

The Strategy of Solva Care for 2019-2024

1. Introduction

- 1.1 This document sets out the forward plan, called the strategy, of the charity Solva Care and how the organisation will build on its first three years of success. The contents of the strategy were drafted by the Trustees and staff of Solva Care and incorporate the suggestions of the wider community.
- 1.2 The plan covers two broad priorities:
 - 1.2.1 Core activity which involves connecting people to ensure that our older people have tailored support to live happy and fulfilled lives, in their own homes; and are able to fully engage in community life; and
 - 1.2.2 Programmes, consisting of projects, which also focus on wellbeing; and which extend to all adults and where appropriate include children and young adults as participants or volunteers.

2. The area we cover and our population

- 2.1 Solva Care covers the geographical area of the Parish of Solva and Whitchurch. According to 2013 survey data we number 475 households, many of which are occupied by a single person aged over 60 years. Solva is located in an area of outstanding natural beauty. We have many assets: a surgery, village hall, school, church and chapel, shops, pubs and playing fields. On the negative side there are no care homes within easy reach, domiciliary services are difficult to access, and the nearest hospital is 14 miles away.
- 2.2 Solva Care was set up in 2015 to meet the expressed needs of the community. A survey undertaken two years after its launch showed high levels of satisfaction in the community with what was being done and achieved.

3. What do we want to continue to achieve by 2024?

- 3.1 We want to bring about improvements and change to impact positively on people's health and care. People want to live in their homes, stay out of hospital and leave when they feel ready to do so. They want to be

healthy and have contact with others. There are negative pressures on these very basic human needs stemming from prolonged austerity, fragmentation of extended families, political inertia, and negative societal attitudes to ageing.

- 3.2 Solva Care was created to help ameliorate the effects of these pressures which often disproportionately affect rural communities. Utilising the resources and energy of the community we look out for and support our own residents, filling the many gaps at the local level that are not covered by the statutory services. We do this early to prevent crises for those suffering with multiple morbidities; and to help boost wellbeing and prevent physical and mental decline.
- 3.3 Solva Care's purpose is to build a strong and resilient community where older people enjoy good health, security and dignity; and where they are informed and supported in their choices and respected for their wisdom and experience.

Our approach is encapsulated by this diagram and which provides the framework for our strategy.



4. Our Priorities and Objectives

- 4.1 Our priority is the wellbeing of the whole community with a focus on adults and older adults. We will continue to base our activities on best evidence of what works well and will ensure close fit with local and national policies in all that we do. We have identified 6 strategic objectives:

4.2 *Strategic Objective 1: In relation to individuals we will continue to deliver a high quality and effective voluntary 'service'. We will:*

- 4.2.1 offer and provide timely, high quality, person centred support, that will enable them to feel well and remain in their own homes.
- 4.2.2 offer respite for carers to relieve stress and isolation.
- 4.2.3 recruit new volunteers, and DBS check, train and support them so that they can connect with others with confidence and sensitivity and gain satisfaction from their volunteering role.
- 4.2.4 train volunteers in specialist areas to cover all health and care issues that are within our remit.
- 4.2.5 provide information to enable people to exercise their rights and get the best out of services.
- 4.2.6 mount regular social activities on a weekly basis, which are open to all and involve a stimulating mix of music, movement and the arts.
- 4.2.7 organise outings, chosen by older people themselves, for a change of environment.

4.3 *Strategic Objective 2: In addition to our existing activities focusing on individuals we will introduce new ones to ensure a comprehensive coverage of health and wellbeing issues and concerns. We will:*

- 4.3.1 focus on practical skills, starting with a Men's Sheds type of pilot project, that will involve men and women.
- 4.3.2 seek to integrate new social activities in the weekly Luncheon Club, and afternoon tea parties in the Community Cinema, to boost numbers engaging in activities.
- 4.3.3 run a project on accident prevention.
- 4.3.4 help people become IT literate.
- 4.3.5 boost awareness of all forms of scams and how to avoid them.
- 4.3.6 explore the use of technologies that will enhance wellbeing.
- 4.3.7 find solutions to accepting and storing mobility aids.

4.4 *Strategic Objective 3: In relation to all adults and older adults we will continue to run group activities that maintain and enhance health. We will:*

- 4.4.1 run mosaic art classes to develop skills and facilitate social connections to maintain or improve mental health.

4.4.2 trial a course of keep fit classes suitable for adults and older adults to enhance feelings of physical and mental wellbeing.

4.4.3 run first aid courses.

4.4.4 continue to develop Solva as a dementia friendly village.

4.5 Strategic Objective 4: We will extend our programme of group activities to enhance mental and physical health. We will:

4.5.1 develop a coordinated arts programme of in-house and partnership projects.

4.5.2 start and complete a community film project.

4.5.3 develop a coordinated programme of exercises that includes Pilates, Tai Chi, gentle exercises, walking, and ways of combatting and coping with frailty.

4.5.4 set up a micro enterprise of carers.

4.5.5 encourage and support the uptake of Direct Payments and create a cooperative, or cooperative style organisation, for those wishing to pool and purchase their own wellbeing and care services.

4.5.6 support the local economy in our appointments and purchasing.

5. Running Solva Care

We employ two part-time salaried members of staff – a Coordinator, and a Project Officer who is accountable to the Coordinator. We also employ on an hourly rate a Finance Officer and a Researcher and Communication Officer. The Chair of Trustees manages the Coordinator and the Finance Officer and the Researcher is managed by the Chair of the RME sub - group of the Strategic Board. All Trustees are members of the community and also volunteer for additional tasks in Solva Care. Job descriptions and posts will be reviewed at the end of each grant cycle and any new commitments made in grant applications.

6. Partnership and Collaborative Working

6.1 Solva Care cannot fulfil these ambitious objectives alone. We have, from the start, worked closely with other organisations in fields spanning policy, research and practice. We will continue to work closely with them, and especially Solva Community Council which ensures that education, leisure and the built environment are factored into local plans

to build a strong and resilient community and to make Solva a good place to live.

- 6.2 It is not just a case, however, of *who* we work with but *how*. We believe that, as Solva Care is run *by* the community, *for* the community, we are best placed to communicate the expressed needs of our community and to determine how those needs are met. We will, therefore, pursue a co-productive way of working with those organisations that have an influence on our community's wellbeing.

6.3 ***Strategic Objective 5: We will forge constructive and enduring working relationships with other organisations to benefit our community and other communities in Wales and beyond. Our priorities will be to:***

- 6.3.1 further build our partnership with our local Surgery, Hywel Dda Health Board, Pembrokeshire Council, our church and chapel, and our new funders.
- 6.3.2 press for our community and other small community led organisations to have a meaningful role in county, regional and national policy and strategy development.
- 6.3.3 participate in the Small and Beautiful Network of small charities to share information, collaborate on projects and 'be heard'.
- 6.3.4 publish our toolkit, disseminate it and mentor other communities wanting to do similar things to us.

7. **Research Monitoring and Evaluation (RME)**

- 7.1 We collect management data on our day to day activities, analyse and regularly review them in our internal Solva Care meetings. The types of data have been reviewed by independent researchers and their recommendations acted upon. The data form the core of our reports to our funders.
- 7.2 We undertake research mostly ourselves, e.g. our community wide survey, but also in collaboration with other organisations if our respective interests and objectives match. Evaluation is carried out to see how well things have worked and to shape the future of our activities and plans. RME data are useful for Solva Care, our funders and for others wanting to know whether what we are doing could work well in their communities too.

7.3 Strategic Objective 6: We will continue our commitment to RME and pursue the following priorities:

- 7.3.1 develop a core set of indicators from the objectives set out in section 4 of this strategy.
- 7.3.2 update our RME strategy by 2020.
- 7.3.3 consolidate ongoing in-house action research as our main focus in RME.
- 7.3.4 evaluate all new activities and regularly review existing ones.
- 7.3.5 collect stories and case histories to identify the most significant factors in Solva Care succeeding.
- 7.3.6 seek research funding for a major study in partnership with the academic sector.
- 7.3.7 continue to invest in training our own community researcher.

8. Governance

We are now a registered charity and as such are regulated by the Charity Commission. We closely follow the Commission's guidance on how trustees should meet their legal duties and obligations. In 2018 we restructured to strengthen our strategic decision-making processes and our accountability. We reviewed and updated our policies and put in place policy on data protection. We will review the comprehensiveness, effectiveness and efficiency of our governance arrangements and our policies at two-year intervals. We will also recruit new Trustees to increase the total by three and seek to achieve gender and age balance by 2021.

9. Funding

- 9.1 To date we have secured our funding from grants and donations. Grants are usually awarded through a competitive process and for two years maximum. We have been very fortunate to have secured a five-year grant from the National Lottery which will be used to fund some of our activities for the period 2019-2024. This is split as follows: £55,098, £54,381, £55,288, £56,208 and £60,808.
- 9.2 All matters related to finance and funding fall under the remit of a Sub - Group of the Board of Trustees.

10. Communication

We employ a variety of methods to communicate within Solva Care, the wider community, partners and the general public. Our priority is to involve as many local people as possible, and partners, in shaping Solva Care over the next five years. In particular we will be seeking to involve the community in deciding the detail of the preventive projects.

11. Factors that will help and hinder our future sustainability

- 11.1 Solva is a vibrant community, with many assets, and there is widespread pride in, and appreciation of Solva Care's achievements to date. There is no shortage of volunteers putting themselves forward and their numbers are relatively stable which adds to our strength. Men and younger people are, however, underrepresented, and this needs to be addressed.
- 11.2 Solva Care is well connected with external organisations but remain largely on the periphery of policy making processes, a problem that faces all small community led organisations. A lack of meaningful consultation and lip service paid to coproduction means that large scale interventions are funded nationally which can lack a comprehensive evidence base and which are often at odds with the grass roots approach we favour. Our core income is from grants which are increasingly in short supply and which are competed for by large umbrella organisations.
- 11.3 Setting aside our recent grant successes and taking a longer view, the sustainability of Solva Care will be a challenge for the foreseeable future. We need to retain our much-valued school, surgery and public transport – all repeatedly under threat. Crucially we need core funding from the statutory services. We are working hard to achieve these imperatives as communities such as Solva Care have a key role to play in the success of health and care policies in Wales.