need more **CAMHS** mental health services.

### We will:

- increase the number and choice of placements
- increase the number of in-house foster carers
- increase the number of emergency and crisis accommodation
- develop placements for children with emotional and behavioural issues
- support young people to gain independent living skills
- have more emotional, mental health and well-being support
- develop a provider list for placement support
- develop family reconciliation services to resolve issues
- develop foster care workforce skills and training
- develop support services and remove barriers to Special Guardianship
- continue to use the National Fostering Framework, Adoption Service and the North Wales Residential framework
- deliver good Advocacy and promote the Active Offer.

## Services to support Children and Young People - Youth Justice

↓ There are less young offenders.

↑ More young people are reporting that they are victims of crime.

🚗 Family contact is often difficult because of long distances involved.

### We will:

- continue to commission services to stop substance misuse and harm.

Any other commissioning will be in-line with the North Wales Youth Justice Board priorities.





## Services to support people with disabilities

**409** adults with a learning disability get support from services.

**111** children with a disability get support from services.

**1021** people with physical disabilities get support from services.


**!** Older people with sight loss are more likely to face depression.

### We will:


- use new technology
- commission 24/7 flexible support
- support young children with complex needs including autism better
- develop support in school holidays
- work with partners to develop employment opportunities
- develop housing that supports independence
- provide a range of flexible support options for carers
- train the workforce to help people be independent
- raise awareness of direct payments
- have more supported living and promote the Shared Lives Scheme in Conwy
- commission joint social care and education for people with multiple learning disabilities
- commission Sense and Vision Support
- work with the Deaf Forum to develop solutions to meet needs.

## Services to support older people

**1 in 4** people in Conwy are over **65** years old.

 Conwy's proportion of Older People is higher than the Wales average.

Number of over 85's set to increase by **40% by 2025**.

 There are more people with dementia.

### We will:

- make sure all services are outcome focused
- review advocacy services for older people
- make sure advocacy services meet their required outcomes
- continue to develop Step up: Step down and better respite care
- commission more care home settings
- develop more specialist care home support
- work with partners to explore the development of Extra-Care in Colwyn Bay
- review day care and respite provision
- follow the Regional Domiciliary Care Framework.



## Services to support vulnerable people

↑ The number of people with Mental Health issues is going up.

! Anxiety and depression are the most common issues.

↓ Suicide rates in Conwy are lower than the Wales average.

↑ More people are becoming homeless.

### We will:

- review our current support and commissioning plans
- develop commissioning plans for families reaching crisis point
- have more accommodation available like crisis care, residential and nursing homes
- design and commission community mental health services
- use the best, evidence-based ways of working
- support people with substance misuse issues
- support people who experience violence, domestic abuse or sexual violence
- commission more learning and training opportunities across the workforce.



## Workforce Development

Having the right workforce is a key part of this strategy and its action plan. There have been changes in Social Care across Wales that will affect the workforce here. So, we have worked with partners and helped develop a North Wales Workforce Strategy.

Each year North Wales gets a grant from Social Care Wales. It's used to develop Workforce Learning and Development Courses. This supports staff with the training they need so they can be confident in their work.

## Monitoring and Review

This strategy is about improving outcomes for the people living in Conwy. So, we will measure it against the Well-being Outcomes for Wales. You can see the outcomes here: [Welsh Government's Well-being Outcomes for Wales](#)

We will review this Commissioning Strategy after three years, but we can make changes before then if we need.

The Action Plan will be checked each year to make sure we're reaching our goals. We'll also send a report to the Social Care and Health Scrutiny Committee.

## Thanks for reading this

If you want more information about social care commissioning contact:  
[sc.commissioning@conwy.gov.uk](mailto:sc.commissioning@conwy.gov.uk)

Get involved in the County Conversation:

[conwy.gov.uk/countyconversation](http://conwy.gov.uk/countyconversation)

 [sgwrsconwyconvo](https://www.facebook.com/sgwrsconwyconvo)

 [@sgwrsconwyconvo](https://twitter.com/sgwrsconwyconvo)

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