

# CASE STUDY

## INFORMATION ON THE FURZY PARK PILOT PROJECT WITH PEMBROKESHIRE COUNTY COUNCIL MAY 2020

### 1. Rationale and overview of the Furzy Park pilot project

Wales Co-operative Centre with the Association of Directors of Social Services Cymru (ADSS) identified two pioneer authorities to test new commissioning and procurement approaches, to increase investment in “social value models of delivery”. During the identification process with project partners and wider collaborators, it was agreed that social value is better understood by linking it to Part 2, Section 16 of the Social Services and Well-being (Wales) Act.

In late 2019, the Furzy Park pilot emerged from discussions with Pembrokeshire County Council's Social Services team. The proposed pilot would explore different ways of working with an existing care and support contract to generate social value. The focus was not on creating something new, but through applying the principles of the Social Services and Well-being (Wales) Act, it would test if the service could release greater social value if it was more flexible and integrated into a community. The pilot would focus on a ‘supported living’ service provided to two adult men with learning disabilities and also to their hyperlocal residential community of Furzy Park.

Section 16 of the Act and the Codes of Practice that direct its implementation describe five principles inherent in social value models and Section 16 models. These are the same principles that underpin the statutory legislation of the Act; well-being outcomes; co-production; co-operation; prevention; added value. The Furzy Park pilot would apply the principles to an existing service to test if new ‘arrangements’ could lead to different outcomes, specifically applying co-production and collaboration.

Furzy Park, is an area of Haverfordwest, where the two men receive a supported living service at their rented accommodation. Typically the service is a focused contract in which the assets are the funds of the commissioner and the workforce of the care provider. By applying the principles of co-production, well-being and collaboration and allowing more flexibility in the delivery of the contract, new assets could emerge. This could include the contribution of the men as ‘good neighbours’, safe mutually beneficial relationships in the community, integration of agencies previously unaware of each other, though active in the local area, to share resources and combine energies for better investment in the community. The additional test was the very short time available for a pilot, a maximum of three months.

One initial idea to bring the community together and strengthen relationships was a Library of Things<sup>1</sup>, which in time would link with existing assets in the community, belonging to people, groups or organisations. On reflection this was too ambitious and a more organic approach was sort. The early ideas flexed and adapted to meet the personal interests of the people involved in project, critically the two adult men. The pilot shaped itself around their preferences and requirements to ensure their full participation. Bigger ambitions could build from small beginnings.

1. <https://www.libraryofthings.co.uk/>

Building on weekly help for a neighbour to place rubbish and recycling bins on the street for collection, an idea flowed for a neighbourhood-wide crisp and snack packets recycling scheme co-ordinated by the two men, with the support of the paid workforce. This would help them establish regular contact with their neighbours via recycling collections and drop-offs. The two men were emerging as assets for their community.

Activity was underway and a community meeting was held on 5th March, connected to the initial start of the recycling scheme. The objective was to further engage with the Furzy Park community. 'Community Connectors' from the Pembrokeshire Association of Voluntary Services (PAVS) facilitated the meeting encouraging discussions on recycling and other shared issues to uncover people assets and interests that could benefit the community.

It was the outbreak of the Covid-19 virus that brought the pilot to an abrupt end in mid-March, less than three months after its start. It was hoped to extend the time available for the pilot, time required to build beneficial supportive relationships, not only in the community, but across agencies and organisations active in the area.

## **2. Organisations involved in the pilot project**

Pembrokeshire County Council worked with Cartrefi Cymru Co-operative, in the Furzy Park pilot, as it is the only domiciliary care co-operative active in Haverfordwest. It presented an opportunity for shared learning around co-operative approaches to service development and how to use the values and principles of co-operation to think about future design and planning of services.

Cartrefi Cymru Co-operative works to a Service Level Agreement contract commissioned by Pembrokeshire County Council and is a provider on its Supported Living Framework.

### **The roles of people involved**

Cartrefi Cymru Co-operative

- Assistant Director and Area Manager, Carmarthenshire and Pembrokeshire

Pembrokeshire County Council

- Head of Strategic Joint Commissioning, Development Officer, and Commissioning & Contract Management Officer for Adult Social Services and Project Manager, Day Opportunities (Workways+) for adults with disabilities

Wales Co-operative Centre

- Project Manager, Care to Co-operate and Local Co-ordinator of the pilot project (seconded to the Wales Co-operative Centre)

### 3. Implementing the Furzy Park pilot – Three elements

At the heart of the pilot is the supported living service for two men with learning disabilities and their small staff team. Cartrefi Cymru Co-operative delivers approximately 130 hours of support per week. The men follow weekly planners that provide structure and consistency to their weeks participating in organised activities and settings including day centres and People First groups. Their lives can be summarised as living in the community, but travelling out to activities, as opposed to accessing options and building relationships in their neighbourhood.

Could the assets of the two adults, the supported living service, the public funds and the workforce be mobilised in ways which help far more people, add value to the current contract?

#### First element

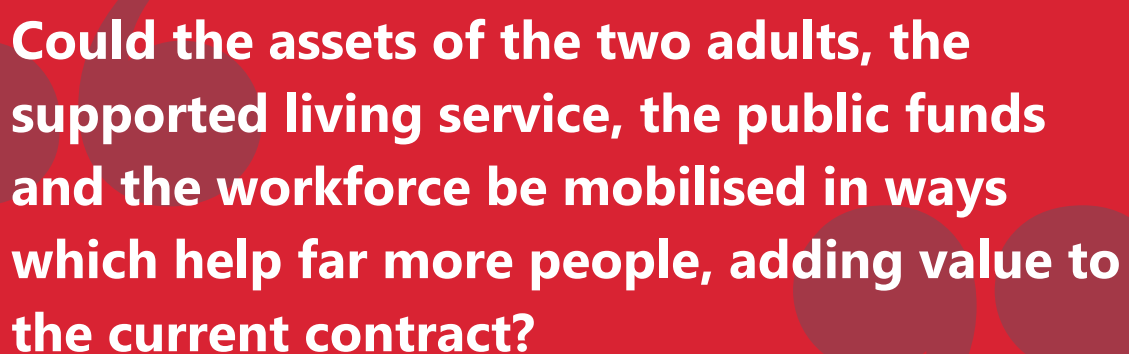
Through genuine co-production with the two adults, the pilot was to test whether a supported living service can provide added social value across the hyperlocal communities supporting 'good neighbours' activities. A mapping exercise will make connections to other assets in the community to increase co-operation and partnerships.

#### Second element

Again, by embracing co-production, could a greater understanding of the unmet needs of the local community be acquired through local relationships? Could the supported living team increased its preventative capacity and respond, reflecting Pembrokeshire County Council's priorities to reduce social isolation, building community resourcefulness and community self-help?

#### Third element

The pilot to explore the extent in which the local community can maximise its own assets to meet its own needs, to achieve broader well-being outcomes. Draw on activities that harness the voice of people, including the adults with learning disabilities, to develop community resources to bring people together and strengthen relationships.



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## **4. Potential outcomes for the Furzy Park pilot – people, agencies and commissioners**

### **Outcomes for people**

1. Richer lives for the two adults with learning disabilities
  - Improved social well-being
  - Making more community contributions in addition to current activities as helping a neighbour put out their bins for weekly collection
2. Reduced paid for dependency
  - More natural support
  - More inclusion in safe settings
3. Improved lives for people in Furzy Park
  - Vulnerable members
  - General population
4. Increased voice and control - conversations and decision making
  - For adults with learning disabilities
  - For community beneficiaries
5. Increased prevention of acute needs
  - Proactively identifying and addressing issues such as loneliness and depression
  - Utilising the community as the first line of prevention activity.

### **Outcomes for agencies**

6. Improved local agency collaboration
  - Local authority, health board, social landlords, disability support services, commissioned service providers, agencies and local associations and groups
7. Learning disability supported living service seen in a different light
  - Not just a service for two adults, but a flexible service that can adapt to changing needs and valued asset for the local community
8. Section 16 organisations/co-operatives demonstrate their potential for added social value
  - Community focussed
  - Co-productive
  - Flexible / adaptable to need
9. Increased co-operation, collaboration and flexibility between commissioners, providers and other providers
10. Increased job satisfaction and a more valued workforce
  - More delegation of authority to frontline workforce who can best do what matters including social workers and support workers.

## Outcomes for commissioners



11. Learning from a co-operative organisation about adding social value and how to organise partnerships at a hyperlocal level
12. Information to influence and support innovative commissioning arrangements for supported living services
  - Potential to inform different types of contract arrangements such as alliance contracting and block contracting based on outcomes
  - Exploration of option of purchasing both an individual and a community care service
13. Increased capacity for care and support
  - Team of registered care workers who can respond flexibly to local need
  - Respond to new care arrangements earlier than is often the case
14. Improved commissioning processes for care and support services
  - Embed and develop an outcomes based commissioning culture, with more arrangements in place for person-centred outcomes and a mix of fixed and on-demand services
15. Recast the relationship between social worker (as commissioner) and care provider
  - Regular liaison
  - Joint problem solving.
16. Public money creating a greater social value for recipients of the service as well as their local community.