



Cyngor Sir  
**CEREDIGION**  
County Council

# Through Age Wellbeing Model

Strategy | 2021 – 2027

*Approved by full council 21st October 2021*



# Introduction

Welcome to Ceredigion County Council's Through Age Wellbeing Strategy.

This strategy is a key part of the Ceredigion County Council Corporate Strategy that illustrates the main priorities for the Council. The priorities aim to enable the delivery of services that will enhance the social, economic, environmental and cultural well-being for the people of Ceredigion.

Providing support for all ages and needs is a significant challenge for the Council with limited resources. The profile of society and demographics have changed considerably over the last decade with a significant increase in the prevalence and impact of substance misuse, poor mental health and domestic abuse and older age groups living in Ceredigion. As a consequence, demand for certain services has increased placing a greater financial pressure on those service areas. In addition, the unemployment levels coupled with the low income levels has placed increased difficulties on the ability of people to access safe, affordable housing.

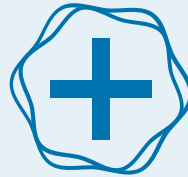
One of the key priorities within the corporate strategy is to **enable individual and family resilience**. Within this priority the Council seeks to achieve the following outcomes:



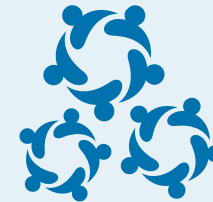
Citizens of all ages will have an improved quality of life



Improved support networks for families and those in need across the County



Improved well-being and health by adopting effective interventions



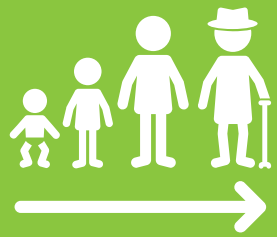
There will be well established networks of community and voluntary groups throughout the County providing strategic preventative support thus increasing community resilience and sustainable social care.



Improved choice and quality of local housing.

The priority that is focused on improving people's futures seeks to achieve the following outcomes:

## Ceredigion and its citizens will...



have a sustainable population age profile



be equipped to realise their potential in the economic and social life of the County

have more opportunities, and be inspired to develop the physical, intellectual and social skills that lead to active and healthy lives




continue to be a vibrant home for the Welsh language and culture



## All citizens

will have access to a range of health related programmes and interventions for all sectors of our communities, targeting those at greatest risk.



The **Through Age Wellbeing strategy** sets out the **vision** and associated **approaches** that will be taken to transform how the wellbeing and safety of the people of Ceredigion is supported

The **strategy describes the journey** the Council will take, alongside its partners, to transform its way of working. It provides the strategic context to drive future commissioning, operational service delivery, care management and our role in the integration of services.

# The strategy sets out how we will:



## Put in place

a new Through Age Wellbeing Model of delivery



## Reduce demand

on managed care and support and focus resources on those who most need them



## Support our workforce

to develop a new approach to supporting individuals within Ceredigion



## Focus on

preventative services which help people to remain independent or regain the independence they want and value



## Provide services

within budget



## Work with partners

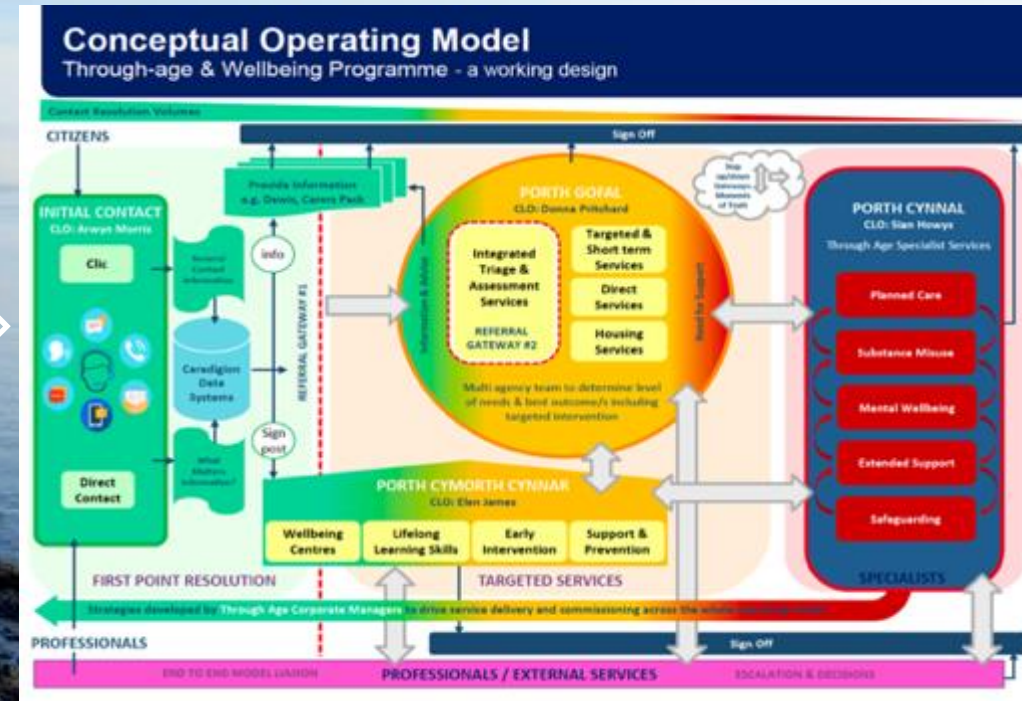
to provide a more joined up health, wellbeing and social care system

# The Vision

Ceredigion County Council delivers value for money sustainable bilingual public services that support a strong economy and healthy environment while promoting well-being in our people and our communities,



To ensure every child, young person and adult in Ceredigion will be able to reach their full potential. To ensure fair access to excellent universal and targeted services that safeguard and support the health and wellbeing of all citizens. To develop skills and resilience that will last a lifetime and enable individuals to cope well with the challenges and pressures they face.



**SSWBA** - 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. It places responsibilities on local authorities (with their partners) to develop a range of preventative support, to focus on what matters to people when providing service, to ensure individuals are protected from abuse, harm and neglect and to develop care and support markets.

**WFGA** - requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.

**RISCA** - provides the statutory framework for the regulation and inspection of social care in Wales. It places the quality of services and improvement at the heart of regulation. It strengthens protection for those who need it and creates a regulatory system that is centred around people who need care and support, and the social care workforce.



## Through Age Wellbeing Model

**Ceredigion Corporate Strategy** - aims to re-invigorate the local economy and provide a prosperous, healthy, safe and affordable environment in which the citizens of Ceredigion can live and work and which will aim to try and retain young people in well paid jobs

**West Wales Population Needs Assessment** - provides a high level strategic analysis of the care and support needs of citizens and support needs of carers across West Wales. It assesses the extent to which those needs are currently being met and identifies where further improvement and development is required to ensure that individuals get the right support and are able to live fulfilled lives

**Ceredigion Wellbeing Assessment** - outlines what well-being looks like in the County and what Ceredigion's residents and communities want well-being to look like in the future. The assessment explores key issues which positively and/or negatively impact well-being and provides a basic overview and understanding of the nature and levels of well-being in Ceredigion

**Rebalancing Care and Support White Paper** - intends to develop a national framework for commissioning social care that will rebalance care and support. It will reduce complexity and ensure that quality is the key determinant of success in the social care market. It will have a strong focus on strengthening and supporting the workforce.



# CEREDIGION NOW AND IN THE FUTURE

**In 2020 the total population in Ceredigion was 72,695 including 11,318 students.**

Current population projections suggest that the total population of West Wales will rise to **425,400** by 2033, with a rise in those aged over 65 years from 88,200 in 2013 to 127,700 by 2033.

**Over half (58.5%) of Ceredigion's population speak Welsh, a 6% increase from the year ending September 2009.**

The population of people aged over 65 living in Ceredigion will increase by **27%** by 2039.

There are **3,444** active third sector organisations (above the national average of 3,330)

The percentage of children receiving care and support with substance misuse problems in Ceredigion is 5% (below the Wales average of 7.5%).

**Child poverty** in Ceredigion has increased by more than **3%** since 2014.

**By 2033 the proportion of the population between 0-14 years in Ceredigion will reduce to 15% and 15 –24-year-olds will also reduce to 11%.**

There is an expected significant rise in the numbers of people aged 65 and over with a learning disability from 395 in 2021 to 463 in 2035.

Ceredigion has a lower number of looked After Children (LAC) than the national average. Care and support needs span a wide range from universal, through early intervention, multiple needs and remedial intervention.

The region attracts high levels of inward migration of people over 65. The level for Ceredigion is 29% migration rate with 85% of these being over 65.

**The predicted number of people aged 0 - 17 that will have a disability according to Disability Discrimination Act definitions in Ceredigion in 2035 will be 1006.**

**1381** people known to be diagnosed with Dementia in 2021, this figure is predicted to rise to 2021 by 2035.

Life expectancy in Ceredigion is good at 80.5 years for males and 84.1 years for females, both of which are above the national averages for males and females respectively.

# The Ceredigion context – case for change

- Increasing demand, reducing supply (high life expectancy)
- Reducing number of children and young people (aged 1-15)
- Increasing costs in the system
- Complex system to navigate
- The need for integrated solutions across sectors
- Under-utilisation of community assets
- High levels of alcohol consumption
- Lowest average earnings
- High number of children home educated in West Wales
- Increase in drug and alcohol misuse in rural and urban communities
- Rising cost of accommodation
- Poor standard of housing conditions (impacting on older people's wellbeing)
- Limited sheltered housing provision
- Retirement population invested in self development
- Many people receive care and support from families
- Workforce availability (numbers commuting in and out)
- Above average number of third sector organisations
- Overdependence on the public sector for employment



To address the root causes of challenges and vulnerabilities for people and the reasons they come into contact with the service (e.g. adverse childhood experiences)  
***“we will resolve problems not contain them”***

Move away from focusing on the individual and their challenges in isolation

To a more holistic approach that supports the person and their network (e.g. family and community support networks) as well as the individual

A whole Council approach

Reduced dependency on managed care and support

To supporting people of all ages and their carers to manage their wellbeing

Whole population approaches

Strong partnership working

THIS IS WHAT WE ARE GOING TO **AIM TO ACHIEVE**

A transformational change in **culture** and **practice**

Increased resilience of individuals in their community

Strong early intervention and prevention infrastructure

An approach to service delivery

Reduced duplication of resources/ capacity and maximise what is already available

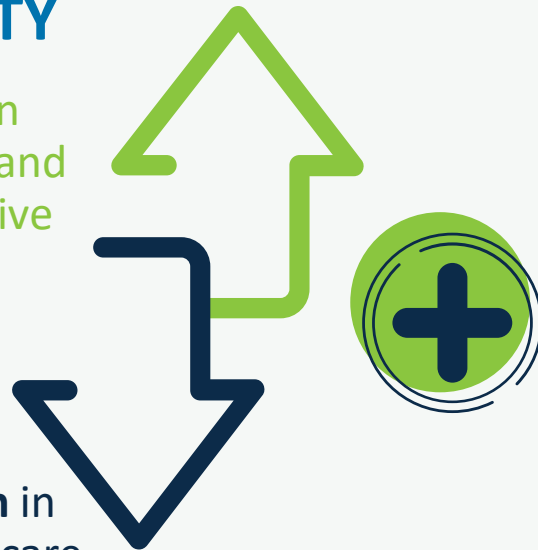
To support people to develop their knowledge, skills and confidence to live well

That sees all elements of the Through Age Model providing the right support at the right time using a Team Around the Family/ Adult approach

# The **journey** to reprofile care and support in Ceredigion

## ACTIVITY

Increase in universal and preventative support



Reduction in managed care and support

## BUDGET

Increase in the budget allocated to Porth Cymorth Cynnar



Reduction in the budget allocated to Porth Cynnal

- We are meeting people's needs in the most timely way while helping them achieve what matters to them
- Decreased dependency on Council services
- Reallocation of resources and evidence to show that prevention is working as we are reducing the need for managed care and support
- We are maximizing the role of technology for individuals, staff and service delivery
- We have a highly skilled, effective and committed workforce
- We have a strong market with close relationships with providers that helps us to plan and commission effectively

**WHAT SUCCESS WILL LOOK LIKE**





# How we will **achieve** our vision

To ensure every child, young person and adult in Ceredigion will be able to reach their full potential. To ensure fair access to excellent universal and targeted services that safeguard and support the health and wellbeing of all citizens. To develop skills and resilience that will last a lifetime and enable individuals to cope well with the challenges and pressures they face.

To achieve our vision we have developed a Through Age Wellbeing operating model that is designed to ensure people get the right level and type of support, at the right time, to prevent, reduce or delay the need for ongoing support, and to maximise people's independence and to be able to remain in their own home in their own community wherever possible.

In order to do this we will:

- support those at a disadvantage and those who encounter challenges,
- further develop strengths-based, outcome focussed services for citizens,
- safeguard and nurture the most vulnerable,
- aim to be the benchmark standard for excellence and innovation in Wales and beyond,
- upskill our workforce to work collaboratively to improve the guidance and support available to individuals and families in Ceredigion.

We will always consider the view of the individuals, professionals and partners, as well as the wider Ceredigion workforce in the development and evolution of the model and we will always seek to be:

- Accessible
- Friendly
- Innovative
- Approachable
- Non-judgemental
- Efficient
- Supportive
- Timely
- Effective

The Through Age & Wellbeing model is foremost an operating model focusing on the delivery of integrated through-age services and Client journey rather than a *systems* or *process* strategy



# WHAT WE WILL DO...

**PEOPLE:** We will work collaboratively across the teams, and with all Health, Third Sector and external partners, to ensure better outcomes for all our Clients and their families; providing the right help at the right time.

**PROCESS:** We will seek continuous improvement, meeting legislative and statutory requirements and using collaborative principles and methodologies in everything we do, sharing best practice across Teams and ensuring robust management and supervision.

**TECHNOLOGY:** We will use technology to be efficient in the allocation of work, to streamline repeat activity and provide assistance. We will drive a systems strategy that gives data oversight to ensure automated sharing of data between systems and ensure efficient use of data and recording processes.



## THE PRINCIPLES THAT UNDERPIN OUR MODEL

**CONTROLS:** We will protect the Local Authority from Operational Risk exposure and we will aim to improve the overall profile for all our partners.

**QUALITY ASSURANCE:** We will increase our quality assurance activity to ensure we are continually reviewing the best interest of service users and ensure high standards of support are delivered.

**SUSTAINABILITY:** We will provide a service to the public that is not only fit for purpose, to meet the need of the citizens of Ceredigion, but also be efficient and sustainable for future demands placed on the Authority.



## THE PRINCIPLES THAT UNDERPIN OUR MODEL



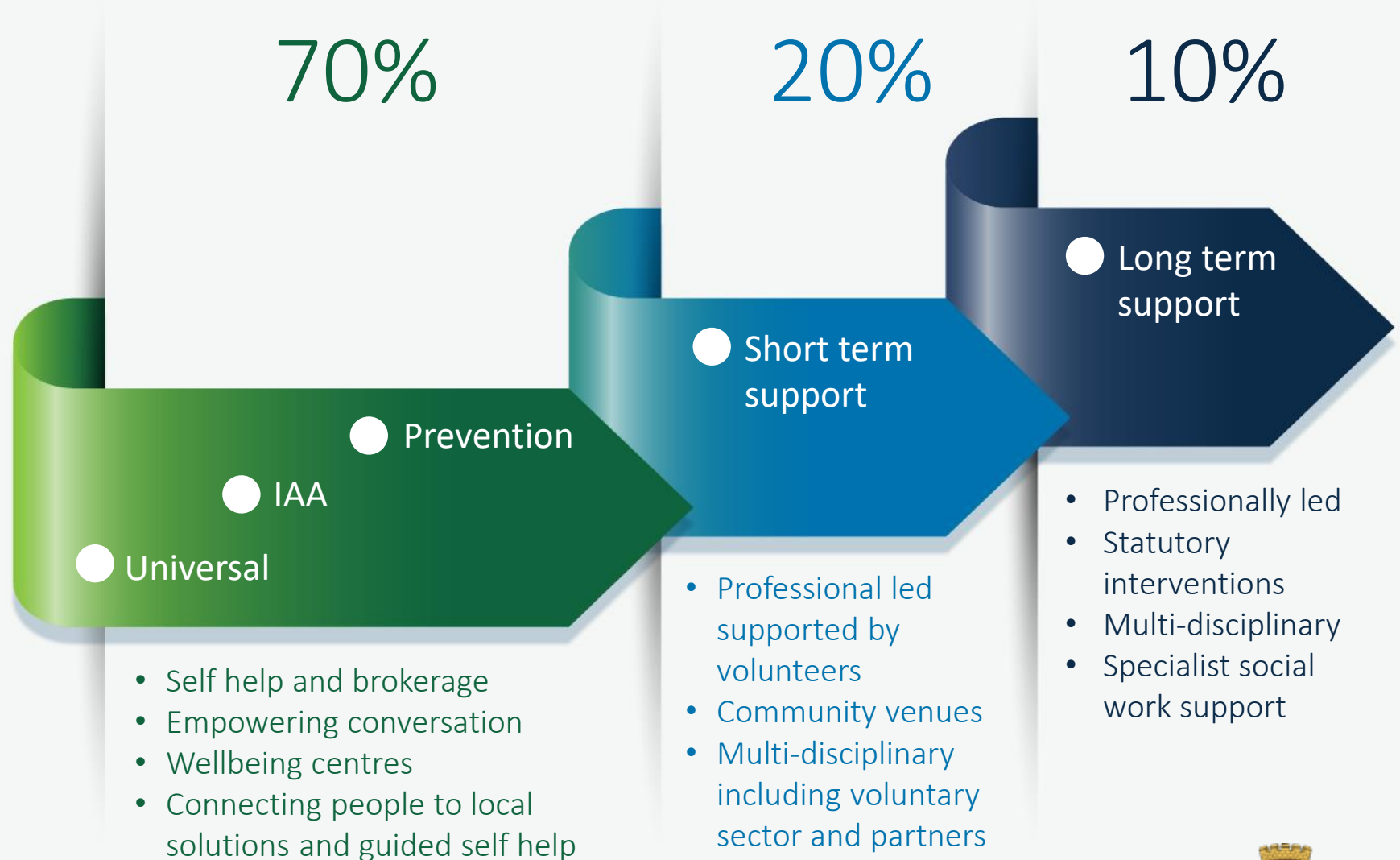
Experiences should feel client focused and the Through Age Wellbeing Model sets out to provide continuity and security with regard to:

- Access to flexible support resources
- Avoidance of barriers to collaboration, e.g. passing referrals back and forth would be wasteful and not Client centric
- Preventing duplication
- Preventing the model developing a sense of ‘processing’ and instead keeping the focus on the individual, their wellbeing and care and support needs

# The individual's journey through the TAWM...by 2027

We aim to provide first point resolution with regard to provision of information, advice and assistance when appropriate.

Proportionate Assessments and signposting, which will release capacity and time for more complex, planned care and through-age specialist services when eligible care and support needs are identified.



# How we will deliver a seamless and proportionate approach to care and support



Highly individualised and managed care and support provided or arranged when people are unable to meet their own care and support needs and keep themselves safe

Intermediate short term help and intensive support to help individuals to strengthen their resilience and regain independence

Low level short term help that is provided directly or self managed to help people address emerging concerns as early as possible. Online support wherever possible. Someone to help if needed

Accessible, quick universal services that connect people to their communities (e.g. schools, roads, libraries, leisure facilities)  
Close working with community groups, partners and voluntary organisations to offer a range of support

# How practice will change in Ceredigion

## MOVING FROM A PRACTICE APPROACH THAT...

Does things to/ for people and creating dependence

Sees the individual in isolation

Responds to what people can't do

Is led by the traditional service responses

Is based on a one-size fits all

Is risk averse and escalates cases to high end managed care and support

We will align services so that we have 'one person/point of contact' working/liasing with the family, rather than multiple people from various services across the model in order to avoid duplication of services and support.

## TO A PRACTICE APPROACH THAT...

Focuses on enabling people to do things for themselves, promoting independence

Support the family and social network

Enables people to build on what they can do and the support they have around them

Is led by a good 'what matters conversation' that identifies what is important to the person

Is creative and innovative and tailored for the person and his/her network

Promotes positive risk taking and enables people to exercise choice in how their needs are met

Is prepared to try different ways of working

**Traditional**

**Transitional**

**Transformational**

# The way we will work

This is the practice model that we will adopt across our leadership, processes and systems, practice, commissioning and the relationships we have with all people we work with and support.



Voice,  
choice and  
control



Strength  
based



Positive  
risk taking



Co-production



Outcome  
focused  
(what  
matters)



Proportionate



Signs of Safety



# The way we will work – how it will look



## Voice, choice and control

### PEOPLE

- will be able to make choices and decisions that are meaningful to them.
- will be able to express who they are and what they want to be different in their life.

### STAFF

- will take into account the views and experiences of the people they support on an ongoing basis to have 'choice' and 'control' in decisions that affect them.
- the person and their network will plan, implement and evaluate the choices the individual has made.

### LEADERS

- will ensure practitioners develop interpersonal relationships between people, their families, carers and networks and the staff working with them.
- will actively listen and respond to the experiences of staff in working in this way.



## Strength based

### PEOPLE

- will feel supported with their independence, resilience, ability to make choices and wellbeing.
- will be able to draw on their personal resources, abilities, skills, knowledge, potential, etc.

### STAFF

- will value the capacity, skills, knowledge, connections and potential in the people they support, their networks and communities.
- will work in collaboration with the people they support to help them do things for themselves

### LEADERS

- will acknowledge and celebrate success and the impact of the work undertaken by staff.
- will prioritise the development of the skills and confidence of practitioners

# The way we will work – how it will look



## PEOPLE

- will feel empowered and enabled to have the freedom of choice and the right to make their own decisions, on everything from how they want to be cared for, to how they want to spend their free time.

## STAFF

- will work with the person and their network and other agencies to:
- weigh up the potential benefits of exercising one choice of action over another
- identify the potential risks involved
- look beyond the potential physical effects of risk to consider the mental aspects of risk, such as the effects on wellbeing or self-identity
- develop plans and actions that reflect the outcomes of the individual

## LEADERS

- will support reasonable risks and give permission to practitioners to work in this way
- will enable practitioners to use available resources and support to help individuals to achieve their outcomes and minimise potentially harmful outcomes.



## PEOPLE

will feel that they are active in:

- managing their wellbeing and working towards their personal goals;
- making decisions about the care and support they receive, in relation to what's important for their lives;
- engaging with and shaping services and support.

## STAFF

- will work to an equal relationship with the person and their network so that they are part of the whole process

## LEADERS

- will work collaboratively with partner agencies to design and deliver services and in an integrated way wherever possible.
- will hold partners to account to ensure they take responsibility for supporting individuals' wellbeing

# The way we will work – how it will look



**Outcome  
focused  
(what  
matters)**

## PEOPLE

- are able to do the things that are important to them in their lives

## STAFF

- will acknowledge the person and their network's strengths and develop an understanding of what is important to them and work towards establishing a shared sense of purpose to which everyone can contribute.
- will move away from only identifying needs and problems and matching those to service solutions

## LEADERS

- will trust practitioners to make decisions, including those that involve resource decisions and taking risks in order to support the achievement of outcomes for individuals.



**Proportionate**

## PEOPLE

- will not feel that the process and approach to support them is unnecessarily intrusive
- will receive support in a timely manner and only with aspects of their life where this is needed

## STAFF

- will provide the least intrusive response appropriate to the risk presented.
- will consider and address all risks so that no further harm is done.

## LEADERS

- will take a far less adversarial approach, with proportionate involvement and respectful relationships being at the heart of their practice



## THE VISION AND OBJECTIVES

To ensure every child, young person and adult in Ceredigion will be able to reach their full potential. To ensure fair access to excellent universal and targeted services that safeguard and support the health and wellbeing of all citizens. To develop skills and resilience that will last a lifetime and enable individuals to cope well with the challenges and pressures they face.

- Promote positive health and wellbeing and support people to self support
- Strengthen families so that children can remain in their care
- Enable individuals to live independently in their own communities
- Provide proportionate approaches to managed care and support
- Protect individuals and keep them safe from abuse, harm and neglect

01

**OBJECTIVE**

**PROMOTE  
POSITIVE  
HEALTH AND  
WELLBEING  
AND SUPPORT  
PEOPLE TO SELF  
SUPPORT**

**THIS WILL BE ACHIEVED BY DEVELOPING:**

- a new model for the delivery of information, advice and assistance
- a tiered approach to prevention
- a robust range of support for carers
- maximising the potential of community assets

**WHAT THIS WILL MEAN FOR THE FUTURE:**

- There will be an easily accessible digital information and online self assessment process so that people can find solutions for themselves
- There will be a coordinated approach to information, advice and guidance that is easily accessible, for example through our Wellbeing Centres
- There will be an integrated and community based approach to supporting people to live independent and healthy lives
- Individuals will be supported to maintain their own health and wellbeing using resources they have themselves and around them

# An IAA model for Ceredigion

External agency referrals for care and support and safeguarding reports



CLIC Libraries



Porth Cymorth Cynnar  
Porth Gofal  
Porth Cynnal



- Online self help and self service
- Information
  - Advice
  - Transactional services and assessments

## Supported access

- Information
- Advice
- Start of a what matters conversation
- Signposting to other services

## Wellbeing Centres/ Location based services

- Information, advice and assistance
- What matters conversation
- Supported self management
- Signposting and/or referrals to other services

## Intensive and specialist support

- Professional led
- Information, advice and assistance through a structured assessment
- Referrals to other services



Early intervention and prevention

Wellbeing

Safeguarding



02

**OBJECTIVE**

**STRENGTHEN  
FAMILIES  
SO THAT  
CHILDREN AND  
YOUNG PEOPLE  
REMAIN WITH  
THEIR FAMILY**

**THIS WILL BE ACHIEVED BY:**

- rolling out a whole family approach with a wide range of different statutory and voluntary agencies to work with a family. This coordinated partnership approach helps build on family strengths and bring about sustainable change in identified areas of concern for the whole family
- working with our partners to address the causes of family difficulties and vulnerabilities such as domestic abuse, poor mental health and substance misuse and wider ACE's

**WHAT THIS WILL MEAN FOR THE FUTURE:**

- Family units (all generations) are supported to stay together and support each other
- When families reach or are close to a point of crisis they will be able to access support to respond to challenges and build their resilience after the crisis has passed

03

**OBJECTIVE**

**ENABLE  
INDIVIDUALS  
TO LIVE  
INDEPENDENTLY  
IN THEIR OWN  
COMMUNITY**

**THIS WILL BE ACHIEVED BY DEVELOPING:**

- a Multi Disciplinary Team and key co-ordinator model of working that brings together a range of health, social care and other community services that focus on intervening early to keep people well and independent by delivering the right care at home or in the community
- the range of equipment provision and the use of assistive technology
- a range of service options that include rehabilitation, reablement, direct payments, day services and an enhanced domiciliary care provision
- a holistic approach to supporting young people as they transition into adulthood
- a whole system approach to supporting people to live with long term conditions (with a specific focus on dementia support)

**WHAT THIS WILL MEAN FOR THE FUTURE:**

- Individuals will have access to timely support to help them to maintain or regain their independence
- Assistive technology will be key in supporting individuals to be maintain their independence
- Individuals will be able to remain in their local communities with the support of their networks wherever possible
- Individuals needs will be met through integrated services but with the most appropriate person co-ordinating their care

04

## OBJECTIVE

### PROVIDE PROPORTIONATE APPROACHES TO MANAGED CARE AND SUPPORT

#### THIS WILL BE ACHIEVED BY DEVELOPING:

- an extensive co-ordinated intermediate care offer
- a timely and recovery focused approach to care and support
- a range of accommodation options that can meet short, medium and long terms needs for care and support
- co-ordinated support to address the impact of substance misuse, poor mental health and financial difficulties

#### WHAT THIS WILL MEAN FOR THE FUTURE:

- Individuals with greatest vulnerabilities will be able to access the right support to help them live their life in the way they want whilst making sure their needs are met, their outcomes achieved and any risks managed
- Individuals needs will be met through joined-up services but with the most appropriate person co-ordinating their care
- Individuals will have access to timely support that is right for them as their needs fluctuate

05

## OBJECTIVE

**PROTECT  
INDIVIDUALS  
AND KEEP  
THEM SAFE  
FROM ABUSE,  
HARM AND  
NEGLECT**

### **THIS WILL BE ACHIEVED BY:**

- leading on a dedicated programme to ensure safeguarding is adopted as everybody's responsibility
- developing joined up and proportionate safeguarding arrangements for adults and children – within the Council and with partner agencies
- focusing specifically on the the causes and effects of domestic abuse (e.g. substance misuse/ mental health/ financial pressures)

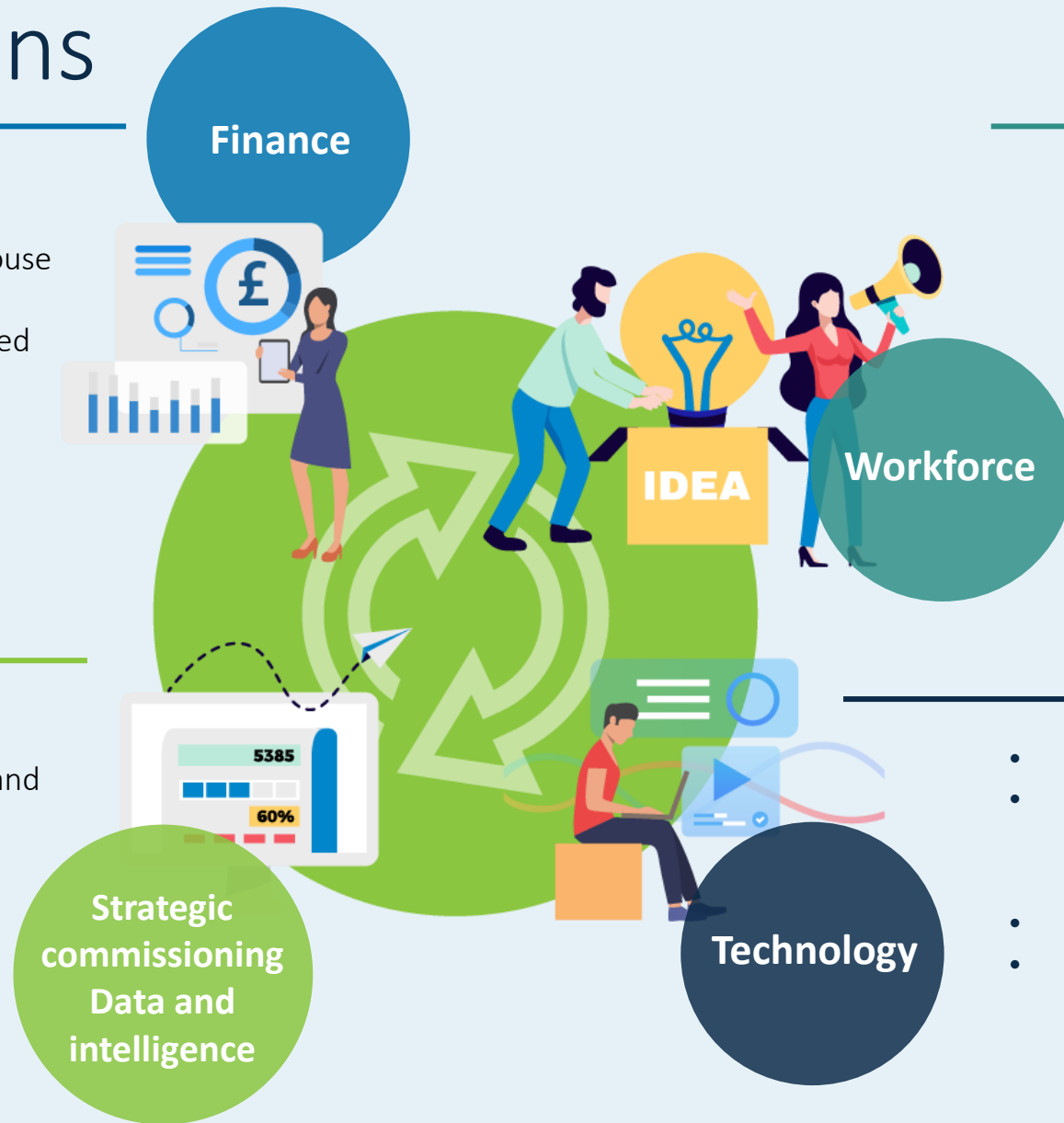
### **WHAT THIS WILL MEAN FOR THE FUTURE:**

- Individuals will be supported at the earliest point to prevent them experiencing abuse, harm or neglect
- Families receive consistent and joined-up support when there are safeguarding concerns impacting on more than one person in the family
- Individuals' wider wellbeing will be actively promoted not just the areas of concern

# The Foundations

- Proportionate allocation of resources
- Quality assurance and monitoring of spend to ensure value for money (in-house and external)
- Exploring options for charging as enabled in Part 5 of the SSWBA
- Maximising all funding streams to support whole family units and not targeted just at eligible individuals
- Understanding and recognising return on investment

- Detailed profile of the needs and outcomes of the population
- Understanding of patterns of demand and supply
- Up to date information about what the market is supplying and what works
- Strong relationships with providers to be able to shape the market
- Increased investment in early intervention and prevention

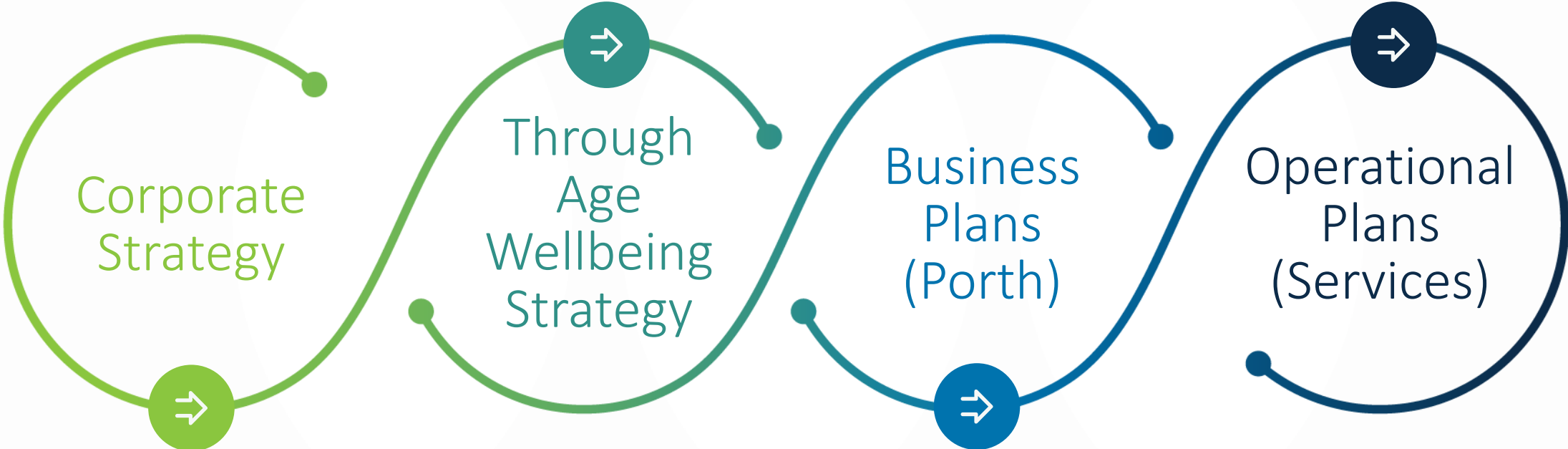


- Strong transformational leadership
- Develop staff to have the right skills, knowledge, experience and confidence
- Supportive management approach and working environment
- Support staff to work collaboratively with partners

- Assistive technology for individuals
- Intelligent and integrated data systems  
Use of social media to engage with individuals
- Online access to Council services
- Mobile digital technology for staff



# The delivery infrastructure



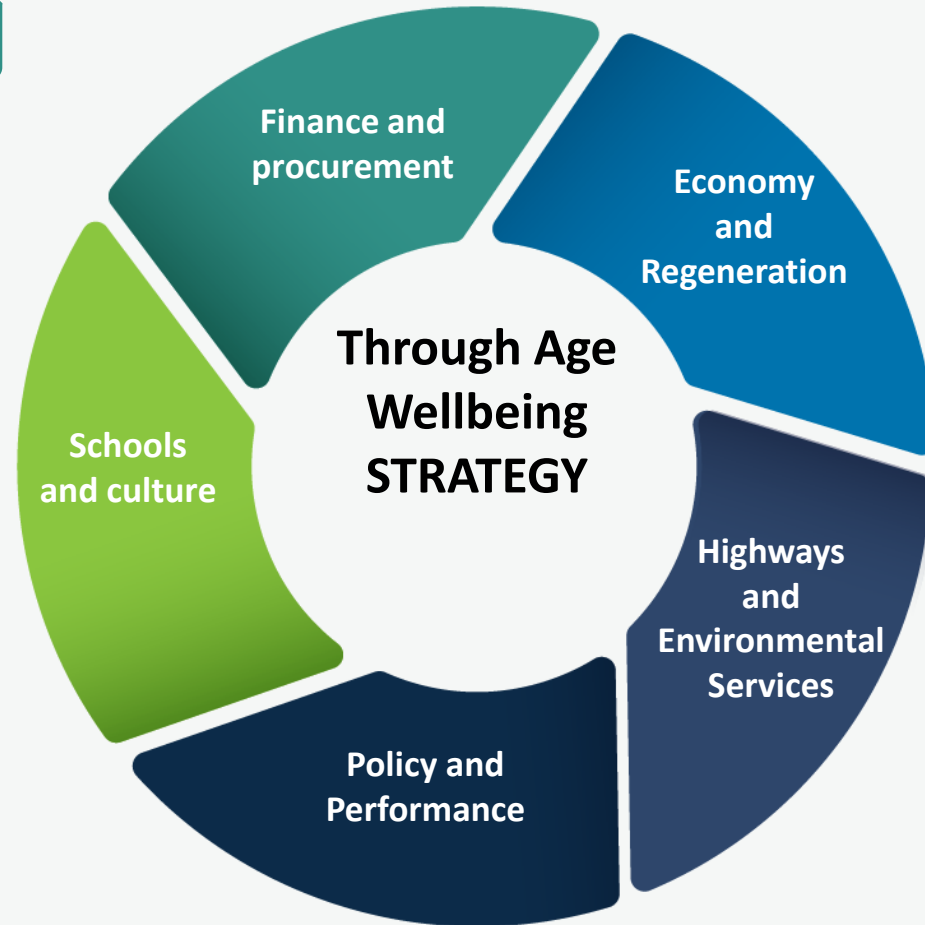
# The delivery infrastructure... **in practice**



- Commissioning Strategies
- Quality Assurance Framework
- Workforce Strategy
- Prevention Strategy
- Dementia Strategy

# The delivery infrastructure

- Quality monitoring of finances
- Outcome based commissioning and procurement practice
- Aggregation and maximisation of funding available (e.g. grants)
- Whole family approaches to supporting children
- Using school sites and community buildings as community resources
- Schools supporting community resilience
- Strategic partnerships interdependencies
- Ensuring links with corporate strategy



- Maximising opportunities through Economic Ambition Strategies
- States Services supporting adaptations of buildings (e.g. wellbeing hubs)
- Accessible and available car parking to access community resources
- Accessible and available transport infrastructure



# The transitional approach to achieving the vision

YEAR 1



- Information, Advice and Assistance
- Prevention
- Developing the workforce

YEAR 2



- Rehabilitation and Reunification
- Commissioning services

YEAR 3



- Rebalancing long term care and support