

Appendix 2

Community Support Services Market Position Statement 2021-24

Well-being Impact Assessment Report


This report summarises the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	921
Brief description:	The Community Support Services (CSS) Market Position Statement (MPS) 2021-24 sets out CSS's offer to the market, and summarizes current needs and priorities - helping current/potential providers (including independent sector, third sector, not for profit and social enterprise) to develop and shape their care and support for adults in Denbighshire.
Date Completed:	Version: 0
Completed by:	
Responsible Service:	Community Support Services
Localities affected by the proposal:	Whole County,
Who will be affected by the proposal?	Adults (16+) who receive or who are eligible for care and/or support in Denbighshire. Current and prospective social care providers.
Was this impact assessment completed as a group?	Yes

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach


 (3 out of 4 stars) Actual score : 32 / 36.

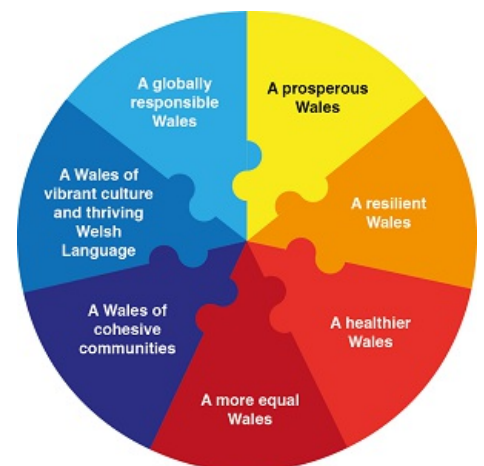
Summary for each Sustainable Development principle

Long term	Early intervention, prevention and sustainability are key principles underpinning Community Support Services' approach, very much reflected in the plans and priorities set out in this MPS.
Prevention	As previous, early intervention, prevention and sustainability are key principles upon which this MPS is based, and the MPS sets out new and creative directions and ways that we intend to explore and develop/commission.
Integration	Wellbeing is at the heart of our priorities, and the Social Services and Wellbeing Act remains the underpinning strategic driver of our commissioning plans and development activity in Community Support Services. Our MPS is also very much a reflection of a collaborative approach and ethos in CSS commissioning and strategic development.
Collaboration	The MPS is certainly the result of a collaborative effort, with the views of various internal and external teams/services gathered throughout the year helping to shape the plans and priorities therein, alongside various primary and secondary data sources capturing needs, wishes and demand.
Involvement	Co-production must be a cornerstone of how we develop and deliver our care and support services for adults in Denbighshire. Each service that we commission in line with this MPS will be co-produced with key stakeholders (including citizens) as far as possible, and meaningful engagement will take place as a minimum.

Summary of impact

Well-being Goals

A prosperous Denbighshire	Positive
A resilient Denbighshire	Positive
A healthier Denbighshire	Positive
A more equal Denbighshire	Positive
A Denbighshire of cohesive communities	Positive
A Denbighshire of vibrant culture and thriving Welsh language	Positive
A globally responsible Denbighshire	Positive



Main conclusions

Plans in line with this MPS will bring about a wide variety of positive impacts for adults with care and support needs in Denbighshire (including carers), social care providers, and wider communities. It

offers extensive scope for us to deliver against key corporate and other priorities, particularly around wellbeing, independence, greater opportunities for people who may experience disadvantage, and person-centred care and support.

Negative impacts mostly come down to uncertainty and stress created by re-tendering of services, and the impacts on the physical environment of any new build developments required. However, these risks can be mitigated to a large degree through adhering to policy and procedure; through working in true collaboration with key stakeholders, and through understanding the landscape and maximising the strengths of both local communities and social care providers.

The MPS provides a summary of how we plan and procure adult social care services, with details of how and why we are looking to commission/develop particular support services/approaches. Separate Wellbeing Impact Assessments will be required for individual significant developments/procurement exercises.

Evidence to support the Well-being Impact Assessment

- We have consulted published research or guides that inform us about the likely impact of the proposal
- We have involved an expert / consulted a group who represent those who may be affected by the proposal
- We have engaged with people who will be affected by the proposal

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	The MPS sets out how we intend to commission/develop services that will support the independence and wellbeing of, and greater opportunities for, adults in Denbighshire with care and support needs. Alongside this, we will be providing opportunities to the market, and working with providers to continue to develop their knowledge and skills.
Further actions required	Re-tendering provision will always be done in a carefully planned way, and in line with the Wellbeing of Future Generations Act, procurement regulations and our DCC Contract Procedure Rules. The CSS Contracts and Commissioning Team understand the importance of knowledge of the local landscape and culture, and work to ensure that smaller providers are not unfairly disadvantaged during tender opportunities, e.g. through providing information, meet the buyer opportunities, and encouraging partnership bids. Our tender specifications and evaluations also put a large emphasis on quality, and ensure as far as possible that providers will put staff in place with the appropriate knowledge and skill set to deliver the best care and support, and who can continue to access learning and development opportunities. We also of course ensure that any TUPE opportunities are captured in accordance with the law. When it comes to accommodation-based support provision, we will always ensure that we make the best use of existing sites where possible, and any new developments required will be done so responsibly and sustainably, and in line with the Local Development Plan.

Positive impacts identified:

A low carbon society	<p>One of our priorities is supporting people to use different technologies to meet their outcomes and stay connected, both during and post-the Covid-19 crisis. This should have a positive impact in terms of reducing the need for car travel/public transport for face to face sessions (where appropriate, and in accordance with individual needs and wishes).</p> <p>Another key priority is developing a greater range of care and support for people in more rural areas of Denbighshire, which should help to minimise the need for long car/public transport journeys for some.</p>
Quality communications, infrastructure and transport	With all supported living developments we will make the best use of previously developed land and existing buildings, in locations with good public transport links. Digital inclusion will also be a key focus in delivering our priority of supporting more people to use different technologies to meet their outcomes and keep connected.

Economic development	<p>The MPS sets out several opportunities to maximise social value and community benefits, which will be explored for each new procurement exercise. For example, re-tendering Community Living Services will offer new opportunities to the market and the chance to explore social value and community benefits attached to this provision.</p> <p>Getting our adult social care and support services right will help to reduce socio-economic disadvantage through enabling people to live as fulfilling and independent a life as possible, e.g. through embedding a progression approach and supporting more people with learning disabilities into paid work. Having a broad range of supported living and other services that reduce/prevent reliance on statutory/more formal care and support both promotes greater independence and wellbeing, and allows us to work more efficiently and help more people who need our support.</p>
Quality skills for the long term	<p>Many of our current and future developments in line with the MPS are set up to support people to develop practical life and work skills, and behaviours that will support their health and wellbeing, as well as employment opportunities. The MPS also emphasises the importance of developing and embedding key skills, including person-centred practice.</p> <p>We know that we need to concentrate on recruitment and training, ensuring staff teams who are skilled and positive, with an understanding of what's important to the individuals they support, and with inspiring managers.</p> <p>The MPS sets out a commitment to put forward, as a high priority, a request for specific training to assist care home providers to offer more specialist services such as EMH care.</p> <p>Training opportunities will continue to be provided to carers, and the Healthy Carers Worker provides carers who have been unable to attend training sessions with one to one training support, particularly around safer moving and handling, and good back care.</p>
Quality jobs for the long term	<p>Getting our adult social care and support services right will help to reduce socio-economic disadvantage through enabling people to live as fulfilling and independent a life as possible, e.g. through embedding a progression approach and supporting more people with learning disabilities into paid work. This will include working closely with colleagues in Working Denbighshire, considering opportunities for development of internship style programmes, e.g. Project SEARCH.</p>
Childcare	<p>Supporting people to use different kind of technologies to meet their outcomes and stay connected and supported may reduce the need for physical attendance/face to face in certain contexts, which may reduce the childcare burden for some.</p>

Negative impacts identified:

A low carbon society	<p>Meeting some priorities, e.g. around extra care, will require new building developments.</p>
Quality communications, infrastructure and transport	
Economic development	<p>Re-tendering provision can cause disruption and uncertainty to existing providers.</p>
Quality skills for the long term	<p>Re-tendering provision can run the risk losing the knowledge and skills of existing providers who may be unsuccessful for tender opportunities.</p>

Quality jobs for the long term	Re-tendering provision can of course run the risk of redundancies for existing providers.
Childcare	

A resilient Denbighshire

Overall Impact	Positive
Justification for impact	The need to develop new sites for e.g. Extra Care Housing is likely to be the only area in which the MPS poses potential negative consequences for physical environments, however these will be mitigated as far as possible, as below. A number of our plans and priorities should also directly help to reduce the need for car/public transport travel for some.
Further actions required	When it comes to accommodation-based support provision, we will always ensure that we make the best use of existing sites where possible, and any new developments required will be done so responsibly and sustainably, and in line with the Local Development Plan.

Positive impacts identified:

Biodiversity and the natural environment	
Biodiversity in the built environment	
Reducing waste, reusing and recycling	
Reduced energy/fuel consumption	<p>One of our priorities is supporting people to use different technologies to meet their outcomes and stay connected, both during and post-the Covid-19 crisis. This should have a positive impact in terms of reducing the need for car travel/public transport for face to face sessions (where appropriate, and in accordance with individual needs and wishes).</p> <p>Another key priority is developing a greater range of care and support for people in more rural areas of Denbighshire, which should help to minimise the need for long car/public transport journeys for some.</p>
People's awareness of the environment and biodiversity	
Flood risk management	

Negative impacts identified:

Biodiversity and the natural environment	Meeting some priorities, e.g. around extra care, will require new building developments.
Biodiversity in the built environment	Meeting some priorities, e.g. around extra care, will require new building developments.
Reducing waste, reusing and recycling	
Reduced energy/fuel consumption	
People's awareness of the environment and biodiversity	

Flood risk management	
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A healthier Denbighshire

Overall Impact	Positive
Justification for impact	Wellbeing is at the heart of our priorities, and the Social Services and Wellbeing Act remains the underpinning strategic driver of our commissioning plans and development activity in Community Support Services. The MPS sets out how, in a wide variety of ways, we will develop/commission care and support services that promote physical and mental health and wellbeing, including in accommodation and community-based settings.
Further actions required	We can ensure that re-tendering services will cause as little stress and disruption as possible through engagement and information sharing, and ensuring that any transitions to new providers are managed extremely carefully, with adequate time allocated to do so.

Positive impacts identified:

A social and physical environment that encourage and support health and well-being	Wellbeing is at the heart of our priorities, and the Social Services and Wellbeing Act remains the underpinning strategic driver of our commissioning plans and development activity in Community Support Services. The MPS sets out how, in a wide variety of ways, we will develop/commission care and support services that promote physical and mental health and wellbeing, including in accommodation and community-based settings. This will include, for example, remodelling and modernising traditional day services and residential care settings, and ensuring that more settings are better able to support individuals with more complex needs, including physical disabilities and complex mental health support needs.
Access to good quality, healthy food	Much of our care and support provision supports people in the areas of healthy eating, cooking well on a budget, food shopping etc.
People's emotional and mental well-being	The MPS sets out how, in a wide variety of ways, we will develop/commission care and support services that promote mental health and wellbeing. This will include, for example, continuing to develop our offer for carers to support their wellbeing, and remodelling/modernising care/support settings to ensure that more settings are able to support individuals with more complex needs, including mental health support needs, incl. dementia.
Access to healthcare	<p>The MPS sets out a number of ways we are working closely with BCU to develop care and support provision. This includes plans to work with BCU on a regional whole systems approach to domiciliary care, concentrating on outcomes focus, workforce well-being and development, organisational sustainability, and exploration of different commissioning models. We will also be working in partnership with BCUHB to develop a greater range of care and support in some more rural areas of the county.</p> <p>We will also continue to develop our offer for carers to support their health and wellbeing.</p>

Participation in leisure opportunities	<p>As part of remodelling and modernising our day services, as well as encouraging the more creative use of direct payments, we want to see people being able to access a broader range of meaningful and engaging activities. We are looking for a delivery model that will be outcomes-focused, with a reablement ethos; that offers meaningful activities, and ultimately a focus on the wellbeing, individuality, choice, dignity and strengths of each citizen. This should include promotion of positive risk taking, and the use assistive technologies where possible.</p> <p>We also know that that activities such as arts, physical and social activities can help to support carers' mental health and help to prevent loneliness and isolation, and we will continue to develop such resources/support offers.</p>
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Negative impacts identified:

A social and physical environment that encourage and support health and well-being	
Access to good quality, healthy food	
People's emotional and mental well-being	Re-tendering services can cause risk and uncertainty for both citizens and providers.
Access to healthcare	
Participation in leisure opportunities	

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	<p>Many of our commissioned services are specifically designed for individuals with certain protected characteristics, e.g. disability and age (services for older people). We also ensure, through tender processes, clear specification requirements and regular monitoring throughout the year, that our services are accessible to people with all protected characteristics, and that equality of opportunity is a key part of all of our ethos.</p> <p>Continuing to develop our services in a wide variety of ways as set out in the MPS for older people, people with physical/sensory disabilities, and people with complex disabilities (learning disabilities, acquired brain injury and autism) will help to improve opportunities and wellbeing for individuals with these specific characteristics.</p>
Further actions required	We will continue to ensure, through tender processes, clear specification requirements and regular monitoring throughout the year, that our services are accessible to people with all protected characteristics, and that equality of opportunity is a key part of all of our ethos. Promoting the uptake and creativity of use of direct payments/support budgets should also enable more people to meet their outcomes in ways that they feel are right for them and their specific needs and circumstances.

Positive impacts identified:

<p>Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation</p>	<p>Many of our commissioned services are specifically designed for individuals with certain protected characteristics, e.g. disability and age (services for older people). We also ensure, through tender processes, clear specification requirements and regular monitoring throughout the year, that our services are accessible to people with all protected characteristics, and that equality of opportunity is a key part of all of our ethos.</p> <p>Promoting the uptake and creativity of use of direct payments/support budgets should also enable more people to meet their outcomes in ways that they feel are right for them and their specific needs and circumstances.</p> <p>Continuing to develop our services in a wide variety of ways as set out in the MPS for older people, people with physical/sensory disabilities, and people with complex disabilities (learning disabilities, acquired brain injury and autism) will help to improve opportunities and wellbeing for individuals with these specific characteristics.</p>
<p>People who suffer discrimination or disadvantage</p>	<p>Carers are a significant priority area set out in the MPS, and we will continue to develop our service offers in a wide variety of ways to improve the health and wellbeing of carers, including through the provision of information, advice and support, and a variety of respite options.</p> <p>We will also develop a greater range of care and support for people in more rural areas of Denbighshire, and ensure that our commissioned services can support people in the language of their choice.</p> <p>Promoting the uptake and creativity of use of direct payments/support budgets should also enable more people to meet their outcomes in ways that they feel are right for them and their specific needs and circumstances.</p>
<p>People affected by socio-economic disadvantage and unequal outcomes</p>	<p>Getting our adult social care and support services right will help to reduce socio-economic disadvantage through enabling people to live as fulfilling and independent a life as possible, e.g. through embedding a progression approach and supporting more people with learning disabilities into paid work. This will include working closely with colleagues in Working Denbighshire, considering opportunities for development of internship style programmes, e.g. Project SEARCH.</p> <p>Promoting the uptake and creativity of use of direct payments/support budgets should also enable more people to meet their outcomes in ways that they feel are right for them and their specific needs and circumstances.</p>
<p>Areas affected by socio-economic disadvantage</p>	<p>We will develop a greater range of care and support for people in more rural areas of Denbighshire, and ensure that our commissioned services can support people in the language of their choice. We will also continue to monitor need and demand on a geographical basis in Denbighshire, to identify where any areas may be disadvantaged when it comes to accessing the care/support they need.</p>

Negative impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	
People who suffer discrimination or disadvantage	
People affected by socio-economic disadvantage and unequal outcomes	
Areas affected by socio-economic disadvantage	

A Denbighshire of cohesive communities

Overall Impact	Positive
Justification for impact	Safeguarding is a cornerstone of our approach in CSS and our commissioned services, and the MPS sets out how, in a wide variety of ways, we will develop/commission services to ensure that citizens across the county can access the right care and support for their needs, to promote wellbeing, safety and independence.
Further actions required	When it comes to accommodation-based support provision, we will always ensure that we make the best use of existing sites where possible, and any new developments required will be done so responsibly and sustainably, and in line with the Local Development Plan.

Positive impacts identified:

Safe communities and individuals	Safeguarding is a cornerstone of our approach in CSS and our commissioned services, and the MPS sets out how, in a wide variety of ways, we will develop/commission services to ensure that citizens can access the right care and support for their needs, to promote wellbeing, safety and independence.
Community participation and resilience	Co-production is a key underpinning priority set out in the MPS - it must be a vital part of how we develop and deliver our care and support services for adults in Denbighshire. Each service that we commission in line with this MPS will be co-produced with key stakeholders (including citizens) as far as possible, and meaningful engagement will take place as a minimum.
The attractiveness of the area	

Connected communities	<p>A key priority is developing a greater range of care and support for people in more rural areas of Denbighshire. Promoting the uptake and creativity of use of direct payments/support budgets should also enable more people to stay connected with others and their communities in ways that suit their specific needs and circumstances.</p> <p>Good public transport links are important for all of our supported living developments. Digital inclusion will also be a key focus in delivering our priority of supporting more people to use different technologies to meet their outcomes and keep connected.</p>
Rural resilience	<p>A key priority is developing a greater range of care and support for people in more rural areas of Denbighshire.</p>

Negative impacts identified:

Safe communities and individuals	
Community participation and resilience	
The attractiveness of the area	Meeting some priorities, e.g. around extra care, will require new building developments.
Connected communities	
Rural resilience	

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Positive
Justification for impact	We will be developing a greater range of care and support for people in more rural areas of Denbighshire, and ensuring (e.g. through tender processes, monitoring and training) that our commissioned services can support people in the language of their choice.
Further actions required	.

Positive impacts identified:

People using Welsh	We will be developing a greater range of care and support for people in more rural areas of Denbighshire, and ensuring (e.g. through tender processes, monitoring and training) that our commissioned services can support people in the language of their choice.
Promoting the Welsh language	As above.
Culture and heritage	As part of remodelling and modernising our day services, as well as encouraging the more creative use of direct payments, we want to see people being able to access a broader range of meaningful and engaging activities, including those that will promote and enhance our culture and heritage.

Negative impacts identified:

People using Welsh	
Promoting the Welsh language	
Culture and heritage	

A globally responsible Denbighshire

Overall Impact	Positive
Justification for impact	Robust procurement and monitoring activity ensures that all of our developments and services adhere to key law, policy and procedure. Re-tendering provision will provide opportunities for community benefits and social value to be achieved. Collaboration with key partner agencies is a vital part of our approach to achieving ultimately more effective and efficient care and support services.
Further actions required	Tendering will always be done in a carefully planned way, and in line with the Wellbeing of Future Generations Act, procurement regulations and our DCC Contract Procedure Rules. The CSS Contracts and Commissioning Team understand the importance of knowledge of the local landscape and culture, and work to ensure that smaller providers are not unfairly disadvantaged during tender opportunities, e.g. through providing information, meet the buyer opportunities, and encouraging partnership bids. Our tender specifications and evaluations also put a large emphasis on quality. We will continue to encourage and facilitate further development and uptake of direct payments, and have recently introduced pre-paid cards to help individuals, families, carers, and providers to overcome some of the barriers. We encourage existing and potential providers to consider how best to support and respond to the needs of people who are procuring their own services.

Positive impacts identified:

Local, national, international supply chains	Re-tendering provision will provide opportunities for community benefits and social value to be achieved. Tendering will always be done in a carefully planned way, and in line with the Wellbeing of Future Generations Act, procurement regulations and our DCC Contract Procedure Rules. The CSS Contracts and Commissioning Team understand the importance of knowledge of the local landscape and culture, and work to ensure that smaller providers are not unfairly disadvantaged during tender opportunities, e.g. through providing information, meet the buyer opportunities, and encouraging partnership bids. Our tender specifications and evaluations also put a large emphasis on quality.
Human rights	Robust procurement and monitoring activity ensures that all of our developments and services adhere to law, policy and procedure in respect of employment practices, standards of working conditions and contracts, health and safety, bullying and harassment etc. Safeguarding is also a cornerstone of our approach in CSS and our commissioned services, and the MPS sets out how, in a wide variety of ways, we will develop/commission services to ensure that citizens can access the right care and support for their needs, to promote wellbeing, safety and independence.
Broader service provision in the local area or the region	As is clearly set out in the MPS, CSS must work collaboratively with colleagues across health and broader social care services to achieve our plans and priorities. Through partnership working and developing robust early intervention and prevention approaches, we will seek to achieve a reduction in demand on statutory services, and a more streamlined, joined up approach to care/support delivery across organisations.

Reducing climate change	<p>One of our priorities is supporting people to use different technologies to meet their outcomes and stay connected, both during and post-the Covid-19 crisis. This should have a positive impact in terms of reducing the need for car travel/public transport for face to face sessions (where appropriate, and in accordance with individual needs and wishes).</p> <p>Another key priority is developing a greater range of care and support for people in more rural areas of Denbighshire, which should help to minimise the need for long car/public transport journeys for some.</p>
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Negative impacts identified:

Local, national, international supply chains	Re-tendering services will have a negative impact on any providers who may lose contracts.
Human rights	
Broader service provision in the local area or the region	Direct payments/support budgets may reduce demand for more traditional contracted services.
Reducing climate change	Meeting some priorities, e.g. around extra care, will require new building developments.