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This document is available in Welsh, large print, audio CD, BSL DVD, easy read and pdf.
For further information or to request the document in one of the above formats please phone 01978 298616, fax 01978 298029, email commissioning@wrexham.gov.uk or write to: Commissioning & Partnerships Team, Wrexham Adult Social Care Department, Second Floor, Crown Buildings, 31 Chester Street, Wrexham, LL13 8ZE
1. Introduction

The Adult Social Care Department has responsibility for arranging, commissioning or directly providing social care services to those in need, and their carers, in order to enable independent living wherever possible. We ensure the safety of those who are vulnerable by working closely with partners in the health service, voluntary sector and other independent providers.

This Adult Social Care Department Commissioning Strategy is a statement of strategic intent about supporting citizens in Wrexham; detailing the context in which commissioning practice is applied; population characteristics; Welsh Government law; partnership arrangements and budgetary spend.

This strategy summarises national guidance, including “Fulfilled Lives, Supportive Communities”\(^1\) and “Sustainable Social Services for Wales: A Framework for Action”\(^2\) by describing our department’s Commissioning vision, outcome framework and intentions;

It will state:

- the commitment of the local authority to work together with all stakeholders to promote integrated working across sectors focusing on supporting people to achieve positive personal outcomes.
- that in the present economic climate there is more need than ever to maximise the efficient use of resources (sustainability) and ensure that effective (quality) services are provided.
- that services provided by or on behalf of Adult Social Care need to change to develop to continue to meet future individual and organisational needs.

It has been written for all stakeholders; including, People who use services and Carers, people who may use services in the future and their potential Carers, Councillors, Chief Officers, Senior Managers, Social Care and Betsi Cadwaladr University Health Board commissioning teams, departmental procurement teams, Service Managers, Care Managers and other front line practitioners, improvement agencies, regulators and Providers.

This 5 year strategy will describe the commissioning intentions within which individual service areas can realistically influence social care provision to ensure effective support is available for people with support needs because of illness, disability or frailty.

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\(^1\) Welsh Assembly Government – A strategy for Social Services in Wales over the next decade: Fulfilled Lives, Supportive Communities (February 2007)

Commissioning Process and Guidance

This Departmental Commissioning Strategy outlines the strategic direction of travel of the Adult Social Care Department in meeting the needs of the people who use our services (both commissioned and directly provided). Falling out from this overarching strategy is a series of service specific Commissioning Strategies, which detail the ways in which the department’s strategic vision will be achieved through the commissioning practices of each service area.

Those commissioning intentions identified within each of the strategies are fed into, and delivered via the appropriate Head of Service Business Plans. This approach ensures consistency between the high level strategic direction of travel (Commissioning Strategy), the implementation of agreed actions (HoS Business Plan) and reflected in the development of services (RADAR).

The Commissioning process adopted by the Adult Social Care Department is consistent with and draws upon the guidance set out in ‘Fulfilled Lives, Supportive Communities’. This process is described more fully within the Department’s Commissioning Manual.

Guidance:
2. Summary of Population Needs Data

Wrexham County Borough Population Needs Data
(12/03/13 15:06 from www.daffodilcymru.org.uk version 3.0)

Population
The total population of adults residing in Wrexham County Borough is predicted to increase from 107,580 to 113,010 (5%) by 2020. The number of people aged between 18 and 64 is predicted to remain fairly static (0.2% increase). A marked increase has been predicted in the number of people aged 65 and over in the same period; with a 20% increase in the female population (from 13,560 to 16,220) and a 24% increase in the male population (from 11,200 to 13,910).

Population by Ethnic Group

Disability & Illness
Data shows that in 2012, more adults in Wrexham County Borough experience a moderate physical disability (6% of total population or around 6,600 people) than a serious physical disability (2% or around 2000 people). The data predicts that the population of adults who experience either a moderate or serious physical disability will grow at around the same rate as the total population up to 2020; from 8,561 to 8,704. It is predicted that there will be a marked reduction in the number of 18-24 year old people experiencing a physical disability (from 549 to 504) and an increase in other age groups, most notably 55-64 year olds (from 3,551 to 3,716).

The number of adult people receiving treatment following a stroke is predicted to increase from 2804 in 2012 to 3,297 in 2020, an increase of 493 people; this is around 3% of the total adult population. The rate of receiving treatment for a stroke for people aged between 35 and 74 is predicted to be around the rate of growth for the whole population of Wrexham County Borough between 2012 and 2020; although the rate of receiving treatment for a stroke for the age group 75 years and older is predicted to be slightly higher.

Data predicts that the population of people aged 64 years or under who have early onset dementia will increase to 1 person in 37 in 2020 (0.03% of the total population). This prediction shows a growth rate for this population that is marginally below the rate of increase of the total population. The population of people aged 65 years or over who have dementia is predicted to increase in size from 1,695 to 2,117 in 2020, which is an increase of 422 people (around 2% of the total population). This increase is at a slightly higher rate than the predicted increase in total population.

The population of adults who have a learning disability is predicted to increase by 122 people to 2,644 in 2020 (2% of the total population).
The growth rate for this population is equal to the rate of increase of the total population.

The data predicts that the population of adults with any mental health problem will increase by 622 people to 11,141 in 2020 (10% of the total population). The data shows a marked decrease in the number of people aged 16-24 with any mental health problem (43 - 8% decrease from 2012); numbers of people aged 25-64 neither increase or decrease; there is a significant increase in the number of people aged 65 and over (552 – around 20% increase on the 2012 population) by 2020.

Data suggests that around 28% of the adult population of Wrexham in 2012 experiences a limiting long-term illness (30,448 people). The number of people who experience a limiting long-term illness is predicted to increase by 3,327 (11%) to 33,775 people by 2020; this rate of increase is faster than the overall population growth rate.

**Independence Skills**

The population of adults who are unable to manage at least one domestic task or one self-care activity on their own is predicted to grow at a slightly higher rate than the total population growth rate between 2012 and 2020. Within this population the number of people aged 70 years or older is predicted to increase by 4,232 to 22,443, which totals around 20% of the total population of people residing in Wrexham County Borough.

**Unpaid Care Provision**

The population of people aged 16 and over residing in Wrexham County Borough who provide unpaid care is predicted to increase at about the same rate as the general population increase during the period from 2012 to 2020 (from 19,635 to 20,879) remaining at around 18.5% of the total population. Within the population of people providing unpaid care, the data shows different relative changes in population size across the reported age ranges; with around 1% less people aged 16-24 (from 2,585 to 2,388), around 1% more people aged 25-64 (from 12,892 to 13,068) and around 5% more people aged 65 and over (from 4,458 to 5,423) providing unpaid care.
3. Wrexham Adult Social Care Financial Considerations

Wrexham Adult Social Care Department Budget 2012 - 2013

<table>
<thead>
<tr>
<th>Service</th>
<th>Budget 2012-2013</th>
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<tr>
<td>Older People</td>
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<td>Generic Services</td>
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<tr>
<td>Total</td>
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This Departmental Commissioning Strategy is produced at a time of great change nationally and locally, and against a backdrop of significant financial challenges. Adult Social Care services in Wrexham have established a programme of activity to address both the policy and financial challenges to seek to ensure that the people who access our services are enabled to achieve optimal independence, and connectedness to their local community.

Put simply, we have more people and less money, so we must think differently about how we support the needs of a growing population. The approach proposed within this strategy is based on the philosophy that by meeting people’s needs in a more flexible way, which maximize their control, we can make current resources go further, and by creating a more sophisticated and flexible relationship with providers, we may achieve more for less.

Wrexham Adult Social Care Vision

Wrexham Adult Social Care recognises citizens at the centre of the commissioning process, and works to ensure support in Wrexham is developed to meet the needs and aspirations of local people within the resources available. This Commissioning Strategy supports the delivery of the Council Plan.

This vision statement emphasises the Department’s focus to be about planning support with individuals, in partnership with other organisations and statutory authorities, to enable people to achieve positive outcomes.

The Departmental Outcome Framework (see page 9) builds on Wrexham’s Annual Council Reporting Framework, which reflects the following principles:

- **Personalisation**: That individuals who require adult social care services continue to have choice and control over their lives.
- **Localisation**: That individuals’ needs can be met within their local communities.
- **Integration**: That services work together to meet the needs of individuals, using flexible resources to maintain/increase independence.
- **Safeguarding**: That vulnerable adults are protected from harm

The processes through which commissioning will be applied in Wrexham Adult Social Care are described in the Commissioning Manual.
5. Departmental Outcome Framework

Citizenship and independence are central to the work of Adult Social Care and are supported by the achievement of the surrounding outcomes in Figure 1.

Wrexham Adult Social Care works to enable people to improve their quality of life by supporting them to achieve positive outcomes and to maximise their independence. Supporting a person to reach their optimal level of independence includes enabling a person to live a fulfilled life and to take their place within their community as a rightful citizen, regardless of their disability or frailty and enabling them to take control of their lives.

Positive outcomes for individuals may be achieved by enabling / re-abling people to develop, regain or acquire skills or confidence, which may have been lost through illness or injury (or which may not have been there originally – re-word); provision of information and advice to enable independence; paid for care services; supporting unpaid Carers to care for relatives or friends and supporting the growth of community based support opportunities.

The population of Wales is predicted to change significantly through this decade, including a growth in numbers and an increasingly higher percentage of people aged 65 and over. The forthcoming enactment of the Social Services and Wellbeing Bill will create the opportunity for Wrexham Adult Social Care to focus more strongly on preventative and early intervention services, based on greater partnership working and integration of services between local authorities, health and the third sector.
OUTCOME 1: Wrexham citizens report optimal quality of life, health and well-being

Health and well-being is about enabling people to live independently for as long as possible by helping them to stay healthy and make the most of opportunities in their local areas. It is about providing people with the skills and resources to manage their own conditions.

What we have now
A range of support has been developed in partnership with other organisations and departments within Wrexham County Borough Council, which aims to maximise the health and well-being of people who access Adult Social Care support; ranging from Reablement, Recovery, Intermediate Care, the Chronic Conditions project, the work of the Community Learning Disability Team, a wide range of supported living opportunities, and Telecare, to falls prevention, day and respite services, work opportunities placements, lunch clubs and support for people carrying out a caring role. These services help people to live independently and keep them safe and well. They aim to help individuals avoid unnecessary hospital stays and get back home from hospital sooner. Fundamental to these services is a commitment to ensure that care and support are delivered at the right time, in the right place and by the right person.

What are the issues with current provision?
Whilst there are examples of excellence and innovation, our model of service provision has been one where both investment and focus has primarily been upon specialist services, which provide intensive support to people with eligible needs. Consequently, support is provided at the point at which people are in crisis. However, by shifting to the greater provision of universal services we will ensure investment and focus is upon maximizing independence and choice for people. By ensuring that people who use our services have access to a range of preventative support options earlier on, we will be better able to maintain their health, well-being and independence and thereby reducing their dependence upon formal care services.

What changes need to be made?
By the end of this 5 year commissioning strategy, we will aim to ensure Wrexham citizens report optimal quality of life, health and well-being. We will do this by:

COMMISSIONING INTENTION 1.1 - Supporting the development of Local and National Outcomes Frameworks
The Welsh Government have committed to develop a National Outcomes Framework across social care in order to ensure services remain focused on supporting people to remain independent and reach their full potential. We will actively contribute to this programme of work, including local service area outcome frameworks that ensure effective service delivery and development in Wrexham.

COMMISSIONING INTENTION 1.2 – Developing Reablement/enablement across all service areas and sectors
We will work with in-house as well as Independent providers, Third Sector organisations and Carers to develop models of support that are focussed on promoting independence and well-being for vulnerable people.
COMMISSIONING INTENTION 1.3 – Promoting the development and uptake of ‘preventative’ services
We will develop a range of low-level and community-based services that aim to assist people in living fulfilled and independent lives, thereby reducing the number of people entering or requiring ongoing social care support.

COMMISSIONING INTENTION 1.4 - Monitoring the well-being of people who access Social Care support via the Departmental Quality of Life Questionnaire
Work has taken place to develop a questionnaire that measures the well-being of people who access support from Adult Social Care. The questionnaire will be implemented for all new and existing service users in 2013/14 and will support the ongoing development of outcomes focused processes and services.
OUTCOME 2: Equality and Diversity is promoted and achieved for everyone

Wrexham County Borough Council believes that everyone should have the same chances of available opportunities. This is about people using their rights, making choices, leading independent lives and being included in society. Therefore, attention will be given to the Human Rights Act 1998 and Equality Act 2010 throughout our work, particularly in the development and delivery of services that reflect local diversity and meet the full range of different needs in Wrexham.

What we have now
When providing a specific service for an individual or a family, we aim to ensure that the service is provided in the language of choice for the individual and their family or Carer/s and that the person is central to the process of planning and delivering services.

The Council operates in accordance with the requirements of the Equality Act 2010 and the Welsh Language Act 1993 and safeguard the rights of all people who use services.

According to the requirements of the 2010 Equality Act, it should be noted clearly in any agreement that providers need to ensure that they do not discriminate on the basis of the Protected Characteristics (namely race, sex, gender reassignment, disability, sexual orientation, religion or belief, age, marriage or civil partnership, pregnancy and maternity). Compliance is expected in relation to service provision and employment of staff.

In addition to this, full consideration is given to the relevance of this work under the General Duty of the Act, namely:

- Positively promote equality
- Remove illegal discrimination, harassment and persecution
- Promote equal opportunities
- Nurture good partnerships

The Equality objectives set out in the Council’s Strategic Equality Plan also reflect the draft Equality priorities for Wales and regional equality objectives and the local objectives and actions for making Wrexham County Borough a fairer place where people can achieve their potential, thrive and prosper.

The local plan forms part of the Council’s policy framework and the objectives will be delivered and monitored through implementation of the Council Plan and departmental service plans. Regional objectives will be achieved through working with partners across North Wales.

Adult Social Care contributes to achieving the above objectives through the Departmental Equality Representative who attends the corporate Equality Improvement Group. There is also an internal joint equality group across Adult Social Care and Children’s and Young Peoples Department that receives reports on equality information.
**What are the issues with current provision?**
There are likely to be issues locally for providers in terms of compliance with the Welsh Language Act, as they may have difficulty in recruiting or identifying existing staff who are able to speak through the medium of Welsh. There may also be potential cost implications for providers to train up existing staff in order to be able to comply with the requirements for the future.

**What changes need to be made?**
By the end of this 5 year commissioning strategy, we will aim to ensure that Equality and Diversity is promoted and achieved for everyone. We will do this by:

**COMMISSIONING INTENTION 2.1 – Contributing to the achievement of the Strategic Equality Plan**
We will assist the Departmental Equality Representative by contributing to the achievement of Corporate Strategic objectives set out in the Council’s Strategic Equality Plan 2012-2016.

**COMMISSIONING INTENTION 2.2 – Ensuring all contracting and procurement activity comply the Equality Duties**
We will work in partnership with in-house, independent and Third Sector providers to ensure that they are able to comply with legislation and have the ability to submit all required monitoring information. We will ensure that all contracting and/or procurement activity meets the equality duties and improves outcomes for protected groups.

**COMMISSIONING INTENTION 2.3 – Ensuring consistent equality monitoring and analysis**
We will work with managers, performance and operational staff to ensure consistent equality monitoring and analysis of results; improve the collection and management of data and support the development of an effective system for sharing information; ensure policies, plans and our commissioning practice including identifying, securing and delivery of approach and services are evidence based.
OUTCOME 3: Information, Advice & Support is provided to meet people’s needs

Access to timely information, advice and support is a central theme within the Welsh Government’s document Sustainable Social Services: A Framework for Action (2011), and is also a key priority for Adult Social Care in Wrexham. People need information to be in control, understand options, inform choices and assist them wherever possible to find their own solutions and maintain their independence. Wrexham Adult Social Care endeavours to provide high quality information, advice and support which is accessible to everyone.

What we have now
Feedback is collected via a range of sources, including satisfaction questionnaires, contract monitoring, analysis of assessment records and engagement events with key stakeholders, including people who use our services and their families / Carer/s to determine Wrexham’s population need profile. This feedback supports the department’s commissioning process and development of current and future support approach and options. Information and advice is provided in a range of different methods across the departmental service areas including leaflets, online information, information and advice services etc.

What are the issues with current provision?
There is a range of information available currently but work is required to ensure that it is effective – that it is updated, conveys useful information, accessible and available to a wide range of audiences.

What changes need to be made?
By the end of this 5 year commissioning strategy, we will ensure that information, advice and support are provided to meet people’s needs. We will do this by:

COMMISSIONING INTENTION 3.1 – Ensuring the information we provide is accessible
We will develop a full range of effective information which is accessible to all, including hard to reach groups. We will use contract monitoring with in-house, independent and Third Sector providers to ensure organisations have considered how they will provide accessible information.

COMMISSIONING INTENTION 3.2 – Exploring innovative ways of providing information about the support we provide
We will increase the range of methods used to engage and convey information with the population of Wrexham, including use of new technology and social media resources.
OUTCOME 4: Stakeholders, including people who use our services have the opportunity to participate in and influence policy, service design and delivery from an early stage

The Adult Social Care Department provides a wide range of services for the people of Wrexham. It is important that the public, people who use our services, their families and Carers and other stakeholders, have a clear means to share their views and opinions about what we do and participate in shaping the support we provide.

What we have now?
The Wrexham Adult Social Care ‘Getting Engaged Strategy’ details the mechanism that increasingly incorporates consultation feedback into the department’s continuous improvement cycle (p2). Consultation is the responsibility of the commissioners within the Department. Each commissioning service area\(^3\) leads consultation activity and analyses the information received to inform commissioning and procurement plans, with the support of Heads of Service. The Council, including the Adult Social Care department, intends to further develop an approach whereby it better understands its customers and Wrexham’s citizens, and engages with them to improve services as prioritised in Wrexham’s Council Plan (2012-16).

What are the issues with current provision?
Whilst the Getting Engaged Strategy has been adopted across the Department, further work is needed to ensure it is implemented across all service areas in order to ensure consistency of approach and that appropriate mechanisms are in place to support people who use our services to meaningfully engage with service design and delivery. Further work is also required in order to ensure that as a Department, we engage with seldom heard communities and groups and take their opinions and experiences into account when planning services.

What changes need to be made?
By the end of this 5 year commissioning strategy, we will ensure Stakeholders, including people who use our services have the opportunity to participate in and influence policy, service design and delivery from an early stage. We will do this by:

COMMISSIONING INTENTION 4.1 – Investing in a supportive infrastructure that enables individuals, communities and groups to participate fully in all aspects of service planning, design and delivery.
We will put in place mechanisms to encourage and support people to engage with us to ensure that our support is developed to meet the changing needs of individuals and the communities we serve. We will further improve our consultation with seldom-heard groups. We will provide opportunities for people who use services and Carers to be involved for example, improving information, raising awareness and training.

COMMISSIONING INTENTION 4.2 - Working with private and third sector organisations to provide a range of services and support.
We will provide support to enable organisations to effectively participate in assessing and shaping support available in Wrexham. We will ensure organisations communicate with each other, people who use our services and their Carers in the design, delivery and evaluation of their support.

\(^3\) There are five main service areas: Older People, Learning Disabilities, Mental Health, PSNI (Physical, Sensory, Neurological Impairments) and Carers.
COMMISSIONING INTENTION 4.3 – Commissioning Strategies will be developed as ‘live’ documents that are responsive to change and consider future opportunities for joint working. Commissioning Strategies will be reviewed and updated on an annual basis to ensure they function as live documents that are responsive to changes in policy and intelligence gained from consultation information. We will work with Partners, including Betsi Cadwaladr University Health Board (BCUHB), in order to ensure a whole system approach to Commissioning is achieved.

COMMISSIONING INTENTION 4.4 – Ensuring Adult Social Care consultation practice meets local and national standards. We will further develop collection and analysis of unmet need information, consultation practice with seldom heard communities as well as from individuals signposted to other services. Consultation will be co-ordinated across the department to increase effectiveness and efficiency.

COMMISSIONING INTENTION 4.5 – Building upon existing processes for engaging with, and facilitating the social care market. We will review the way in which we engage with the social care market. Market position statements will be developed, where required, and we will work with the North Wales Commissioning and Contract Officer Network to explore the development of regional Market Position Statements.
OUTCOME 5: Vulnerable adults are safeguarded from harm

The Welsh Assembly Guidance, *In Safe Hands 2000*, specifies that:

A vulnerable adult is a person over 18 years of age who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself or herself, or unable to protect himself or herself against significant harm or serious exploitation.

The protection of vulnerable adults from abuse is supported by Welsh Government Guidance, ‘In Safe Hands’ to ensure that there are effective arrangements in place to identify abuse and respond accordingly. Wrexham County Borough Adult Social Care works alongside Children’s Social Care and health and social care agencies in North Wales and North Wales Police to help vulnerable adults protect themselves against abuse by other people. The partnership is called the North Wales Adult Protection Forum. At a local level, the Department manages a local Adult Protection Committee to oversee application of policy, practice and training needs jointly with Health, Police, Probation, Independent and 3rd Sector Organisations.

What we have now?

As a member of the North Wales Adult Protection Forum, Wrexham is committed to working together with partner agencies to raise awareness and concerns about adult protection and to implement systems to continually improve the protection of vulnerable adults. At a local level, Wrexham has provided information within the Community Safety Partnership to raise awareness and also produced a DVD with service users and carers from mental health services. The systems for Safeguarding in Adult Social Care are being reviewed and improved. Adult Social Care works closely with the Local Children’s Safeguarding Board to share workforce expertise and practice developments.

What are the issues with current provision?

A review of current Welsh Government strategic guidance contained within In Safe Hands shows that it is not fit for purpose. Welsh Government’s intention to give a more statutory and strategic focus to adult protection is set out in the Social Services and Well-Being Bill. The Department ‘s strategic aim is to ensure a culture of continuous improvement within a framework of reporting systems. A review is currently taking place of the current Local Adult Protection Committee to ensure it has a key planning model strategic importance at a local level which delivers on setting operational priorities; ensuring standards are being met within a framework of multiagency working; reflects good safeguarding practice.

What changes need to be made?

The Social Services and Well-Being Bill sets out a strategic focus to ensure new Adult Safeguarding Boards are created at a National and Regional level. The provision of a Local safeguarding Committee needs to reflect this new framework. The Bill also has the intent to place Adult Safeguarding on a statutory footing and this will impact upon the future strategic direction of Safeguarding and the Department is anticipating this change in its planning and delivery of service.
By the end of this 5 year commissioning strategy, we will ensure vulnerable adults are safeguarded from harm. We will do this by:

COMMISSIONING INTENTION 5.1 – Providing and delivering good practice in safeguarding
We will put in place processes which ensure effective governance and performance monitoring; valuable sharing of good practice and interagency working at a strategic and operational level; learning lessons from Serious Case Reviews in adult safeguarding and at a regional and local level, there is a vision to make safeguarding everyone’s business.

COMMISSIONING INTENTION 5.2 – Developing links between Commissioning and Safeguarding
We will enhance the links between Commissioning and Adult Social Care Safeguarding in support of further development of the safeguarding function.

COMMISSIONING INTENTION 5.3 – Utilizing safeguarding information to inform commissioning activity
We will use safeguarding data alongside other population data to inform and guide commissioning activity to develop quality processes and support.
OUTCOME 6: Wrexham Adult Social Care provides support through a strong professional workforce

The Welsh Government sets out in “From Vision to Action, 2010” that continued delivery of quality services is dependent on a quality, highly trained workforce being in place and is central to achieving “Sustainable Social Services for Wales”.

At a local level, each local authority has responsibility for the social care workforce development grant via the Social Care Workforce Development Programme (SCWDP) and is required to form and develop a local social care workforce development partnership, including representatives from all key stakeholders.

To achieve quality services it is essential that we have sufficiently trained and skilled staff across the sector in all roles that are confident and competent to meet the social care needs of people in Wrexham. It is essential that staff are recruited safely and that their valuable experience retained within the sector.

The workforce is therefore an intrinsic element to delivery of services and as a result, any development of services across Wrexham needs to ensure that the availability and capability of staff is sufficient to meet any changes in delivery requirements.

What we have now?
The Wrexham Social Care Workforce Strategy and Development Team have recently produced the Wrexham Social Care Workforce Strategy Update 2012-17. Wrexham has one of the highest qualified social care workforces across Wales; over 90% of the local authority employees within social care are qualified and just under 60% of the independent sector providers hold a recognised qualification. The updated Workforce Strategy will continue to provide a whole sector plan which builds on the strengths of the current workforce across Wrexham, with the recognition of the Welsh Government’s Statutory Guidance on the Role and Accountabilities of the Director of Social Services (SGRADSS) to: ‘ensure a sufficiently large, skilled, safe and focused workforce to meet the assessed needs’(p.15) ( SGRADSS June 2009)

The Social Workforce Development Team support Providers in the recruitment and retention of employees both regionally and locally to raise the profile of the Social Care workforce. The team co-ordinates the Social Care Workforce Development Partnership (SCWDP) on behalf of Wrexham County Borough Council and delivers the Social Care Workforce Development Programme which includes training as detailed in their Training Brochure. The Wrexham Social Care Development Programme is funded by Wrexham County Borough Council and a grant from the Welsh Government.

Commissioners support regional initiatives to understand the key workforce issues and ensure that they are taken into account when developing and shaping services including specific reference to Welsh language requirements. Commissioners will attend meetings and support regional initiatives to understand the key workforce issues and ensure that they are taken into account when developing and shaping services. When commissioning and purchasing services, arrangements must be clear about the standards of staff training and qualifications expected, including specific reference to Welsh language requirements.
What are the issues with current provision?
Whilst links have been established between the Wrexham Social Care Workforce Strategy and Development Team and the Planning & Commissioning Team, these will need to be built upon and enhanced through the life of this strategy in order to ensure a linked and whole systems approach is developed.

It is important to recognize that there are some issues in recruiting and retaining quality staff, some of which is as a consequence of competition within the labour market across the Social Care sector. The Department will need to work to redress this issue through planning for career progression as well as working with Provider organizations to improve terms and conditions within the sector.

What changes need to be made?
By the end of this 5 year commissioning strategy, we will provide support through a strong professional workforce. We will do this by:

COMMISSIONING INTENTION 6.1 - Strengthen links between Commissioning and Workforce Development
Greater links between the teams will be forged in order to ensure that workforce issues are fully considered within all commissioning activity. Working arrangements between Commissioning and Workforce Strategy and Development will be strengthened with the aim of ensuring safe recruitment practices within the sector being developed, adhered to and supported. The Local and Regional Social Care Workforce Development Plan will be used to encourage a partnership response to recruiting, training and retaining the workforce.
OUTCOME 7: Supportive Communities are Developed

Wrexham Adult Social Care recognises the need and is committed to the development of strong and supportive communities through delivering more community based services where people can access the services they need, from their identified communities, where people share interests and activities across cultural and organizational boundaries, feel accepted and welcome.

Without networks of support, people are at an increased risk of social isolation, disengagement or spending time in formal services removed from their community. Fundamental to the development of supportive communities is that individuals feel empowered when making decisions about how they can meet their needs and support their own independence.

What we have now?
The department has developed a number of community based services, working with a range of partners including other Council departments, Third Sector organisations, independent providers and community groups, including a range of support, such as the Carer’s Information Advice and Support Services, Day Services, the Community Inclusion and Lunch Clubs Grants. Development in these service areas are aimed at supporting Individuals to achieve positive personal outcomes, including reduction of social isolation, along with developing stronger communities.

What are the issues with current provision?
Whilst there are pockets of excellence in the provision of community based services, there is a need to further embed them across the County Borough and ensure that the availability of these services is widely promoted. A key to the successful implementation of these services is how we ensure that professionals, communities and individuals know they are available in the absence of a current accessible resource list / sign posting protocol.

What changes are we going to make?
By the end of this 5 year commissioning strategy supportive communities will have been developed. We will do this by:

COMMISSIONING INTENTION 7.1 - Continuing to Develop Community Based Services across All Service Areas
The Department will continue to develop partnerships and procurement mechanisms to deliver community based services. To support this, work will be undertaken in order to map out community based service provision to identify areas of need including both geographical and non geographical communities (e.g. rural areas and hard to reach groups). We will work with our partners to promote community based services and signpost individuals to them via the development of a Care Pathway / Sign Posting Protocol.

COMMISSIONING INTENTION 7.2 – Ensuring that where appropriate, services are supported to become sustainable and that innovate business models are explored when commissioning services
We will work with Third Sector Organisations and Assets and Economic Development to explore alternative models of service delivery through Social Enterprises/ co-operatives and to support the business development of small and medium sized enterprises.
Appendix

Appendix 1: Older People’s Commissioning Strategy (completed)
Appendix 2: Learning Disabilities Commissioning Strategy (completed)
Appendix 3: PSNI Commissioning Strategy (to be reviewed by end of May)
Appendix 4: Carers Commissioning Strategy (to be reviewed in 2014)
Appendix 5: Mental Health Commissioning Strategy (awaiting instruction)