

Health Care & Wellbeing Collaboration and Commissioning Workbook

Croeso

There are ongoing conversations about collaboration and commissioning for health care and well-being services in West Wales.

Between our local third sector organisations, we have a wealth of experiences - professional and lived - to share.

This workbook is to support you as you begin thinking about working collaboratively, tendering for commissioned work or joining a formal contracted alliance.

Context

There has been more collaborative commissioning in West Wales in recent years. With some interest in creating formal contracted alliances.

A previous attempt in South Wales to move to formal contract alliance commissioning has been paused for further consultation with the third sector. A report from this recommends engaging more fully with the sector to answer questions and concerns. With a co-produced approach to collaborative commissioning to meet individual and community needs.

Cardiff and Vale Drug and Alcohol Service (CAVDAS) is an example of a successful and ongoing collaboratively commissioned formal alliance contract. It is led by three Welsh substance use organisations and the Cardiff and Vale Area Planning Board. With other alliances in Scotland and England delivering services based on the needs of the people in their areas.

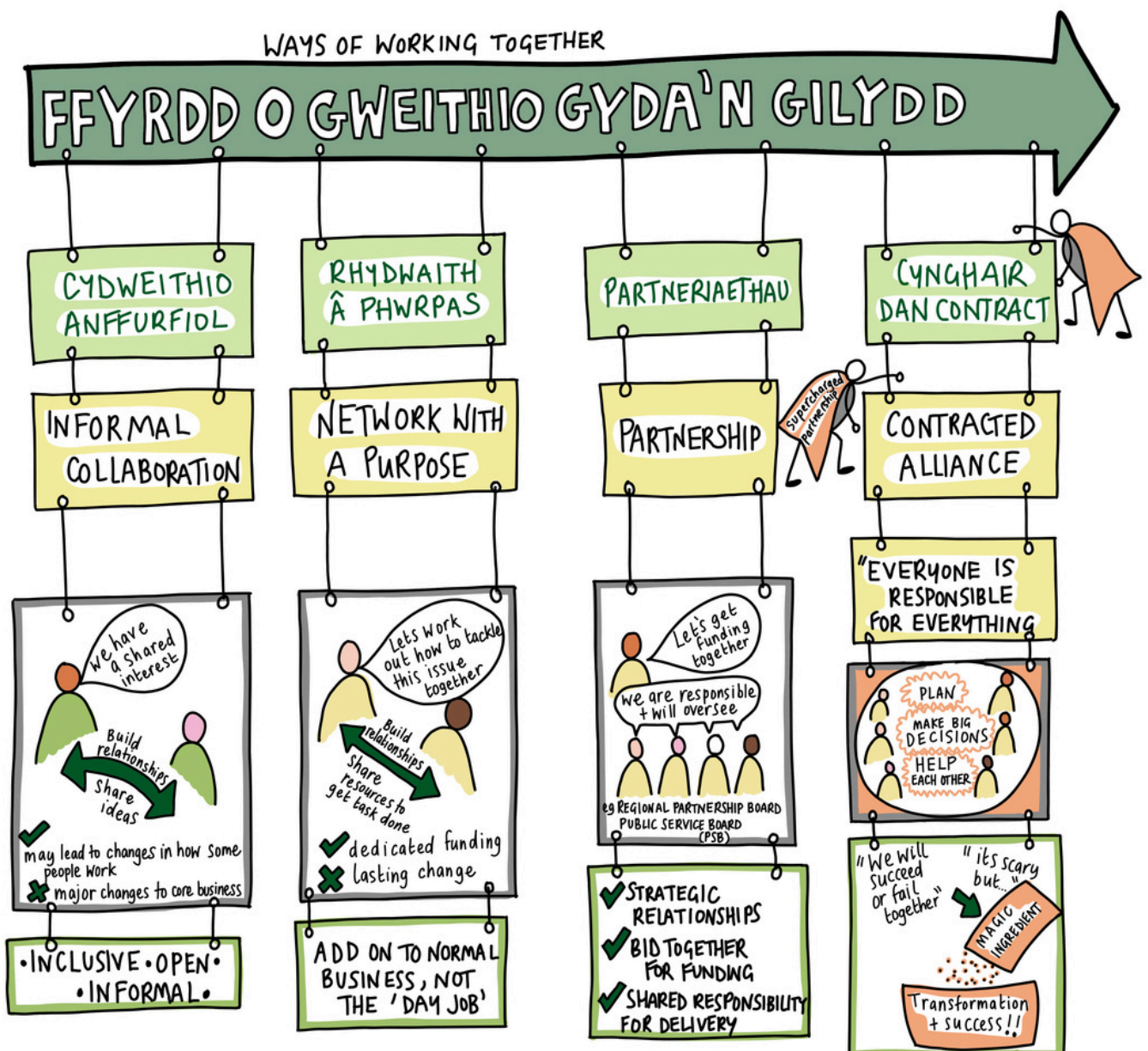
This workbook was developed as part of a 3-month project funded by an Innovation Forum Section 16 Grant from the West Wales Regional Partnership Board.

Ways of working together

Let's define what we mean in this context, by collaboration, networks, partnerships and alliances:

Informal collaboration: People coming together because they have something in common, a shared interest. These are good for building relationships and swapping ideas. Informality and openness are important.

Any ideas that are shared may lead to changes in how some people work but there is unlikely to be any major changes to core business, significant development or change. This is not what these informal collaborations are about.



Network with a purpose: A group of people come together for a specific reason. There may be dedicated funding, either externally granted or developed by members of the network by pooling funds.

Networks are good for relationship building and there may be some sharing of resources and people to get a task done. However, there is still unlikely to be lasting change to working practices and the activity is usually seen as an 'add on' to normal business not the 'day job'.

Partnerships: These can range from strategic relationships where organisations, for example, bid together for funding, through to shared responsibility for service delivery.

In most partnerships you see arrangements where each party carries out its share of the work and people come together monthly or at intervals to talk about how they are each getting on. There may be some joint reporting or other collective working but not always.

Formal contracted alliances: When we talk about formal alliances, we mean everyone is responsible for everything, not just their own area of expertise or delivery. It is not a new legal entity – the alliance contract is signed by each member and members retain their own identity and internal controls. However, members of the alliance plan together, make the big decisions together and help each other out.

Alliance members fully share all opportunities, responsibilities and risks. In essence, they will all succeed or fail together. That may sound scary but it is the magic ingredient that leads to transformation and success.

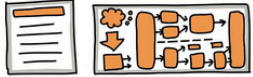


DEALL Y JARGON

JARGON BUSTING

+ Welsh vocab!

Assessment Frameworks



e.g. INTEGRATED ASSESSMENT FRAMEWORK FOR OLDER PEOPLE
e.g. WELSH GOVERNMENT'S OUTCOMES FRAMEWORK FOR SOCIAL CARE

Fframweithiau asesu

Best practice



The best way to help someone.



Arfer gorau

Care plans



cynllun gofal

Collaborative commissioning

Comisiynu cydweithio

Commissioners



What do we need?



TO LIVE WELL



Work with Market

Comisiynwyr

Co-production



cyd-gynhyrchu

Contracts

contractau

Evidence based practice

Arfer sy'n seiliedig ar dystiolaeth

Legislation



→ SOCIAL SERVICES + WELL-BEING (WALES) ACT 2014
→ WELL-BEING OF FUTURE GENERATIONS (WALES) ACT
→ PUBLIC HEALTH (WALES) ACT 2017

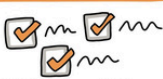
Deddfwriaeth

Outputs



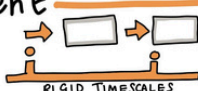
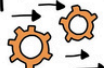
60 =
£10m =

4 =



Allbynnau

Procurement



caffael

Public Service Board (PSB)



Bwrdd Gwasanaethau Cyhoeddus

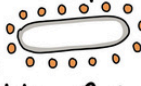
Quantitative outcomes

Canlyniadau meintiol

Regional Partnership Board (RPB)

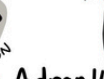


NHS
Ceredigion
Pembrokeshire
Carmarthenshire



Byrddau Partneriaeth Rhanbarthol

Section 16



Adran 16

Service delivery

cyflenwi gwasanaethu

Social return on investment (SROI)

Adenillion Cymdeithasol o Fuddsoddi

Social value

£ in → value OUT in ££

Gwerth cymdeithasol

Third sector

Trydydd sector

Transparency

Tryloywder

Well-Being of Future Generations Act



CHDWEITHIO
COLLABORATION

CYNNHYSD
INVOLVEMENT

ATAL
PREVENTION



Deddf Llesiant Cenedlaethau'r Dyfodol

Defining some common terms

Assessment Frameworks

Structured tools and guidelines used by Local Authorities and Health Boards to assess individuals' health and social care needs. Examples include the Integrated Assessment Framework for older people and the Welsh Government's Outcomes Framework for Social Care.

Best Practice

The most effective approaches to healthcare and well-being service delivery in Wales, based on evidence, policy guidance (e.g., Health Board Quality and Safety Frameworks), and successful models of integrated care.

Care Plans

Personalised plans developed by Health Boards and Local Authority social services teams to outline an individual's health and social care needs, detailing how services (e.g., home care, rehabilitation, or mental health support) will be provided.

Collaborative Commissioning

A process where Health Boards, Local Authorities, and third-sector organisations work together to plan and fund services, pooling resources to create person-centred care in line with the Social Services and Well-being (Wales) Act 2014 and the Well-being of Future Generations (Wales) Act 2015.

Co-Production

A collaborative model where service users, professionals, and communities jointly design and deliver integrated health and social care, ensuring that lived experience informs decisions. It is a key principle in the Social Services and Well-being (Wales) Act 2014.

Commissioners

Professionals within Local Authorities and Health Boards who are responsible for planning, funding, and overseeing health and social care services, ensuring they meet the needs of communities and align with national policies and legislation

Contracts

Formal agreements between Local Authorities, Health Boards, and service providers (including private, voluntary, and third-sector organisations) outlining the terms, funding, and performance expectations for delivering healthcare and well-being services in Wales.

Evidence-Based Practice

Decision-making and service delivery informed by the latest research, clinical guidelines (such as those from NICE and Public Health Wales), and data-driven insights to improve patient outcomes.

Legislation

The legal framework governing health and social care services in Wales, including key acts such as the Social Services and Well-being (Wales) Act 2014, the Well-being of Future Generations (Wales) Act 2015, and the Public Health (Wales) Act 2017.

Outputs

The tangible results of Local Authority and Health Board services, such as the number of patients treated, the number of care plans created, or the number of mental health support sessions delivered. Outputs may be specified in contracts and other agreements.

Procurement

The process by which Health Boards and Local Authorities acquire healthcare, social care, and well-being services from external providers, ensuring value for money, compliance with public sector procurement regulations, and alignment with social value principles.

Qualitative Outcomes

Non-measurable but meaningful impacts of health and well-being services in Wales, such as patient experiences, service user feedback, and case studies demonstrating improvements in well-being and quality of life.

Quantitative Outcomes

Measurable data reflecting the impact of health and well-being services in Wales, such as hospital waiting times, patient satisfaction scores, reductions in emergency admissions, or improvements in public health indicators.

Regional Partnership Board (RPB)

A statutory body established under the Social Services and Well-being (Wales) Act 2014 to improve collaboration between Health Boards, Local Authorities, and third-sector organisations. RPBs are responsible for planning and delivering integrated health and social care services across regions in Wales, ensuring efficient resource use and better outcomes for people with complex care needs.

Section 16

This refers to Section 16 of the Social Services and Well-being (Wales) Act 2014, which promotes cooperation and partnership working between Local Authorities, Health Boards, and third-sector organisations to improve well-being services.

Service Delivery

The provision of health and social care services in Wales by Health Boards, Local Authorities, and partner organisations, ensuring high-quality, accessible, and person-centred care in line with national strategies like A Healthier Wales: Our Plan for Health and Social Care.

Social Return on Investment (SROI)

A framework used by Health Boards and Local Authorities to measure the social, environmental, and economic benefits generated by health and well-being services, ensuring public funds deliver the maximum positive impact for communities.

Social Value

The additional economic, social, and environmental benefits created by health and social care services beyond their core function, as promoted in Wales through legislation such as the Well-being of Future Generations Act and the Social Partnership and Public Procurement (Wales) Act 2023.

Third Sector

Organisations that are neither public sector (government-run) nor private sector (profit-driven businesses). The third sector includes charities, voluntary organisations, social enterprises, and community groups that provide essential health and well-being services in Wales. These organisations often work in partnership with Local Authorities and Health Boards to deliver person-centred care, advocacy, and community support.

The Well-being of Future Generations (Wales) Act 2015,

which requires public bodies, including Health Boards and Local Authorities, to consider the long-term impact of their decisions, ensuring services promote sustainable health and well-being.

Transparency

The commitment of Health Boards and Local Authorities to open decision-making, public accountability, and clear reporting of performance, service outcomes, and financial spending, in line with Welsh Government policies on governance and public engagement.

What is a good collaboration for you and your organisation?

- Be selfish and narrowly focus on your organisation
- Think about what it would look and feel like
- Think about what it would mean to you

For a collaboration to be just how you would like it to be,
it would be like what?

For a collaboration to be like this, **you will need to be like what?**

For a collaboration to be like this, and for you to be like this, **what help or resources do you need?**

Here are some responses about 'good collaboration' from people who came to the workshops we held in early 2025

Sut mae DA yn edrych ac yn teimlo?

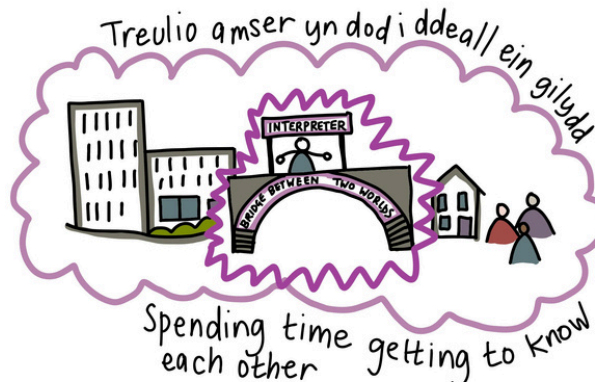
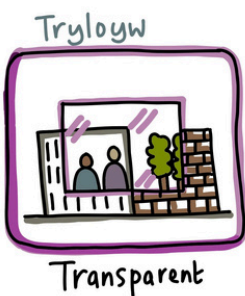
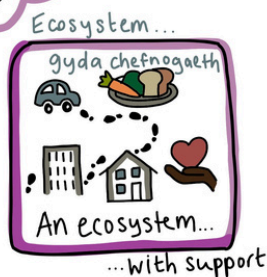
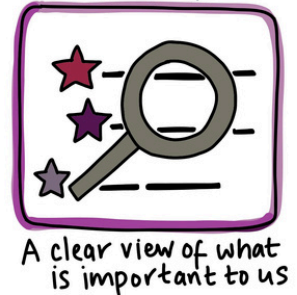
What does GOOD look and feel like?



Cymorth ariannol
i ffurfio cynghreiriau
Financial support
to form alliances

**Amserlenni
tymor hirach**
**Longer
term
Timescales**

Golwg glir ar yr hyn
sy'n bwysig i ni

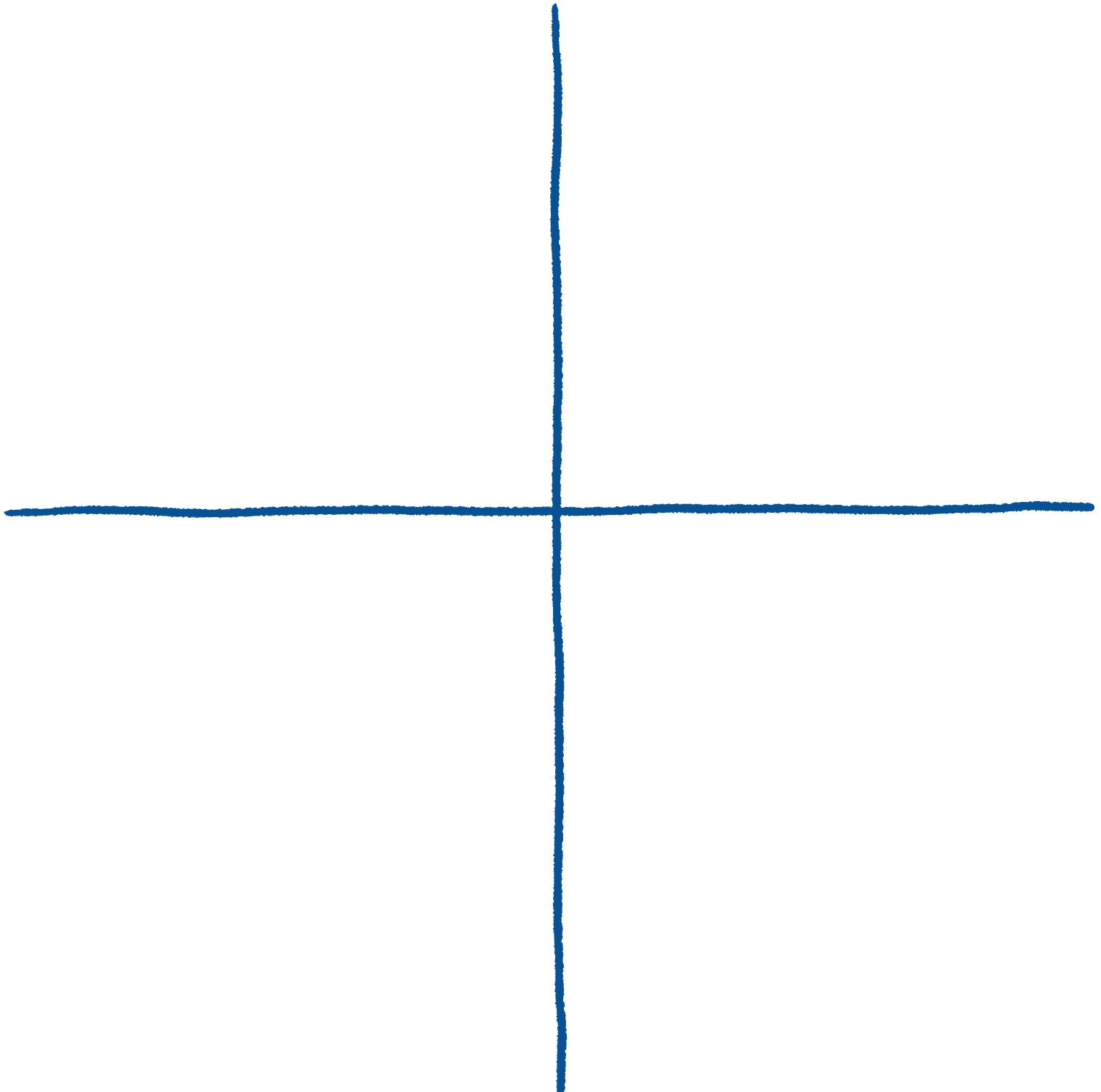


NOAH GWLEOOD GRAN
VISUAL NOTES BY
pobl tir môr
06.03.25

Forming a good collaboration

Doing a 'SWOT analysis' helps you understand what you can offer and what you need to develop. Comparing this with potential collaborators helps with transparency, developing trust and identifying areas you can support each other, or seek further support.

What Strengths & Weaknesses do you bring?

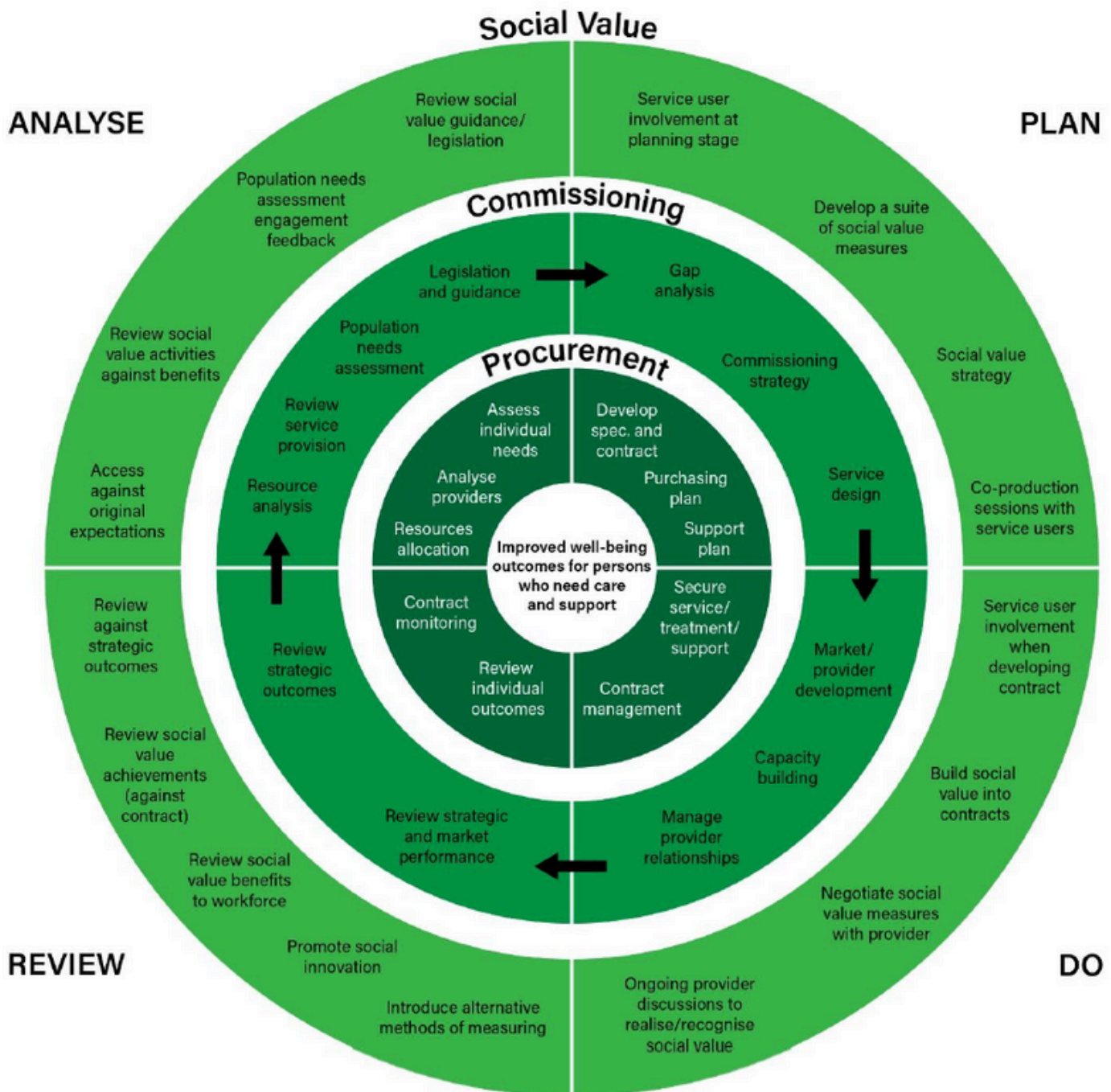


What are your Opportunities & Threats?

What is my next step?

What resources or support do I need?

The Commissioning Cycle



“There is a symbiotic relationship between the three elements, and they are not separate stand-alone functions.”

“All stages and activities within the commissioning cycle are important and necessary for effective commissioning and to deliver well-being outcomes for people based on ‘what matters’ to them.”

From: [Social Services and Well-being \(Wales\) Act 2014 The National Framework for the Commissioning of Care and Support in Wales: Code of practice \(p.7\)](#)

Ideas Alliance's 7 Principles for Formal Contracted Alliances

1. Collective Responsibility

To assume collective responsibility for all the risks involved in providing to services;

2. Best for people

To make decisions on a 'best for people using services' basis;

3. Unanimous decision making

To commit to unanimous, principle- and value-based decision making on all key issues;

4. No fault, No blame

To adopt a culture of 'no fault, no blame' among alliance participants, and seek to avoid all disputes and litigation (except in very limited cases of wilful default);

5. Open book

To adopt open book accounting and transparency in all matters;

6. Best person basis

To appoint and select key roles on a best person basis;

7. Values and behaviours

To act in accordance with the Alliance values and behaviours at all times.