

CABINET

Date of Meeting	Tuesday, 24 th October 2017
Report Subject	Strategic Review of the Care Sector
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

Social Services are delivered within a context of rapidly changing social, demographic and environmental demands, and the department needs to be able to respond to those demands whilst at the same time continuing to meet the needs of its service users and their carers within an agreed budget, whilst aligning practice to the Social Services and Well-being (Wales) Act 2014.

Many of our external providers (domiciliary, nursing and residential homes supporting elders and people living with dementia) are facing huge pressures and are concerned about the sustainability of their businesses.

In order to support the local sector, Flintshire County Council agreed to fund a 12 month post looking at the key factors that are influencing the fragility of the care sector in Flintshire. A programme plan has been developed to address key priority areas of this work. The project will also support the evidential case being made in Flintshire regarding the fragility of the sector and help us to address some of the pressing issues providers and commissioners are raising. This report is the result of that work.

The report will be shared with Welsh Government to support the case for more investment in the social care sector. The report will also be published on our website and shared with partners.

RECOMMENDATIONS

1	Cabinet to accept the report.
2	Cabinet to agree publication
3	Cabinet to agree the approach to Welsh Government for them to respond to the needs of the care sector.

REPORT DETAILS

1.00	EXPLAINING THE STRATEGIC REVIEW OF THE CARE SECTOR
1.01	<p>The Council need to provide services within a context of rapidly changing social, demographic and environmental demands, and needs to be able to respond to those demands whilst at the same time continuing to meet the needs of its service users and their carers within an agreed budget.</p> <p>Our social care providers are facing pressures and are concerned about the sustainability of their businesses. This project has identified innovative ways to support the sector and makes the political argument regarding the fragility of social care providers in Flintshire.</p>
1.02	<p>Wales is aging faster than any other UK nation. Flintshire's older population (+80) is predicted to rise by 23% in the next 4 years with the number of older people with significant health and social care needs predicted to rise by 22% during the same period (Source: Flintshire Residential Care Review). During this period there is a clear risk that the care sector will be unable to sustain itself if no action is taken. Through this work we aim to develop a plan which will identify priorities, short term medium term and long term plans which will help us move toward addressing some of the most pressing issues.</p>
1.03	<p>The first sections of the document pull together key points from research and relevant literature to set the scene for the work. This includes the factors affecting local providers, the support already in place from the Council, work taking place at a regional level, existing community based approaches and information on work undertaken by Health colleagues.</p> <p>The report includes a number of areas for further consideration that could be explored in the medium to long term based on project examples from across the county and wider that contribute to this agenda.</p> <p>The report concludes with key recommendations.</p>
1.04	<p>Actions have been progressed where possible during the development of the report with guidance from the steering group we are progressing a number of initiatives locally to support the work. Project briefs have been developed which detail the background, evidence of where services work well.</p>

1.05	This report, which sets out the need for increased funding, workforce improvements and recognition of the full needs of the sector will inform our evidence base for national case-making.
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2.00	RESOURCE IMPLICATIONS
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2.01	A Planning & Development Officer in Social Services has been developing this report since 1 st April on a secondment basis, and has now returned to her substantive post.
2.02	Colleagues in IT are supporting with the development of a Provider Portal, which will also be the central hub for a local marketing and recruitment campaign for the care sector.
2.03	The development and implementation of the short, medium and long term initiatives identified will require further work in the Social Services Planning and Development Team. This will be managed from existing resources.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	A steering group has been established to oversee the work, which met for the first time in 3 rd May. The group has a diverse membership and includes Registered Managers of Care Homes and Domiciliary Care providers, officers within the Council and partners from the Thirds Sector. The meetings have driven the direction of the work.
3.02	<p>Between June and September 2017, Osterley Associates offered a business diagnostic to providers across the residential and nursing sectors who were based within Flintshire on behalf of the Council. Osterley Associates is an independent consultancy which was established in 2014 to provide business sustainability support to community based businesses and stakeholders. Often the businesses in these groups are micro or family run and as such do not access mainstream support.</p> <p>Owners and managers from 18 homes were interviewed by an experienced business adviser and a diagnostic review was completed, 2 homes declined the offer and 4 were unable to schedule an interview in the timescale.</p> <p>The feedback received has mainly focused on the issue of recruitment and retention in the sector and the purchase of consumables, utilities, equipment and waste services.</p>

4.00	RISK MANAGEMENT
4.01	An exit strategy has been developed and partners are engaged with progressing the work identified.
4.02	The risk of inaction for the care sector in Wales is potentially critical. By acting responsibly, Flintshire is seeking to mitigate the implications of failures in the sector, to protect and ultimately develop the provision.

5.00	APPENDICES
5.01	Appendix 1 – Summary report

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Neil Ayling Telephone: 01352 702500 E-mail: neil.j.ayling@flintshire.gov.uk</p> <p>Strategic Opportunity Review – The Care Sector in Flintshire.</p> <p>L:\FCC_Files\share\Multipath\Chief_Executives_Documents\HOUSE_KEEPING\Chief_Officers\Neil_Ayling\Meetings\Cabinet.Scrutiny\Formal_Cabinet\Strategic_Opportunity_Review_for_publication_V1.pdf</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Social Services and Well-being (Wales) Act 2014: The Act provides the legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social services in Wales.</p> <p>Regulation & Inspection of Social Care (Wales) Act 2016: The Act builds on the success of regulation in Wales and places the quality of services and improvement at the heart of regulation. It strengthens protection for those who need it, establishes a regulatory system that is in-line with the Social Services and Well-being (Wales) Act 2014 and creates a regulatory system that is centred around people who need care and support, and the social care workforce.</p> <p>Third Sector: These are community associations, self-help groups, voluntary organisations, charities, faith-based organisations, social enterprises, community businesses, housing associations, cooperatives and mutual organisations. They display a range of institutional forms, including registered and unregistered charities, companies limited by guarantee (which may also be registered charities), Community Interest Companies, Industrial and Provident Societies and unincorporated associations. Each organisation has its own aims, distinctive culture, set of</p>

values and way of doing things, but they all share some important characteristics in common, being:

- Independent, non-governmental bodies;
- Established voluntarily by citizens who choose to organise;
- 'Value-driven' and motivated by the desire to further social, cultural or environmental objectives, rather than simply to make a profit; and
- Committed to reinvesting their surpluses to further their social, cultural or environmental objectives.