

CYNGOR SIR POWYS COUNTY COUNCIL**COUNCIL
16 July 2014****REPORT AUTHOR: Amanda Lewis
Strategic Director People****SUBJECT: Annual Council Reporting Framework**

REPORT FOR: Decision

Summary

All local authorities in Wales are subject to a performance reporting framework known as the Annual Council Reporting Framework (ACRF). This programme of work continues to provide an alternative system of assessment to the previous annual performance evaluation and Joint Review processes and sees performance management accountability resting with Council Members, the Chief Executive, managers and officers. The Director of Social Services is responsible for this approach which includes reporting annually to the Council on the delivery, performance and risks as well as plans for improvement on the full range of Social Services functions

The Care and Social Services Inspectorate Wales (CSSIW) will undertake a review and analysis of the evidence underpinning the annual report which will result in an individual inspection and review plan for the Council. They will look for the approach to be citizen focussed and will encourage improvement, consistency and innovation. As a minimum, the Council will be subject to an annual fieldwork visit from CSSIW along with our regulatory inspections and contribution to thematic inspections.

Proposal

The purpose of this report is to introduce the fifth annual report (Appendix 1) of the Statutory Director of Social Services for the period 1 April 2013 to 31 March 2014. It is intended that the report presents a recognisable picture of the services provided and delivered by social services to the citizens of Powys, Council Members and other stakeholders.

Powys Change Plan

The annual report links directly to the Powys Change Plan and strategic objectives. The report informs the citizens of Powys, and other key stakeholders, about the performance of social services in the county. The framework for the report is supported by analysis and evidence which has

enabled the Director to provide a full and accurate report detailing priorities for improvement.

Options Considered/Available

The Annual Council Reporting Framework is not optional, it is a statutory requirement for the Council to comply with the requirements

Preferred Choice and Reasons

The Annual Council Reporting Framework is not optional; it is a statutory requirement for the Council to comply with the requirements.

The report has been presented to People Scrutiny Committee on 19th June 2014 and Cabinet on 1st July 2014.

The final stage will be to move to full publication following translation and design before the end of September 2013.

Sustainability and Environmental Issues/Equalities/Crime and Disorder./Welsh Language/Other Policies etc

There is a requirement placed on the Council to provide good quality services for the individuals who reside in Powys. These services have to be sustainable and flexible to meet the future need of the individuals who require these services. Promotion of health and well-being, choice and flexibility is also essential by placing the 'citizen' at the centre of service provision. In these terms, the Annual Council Reporting Framework will cut across both Powys County Council policies as well as those from the Welsh Assembly Government.

Children and Young People's Impact Statement - Safeguarding and Wellbeing

Children's Services have been fully engaged in the overall process. Key stakeholders, including the Children and Young People's Partnership have been consulted with and engaged in challenge events

Local Member(s)

This reporting framework is countywide and applies to all electoral divisions

Other Front Line Services

As part of the process, key stakeholders have been consulted with and have been engaged in challenge events.

Support Services (Legal, Finance, HR, ICT, BPU)

All support services are involved in providing support to Social Services and continue to be involved regularly.

Finance – the Accountant can confirm that ACRF is a statutory requirement and have been involved and will continue ongoing support to any improvement plans within the current financial envelope.

Legal – the recommendation can be supported from a legal point of view.

Local Service Board/Partnerships/Stakeholders etc

As part of the process, key stakeholders have been consulted with and have been engaged in challenge events

Corporate Communications

The Communications Officer has been fully involved in supporting the drafting of the report.

Statutory Officers

The Strategic Director Resources (Section 151 Officer) notes the comments above from Finance.

The view of the Monitoring Officer – I have nothing to add to the report

Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Future Status of the Report

Not applicable

Recommendation:	Reason for Recommendation:
That Council endorse the report in Appendix 1	To comply with the statutory requirements of the Director of Social Services to produce an annual report

Relevant Policy (ies):	
Within Policy:	Y
Within Budget:	Y

Relevant Local Member(s):	Not applicable
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Person(s) To Implement Decision:	Amanda Lewis Strategic Director, People
Date By When Decision To Be Implemented:	As soon as possible after Council on 16th July 2014

Contact Officer Name:	Tel:	Fax:	Email:
Amanda Lewis	01597 8526906		amanda.lewis@powys.gov.uk

Background Papers used to prepare Report:

Appendix 1 – Fifth annual report of the Statutory Director of Social Services for the period 1st April 2013 to 31st March 2014

Powys Position

- Introduction and commentary
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- Taking a Strategic Approach
- Working Differently – Becoming a Commissioning Council
- What are our values?
- Working Together with our Citizens
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Aiming High

- Aiming High - The People Directorate [Adult Social Care, Children's Services and Housing]
- Listening to Our Regulators

Our Social Services

- Our Social Services in Powys
- Safeguarding
- Our Services for Adults
- Our Services for Children and Families
- Our regional work and activity
- More Than Just Words: the strategic framework for Welsh Language services in health, social services and social care

What Next?

- Our Priorities for Improvement for 2014/15 and through the lifetime of the One Powys Plan
- What you can do / Useful Links
- Glossary

Appendix One

- One Powys Plan Priorities

Introduction and commentary from the Director of Social services

I am pleased to present my first report as the Statutory Director of Social Services following my appointment in July 2013. This report and the evidence that sits behind it, contribute to the way we manage our own performance for people who use our Social Services. It will also be used by Care and Social Services Inspectorate for Wales [CSSIW] to inform their independent evaluation of Powys and their inspection plan for the coming year.

All that we do must be delivered in partnership with a wide range of people. These include service users, their carers, statutory bodies, private and third sector organisations, amongst many others.

When looking to the future, we must consider the context of prolonged financial pressures and the required budget reductions that Powys faces, demographic changes which are well above the average and increased service expectations. Future services need to be sustainable and of a quality that makes a measured difference to the lives of those who are most vulnerable and this is mirrored in the Welsh Government Social Services and Wellbeing (Wales) Act 2014.

The act identifies the need to ensure the wellbeing of people is central, by providing those who need services a voice and control in addition to protecting and safeguarding children, young people and vulnerable adults.

To ensure this we must progress with determination, pace, good governance and priorities outlined in both of our Service Improvement Plans and One Powys Plan. We must ensure we have robust ways of evaluating and performance managing the services provided, to determine if we are making a difference, and to ensure our services are delivering to the highest standard possible. To ensure future sustainability we must continue to challenge ourselves to think differently, using evidence based practise, creating an organisation that is committed to learning, effective self-analysis and can adjust and respond to risk and need accordingly.

We are fortunate in Powys that we have a strong foundation of viable communities, committed individuals and a strong and determined professional workforce. This foundation is essential for future proofing, planning and delivery. We are committed to ensuring that we co-produce services through building upon the strengths of individuals and communities to create a sustainable future.

Making changes, thinking and doing things differently is not an easy task, however, there exists a real opportunity and strong platform for us to build upon and create a positive and sustainable future for the people of Powys.

Delivering improved Social Services through a period of immense change and unprecedented financial pressure relies on a motivated and enabled social care workforce.

The success of our social services is dependent upon the hard work and commitment of our staff and it is their determination and professionalism that I would like to pay tribute to and to express my thanks for their efforts and dedication.

We are supported to undertake our role through the commitment of the support services that are key to our delivery along with the support of Corporate Management Team, the Social Services Portfolio Holders, Cabinet, Scrutiny and Members of Powys, without their support we would be unable to deliver on services.

Whether or not you have used our services, we hope that this report will either reflect your experiences, or show our commitment to listening and learning as we strive for improvement. We welcome your feedback on this report – this is important to us.

Amanda Lewis

Context

This report outlines the journey of change within the Council and in particular Social Services and evaluates the impact of changes in 2013/14. This has been both an exciting and challenging period with considerable change having taken place. We expect change will continue through the next 3 years given the extreme financial challenges including significant budget reductions, the implementation of the Social Services and Wellbeing (Wales) Act 2014 and our commitment to an ambitious service improvement agenda.

We have been committed to creating a dedicated permanent senior leadership team for Social Services which has included, the appointment of Director of Social Services and the roles of Head of Service for Adult Social Care and Head of Children's Services.

There have been a number of political changes to the Portfolio Holders for Social Services, but we now have stability and commitment to drive forward our ambitious agenda for the delivery of an effective Social Service. The portfolio responsibilities of Children's Services and Education are now aligned in recognition that education is the passport for all children - especially our looked after children in fulfilling their potential. Adult Social Care now receives dedicated portfolio time.

In the previous Director of Social Services report, the need for considerable change in order to deliver effective services to meet the needs of our citizens was highlighted. The immense challenge for Powys, as for every other social services authority in Wales, is to design and create tomorrow's services today, whilst continuing to maintain and improve current delivery so that people who need social care services are helped to live fulfilled independent lives, safe from abuse and neglect.

Taking a strategic approach

The Powys Change Plan 2013-2016 was our key transformation document and clearly articulated our vision and aspirations to deliver “Efficient services for the green heart of Wales.”

Recommendations from regulators were firmly rooted in the plan to ensure that at all levels of delivery impact could be assessed and embedded. The plan demonstrates the linkage from high level strategy, through to service improvement plans.

However during 2013-14 we, alongside our partners, have developed a single integrated plan: the One Powys Plan 2014-2017, which is being implemented in compliance with Welsh Government’s “Shared Purpose - Shared Delivery” - Guidance on Integrating Partnerships and Plans.

We are the first council to integrate our change plan into a single integrated plan and this demonstrates our commitment to collaborative working and the community leadership role we will take in the coming years.

We work alongside our partners in the Local Service Board to deliver efficient services at local level. Our strong vision – *Efficient services for the green heart of Wales* – guides everything we do as a council – and with the One Powys Plan will remain the focus of the council’s key priorities:

- Remodelling our services to respond to reduced funding
- Supporting people within the community to live fulfilled lives
- Developing the economy
- Improving learner outcomes for all, minimising disadvantage

The One Powys Plan was produced following a comprehensive Joint Strategic Needs Assessment, demonstrating a better use of data to revise its suite of performance measures and to inform strategic planning. Many of the improvement priorities for Social Services outlined in this report were derived from this process.

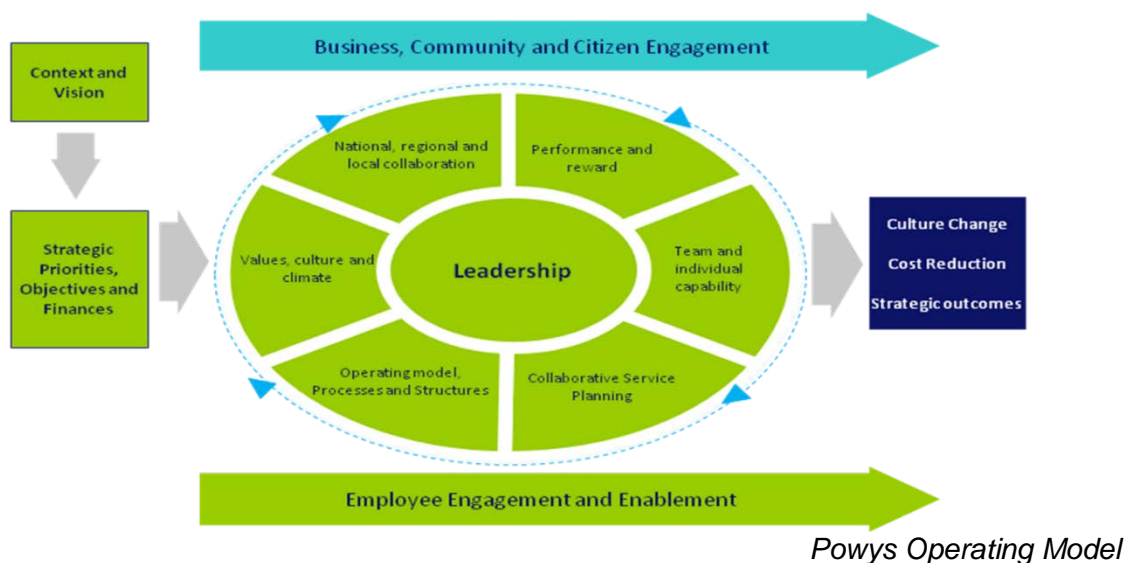
The One Powys Plan can be found at <http://www.powys.gov.uk/index.php?id=296&L=0> }

Working differently – becoming a commissioning council

We take the view that ‘commissioning is a state of mind’ and is about moving away from traditional methods of service delivery to an approach of ‘doing with and not doing for’. It puts the focus on providing the right service for the citizen, by the right provider at the right price for the taxpayer. Sometimes this will mean we provide a service differently. It could also mean that a service is provided by another organisation e.g. by the third sector, or even by communities themselves. We call this approach “commissioning”. This is reflected in the views of our citizens in a recent survey, 81% did not mind who provided the service.

As a result of this, we have moved towards a new operating model [the way we do our business] which is the result of a self-evaluative approach that identified our organisation needed to improve to deliver commissioning. As a result the two senior tiers of management have been significantly restructured to address these weaknesses. This process has continued through to management levels three and four.

The new operating model is based on system reform as promoted within Welsh Government guidance. Our focus on whole system reform demonstrates our commitment to improving outcomes for our citizens. An Organisational Development Plan has been drafted and implemented over the past 12 months outlining the requirements around commissioning and the behaviours, skills, competencies, systems and processes to facilitate and support its implementation.



The inclusion of a Performance Improvement Framework into the new operating model ensures that there is clarity of accountability at all levels, this includes a corporate approach to team Balance Scorecards and individual 90 day action plans. This will help us to manage performance well and have clear measures to know if we are making a difference.

What are our values?

We are determined to create public services of the future that are enabled by the right culture and behaviours. We want to deliver high quality performance and value for our communities by listening to, and working with, the public, private, voluntary and community sectors.

Our organisational culture will be based on trust, innovation and responsibility. We have a clear set of values that underpin all the work of the council and Local Service Board and guide the behaviours that are expected of everyone engaged in our work, or working with us:

- **Accessibility** - ensure that all members of the community are able to access our services with ease

- **Openness** - ensure that our decision-making is clear and we carry out our business with integrity
- **Respect** - value one another's differences and treat one another with dignity
- **Focus** - ensure resources and effort remain focussed on our priorities
- **Engagement** - listen to our citizens and staff and where appropriate involve them in the planning and delivery of services. Consult meaningfully with residents and staff and listen to their views
- **Learning** - learn from others and from our own experiences to help us develop and improve
- **Trust** - ensure our staff and citizens have trust in us and what we're aiming to achieve

Working together with our citizens

The current reality for all public services is that we can no longer deliver all the services we typically have in the same way that we have done in the past.

To meet the pressures facing us in the next three years we will need to change and strengthen our relationship with citizens.

We are committed to safeguarding the most vulnerable in our communities and to supporting and promoting independence. Evidence shows people's lives are improved when they are confident and able to do more themselves. That is why we are transforming our services around the needs of the individual.

To do this we need citizens and groups to actively engage in communities, using skills, time, energy and ideas to become lively contributors in the places we live. By working together we can build a stronger future for our County.

Working together with our staff

Delivering improved public services through a period of immense change and unprecedented financial pressure relies on a motivated and enabled workforce.

We are committed to building leadership at all levels by developing the right skills and behaviours and simplifying structures to allow individuals across our organisations to exercise their leadership skills. We will remove unnecessary bureaucracy and support our workforce with responsive policies and processes to support them in their roles. We will also empower frontline staff so they can support local people to achieve things more quickly and efficiently - we want to ensure we get it right first time around and support professional autonomy and decision making.

We are committed to engaging with all our staff to share information and take forward ideas for innovative service transformation. We will expect leaders to share accountability and will rely on exceptional commitment from our entire workforce in making our vision for the future a reality.

Aiming high - the People Directorate [Adult Social Care, Children's Services and Housing]

As a People Directorate we will be accessible, accountable and responsive to our community's needs aiming to deliver or commission high quality affordable services. We are determined to focus on positive sustainable outcomes with our partners to maximize wellbeing, promote independence and the safety of our most vulnerable citizens.

As a team we have established a set of values to complement the Local Service Board values in order to get it right for our citizens.

We have also identified a set of required behaviours that we will expect our staff and teams to demonstrate and we will be working hard with the support of corporate resources to ensure they have the opportunity to train and develop and embed these skills, they include:

- Bold vision
- Ambition, innovation and creativity
- Honesty
- Aspiration
- Passion
- The voice of the citizen and in particular service users and carers at the fore
- Intent on impact, outcomes and making a purposeful difference
- Strong relationships - "professional friendships"
- Pace and energy
- Leadership and professional autonomy

The main thrust of the approach across Adult Social Care, Children's Services and Housing will include:

- The re-design of service and management structures including the de-commissioning of services. Where there is value to be added this will also include working regionally to improve purchase power and make better use of specialist skills where critical mass does not exist in Powys
- Continuing to build on the successes of an early intervention and prevention approach with well-defined and integrated care pathways, including a joint approach with Powys teaching Health Board and other critical partners such as the third sector
- Working on clearer eligibility criteria alongside a full cost recovery access model to services such as income generation (where a client can afford more) and Direct Payments

It is inevitable that as part of this strategy there will be a significant change to the type and level of service we can offer our citizens, however, our priority remains focused on promoting independence, safeguarding and protecting the most vulnerable.

Listening to our regulators

The feedback from our regulators - the Care and Social Services Inspectorate for Wales (CSSIW) identified the following potential risks for the council:

- *Financial challenges and overspend in adult services; the council recognises the “volatility” in the adult services budget, and the risks associated with a reduction in health funding for learning disability services.*
- *Maintaining sufficient momentum in transforming adult social care especially in light of increasing collaboration.*
- *Ensuring effective governance and oversight of the various collaboration arrangements especially where differing boundaries in relation to health boards could cause problems.*
- *The regionalisation of the local safeguarding children’s board functions.”*
(CSSIW - Annual Review and Evaluation 2012-2013: Powys)

Our response to managing these risks is described throughout this report.

As part of the Wales Audit Office Improvement Assessment 2012-13 it was acknowledged that progress is being made to improve adult social care.

CSSIW have asked Directors of Social Services to provide specific additional information in their reports on the following issues:

Preparedness to respond to the requirements of the Social Services and Wellbeing (Wales) Act 2014

Through the evidence provided in this report our preparations for the forthcoming act can be clearly identified. It is fundamental to our work that the citizen is at the heart of what we do ensuring that we are empowering service users to have a stronger voice and greater control. We begin with the presumption that the individual is best placed to judge their wellbeing, and to promote independence.

Work is well underway as described in the regional section of this report in relation to our safeguarding responsibilities and our position in relation to a National Adoption Service.

Locally we have ensured that our Elected Members understand the core requirements of the act, and the requirements that this places upon us as a council.

Our Single Point of Access project is an example of our approach to **integrate our services more effectively** and to improve the wellbeing of people who need care and support. It will **increase the consistency of services through** improved access to advice, information and provision of services across Powys.

Summary of budget for 2014-15 and any proposed reductions or realignment of service provision

We are facing unprecedented financial difficulties arising from a combination of increased service demand, inflationary pressures, new responsibilities and a 4.6% reduction in funding from Welsh Government (the highest in Wales). This increased budget gap will continue for a number of years.

Our 2014/15 budget was agreed on 5 March 2014. It included £17.5m of savings and anticipated further saving required for 2015/16, and 2016/17 of an additional £20m. This brings the total to £40m savings required over 3 years. A shift in cost of this magnitude cannot be achieved through an annual budget process of targeting services with savings. It must be approached as a continuous process, developed within a clear cost improvement strategy. This requires a better understanding of each service's cost base and for the application of a cost cutting model which is consistently applied across all services. Work in developing the strategy has already begun under the cost Improvement strand of the Organisational Development Plan.

The total savings to be found for Adult Social Care is £2.7m and for Children's Services in 14/15 is £675k

Over a number of years Adult Social Care revenue budgets have experienced significant pressure, costs have escalated and there has not been a track record of delivering savings, which has resulted in overspends year on year. We therefore commissioned a detailed analysis of the budget requirements within the service which highlighted insufficient budget to deliver the current model and that further investment is required to meet demographic growth. The service also needs to ensure delivery of its identified savings.

The independent assessment confirms that the direction of travel that has been set to make the savings is a key platform to change the existing service delivery model in order to manage with reduced resources. Our Medium Term Financial Plan proposes a further £3.026m of growth within Adult Social Care, which will be held centrally only to be drawn upon by the service as it transforms delivery. The combination of financial pressure, the budget sufficiency position and a small increase in base budget means that Adult Social Care will need to carefully monitor demographic pressures and demand whilst delivering on significant savings.

Progressing our plans for the integration of health and social care services for older people with complex needs

We submitted our Statement of Intent for the delivery of Integrated Health and Social Care Services for Older People with Complex Needs to the Welsh Government in March 2014. This provides an assessment of current arrangements for integrated care across Powys and sets out our current position for the delivery of integrated services and a series of commitments for building on these in the future.

This has also resulted in us reviewing our priorities in order to ensure our direction of travel for integration was jointly owned and understood for 2014/15 and beyond. The assessment

indicated that Powys has areas of innovative and creative practice but we want to ensure that this is rolled out across the county.

The ongoing Integrated Care Pathways for Older People is bringing about further improvements and we will use the forthcoming Intermediate Care Fund from the Welsh Government to develop additional services in partnership with Powys teaching Health Board. This will include increasing our community capacity, new 'step up/ step down' beds and further investment in reablement, telecare and housing adaptations. This important work stream is accountable to the newly formed Health and Adult Social Care Integrated Leadership Board.

The principles contained within our Statement of Intent will also inform collaborative working across other service areas.

Our social services in Powys

This report evaluates the impact of our commitment and describes the changes and events that have affected our Social Services throughout 2013/14. The report is also designed to demonstrate the strength of aptitude and internal resources available to us.

Within Social Services we are committed to:

- High quality efficient and effective services that are purposeful and focus on impact and outcomes
- Engaging with the citizen by building social capacity both in the individual and community
- Develop effective and efficient care pathways from universal services through to acute provision, through managed demand for the whole population
- Equity of access – ensuring that the resource requirement and true service cost is fully understood
- Partnership and collaboration which are essential with key partners
- Generating income where enhanced services can be delivered
- Understand costs of delivery

This report can only give a flavour of the services, but is the result of an ongoing and continuous assessment of progress and evidence gathered from a wide range of sources, including consultation with service users, carers and key partners.

The level of detail contained is made up of at least two other layers of information. These are:

- Statements by individual Heads of Service on Children's Services and Adult Services
- "Analysis grids" giving a more detailed analysis of services which have been open to challenge from partners and stakeholders via a challenge day event held in March 2014

Priorities for improvement identified from the service analysis and evaluation have framed our 2014/15 Service Improvement Plans and have informed the One Powys Plan

We have worked hard with our partners in order that where transformational change is required we are doing this in partnership recognising we can achieve more through this integrated approach.

Safeguarding

Safeguarding remains our critical priority and we will continue to focus on local operational arrangements as the development of the regional boards become established.

Safeguarding issues for Adult Services

During 2013/14 there has been a 30% increase from the previous year in the number of adult protection referrals received by the service which has presented a challenge to practitioners in managing the level of the work.

We recognise that this is an area of risk and we have commenced a review of adult safeguarding practices and structures in order to strengthen our approach to the timeliness, quality and consistency of our Adult Protection Service. Our preparation, planning and feedback from the Deprivation of Liberty Safeguards inspection which took place in May 2014 has also made an important contribution to our improvement review. A key priority for 2014 is to implement the recommendations of this report and to strengthen local safeguarding arrangements ensuring that the model we adopt allows effective joint working between ourselves, Powys teaching Health Board, Dyfed Powys Police and domestic abuse services.

We have taken steps to maintain and develop the knowledge and skills of staff who work with adults at risk and those who have specific responsibilities for managing or investigating adult protection concerns.

We have developed stronger links between adult protection and domestic abuse services, thereby improving our ability to support victims of abuse and to work with them to remove or reduce the risks they face.

We have improved our monitoring of adult protection practice but, in doing so have highlighted areas of concern about delays in the process, recording and adherence to the Policy and Procedures for Adult Protection. The work outlined above will ensure we address this and we are confident this will lead to further improvements.

We acknowledge that the level of work within adult protection is a challenge and we are strongly committed to this priority area of work. Our improvements in managing risk as part of our adult protection enquiries evidences this. We have reviewed the effectiveness of the Safeguarding Unit and in order to share learning, expertise and improve overall quality we will be progressing a Safeguarding and Quality Assurance Service for Social Services in 2014/15.

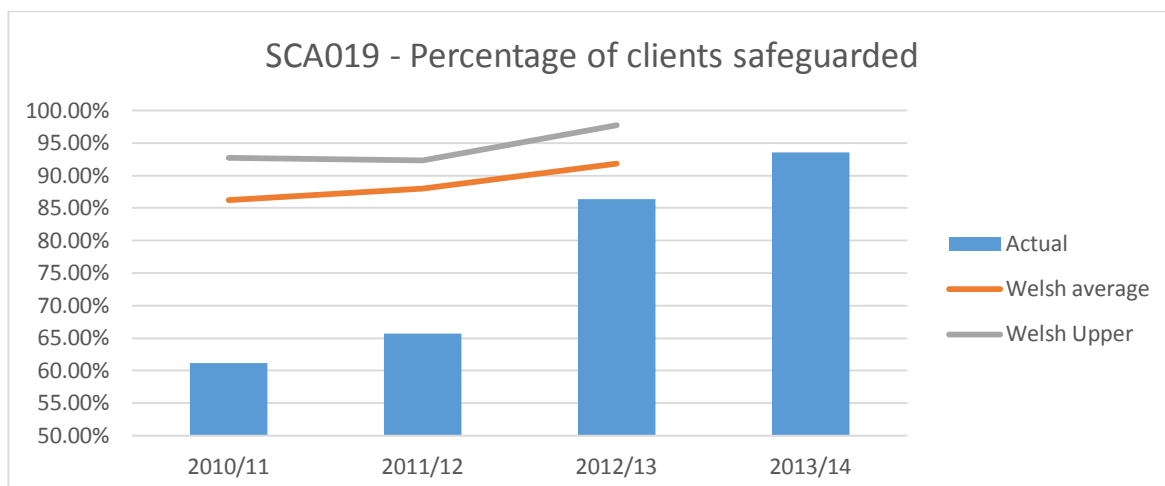


Figure 1 We have continued to see notable improvements in the percentage of clients who have seen their risks managed as part of adult protection enquiries

Safeguarding in Children's Services

Alongside the Powys Local Safeguarding Children's Board (LSCB) we remain strongly committed to safeguarding children through robust decision making, assessment processes and interventions. The protection and safeguarding of vulnerable children is our core business. Our evidence confirms that this position has been maintained and is highlighted in our performance evaluation report 2012/2013. The LSCB have held a further development day and have in place, a detailed Business Plan supported by strategic objectives which will be further developed for the period 2014/17.

We continue to work towards the implementation of Regional Safeguarding arrangements. Powys LSCB will come to its conclusion in June 2014, CYSUR the Mid and West Wales Safeguarding Children Board will take on the overarching safeguarding responsibilities of the region. Powys is restructuring its current LSCB sub groups to undertake delivery of the continued development of local safeguarding arrangements.

As part of our whole systems approach for the quality assurance requirements of the LSCB we continue to review activity on individual cases from a multi-agency perspective. This allows us to look at how we can improve practice where any causes for concern have been highlighted. We have used our Fora [professional learning] meetings, which have been very successful in facilitating practitioners meeting, sharing learning and expertise.

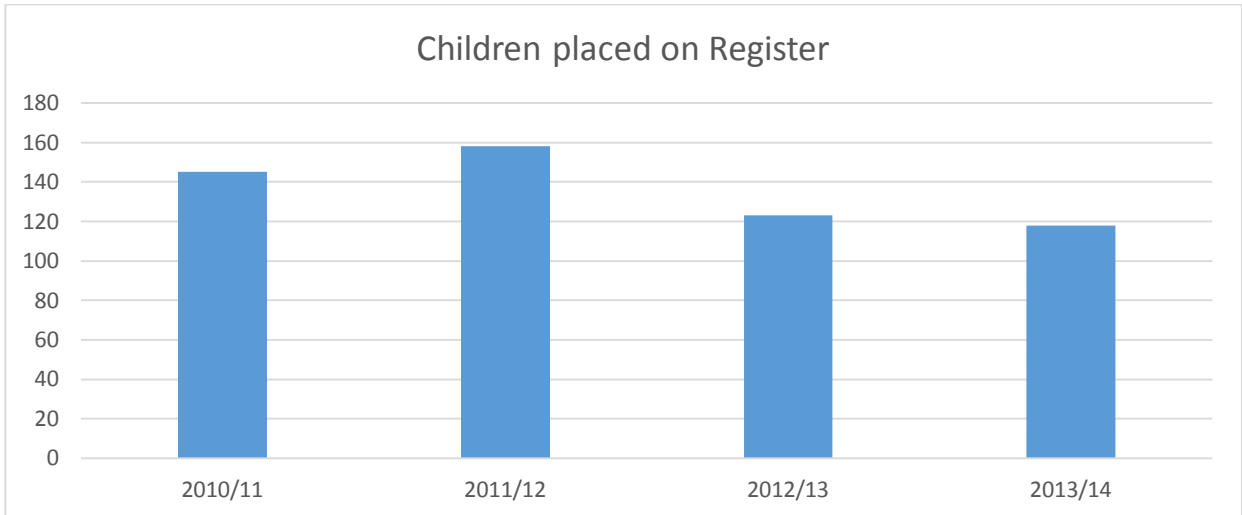
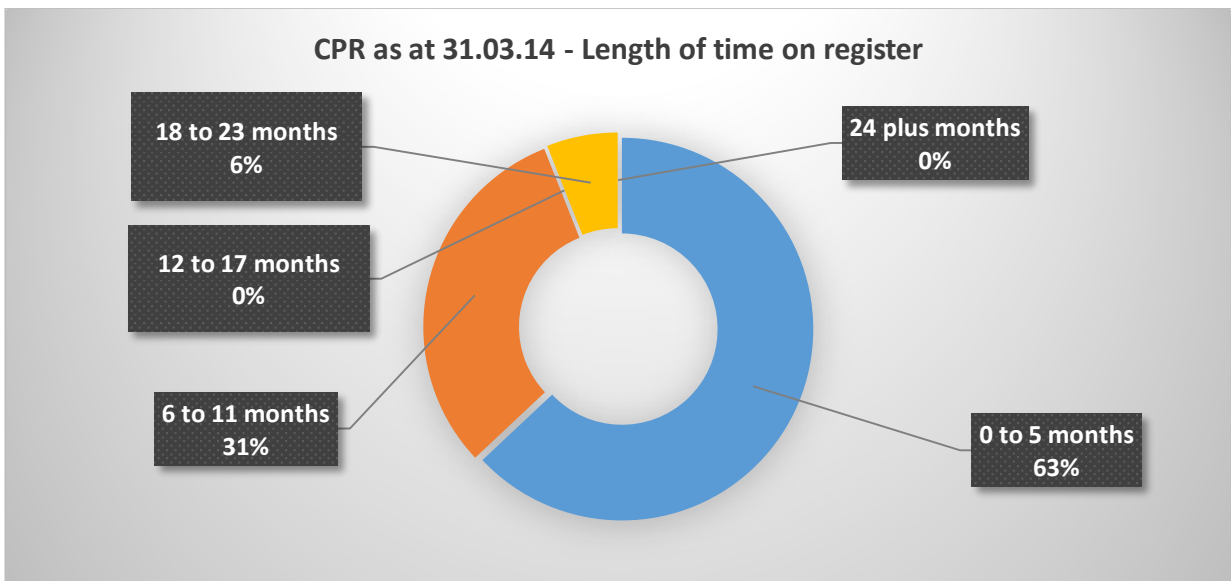
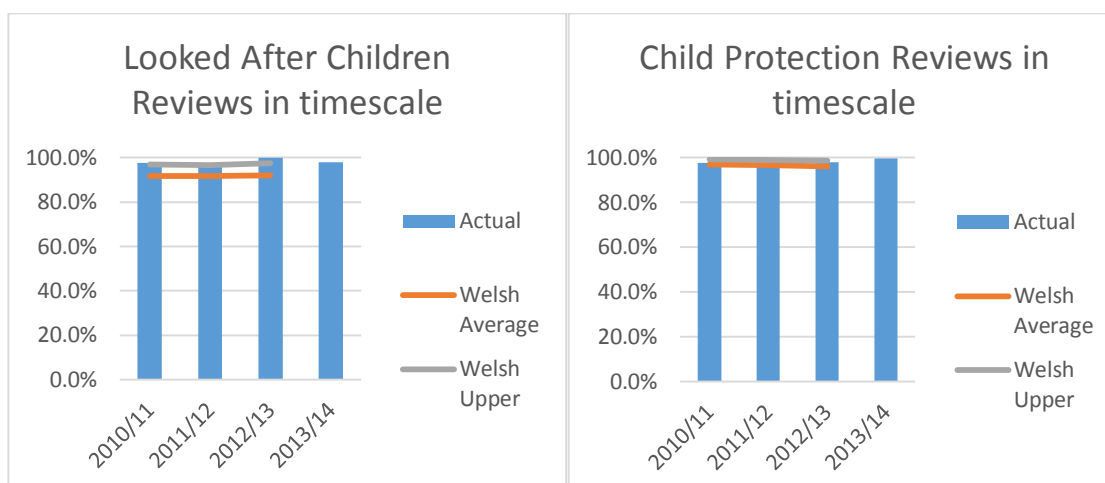


Figure 2 We continue to see a reduction in the number of children being placed on the child protection register, and we are also seeing a reduction in the duration that children remain on the register due to improvements in care planning and effective interventions with families.



We continue to ensure those children at most risk have their cases regular reviewed



In order to strengthen the close working relationships between Adult's and Children's Services, we ensure we are fully meeting our safeguarding requirements, we will establish a joint Safeguarding Unit during 2014/15. It will be headed up by a single Safeguarding Manager who will be responsible for the provision of safeguarding and quality assurance across both Adults and Children.

A total of 98 complaints were received through the social services complaints process throughout the year, 92 of these were resolved at Stage 1 (local level) with the remaining 6 cases being referred to stage 2, where an independent investigator is appointed. A number of important lessons have been learnt from these valuable complaints and we are working to ensure that we are effectively sharing all lessons learnt across the social services family in order to be more effective and sensitive to people's needs. A total of 70 compliments/expressions of gratitude were received through the year across both Children's and Adults Services. Feedback through complaints and compliments are an important way for service users to feedback their experiences which is essential information for us.

In continuing our theme that safeguarding is everybody's business, we have held a number of training and development sessions for members. This is particularly important given so many members are also School Governors. It is closely related to the work of our Corporate Parenting meeting ensuring we also raise awareness about our responsibilities as Corporate Parents to our looked after children.

Our services for adults

With the appointment of a new Director and new Head of Service, it has been timely that we assess the position of Adult Social Care. The previous priorities contained within the Director's Report, and its progress and position following on from the previous inspections undertaken by CSSIW and the work of our People Scrutiny Committee.

There has been considerable work underway within Adult Social Care to address the shortfalls that were identified in the March 2011 CSSIW report and to progress the previously agreed priorities. This has been underpinned by a range of meetings and boards, in particular from a single agency perspective - The Adult Social Care Service Programme Board which was set up to ensure corporate ownership and leadership to address the concerns that had been highlighted.

In light of the most recent inspection report and the position that the inspectorate noted through the endorsement of the 'direction of travel' along with the recent appointment of Strategic Director of People, it has been timely to review the existing governance and reporting model.

The essential component to this model is the development of **the Health and Adult Social Care Integrated Leadership Board** which will have strategic oversight of the existing partnership work. In some areas this work is well underway and will provide the drive, leadership and ownership to shape and deliver upon the future agenda. All partners are engaged and committed to the model that is now in place. This board has incorporated any outstanding priorities from the Adult Social Care Service Programme Board and the Powys Change Plan's Care and Well Being Programme Board.

Another key area of work has included a detailed financial analysis to establish if the base budget is credible and sufficient utilising demographic data, trend analysis and comparative data from local authorities with similar profiles, including rurality. Verifying the underlying cost pressures over the next three years using demographic data, policy intent, inflation pressures and trends will enable us to progress the main efficiency opportunities in Adult Social Care over the next two years.

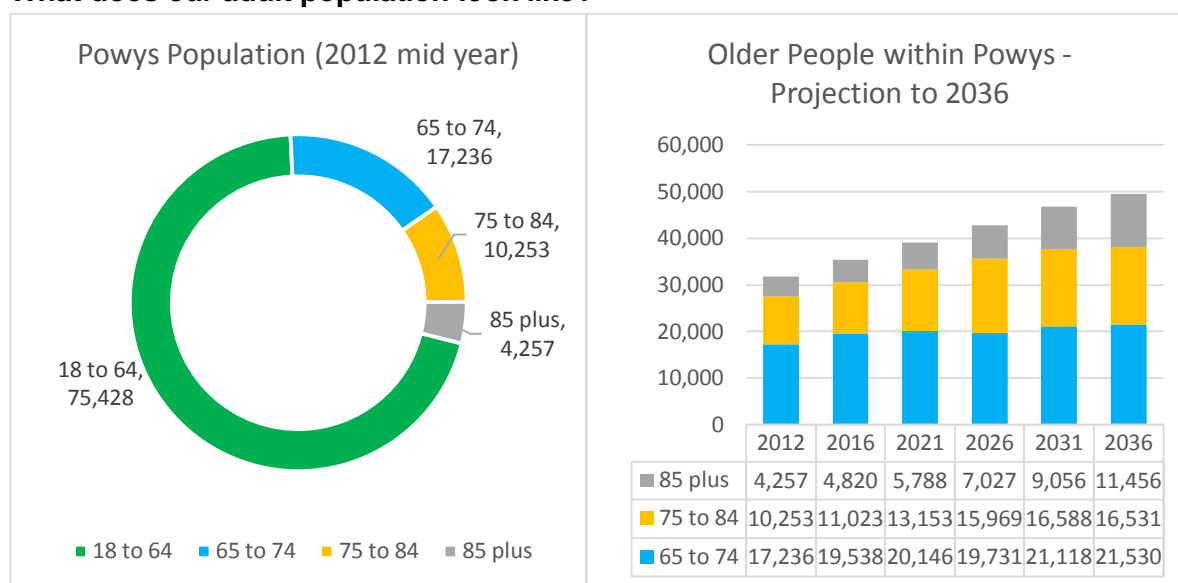
During 2013/14 and 2014/15 we have also focused on a number of key priorities to remodel Adult Social Care in order to improve quality, consistency, greater accessibility, value and improving practice across our areas of delivery. One of our substantial areas for change has been to our domiciliary care services. We wanted to improve the quality of service ensuring all service users receive services no matter where they live in Powys. We undertook a commissioning approach and identified four lead providers for this delivery. In the early stages of handover of care, we experienced some difficulties, particularly in the north of the county which caused anxiety and concern for our service users. We are very sorry that this was some people's experience. We have worked very hard with the incoming providers to address this and through robust management of our contracts and our joint commitment to offering high quality services.

What services do we provide?

As an Adult Services department our service response is focussed on assessment of customers' needs, providing care management, social work interventions and delivering service responses for:

- Older people
- People with physical and sensory disability
- People with learning disabilities
- People with mental health difficulties
- Carers

What does our adult population look like?



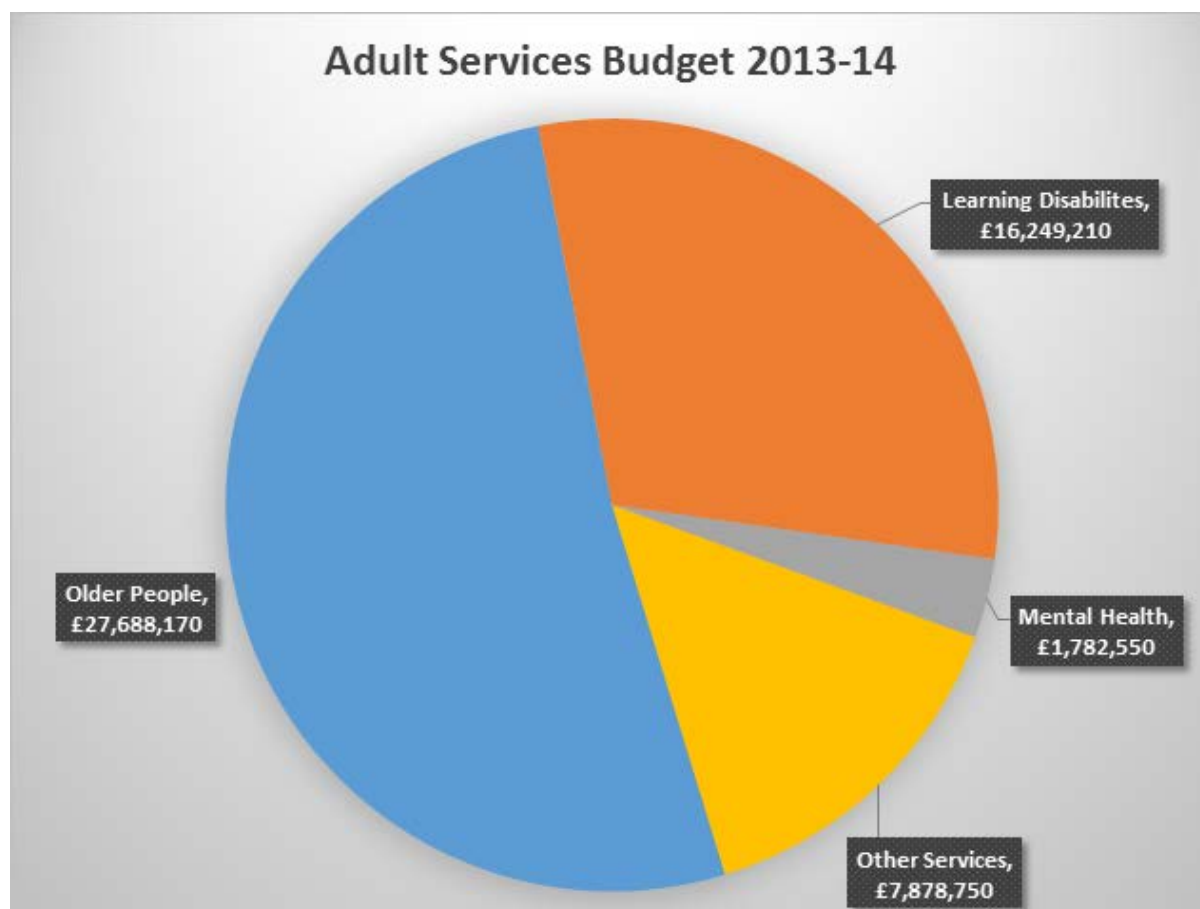
The current population of Powys is 132,952*, of which 107,174 are over 18 and 4,257 are 85 plus.

When projecting this population forward to 2036 we will see a 169% increase of those people aged 85 plus which is a growth from 4,257 to over 11000 although the overall population would have only increased to 134,600 which is an increase of less than 1.5%.

This dramatic shift in the composition of our population will bring significant challenges to the way we deliver Adult Services.

*Stats Wales Mid-Year Estimates 2012

How much does it cost?



What we have achieved during 2013/14 - Adult Services

“Manage our demands with reduced resources”

What we said we would do

- Continue the extensive work between Adult Social Care, Business Support Services and Finance to achieve a more accurate financial prediction than has been previously achieved. The budget deficit has proved difficult to predict and has varied considerably through the year. Our 2013/14 out turn has been significantly less than our mid-year forecast
- Continue to improve the quality of services for residents in Powys through the centralisation of purchasing which will lead to improved value for money and greater consistency for service users. This also reduces pressure on care managers and frees up time to be spent on dealing with clients
- Put in place a series of measures aimed at reducing costs whilst meeting the challenge of demographic changes and financial pressures

What we did

We have completed a budget sufficiency analysis and produced a forecast model so that we can more accurately understand and respond to the growing demand for Adult Social Care based upon the changing demographic profile of the Powys population. Through the course of the year we have improved our accuracy in relation to predicting spend for older people.

We have commenced a review of the current cross-council “Purchase to Pay” business process. The process improvement/redesign will aim to improve the quality of services for its citizens and lead to improved value for money and greater consistency for service users and providers. Given the scale of the project this is now being led by the Business Support service.

Given the demographic demands it is essential for the service and the council as a whole, that we understand the financial constraints we are working within in order to ensure we continue to deliver efficient and effective services in the future. Our modelling and financial efficiency assessment have contributed to our approach to plan to reduce costs and manage the democratic and financial challenges we face.

“We will progress our commissioning strategies”**What we said we would do**

- Based on this analysis, develop a joint commissioning strategy with Health to ensure that we secure the best range of health and social care services for older people making optimum use of shared resources and the voluntary sector to provide better joined up services
- Redesign how we commission services to meet future needs including specialist dementia care
- Analyse population and service trends to make sure we have a good understanding of older people’s needs in the future
- Establish a comprehensive “telecare” and “telehealth” service that makes use of home monitoring devices to help people live independently in their own homes for as long as possible

What we did

We have made a permanent appointment to the post of Senior Strategic Commissioning Manager, this is a key role within the Adult Services Management Structure in order for us to become a commissioning focused Directorate.

We are nearing completion of the joint commissioning strategies (in partnership with Powys teaching Health Board) in relation to Carers, Older Peoples Accommodation and Learning Disability.

We have recruited an Assistive Technology Manager (a combined post along with the responsibility for the Community Equipment Service). The promotion of assistive technology will mean an increase in people being supported at home through assistive technology, increasing the range of needs able to be met within the home.

What do we still need to do?

We recognise that the development of our commissioning strategies has been slow. In part, this has been due to limited capacity within the service and wishing to ensure that the strategies are of a high quality with robust implementation plans. The Senior Strategic Commissioning Manger commenced employment with Adult Services in March 2014. With the engagement of his team and wider service we expect that the pace of change will be much improved and the delivery of these strategies will commence in 2014/15.

During 2014/15 we will also develop a joint Assistive Technology Strategy in partnership with the Powys teaching Health Board.

The delivery of these strategies and their associated action plans will leave us better placed to deliver services to the citizens of Powys in an efficient and effective manner, and continue to promote their independence.

“We will extend our reablement service”

What we said we would do

- Deliver an integrated model of health and social care in Builth Wells based on a reablement model of care and support
- Extend the reablement service to a full intake service which will make reablement available to all who need it

What we did

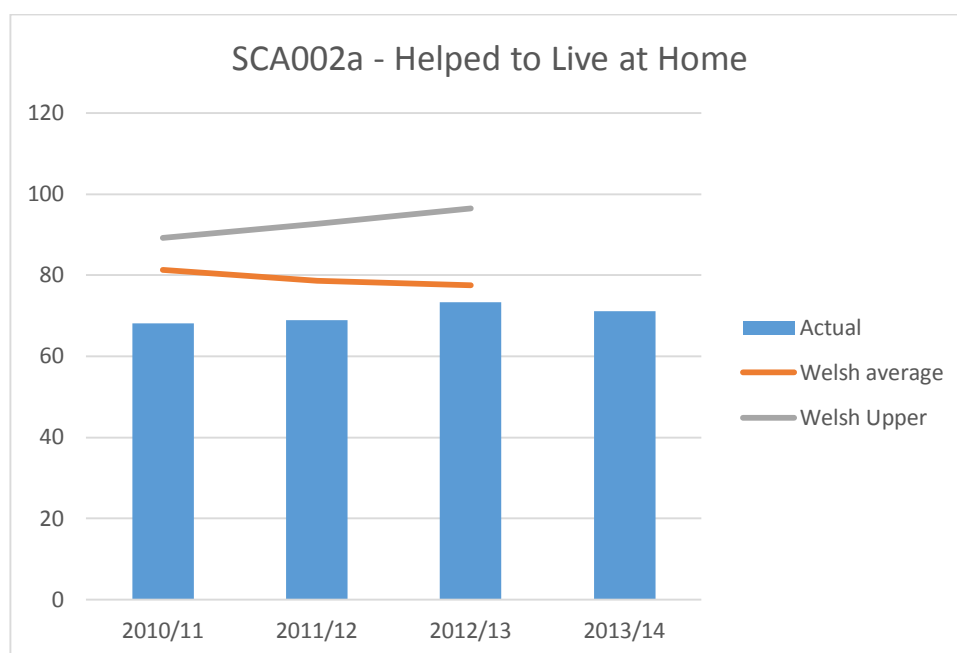
We have completed the new Integrated Health and Social Care (Glan Irfon) Centre in Builth Wells with the primary care facilities opening in September 2013, followed by the intermediate care facility incorporating 12 beds which opened in early 2014/15

The Reablement Service achieved ISO9001 certification for its practice in relation to quality and standards of care. This certification will set the standard of all future practice. This means our staff are well trained and effective in the services that they offer.

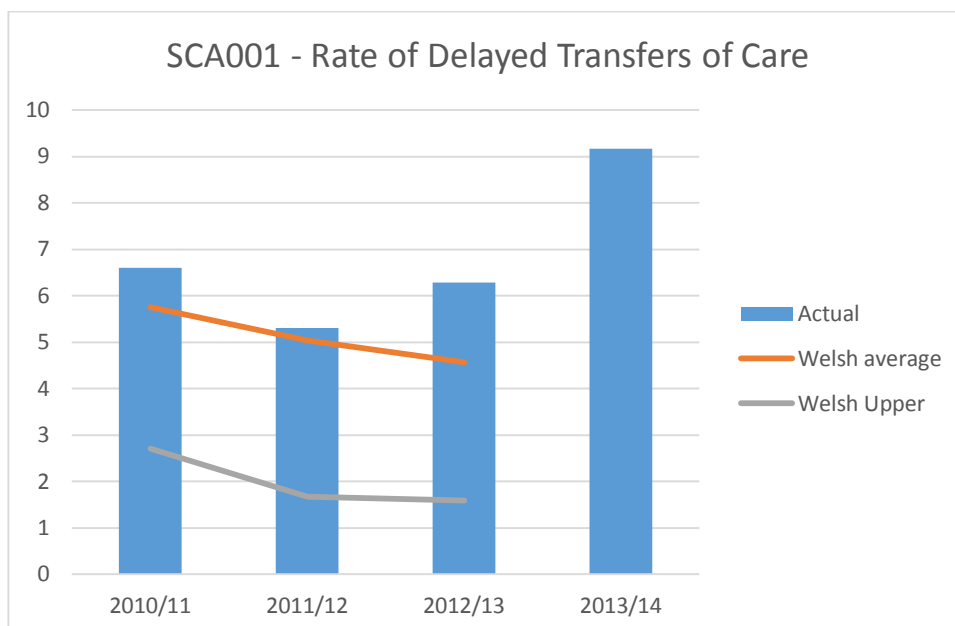
What do we still need to do?

The launch of the county wide 'Intake' Reablement Service had been delayed due to the retendering of the externally provided domiciliary care. The roll out of this will be completed by mid-July 2014 following the transfer of the internal domiciliary service provision to our four new providers creating the opportunity to utilise our own internal skill and expertise to progress our reablement service.

With the implementation of our county wide intake model we will support our service user's to maximise their independence and recovery after a period of ill health.



Over the past 12 months we have seen a reduction in the rate of older people needing to be supported by the service. This is the result of service users having received a reablement service and regaining their independence and consequently no longer requiring an ongoing service from the department.



We have seen an increase in the number of services users having delayed transfer of care. This has been due to the availability and supply of domiciliary care capacity in some very rural areas of Powys and the closure of a small number of residential care homes which has affected hospital discharge into residential care. During 2014/15, we expect significant progress with the start of the new domiciliary care contracts. These require our four main providers to build sufficient capacity in the domiciliary care market to respond to fluctuating demand for home care services. This will be further improved with the commencement of the intermediate care provision opened at Glan Irfon.

“Out of hours service”

What we said we would do

- We will transform the existing out of hours service in order to establish a service which is fit for purpose

What we did

We have completed our review of Out of Hours Services and have appointed experienced social workers to a new Emergency Duty Team covering both Children’s and Adults’ Services. This service commenced as scheduled in April 2014 - this will improve the consistency and quality of service given.

“Improve information, accessibility and advice”

What we said we would do

- Provide a single point of access for community care co-ordination and the scheduling and tracking of care within district nursing and social services. This will enable a co-ordinated and comprehensive response and ensure that people receive the advice and support relevant to their need

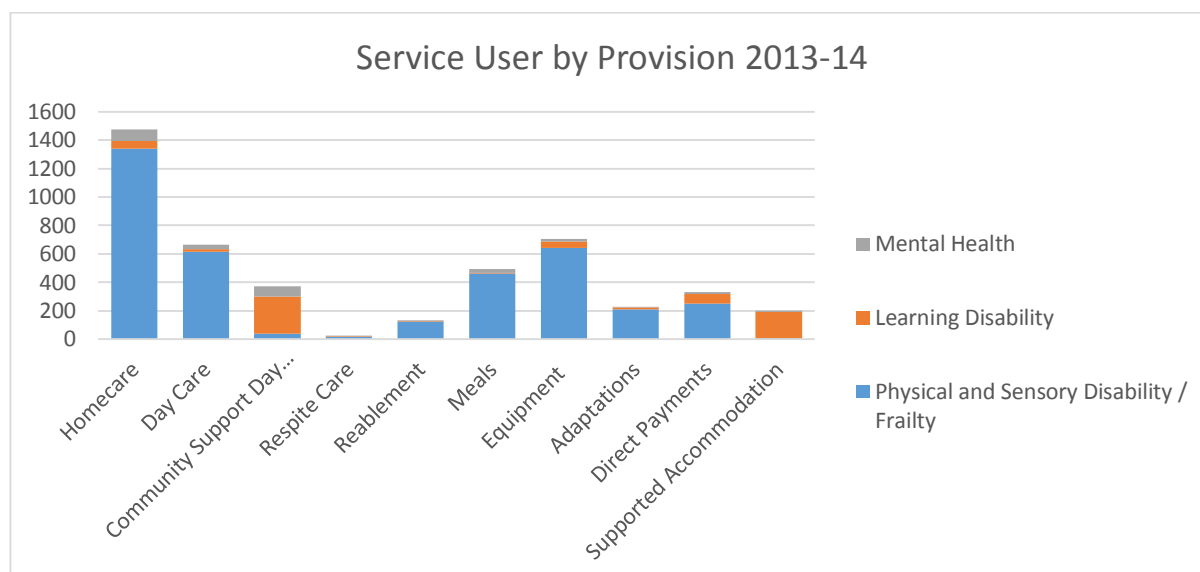
What we did

We made the decision to combine the Adults and Childrens single point of access to create a joint service delivery. The recruitment process for this service has commenced and we expect the service to be fully operational in October 2014. Powys teaching Health Board will join the single point of access at a later date once they have fully identified their service requirements. This will ensure we can provide joined up advice, information and response where necessary in line with the requirements of the Social Services and Wellbeing (Wales) Act 2014.

“People in Powys can easily access the services they need”

What we said we would do

- Assess current day support services to ensure they meet the needs of older people in the future, and make better use of alternative venues
- Modernise the meals on wheels service
- Develop the “Shared Lives” scheme to provide an alternative to the current day support services for all service user groups through the introduction of self-employed personal assistants. Although we will train, supervise and monitor these workers, they are independent contractors and work directly with service users. The introduction of this approach will encourage the increased uptake of Direct Payments and choice for service users



What we did

In February 2014, we made the decision to externalise the delivery of Older People's Day Centres and seek partners to deliver these on our behalf. We have commissioned Social Firms Wales to work with a range of voluntary sector organisations and town councils to develop detailed business plans for the future delivery of these services which will be progressed over the three year period.

At the same time, because of funding pressures we withdrew subsidy to the current Meals on Wheels Services. The community meals service will now be externalised alongside the day centre provision.

We are currently considering the most effective model for the delivery of the Shared Lives services. A decision will be made in the current financial year.

What we still need to do

We will continue to progress a different model of service delivery, that works to progress and enhance community ownership and engagement in these challenging financial times.

“Participation and the voice of service users”**What we said we would do**

- Further develop our user panels to provide our customers with a voice with which to influence the future development of services

What we did

We have established service user engagement panels in relation to mental health, disabilities, physical disability and sensory impairment, and carers. This enables service user views to be recognised and incorporated into the work of the Health and Adult Social Care Leadership Board.

What do we still need to do?

Our work will be further strengthened through the One Powys Plan and the new Health and Adult Social Care Integrated Leadership Board. We will be working in 2014/15 to strengthen the voice of the service user to create real partnership in the strategic planning and delivery of our work.

Our services for children and families

The delivery of Children's Social Services continues to be complex and challenging with significant risks associated with working with very vulnerable children and their families. Powys Children's Services received a fourth positive performance evaluation report highlighting strength in the delivery of front door services, including the timeliness of decision making, the quality of assessments and the engagement and partnership working with other agencies.

The service has again produced a positive set of year end results against national performance indicators with only a few exceptions. The stability of frontline staff and managers has continued to enable the service to progress and make a real difference to the lives of children, young people and their families. There has been considerable change at a senior management level, which although initially unsettling, it will provide for fresh ideas and learning as new appointments are made.

The stability and the commitment of the delivery arm of the service will enable us to manage through this period of time. This position of strength has allowed us to progress the work that we stated in the last director's report.

What do we provide?

We are clear that as a service our purpose is to:

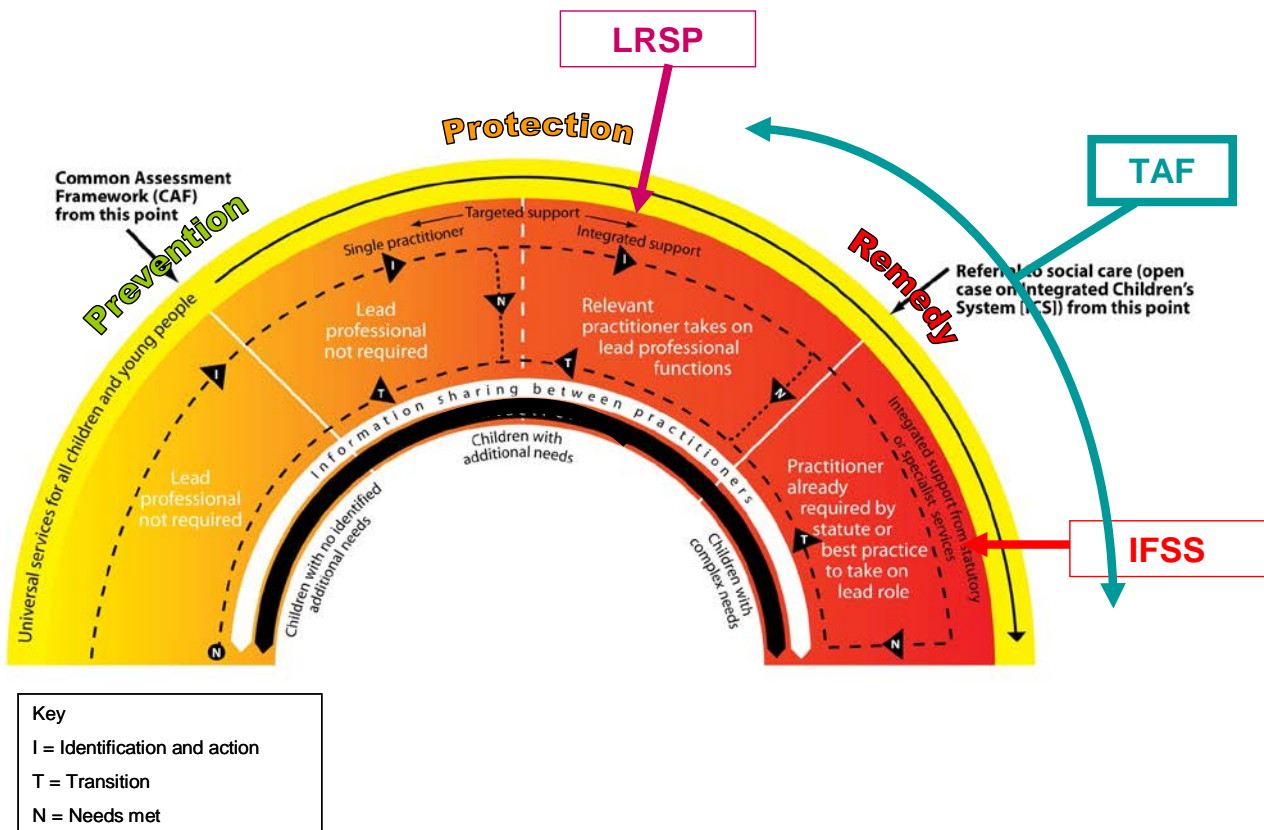
Protect: play a lead role in protecting children from significant harm.

Promote Wellbeing: strive to ensure that our looked after children have the same life chances as others and that children in need and children with a disability have the opportunity to reach their full potential by having access to the services they need.

Prevent: through engagement with partners and through the partnerships commission, develop and participate in the preventative services for vulnerable children and families.

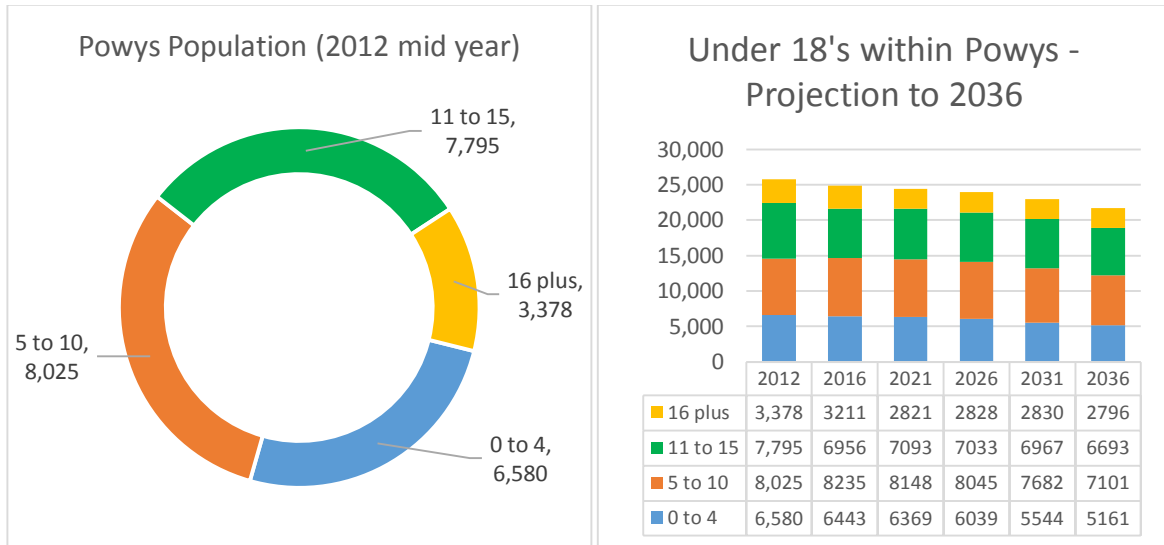
What does our model look like?

A continuum of needs and services



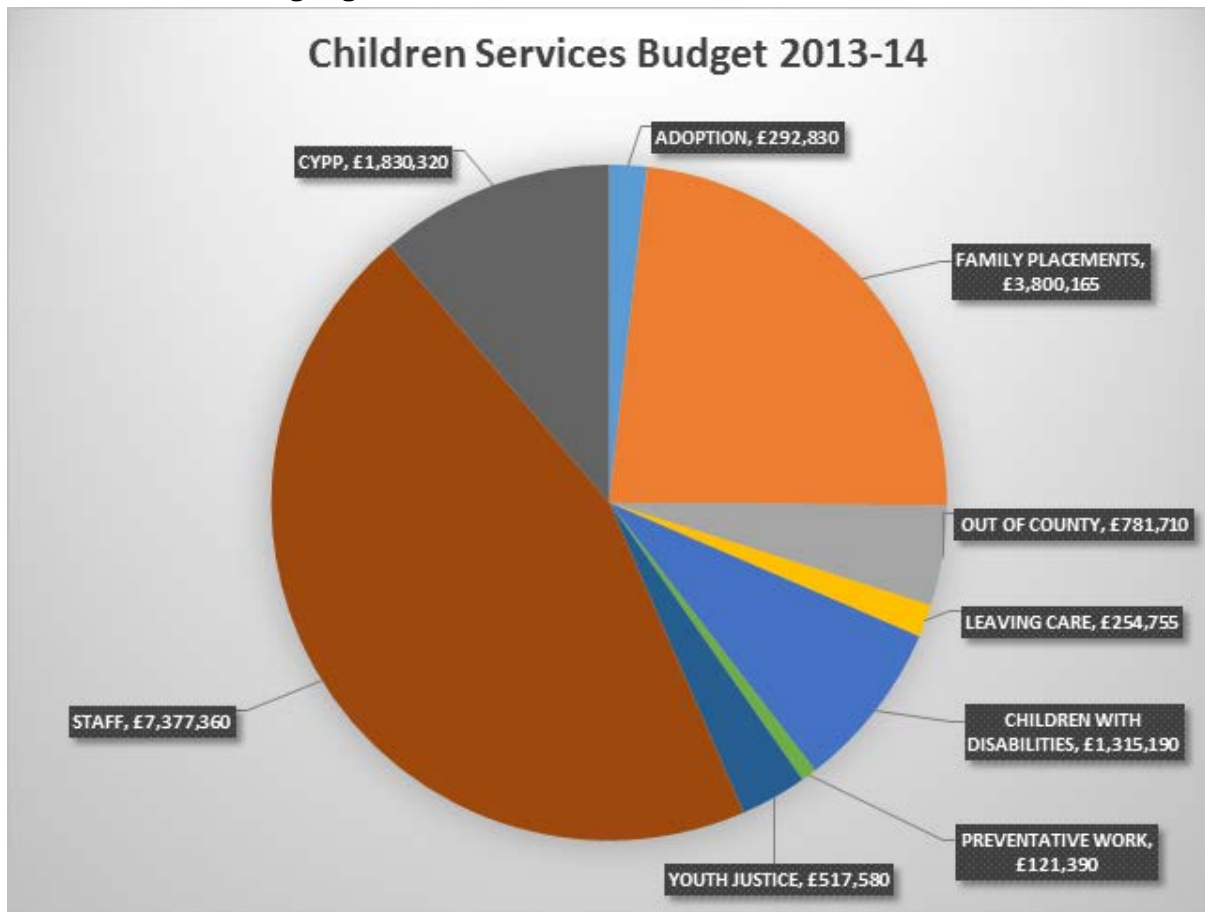
A family may come into contact with our service at any point in the continuum. Where possible, families with additional support needs should be identified at as early a stage as possible and our response to them should be graduated, commensurate with need to enable them to manage and cope effectively in caring for their children.

What does our children’s population look like?



We currently have 25,778 under 18’s within Powys, and by 2036 it is projected that this will reduce by 16% to 21751, with the 0 to 4 age range seeing the greatest reduction of 21%

Where does the budget go?



The majority of our 2013/14 budget was spent on social work staff and associated costs (45%), the next highest costs are those associated to placements for our looked after children which made up 28% of our budget.

What we have achieved during 2013/14 – Children Services

“Participation and Service User Engagement”

What we said we would do

- By March 2014 we will further our engagement with service users and citizens to gain feedback in order to shape service delivery in line with our participation plan and the Strategic Equality Plan
- Undertake Equality Impact Assessments (EIA) where significant change in service delivery is planned

What we did

We have built upon areas of excellent participation practice already in place as part of our participation strategy and action plan. We recognise there is more work to do and this will continue into 2014/15. Our 16+ Team have achieved kite mark status with all our Children’s Services teams also working towards this.

We have undertaken an Equality Impact Assessment [EIA] on the whole of Children’s Services, and continue when required to undertake EIA on areas of the service where significant change is planned.

We have also established a working group which is looking at website development for all areas of the service.

What do we still need to do?

We are continuing our participation and engagement programme in order to gain feedback in order to shape service delivery

“We will improve front line services to our citizens”

What we said we would do

- Between April 2011 and December 2013 we will recruit 40 generic foster carers
- By March 2013 we will have implemented an in-house family support provision in order to improve the outcomes of the most vulnerable and high risk families
- We will have a fully functional single point of access for Children’s Services incorporating CYPP (Phase II) by April 2014

- We will transform the existing out of hours service in order to establish a service which is fit for purpose

What we did

We recruited 39 foster carers by March 2014 and now have capacity to meet our reduced looked after child population. We will seek to recruit further carers in specialist areas during 2014/15.

We have implemented our in-house family support services (TANS) which has allowed us to provide crisis intervention to our most vulnerable and high risk families.

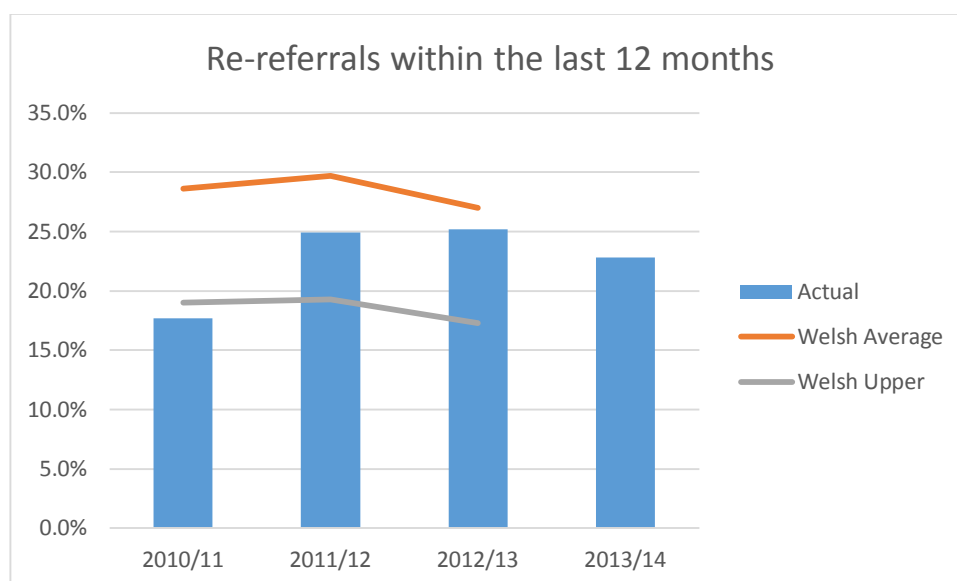
We have commenced work on the implementation of our Single Point of Access and aim to ensure we can go live in October 2014 (SPA).

We have completed our review of out of hours services and have appointed experienced social workers to a new Emergency Duty Team covering both Children's and Adults' Social Care which started in April 2014.

What do we still need to do?

We will continue to take forward our fostering agenda, by ensuring the capacity we have created within the Fostering Service can support the diverse needs of our looked after children including older children.

Due to a merged approach to implementation of a single point of access with Adults Services, this has impacted on the delivery of this initiative, however it is due to be fully operational by October 2014.



We have made progress in improving our re-referral rates with improved adherence to eligibility criteria, and the introduction of a step up/step down process between Joint

Assessment Family Framework and Children Services, but this will be improved further on the introduction of the Single Point of Access.

“We will work in partnership “

What we said we would do

- To meet the needs of children with disabilities through the development of the co-located facility through Integrated Care Pathways
- We will deliver a Mid and West Wales Adoption Service as part of a national adoption service as agreed by the Welsh Government and the WLGA.

What we did

We have successfully implemented our Integrated Disabilities Service (IDS) which is supporting service users via integrated care pathways.

Our Regional Adoption Service became operational on 1st April 2014.

What do we still need to do?

As part of Integrated Disabilities Service set up we were unable to co-locate teams as originally planned, and this situation will be reviewed as part of a full service review during 2014/15.

“We will work more efficiently “

What we said we would do

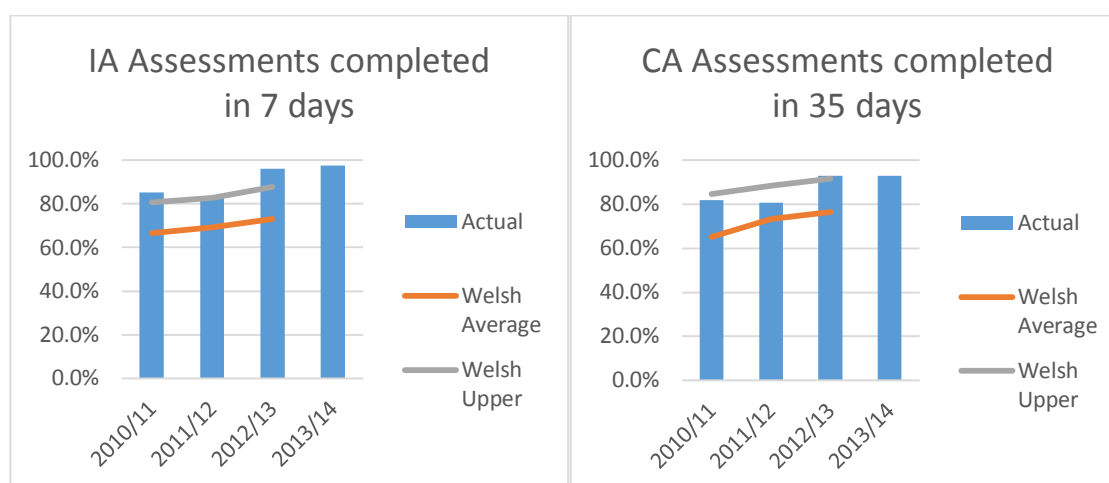
- We will review and implement changes to children’s services documents to reduce duplication and increase time spent working with families
- We will implement flexible IT solutions in Children’s Services to enable a flexible workforce which will reduce mileage, sickness and improve productivity
- We will undertake a review of capacity and existing performance requirements and where relevant develop a results based accountability approach to performance

What we did

We reviewed our documentation in 2014, including feedback from service users. Our amended Integrated Children's Services documents have been operational since October 2013.

All operational staff now have the ability to work flexibly with the roll out of lap tops, and the identified efficiencies continue to be monitored.

We have implemented a results based accountability framework across our operational teams, in order to try to best evidence our outcome focused approach.



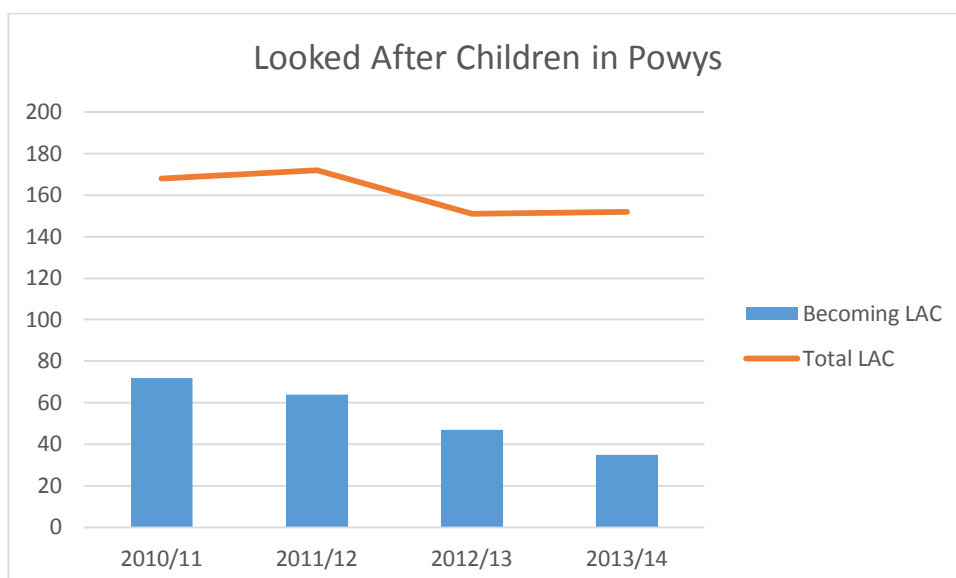
We continue to make improvements around the timeliness of our assessments and believe the above actions have contributed to our performance.

What do we still need to do?

The new flexible way of working has contributed to reduce mileage claims, this coupled with the reduction in paper work is allowing more direct work to be carried out with families and further improve outcomes. We will closely monitor our performance in relation to sickness aiming to see an improvement in 2014/15.

Who is better off?

Our continued investment in our Early Intervention and Prevention programme which underpins all our transformational and strengthening activity. During 2013/14 we have continued to see a reduction in those children becoming looked after, and those children who are placed in the child protection register, our re-referral rates have reduced and we are starting to clearly evidence improved outcomes for those children, young people and families.



Our regional work and activity

We are active partners of the Mid and West Health and Social Services Collaborative Board [MWHSSCB]. A Regional Programme Manager was appointed in September 2013, hosted by Carmarthenshire, to provide strategic support to the board in delivering an ambitious programme of collaboration and integration across Mid and West Wales.

This will help us meet our commitment to “provide a strategic framework for co-ordinating and delivering a range of health and social care programmes across the region, maximising resources available, reducing duplication, achieving consistency and bringing about service improvement and transformational change in how we jointly commission and procure high quality services at a better price, improving outcomes for citizens in the region”.

Aligned to the collaborative board, the Powys Health and Adult Social Care Integrated Leadership Board and the Children and Young People’s Partnership (CYPP) provides an important forum for identifying new opportunities, ensuring that collaboration happens at a local level, and that we have robust governance and accountability for our programmes of work. Regular meetings of senior officers from the council and Powys teaching Health Board also serve to address any barriers to collaborative working across our organisations.

More than just words: the strategic framework for Welsh language services in health, social services and social care

Powys has a population in the region of 133,000 with 18.6% of our residents who speak Welsh. We are committed to delivering our services through our service user’s language of choice recognising how essential and integral this is to an individual’s wellbeing.

Within both Children’s Services and Adult Social Care we ensure all of our contracts provide a clear legal framework for delivery. Through the service specifications we identify the services to be provided, including the requirement to provide services through the medium of

Welsh and we monitor delivery on a quarterly basis. However while we offer these services through the medium of Welsh we want to improve the take up of these services. On an individual basis service users have individual care plans/ personal plans which identify needs specific to the individual.

The Children and Young People's Partnership is also establishing a Welsh Language Standards Challenge and Scrutiny Group, which will be led by the Welsh Language Officer. This will enable us to measure ourselves and improve our performance against the national standards for Welsh language.

Our priorities for improvement for 2014/15 and through the lifetime of the One Powys Plan

Our priorities will be delivered through three approaches:

- A strong focus upon continuous improvement in our 'business as usual' as part of Team Business Plans, performance reporting and supervision
- Service improvement through our Service Improvement Plans
- Transformational change that has been identified through service user consultation and our Joint Strategic Needs Assessment will be progressed through the One Powys Plan 2014-17 [Please see Appendix One]

Adult Service improvement objectives

- To restructure Adult Social Care to ensure that our teams are set up to deliver the best quality and outcomes for our customers:
- Phase 1 (including Senior Management Team, Contracts and Commissioning and Operational Teams) by June 2014
- Phase 2 (including Safeguarding) by December 2014, saving £424k.)
- To reduce the cost base of the service by £2.095m (max) by March 2017
- To have established an effective and sustainable Domiciliary Care Service and a countywide frontline Reablement Service by July 2014
- Through the Health and Adult Social Care Integrated Leadership Board, implement the forward work programme which centres on achieving customer focussed outcomes through service re-design and integration to be implemented in 2014/15
- Finalise and consult upon the joint health and social care Commissioning Strategies. Develop action plans to translate strategic intent into service delivery by September 2014. This will include the Joint Assistive Technology Strategy.
- In partnership with Powys teaching Health Board, redesign Mental Health delivery to provide a Powys focussed service by March 2015
- Review the Learning Disabilities Service Model with a view to having an established Integrated model of Service by March 2017
- Facilitate the Powys Residential and Nursing Care market to ensure quality, capacity and financially sustainable services by March 2016
- To undertake a process review to ensure consistency of approach to practice, systems and processes by March 2016
- To ensure any outstanding actions for 2013/14 are progressed during 2014/15

Children's Service improvement objectives

- To build an internal network of foster carers who can support the diverse needs of our looked after children including older children
- To provide transitions arrangements which meet the needs of our vulnerable young people moving into adulthood
- To implement the findings of the Joint Assessment Family Framework (JAFF) review so that we can continue to build capacity across all services (including education, social services, health, police, voluntary sector) to identify, assess and meet the needs of vulnerable children and their families
- To undertake a full service and structure review in order to ensure the service can continue to meet statutory requirements within financial constraints
- We will further our engagement with service users and citizens in order to shape service delivery and to ensure we are listening to the child's voice
- To review and implement a new model of delivery to ensure the safeguarding of vulnerable children and adults
- To reduce the cost base by £573,000 by March 2015
- To expand the Flying Start Service to families living in identified postcodes in the Llandrindod Wells area
- To re-commission a Community Support Service to support children and families with a disability, promote inclusion and provide better outcomes
- To develop and embed a commissioning culture within the service

What you can do / useful Links

To view more of the strategies and plans which set out our priorities, please visit www.powys.gov.uk or phone 01597 826906 for staff assistance.

If you want to see any underpinning analysis not available on the website, contact us on 01597 826906. A small part of the available material may be confidential because it refers to individuals or other issues which are protected under Data Protection Legislation. However, the vast majority is open to those who wish to see it.

Glossary

Adult Protection Committee	A group of organisations who have responsibility for overseeing the development, implementation and effectiveness of adult protection
Care and Social Services Inspectorate in Wales (CSSIW)	The organisation which inspects and reviews social services in local authorities. They also regulate and inspect social care and early years settings and agencies
Children and Young People's Partnership (CYPP) www.cypp.powys.gov.uk	A group of organisations who work together to improve the lives of children and young people in Powys
Children Looked After/Looked After Children (LAC)	A child or young person who is in the care of the local authority
Equality Impact Assessments	An 'Impact Assessment', is a systematic way of finding out the impact of a policy, or proposed policy on different groups
Joint Assessment Family Framework (JAFF)	A standardised and complete approach to assessing the needs of children and young people and deciding how these should be met. The framework, which encourages greater sharing of information to reduce the number of assessment processes, is key to the delivery of frontline services which are co-ordinated, integrated and focused around the needs of children and young people
Integrated Family Support Team (IFST)	This team provides a service for families in greatest need who are affected by parental substance misuse. The team work with the family to help build resilience and child safety
Local Service Board (LSB)	This body brings together leaders from Powys County Council, Powys teaching Health Board, Dyfed Powys Police, Powys Association of Voluntary Organisations. It's

	role is to improve the way the main public service organisations work together to tackle challenging issues, so that the people of Powys receive better services and see improved outcomes
Local Resource Solution Panels (LRSP)	The objective of these panels is to help achieve better outcomes for children and young people in the community
Local Safeguarding Children Board (LSCB) www.lscb.powys.gov.uk	Following Lord Laming's report into the death of Victoria Climbié, the Children Act 2004 required all local authorities to set up a Local Safeguarding Children Board. The role of this board, made up from numerous organisations, is to ensure there is collective accountability for those children and young people who are subject to child protection processes as well as to safeguard and promote the welfare of children and young people who fall outside this group
Outcomes/Outcome-focussed	An outcomes based service is one which is geared towards the achievement of the goals and lifestyle priorities which have been identified by the person who needs the service
One Powys Plan	This is the first ever integrated plan detailing priorities for public service delivery over the next three years, developed in partnership with the Local Service Board.
People Directorate	The group of services which make up the remit of the Director of Social Services, these services are Adult Services, Children's Services, and Housing
Reablement	A time-limited service which provides intensive support for adults within the community enabling them to restore or maintain independence
Results Based Accountability (RBA)	It is a controlled way of thinking and taking action that is used to improve the quality of life in communities
Single Point of Access	A county wide duty service which hosted in one location which will deal with all incoming correspondence to Social Services.
Statement of Intent	The document which provides the explicit strategic direction and expectations for Powys County Council and Powys teaching Health Board.

Team Around the Family (TAF)	A team working to support the family with a lead professional identified to coordinate support.
Together a New Start (TaNS)	A team of experienced social workers who have been specially trained to support families in crisis. We will work alongside a family to help and support them through their difficulties over a period of 4-6 weeks.

Appendix One

Integrated Health and Adult Social Care**Older People will be supported to lead fulfilled lives within the community**

Strengthen joint working between the health board and the council to provide better joined up services for older people

- Produce a delivery plan to develop services to support people with dementia
- Develop new ways of working in communities to ensure our older people are valued and supported
- Implement a single point of access to health and social care services
- Implement a single assessment and record keeping system through local health and social care teams
- Improve the way we support people to regain independence after a period in hospital or a period of illness
- Use technology to help people stay independent, for example home monitoring devices
- Engage our communities, service users and carers about the way we develop our services
- Modernise our approach to care options in the community, for example the accommodation we provide

Carers have a good sense of wellbeing and are able to fulfil the caring responsibilities they choose to do

- More carers are identified and their needs assessed
- Access to short breaks for carers
- A carers' champion in every GP surgery and school to act as a point of contact and help carers get advice and support
- Strengthened community support for carers
- Carers can access the services they need in a timely manner
- Access to social and leisure opportunities for carers
- Training, information and advice for carers is accessible to support them in their role
- Young carers are helped to fulfil their life choices and educational aspirations

Powys citizens will lead fuller and longer lives, be resilient, have good health and be more able to participate and contribute to their communities

- Implement the Hearts and Minds together for mental health multi-agency strategy for Powys - the vision is to promote mental and emotional wellbeing and join up care services for those who need them.

Children, Young People and Families

The needs of vulnerable children, babies and their families are identified as early as possible so that they can enjoy safe and fulfilled lives

- Review current provision and design and provide a joined up service to respond to domestic violence in a holistic way, with a focus on prevention and early intervention, including support for victims
- Develop a single point of access to ensure children are safeguarded and families have the right information, advice and support at the right time
- Continue to build capacity across all services whether in education, social services, health, the police or with voluntary sector organisations to identify, assess and meet the needs of vulnerable children and their families
- Continue to support young people (future parents/partners) to develop skills around social and emotional literacy in order to prevent future violence
- Continue to work with schools to inform parents, children and young people that services like counselling, advice and information exists for young carers and children and young people with health or emotional needs
- Continue to work with partners to improve the educational attainment of children who are looked after by the council to ensure they achieve their full potential. Each child will have their own individual package of support to reach their potential