

# Annual Director's Report on Social Services in Powys

2014 - 2015



# Contents

## The Powys Position

Introduction and commentary	1
Context	3
Taking a Strategic Approach	5
Working Differently – Becoming a Commissioning Council	6
What are our Values?	7
Working Together with our Citizens	7
Working Together with our Staff	7

## Aiming High

Aiming High - The People Directorate [Adult Social Care, Children's Services and Housing]	8
Listening to Our Regulators	9
Preparedness to respond to the requirements of the Social Services and Wellbeing (Wales) Act 2014	9
Summary of budget for 2015-16	10
Progressing our plans for the integration of health and social care services	11

## Our Social Services

Our Social Services in Powys	12
Safeguarding	13
Safeguarding issues for Adult Services	13
Safeguarding in Children's Services	13
Looked after children: the quality & effectiveness of our approach to support looked after Children and success in securing 'permanency' for children	16
Preventative and early intervention services	16
Our Services for Adults	19
Our Services for Children and Families	33
Our regional work and activity	44
More Than Just Words: the strategic framework for Welsh Language services in health, social services and social care	45

## What Next?

Our Priorities for Improvement for 2015/16 and through the lifetime of the One Powys Plan	46
What you can do / Useful Links	47
Glossary	48

## Appendix One

One Powys Plan Priorities	50
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## Introduction and commentary from the Director of Social Services



I am pleased to be able to present to you my second report as the Statutory Director of Social Services. The period 2014/15 has been one of significant challenge as well as containing areas of success and achievement. Specific reference must be made to the difficulties we have faced in the commissioning of our Domiciliary Care services in Powys and we deeply regret that some of our service users did not receive the quality of service that we would have wanted.

We have been determined and committed to put this right and to ensure we can build a sustainable model of delivery within Powys. Given the rurality and small pockets of population, we need to create bespoke ways to overcome these challenges. The progression of our integration work with Powys teaching Health Board is an important and exciting platform from which we will explore new options of service delivery. Often through significant challenges there are opportunities for learning and we value the role the Institute of Public Care (IPC) played in assisting not just social services but the council as a whole in progressing our commissioning journey.

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. We are committed to continuous improvement and to an approach of self-scrutiny and evaluation to support us in this improvement. This report 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. Our commitment to partnership remains as strong as ever, given 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.

We continue to face considerable resource challenges and we must consider the context of prolonged financial pressures, the required budget reductions that Powys faces, and the demographic changes which are well above the average and increased service expectations. Through our community deliver programme and through public consultation we believe it is essential that we have conversations with our communities about our collective priorities and plans for the future.

Our future services need to be sustainable and of a quality that makes a measured difference to the lives of those who are most vulnerable. This is mirrored in the Welsh Government Social Services and Wellbeing (Wales) Act 2014. Over the course of the last 12 months we have been preparing for this both locally and regionally. The Act identifies the need to ensure the wellbeing of people is kept central, by providing a voice to those who need services and protection controls in addition to safeguard children, young people and vulnerable adults.

We have progressed with determination, pace and good governance to deliver our priorities outlined in my previous report but we recognise the need to sustain this approach if we are to meet the ambitious agenda that we have in place. Our Service Improvement Plans and One Powys Plan have all been revised to reflect our priorities based upon our assessment of need, messages from our regulators, partners and most importantly those people who use our service.

We must ensure we have robust ways of evaluating and managing performance, the services we provide, to determine if we are making a difference, and to ensure our services are delivering to the highest standard possible. We know we have more work to do in some areas of our service and this is described in detail within this report. To ensure future sustainability we must continue to challenge ourselves to think differently, to use evidence based practise, to create an organisation that is committed to learning,



effective self-analysis which can adjust and respond to risk and changes in need accordingly.

As I said last year and has been further evidenced in my discussions with service users, partners and communities, we are fortunate in Powys that we have a strong foundation of viable yet different communities all of whom have in common a desire to flourish into the future. We have committed individuals, partnerships and a strong and determined professional workforce. Making changes over a sustained period, thinking and doing things differently is not an easy task. However, we have a strong platform to build upon and a real opportunity to make a difference to 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, I pay tribute to their determination and professionalism and express my thanks for their efforts and dedication. I was delighted that at this year's Powys Staff Awards ceremony so many of their efforts were recognised.

We continue to be supported in our role through a number of support services that are key to successful service delivery. With the support of Corporate Management Team, the Social Services Portfolio Holder, Cabinet, Scrutiny and Members of Powys, without whose support, challenge and encouragement we would be unable to deliver our 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  
Strategic Director - People





This report outlines the journey, impact and evaluation of change on Powys Social Services but also within the wider context of change for the whole of Powys County Council and its key stakeholders in 2014/15.

The council has this year revised its vision to “strong communities for the green heart of Wales” reflecting a changing relationship with the citizen and a commitment to leading, facilitating and supporting communities to take on what has historically been provided for them. We want to enable individuals to support their own needs and/or remain more independent as the levels of service currently available are reduced. In order to deliver on the vision, the Cabinet have a clear set of priorities that will shape the decisions the council takes.

***Our priorities are:***

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

By focussing our efforts on these four priorities we can begin to get a clear picture of what Powys, its communities and the council will look like in the future.

This has been both an exciting and challenging period with considerable change having taken place. We expect change will continue through the foreseeable future given the extreme financial challenges including: demographic pressures, significant budget reductions, the implementation of the Social Services and Wellbeing (Wales) Act 2014 and our commitment to an ambitious service improvement agenda.

To support this there has been a political change to the Portfolio Holders for Social Services: the portfolio responsibilities of Children’s Services and Adult Services have been aligned since mid-2014 providing strengthened political leadership and accountability at Cabinet level. This alignment also supports our preparation for meeting requirements within the Social Services and Wellbeing (Wales) Act 2014.

As reported in previous Director of Social Services’ Reports, there is a continued need for further change in order to deliver effective services to meet the needs of our citizens. 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.

With the introduction of the Social Services and Wellbeing (Wales) Act 2014 we will be expected to provide a community leadership role to design a continuum of support and care from early intervention and prevention through to targeted and critical need type services. Building capacity for both individuals and the communities in which they live in order for them to become more resilient, less dependent on statutory services, and more able to address their own needs, will become a recurrent theme across all our future commissioning strategies. This will help us achieve a more sustainable and stable future for those in most need.

Continued working with our partners, in particular Powys teaching Health Board, has been further mandated by the Welsh Government following the Williams Commission and subsequent White Paper

published in July 2014, Devolution, Democracy and Delivery: Reforming Local Government which supported the retention of Powys as a county together with Powys teaching Health Board. This is due in part to the co-terminosity of our operational boundaries and on the condition that we fast track integration, particularly, but not exclusively, around health and social care.

We are already planning for the introduction of the Wellbeing of Future Generations Bill which comes into force in 2016. As an early adopter, we are seeking to consolidate and align all strategic planning processes to reduce duplication and bureaucracy, as well as seeking a longer term view to meet generational needs in a sustainable way. Powys Local Service Board (LSB) is already well positioned to deliver on these requirements and by 2017 will become Powys Public Service Board.

It is within the context of these major transformational shifts that Powys Social Services continues to operate and provide services to people who are vulnerable and most in need



## Taking a strategic approach

We continue to strategically plan and deliver key areas of work through the One Powys Plan 2014-17 which was produced in line with the Welsh Government's guidance Shared Purpose Shared Delivery.

One year into the delivery of the One Powys Plan we have established a fully integrated governance structure responsible for five programmes of work:-

1. Integrated health and adult social care
2. Children and young people
3. Transforming learning and skills
4. Stronger communities
5. Organisation and partnership development

The majority of social services work is concentrated within programmes 1 and 2, however success is predicated on the outcomes of key elements embedded in the other three, and the Local Service Board continues to work hard to ensure that cross-cutting implications are addressed within all project work.

Mobilising all agencies to work collaboratively through a programme and project management approach has been a challenge but has resulted in a shared methodology and language which is building capacity across the partnership arena.

The establishment of the Organisation and Partnership Development programme under the One Powys Plan is designed to deliver an integrated approach in the following areas:-

- Shared learning and organisational approach
- Organisational improvement
- Emergent structures
- Local Service Board shared scrutiny arrangements

In September 2014 the Local Service Board (LSB) undertook a themed Joint Strategic Needs Assessment on the issue of poverty. This enabled the LSB to review and strengthen the One Powys Plan and to ensure we were meeting the Welsh Government's strategy requirements for reducing the impact of poverty. Only minor changes resulted which has given us confidence that the initial approach taken was inclusive and well targeted.

The One Powys Plan can be found at [www.powys.gov.uk/onepowys](http://www.powys.gov.uk/onepowys)



# The journey towards becoming a commissioning council

Social Services is central to the ambition of Powys County Council becoming a 'commissioning council', not least of all because the total expenditure of social care activity is in excess of £70million (29% of the council's total budget). We continue to move away from traditional methods of service delivery to an approach of 'doing with and not doing to or for'. The focus remains on providing the right service for the citizen, at the right time, by the right provider, in the right place and at the right price and quality for the taxpayer.

We have experienced a significant degree of challenge around aspects of our commissioning approach in relation to Domiciliary Care provision. Through an external evaluative report of the process, we acknowledge that a combination of contributing factors over a sustained period of time resulted in a less than satisfactory outcome. The council has made clear its regret that some of our service users did not receive the quality of service that we strive to ensure is in place. However, what was pleasing is that the report also supported the direction of travel taken by the council in its efforts to develop and embed good quality commissioning practice. An accountability framework and action plan to deliver the report recommendations has been approved by the council's Cabinet and (supported by Scrutiny) to ensure that all gaps in practice are met.

We have developed a commissioning toolkit and checklist to provide guidance to all officers to better understand and facilitate the commissioning process. This is also enhanced by a training framework for staff to develop their commissioning skills and to help change traditional ways of thinking to maintain a focus on the citizen and their needs.

The commissioning model recognises that commissioning can take place at three different levels:

- **for individuals** – where services or packages of services are commissioned for/by individual citizens
- **at operational level** – where services are commissioned for/by specific communities, towns or villages to meet a local need
- **at strategic level** – where services are commissioned for the whole county to address widespread needs.

The commissioning model is designed to draw on the expertise across the organisation and beyond. The council has an established Commercial Service Team who plays a significant role in ensuring that Powys, as a commissioning council, benefits from:-



- Maximising the council's buying power by bringing together a number of services in single corporate contracts
- Adding value through the provision of practical advice and assistance to Services throughout the commissioning cycle
- Planning positively for diversity in the way services are procured and provided
- Working collaboratively where appropriate with other authorities and public bodies to make best use of economies of scale
- Ensuring commercial arrangements embrace sound, consistent and transparent procedures that comply with the council's Standing Orders and European Procurement legislation

The council has taken steps to support budget reduction targets by focusing on third party spend and looking at income generation opportunities.

# 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 for 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
- 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 making better use of specialist skills where critical mass does not exist in Powys. Good progress has been made in this area as discussed in the Regional Section of this report
- 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 supported by an infrastructure of early intervention and prevention across a continuum of need

It is inevitable that as part of this strategy there will be a significant change to the type and level of statutory service we can offer our citizens. Our priority remains focused on promoting independence, safeguarding and protecting the most vulnerable. However through working in partnership we aim to ensure our services sit within a continuum of care from low level need such as advice and guidance, through to targeted short-term support, up to higher levels of critical and substantial need.

The Care and Social Services Inspectorate for Wales (CSSIW) has identified areas for improvement for the



## Listening to our regulators

council – the key issues are summarised below:

- Increase the pace of delivery in developing sound commissioning strategies
- Develop an effective assistive technology service
- Deliver an effective workforce plan, which embodies the changes identified
- Children Services plans identify how the early intervention and preventative services will be delivered to improve outcomes for children

*(CSSIW - Annual Review and Evaluation 2013-2014: Powys)*

Our response to managing these areas for improvement is described throughout this report. In addition we have been working closely with CSSIW to address the issues identified following on from the commissioning of our Domiciliary Care services and Powys has been part of a thematic inspection in this area.

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

Following the publication of the 11 parts of the Act, we have submitted responses as part of the public consultation and have completed a self-assessment of our readiness to implement the requirements of the Act.

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 Social Services and Wellbeing (Wales) Act and the requirements that this places upon us as a council. Our operational social care teams have attended training about the new Act.

# Summary of budget for 2015-16 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 4.4% reduction in funding from Welsh Government (the highest in Wales), although it could have been £2.2m worse without Welsh Government imposing a limit to the size of the annual reduction. This increased budget gap will continue for a number of years.

In the council's Statement of Intent (2015 Update), Cabinet outlined a set of budget principles which will inform the allocation of resources:

- Valued Services
- Supporting the Vulnerable
- Local Delivery
- Personal Responsibility
- Value for Money
- Improving Productivity

The scale of the financial challenge facing the council dictates that Cabinet must review the historic allocation of resources to services and re-allocate funds based upon these principles.

The council's 2015/16 budget was agreed on 6 March 2015. It included £16m of savings and anticipated further savings of an additional £20m in 2016/17. 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 making 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 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.

Adult Social Care was required to achieve savings of £2.6million during 2014/15, and achieved the target of £2.366million of savings, the outstanding requirement to be carried over to 15/16 still to be achieved. Children's Services met its savings target of £673k. In 2015/16, a further £1.461million of cost reductions will be required from Adult Social Care, (includes the outstanding requirement from 2014/15) and £19,500 of savings from Children's Services being required for 2015/16.

Over a number of years it is recognised that Adult Social Care revenue budgets have experienced significant pressures, costs have escalated and there has not always been a track record of delivering savings, which has resulted in overspends year on year. We have improved our financial management of Adult Social Care during 2014/15 and reduced the budget overspend to £58,528 which is 0.1% of the overall Adult Social Care budget. This overspend is significantly lower than the overspend recorded in 2013/14 (£1.836million) and in 2012/13 (£2.829million).

Previous analysis of the service budget requirements highlighted insufficient budget to deliver the current model and a need for further investment was required to meet demographic growth, remains an important benchmark. This evidence, is a key driver along with the fundamental principle of 'doing with and not doing to or for' to progress our change agenda.

The independent assessment continues to confirm 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. The Medium Term Financial Plan proposed a further £3.026million of growth within Adult Social Care, which was held centrally only to be drawn upon by the service as it transforms delivery. We are pleased

to be able to advise that Cabinet agreed that the evidence supporting the transformational change had occurred and £2.760million was provided to Adult Social Care, with £260k used corporately to fund other efficiencies. Adult Social Care will need to continue to carefully monitor demographic pressures and demand whilst delivering on significant savings.

Within Children's Services, we have maintained a stable population of Looked After Children (LAC) following a decline in our LAC population over the previous few years. Our early intervention and prevention services are key to this position: by acting at an earlier point, the cost of the intervention is a lot less than it would be if problems were left to escalate. During 2015/16, the council and partners remain committed to our early intervention and prevention services to ensure both the sustainability of our model and because the experience and outcomes for children and young people is also improved.

## **Progressing our plans for the integration of health and social care services**

The Williams Commission on the Future of Public Service Delivery in Wales produced its report in January 2014 and as a result, a merger of Powys County Council and Powys teaching Health Board was proposed. The response from both organisations supported a commitment to integration where it made sense to do so and could be evidenced rather than a whole scale merger. Both organisations recognise that greater integration can potentially provide the following benefits:

- To maximise service delivery for the public by improving productivity and eliminating waste
- To provide a more 'customer focused' service, joining up provision around the needs of the customer
- To improve public health through increased prevention and early intervention
- To increase local democratic influence and control on public services
- To improve the efficiency, capacity and capability of support services and therefore improve the ratio of spend on frontline services
- To be leaders in Community Health and Social Care
- To be able to access Welsh Government funding for change

The establishment of Powys' Health and Adult Social Care Integrated Leadership Board has strengthened the joint working which has already taken place between social care and Powys teaching Health Board for many years. During 2014/15, we have further developed our multi-disciplinary Learning Disabilities team of senior practitioners, adult social workers, community nurses, occupational therapists, a clinical psychologist and speech and language therapist all now based under one roof.

Both children's and adult social care staff, in collaboration with our partners in health, have been involved in the commissioning of a new care management database that will ensure one system exists for both organisations, this will be implemented in the coming year.

The principles contained within our Statement of Intent will also inform collaborative working across other service areas. We continue to progress opportunities for integration with our partners and will be working towards extending our Integrated Safeguarding Unit to include our colleagues in the Schools Service and Powys teaching Health Board.



## Our social services in Powys

This report evaluates the impact of our commitments and describes the changes and events that have affected our Social Services throughout 2014/15. The report is also designed to demonstrate the strength of determination and commitment to deliver services.

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 managing 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
- Understanding the “market” i.e. the range of agencies that can provide quality services in a sparsely populated county and the impact of this on how we price our services
- Understanding the unit cost of an individual accessing social care

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:

- 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 February 2015.

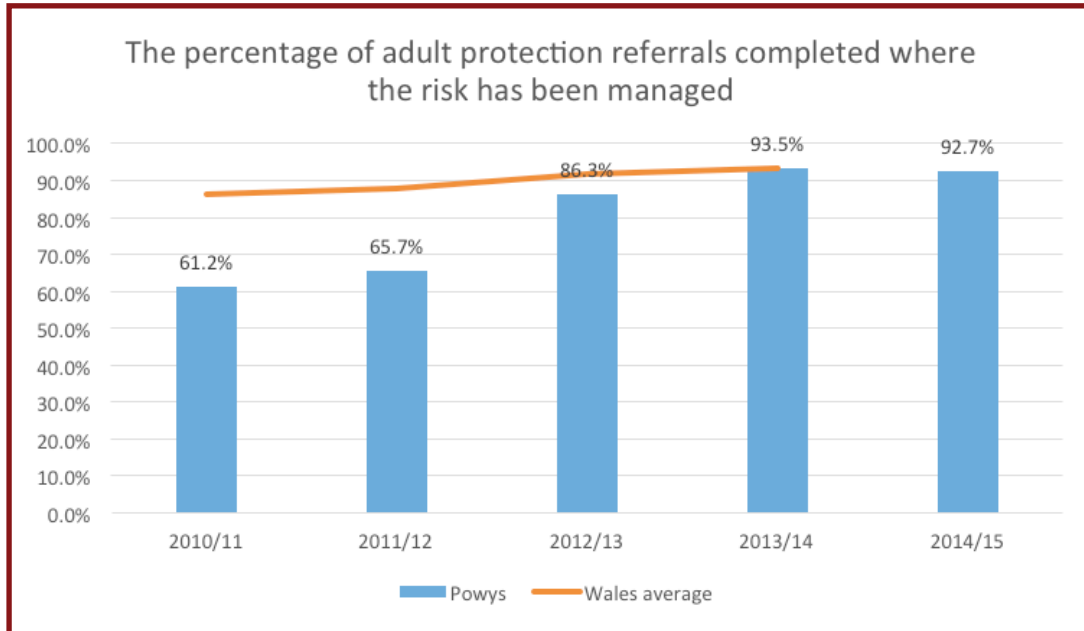
Priorities for improvement identified from the analysis and evaluation have framed our 2015/16 Service Improvement Plans and have informed the updated One Powys Plan.

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 embedded. We have appointed an Integrated Safeguarding Manager for children, young people and adults.

## Safeguarding issues for Adult Services



Over the last two years there has been a significant increase 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. In some areas, this has led to delays in completing investigations and recording our interventions, however we are pleased to report that the percentage of adult protection referrals completed where the risk has been managed has continued to improve over the last year and currently stands at 92.66% which although not an improvement of end of year last year (93.5%), is up from the first quarter of this year where it dropped to 89.29%.

A large scale multi-agency safeguarding investigation was undertaken during 2014/15 which resulted in the contract termination of a Powys care provider. To support this investigation we commissioned an independent practitioner to review our approach and assist with the production of an action plan which will ensure that lessons learnt have been embedded within our safeguarding practice. This learning has been embedded within our Adult Protection Committee business plan and the committee provides the governance structure for overseeing the plan's implementation.

## Safeguarding in Children's Services

In June 2014, CYSUR (Children and Young People Safeguarding and Unifying the Region), the Mid and West Wales regional safeguarding board took on the overarching safeguarding responsibilities of the region. We restructured our previous Local Safeguarding Children's Board sub groups to undertake delivery of and the continued development of local safeguarding arrangements. Our Powys Local Operational Group (PLOG) is now in place and assures the functioning of children's safeguarding within Powys.

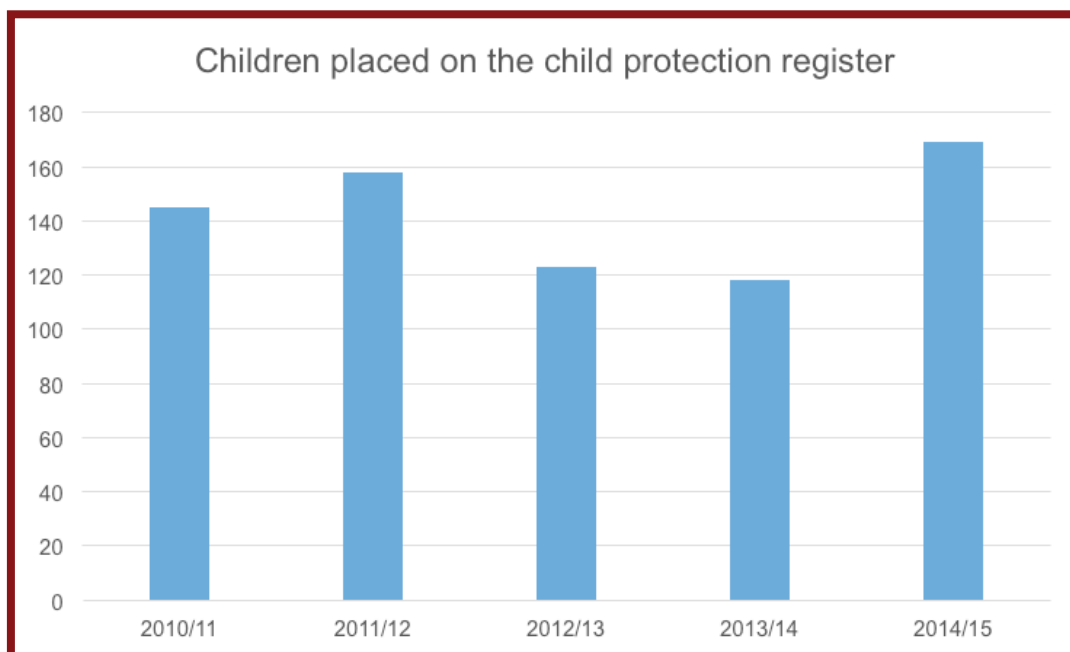
PLOG remains strongly committed to safeguarding children as does Children's Services through robust decision making, assessment processes and interventions.

As part of our whole systems approach for the quality assurance requirements during 2014/15 we will use multi-agency case audit reviews to ensure that we continue to learn from issues which arise from our interventions with families. The Powys Local Operational Case Review sub group will re-launch our Practice review protocol in line with the requirements of the Social Care and Well-being (Wales) Act (2014) and new regional arrangements. The learning from the completed 'Case Conclusion Forms' is being disseminated down through to team level and utilised at the fora meetings.

Young people from our Eat Carrots, Be Safe from Elephants have taken part in events with young people from Pembrokeshire, Carmarthenshire and Ceredigion to prepare and give input to the Regional Board (CYSUR).

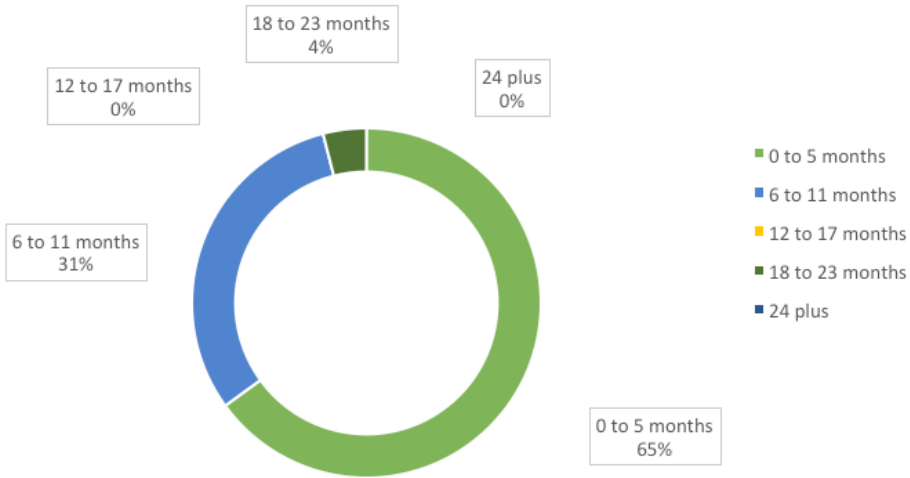
The views of children and young people have been included within the updated All Wales Child Protection Procedures in respect of Missing Children. This is currently waiting to be signed off by the All Wales Child Protection Procedures Review Group and the Welsh Government.

Safeguarding and the protection of vulnerable children is our core business. We will also have established a proactive approach to our quality assurance process looking at the quality of a child's journey through the child protection process.

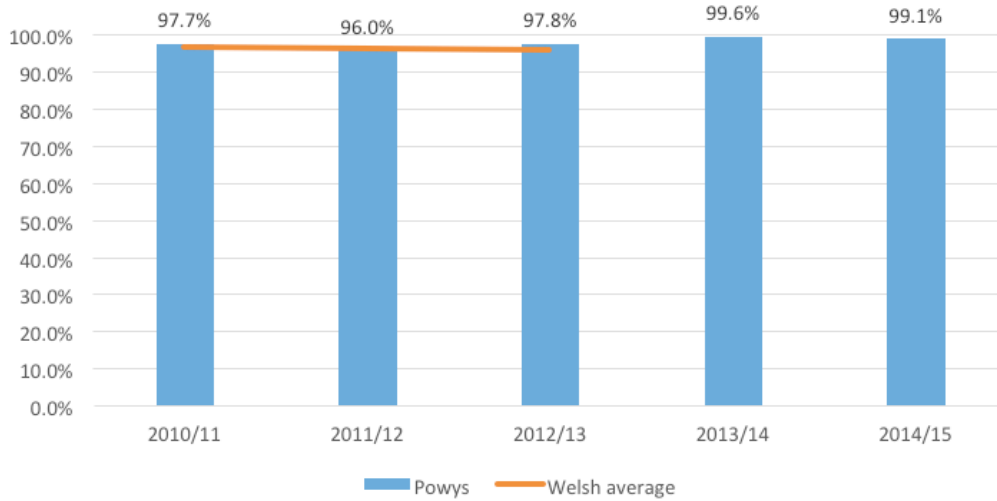


We have seen an increase in the number of children placed on the child protection register during 2014/15. Analysis found that there were several contributory factors to this increase, the largest of which was the increase in the number of domestic abuse referrals from Dyfed-Powys Police. Other authorities in the Dyfed-Powys Police region have also seen an increase in domestic abuse referrals, although not to the same extent as Powys. The most recent figures for 2015/16 show that child protection registrations have reduced to 103 in April 2015.

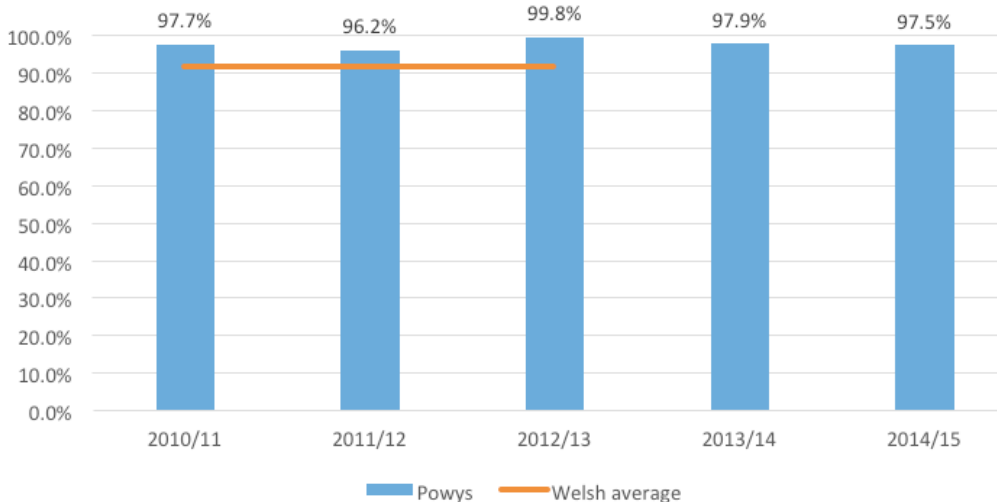
### Length of time on the child protection register as at 31 March 2015



### Percentage of child protection reviews that took place within timescales



### Percentage of looked after children reviews that took place within timescales





# Looked After Children: the quality & effectiveness of our approach to support Looked After Children and our success in securing 'permanency'

We have seen a reduction in our number of Looked After Children (LAC) and we remain below the Welsh average of LAC per 10,000 of the population (59 LAC per 10,000 population in Powys at 31 March 2014 compared with 91 LAC per 10,000 in Wales). We believe our early intervention and whole system approach has contributed to this position. All children who become looked after have a care plan in place and we have achieved 97.5% of all reviews being undertaken within the required timescales in 2014/15.

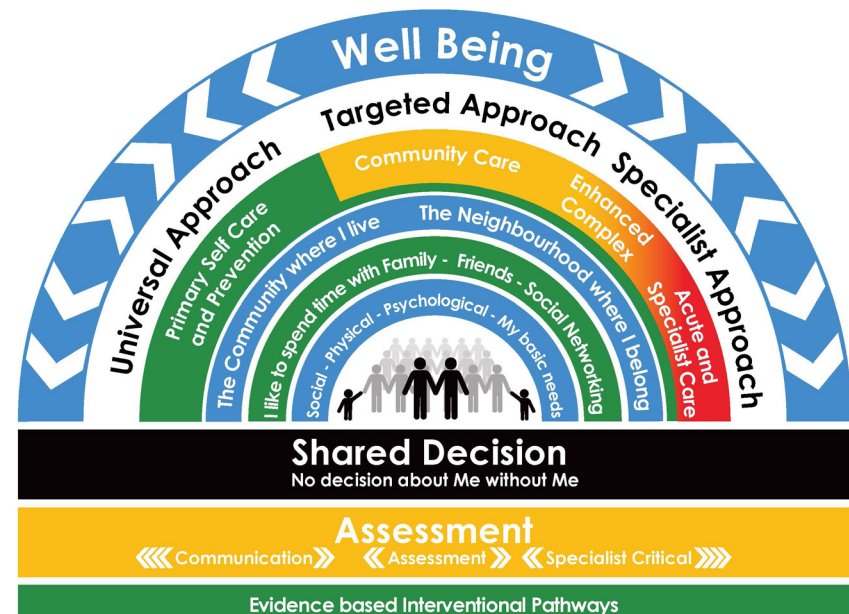
Our Area Managers in Children's Services have regular oversight of our Looked After Child population to quality assure decision-making around children entering the system, and then to assess the length of time the child will be looked after, and ultimately to plan permanently for the child. We monitor and analyse our LAC population to ensure we are providing accommodation for the right children and that we have fully explored all alternatives, including returning them home where it is considered safe to do so. During 2014/15 we had permanency decision making in place by the second review in all but one case, where the young person was on remand.

When focussing on the legal planning around our Looked After Children, proceedings have been concluded within 26 weeks on all bar one child in the last 18 months. We are pleased at the number of children for whom we have achieved permanency who have been placed in adoptive settings.

We have been working with our partners in Health and the Schools Service to develop a multi-agency gateway panel within our Fostering Service to scrutinise the placement process. This panel will become operational in 2015/16.

## Preventative and early intervention services

The development of an early intervention and prevention approach is key to enabling the delivery of effective Social Services. We have a well-developed model under the umbrella of the Children and Young People's Partnership for children, young people and families and we are seeking to develop and strengthen our approach for adult social care.



### Our services for adults

Within Adult Social Care and under the leadership of the Health and Adult Social Care Integrated Leadership Board work is underway to develop a strategy to progress further early interventions which enable our citizens to remain living successfully and independently in their own communities.

Our service model is outlined in the diagram below and further work is underway with our partners in Powys teaching Health Board and Powys

## Our services for children and families

In Children’s Services, we have utilised the Families First and Flying Start grants, in addition to other funding sources to commission services strategically in areas identified by our assessment of needs:-

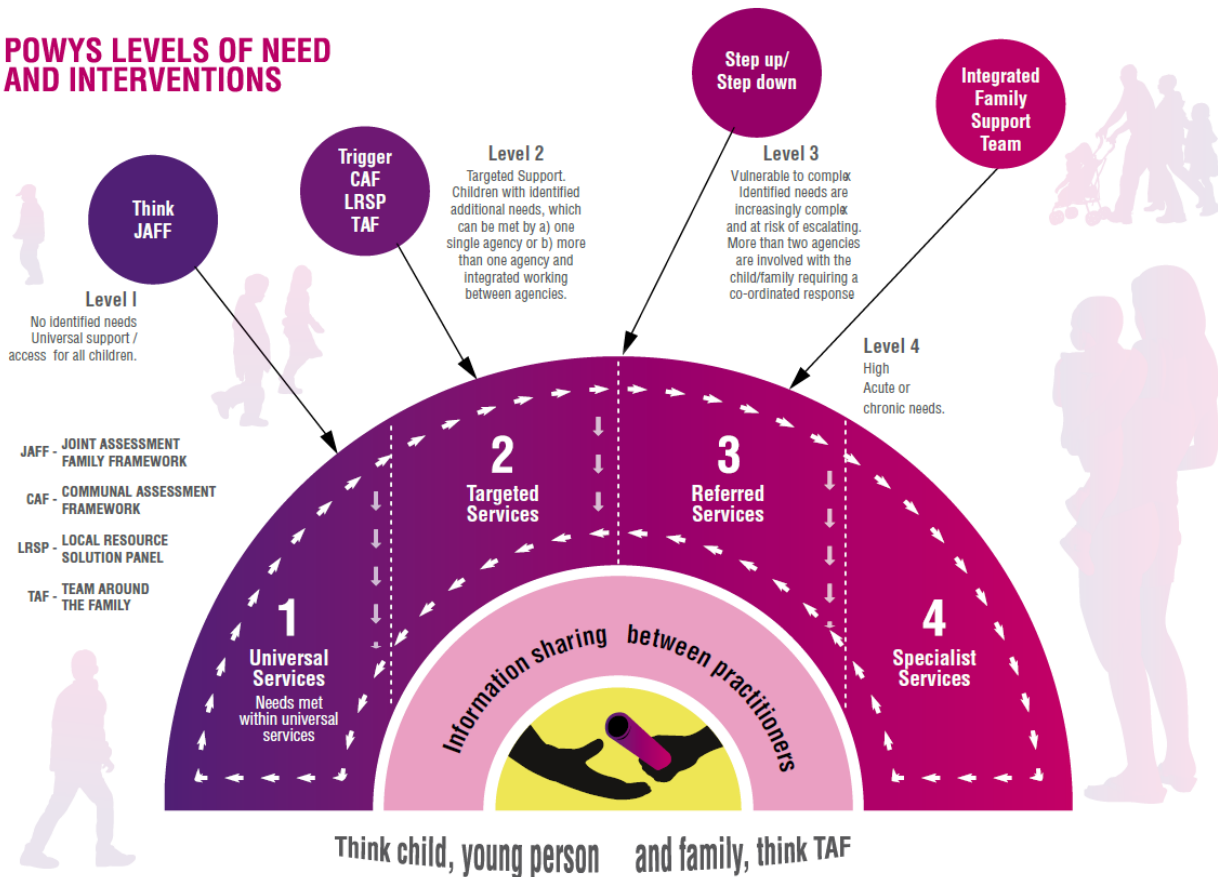
- Family and behaviour support
- Emotional health and wellbeing
- Disability
- Infrastructure

There are also strong links to the Integrated Family Support Team, Together A New Start Team, and Substance Misuse services within the county.

The key features of our strategic commissioning approach in Powys include:-

- A clear focus on early intervention and prevention
- A child and family centred focus
- Strategic alignment of a range of resources to deliver against priorities
- A whole system change approach – working on both services and processes
- A commitment to commissioning evidence-based approaches and interventions where possible
- Implementing strategic workforce development programmes to support multi-agency professionals across the whole spectrum of need
- Providing collaborative Leadership and Governance – at both strategic and operational level
- Building capacity and embedding progressive universalism – Everybody’s business
- Clear contract monitoring and performance reporting (using Results Based Accountability) with a focus on delivering outcomes

### POWYS LEVELS OF NEED AND INTERVENTIONS



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

During 2014/15, specific all-age projects have been identified which cut across both Children's and Adult Services. 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. From October 2014, Powys People Direct has been the single point of access for all enquiries relating to children who live in Powys and from March 2015, it has become the point of contact for Adult Services too.



## Our services for adults

The delivery of Adult Social Services continues to be a complex and challenging business with significant risks associated with working with very vulnerable adults and their families.

2014/15 has been a challenging year, but also a year of substantial success in the delivery of some large scale and complex projects.

As a service, we are ambitious for improvement in the delivery of quality for our service users and we are aware of the areas of service where improvement is required, namely:

- Completing the programmes and priorities as set out in our Service Improvement Plan for 2015/16 which is highlighted in more detail in the 'What's Next?' section
- Stabilising delivery and ensuring an effective and sustainable domiciliary care service for Powys
- Working with our partners in PtHB to reduce delayed transfers of care (delays due to social care reasons)
- Improving performance in Adult Protection and specifically the timeliness of our response from commencement of adult protection investigations to their conclusion

We will continue to ensure that our staff are well trained and supported and we will ensure that we review the existing training programmes following an analysis of the skill mix to ensure a building up of expertise based upon evidence and best practice. We will continue to ensure our reporting mechanisms are robust in terms of both quantity and quality and that we have sufficient challenge and innovation within the service to respond flexibly alongside our partners, and under the umbrella of our partnership arrangements.

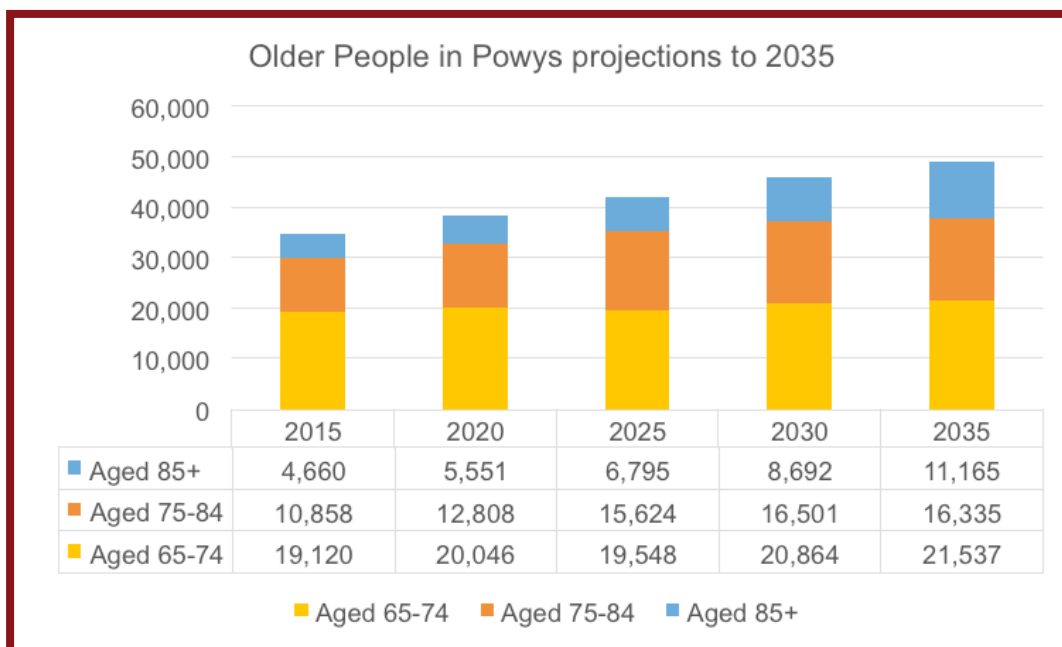
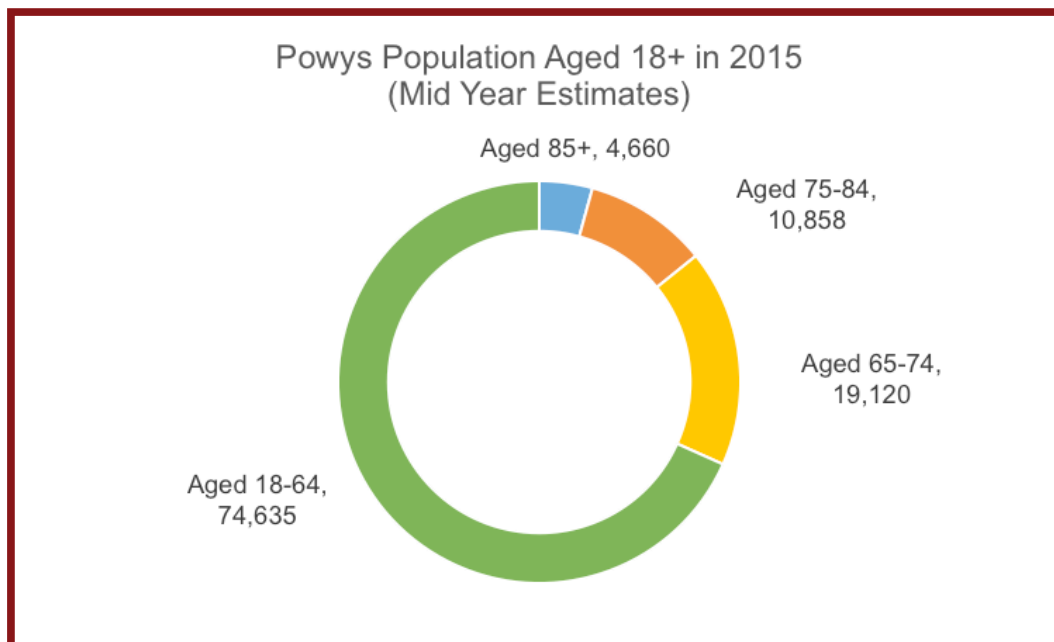
What services do we provide?

As an Adult Services department our service response is focused on assessment of service users' 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?



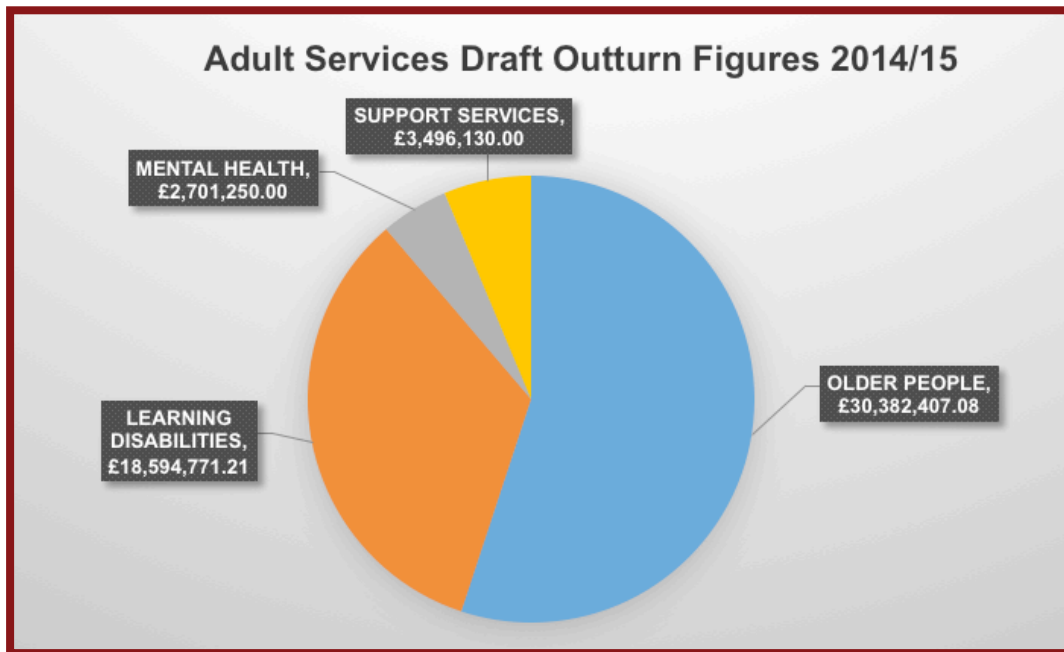
The current population of Powys is 134,302, of which 109,271 are aged 18 or over and 4,660 are aged 85 plus.

Population projections suggest that we will see a 140% increase in those aged 85+ between now and 2035 and a 50% increase in those aged 75-84 over the same period.

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

*Source: StatsWales website.*

## How much does it cost?



### People will get the best value possible from a range of Council-run, private and voluntary services

#### What we said we would do

- Restructure Adult Social Care to ensure that our teams are configured to deliver optimum quality and outcomes for our service users; Phase 1 (including Senior Management Team, Contracts & Commissioning & Operational Teams) by June 2014 and Phase 2 (including Safeguarding) by December 2014, saving £424k
- Reduce the cost base of the service by £2.095m (max) by March 2017
- Review the Learning Disabilities Service Model with a view to having an established integrated model of service by March 2017

#### What difference have we made?

One of our service users Rosie was happy with the way we provided services: by being involved in the remodelling of our supported tenancies and during the consultation period, Rosie was able to raise any issues or concerns about the proposed changes and how they may affect her. Following the changes, Rosie still has the same provider and care services. When asked about how she felt about the changes, Rosie commented that she had wanted to stay in the same house with the same staff as she loves living where she does and is closer to home, her family and friends. Now she is delighted that this can really happen.

- The number of service users receiving a direct payment has increased in 2014/15 at the end of February 2015, 428 received Direct Payments compared with 287 at the financial year end of 2013-14, and 236 at year end 2012-13. This provides service users with greater flexibility of support in order to achieve their own personal outcomes.

#### How did we do it?

In order to achieve this cost reduction, as set out in our Service Improvement Plan and Medium Term Financial Plan:-

- We have completed the restructure of Adult Social Care which has refocused our team members on specialist disciplines (Older People, Disabilities and Mental Health and Social Care Delivery) in order to enable greater consistency of service provision and increase quality as practitioners focused on service specialisms. This restructure process has reduced the Adult Social Care team by 93 full time equivalent staff and has streamlined management arrangements within the service
- As part of the restructure we have introduced two Consultant Social Worker posts (one in Disabilities/ Mental Health and one consultant for Older People's services). These consultant posts will assist the service to embed best practice and excellence in our Care Management
- We have introduced additional new posts which will enable us to meet our statutory duties and respond to increasing service pressures in some areas. The Deprivation of Liberty Co-coordinator's post was increased to full time in summer of 2014, and we have introduced two Transition Social Workers to support the transition of young people from Childrens' Services into Adult Services
- We have been through a commissioning approach for our Supported Living provision for people with Learning Disabilities and are pleased to report that the new service is demonstrating strong evidence of high quality service delivery and satisfaction from service users and their families. Their approach has resulted in an improvement in provision with more consistent care secured at better value

## What do we still need to do?

- Following feedback from service users and the Council's Internal Audit department, we will ensure that Direct Payment accounts are closed when service users leave the county and we will work with service users to determine what amounts of unused funding are returned to the county and what level of funding is due to personal assistants, suppliers, HMRC or in National Insurance contributions
- We will be consulting on an approach to engage with stakeholders on the financial challenges facing Adult Social Care; these include, increasing public expectations and new legislative requirements which, when combined with a growing elderly dependent population, presents the Council with significant challenges on how best to redesign our services





### People will be supported to remain living in the community for longer

#### What we said we would do

- To have established an effective and sustainable Domiciliary Care Service and a countywide frontline Reablement Service by June 2014
- Through the Powys Health & Social Care Integrated Leadership Board, implement the forward work programme centred on achieving customer focused outcomes through service re-design and integration for 2014/15
- 

#### What difference have we made?

- We have completed two digital stories which recorded service users' / patients' stories and their experiences of regaining their independence. [www.powys.gov.uk/glanirfon](http://www.powys.gov.uk/glanirfon) Granville and Kathleen's stories give anyone who is due to visit the centre a real life insight to what it looks and feels like prior to staying. The stories also have a staff perspective from the local district nurses who are based at the centre and show the close working relationship between social services and BUPA staff who run the unit.
- We are proud of the achievements that our Reablement service has made during 2014/15 and especially so of the feedback from our service users who have accessed the service.

The Older People's Commissioner for Wales, Sarah Rochira, said:

As Commissioner, I have been clear that greater integration between health and social care is essential to deliver better outcomes for older people. I was therefore pleased to visit Powys recently to find out more about their unique and innovative approach, which uses an integrated model to deliver health and social care services. "I was particularly impressed with Glan Irfon in Builth, which provides a wide-range of in-patient and outpatient services in the heart of the community. As the needs of older people across Wales continue to change, community facilities like this will be vital to ensure that they can get the support and services that they need."

A compliment received about our Reablement Service:

Our heartfelt thanks for your compassion and patience, your ability and professionalism and your friendliness. You have made a HUGE difference in these 3 lives!"

- The percentage of clients who are supported in the community who are aged 65 or over has gone up from 81.1% last year to 85.74%
- The rate of older people helped to live at home per 1,000 population aged 65 or over has gone up from 71.16% last year to 73.02%
- Percentage of clients receiving no ongoing support following Reablement has gone up from last year 63.6% to 69.11% this year
- Percentage of Reablement clients where outcomes have been achieved is above our 80% target and stands at 84.15% at year end

- Through an external audit, our Reablement service has retained its ISO9001 certification for its practice in relation to quality and standards of care. This certification sets the standard of all future practice
- We have completed our Assistive Technology Strategy which will go to Cabinet for sign off in mid-2015 and are delivering packages of telecare equipment that will help increase the independence of our service users and enable a timely service response when it is required

### **How did we do it?**

- We have completed the new Integrated Health and Social Care (Glan Irfon) centre in Builth Wells, with the opening of the twelve intermediate care/Reablement beds
- During 2014/15 our Reablement Service has become a full intake service. This was fully achieved in South Powys earlier in the year, and in the Newtown area by October 2014. The Welshpool team commenced their full intake service in March 2015. The service agrees goals in partnership with the service users in order to achieve what is important to them
- A further elected Member Development day focused on the Social Services & Wellbeing Act (Wales) 2014 has taken place to ensure that members are kept fully abreast of new legislation and how the Council seeks to enable the independence of our citizens
- In February 2015, Cabinet approved a change in Adult Social Care's eligibility criteria to 'Substantial' to bring us in line with the majority of other Welsh Authorities and to prepare for the forthcoming national eligibility criteria
- Our Integrated Health and Social Care Leadership Board (Powys County Council, Powys teaching Health Board and Powys Association of Voluntary Organisations) has grown in maturity and is setting the strategic direction for Integrated Health and Social Care delivery. Our stakeholder partnership boards for Physical Disability and Sensory Impairment alongside the Mental Health, Learning Disability partnership board and Integrated Care Pathway for Older People have grown in strength and support the Integrated Leadership Board in the delivery of joined up care

Specific reference must be made to the difficulties we have faced in the commissioning of our domiciliary care services in Powys. In March 2014 we awarded four contracts to replace the spot purchasing arrangements the council had with over 20 suppliers. The previous arrangements had proved unsatisfactory and we were concerned by the quality of provision in significant parts of the county and the lack of providers willing to deliver care to some of our very isolated and rural communities in the county.


The new contracts were designed to eliminate these problems by providing four domiciliary care agencies with a critical mass of service delivery hours and a clear performance framework which set out the council's expectations of providers. However, during the first three months of the new contracts, one of our providers failed to deliver the standard of care we required and as a result, a significant number of adult safeguarding investigations were necessary to safeguard these vulnerable individuals. As a result, the contract with this provider was terminated.

In August the Institute of Public Care (IPC) at Oxford Brookes University was commissioned to undertake a review requested by the Social Services Improvement Agency for Wales (SSIA) and Powys County Council which addressed specific aspects of the commissioning and procurement of domiciliary care services

The review's findings highlight the complex nature of providing care services in a rural area the size of Powys. The tender and commissioning of home care services was an essential piece of work in order to establish a stable service for the future and to address the shortfalls, inconsistency and lack of availability in some areas across Powys alongside dealing with significant financial pressures faced by Adult Social Care.

We recognise that for some of our service users that their home care service isn't yet delivered to the consistently high standard that our service users require and we are continuing to work closely with our providers to drive up standards of care and respond to individual service users concerns and priorities as they arise. Elements of the new contract have been successful in increasing the standard of care delivered to our service users: carers are now better trained and remunerated for their work than before and the frequency of missed and late calls has significantly reduced.

However, on the positive side, from our monitoring of domiciliary care and our engagement with service users, we evidenced significant levels of satisfaction amongst service users with their domiciliary care service, as exemplified by the following quote received from Mrs. S during this year –



'I would like to thank sincerely the whole team for the very kind and caring service they gave to my mother throughout her last days. They went beyond what we expected with their many kindnesses, while always providing a superb professional service'

### **What do we still need to do?**

- We will continue to implement the recommendations of the Domiciliary Care report in our service commissioning and delivery and will ensure that the lessons learned from this commissioning exercise are incorporated in our future commissioning activity. We have

worked with the Social Services Improvement Agency to enable our learning to be disseminated to other public sector commissioning agencies in Wales

- Further work is taking place, with our Reablement Team in the south of the county developing a memory team to support people in our communities with dementia
- Undertake a 'gateway review' of Glan Irfon as part of its first year of operation

### “People will benefit from closer working between council services and health services in the community”

#### What we said we would do

- Finalise the joint health and social care Commissioning Strategies and commence consultation. Develop action plans to translate strategic intent into service delivery by September 2014
- In partnership with Powys teaching Health Board, redesign Mental Health delivery to provide a Powys focused service by March 2015

#### What difference have we made?

- Margaret, who is severely visually impaired and John, who has a physical disability, are the joint-chairs of our Physical Disability and Sensory Loss Engagement Forum which allows service users’ voices to be heard and to engage in the design and development of services that affect people with a physical disability or sensory loss. Margaret and John were invited to visit Cors y Llyn Nature Reserve by Natural Resources Wales to provide feedback about the reserve’s suitability for people who have a disability or sensory loss. Following their feedback, Margaret and John revisited the reserve a few months later and were pleased to note that all of their remarks had been considered.

#### Margaret commented:

“I sat on all the new seats and there are also new passing places for wheelchairs. It is a lovely trail in the wildflower meadow, lots of butterflies, lots of scents and sounds. There is something all year round as in the winter you can still feel the moss and the lichen on the trees. You can also still hear the buzzards flying around.”

#### John added:

“It is a great place to visit. We gave them some input to improve the site for disabled people and when we visited again they had improved disabled access and put signs up.”

- In an excellent example of co-production, the Brecon community is working closely with the Powys Health and Adult Social Care Integrated Leadership Board, the Police and Fire Service to meet the needs of those living with dementia in and around the town. Awareness sessions have been run throughout the town and Brecon currently has 17 trained Dementia Friends Champions and has run 53 information sessions, creating more than 700 Dementia Friends, who have learnt a little bit more about what it’s like to live with dementia and then turned that understanding into action. Brecon is the first town in Powys and Wales to become a dementia friendly community.

## How did we do it?

- Our centre of excellence for integrated Health and Social Care was opened in Builth Wells and we have quickly developed a successful track record for the delivery of joined up health, social care and third sector support to people who are in the process of regaining their independence
- We have supported Powys teaching Health Board with their programme to change the model of delivery for NHS Mental Health Services. Currently NHS Mental Health Services are delivered by four Welsh NHS trusts and returning these services to PtHB direct delivery will help coordinate greater service quality and integration with the council. As part of this, we have agreed our 'Together for Mental Health' strategy and have recruited our first single line manager for Community Mental Health services in Brecon who will manage an integrated team of Social Work and Health Professionals

Our performance in relation to reducing delayed transfers of care (DToC) is not where we wish it to be, and our performance indicator has seen a decline in performance during 2014/15; at year end, DToC stands at 15.56% compared to 9.17% last year and is not achieving our improvement target of 5.5%. Our analysis indicates that the underlying reasons for this performance are connected to availability and supply of domiciliary care capacity in some very rural areas of Powys (namely in parts of Radnorshire and Montgomeryshire) and the closure of a small number of residential care homes in these areas which has affected hospital discharge into residential care.

We had expected that our re-commissioning of domiciliary care would have improved our delayed transfer of care performance, however the challenges we have experienced during the period of contract handover, combined with winter pressures and the general difficulty providers experience with recruiting workers into the market have reduced our performance in this area.

Difficulty in recruiting workers to supply the Powys market is not unique to domiciliary care providers, but is also experienced in the wider health and social care market (and in other Powys industries) as demographic changes in Powys result in a smaller pool of working age adults available to service the needs of a growing elderly and dependent population.

During 2014/15 (and especially over the winter period) we have invested in additional intermediate care and respite beds to reduce pressure of delayed transfer of care. However, there is no immediate solution to this challenge and we continue to work closely with our providers to develop initiatives to attract a workforce to Powys.

Our early intervention and Reablement services will continue to be key tools in managing demand for social care provision, and our Reablement, intermediate care and assistive technology provision will support us in this agenda.

In partnership with PtHB we have commenced a 'Single Assessment' approach to assessing the needs of Older People for health and social care services and have jointly trained our workforce on a common assessment framework (for Older People). This commenced with a well-attended launch and awareness raising event in August 2014. The integrated assessment document has been developed in collaboration with PtHB practitioners and designed to dovetail with specific nursing and therapies assessments. This common approach has streamlined access to health and social care support for Older People in Powys.



## What do we still need to do?

Our joint commissioning strategies (in partnership with Powys teaching Health Board) in relation to Learning Disability, Older People and Carers have been completed and will be subject to consultation from May 2015, prior to their formal adoption. Target dates are as follows:-

- Older People's Accommodation Strategy – by September 2015
- Substance Misuse Strategy - by August 2015.

We continue to be active members of the Mid and West Wales regional collaborative and in 2015 we will drive forward the proposals contained within our shared Statements of Intent and we will accelerate the pace of change between health and social care, especially in relation to key projects within Older People's services and Intermediate Care.



### **“To ensure that internal processes support improvement across Adults Services”**

#### **What we said we would do**

- Review the Learning Disabilities Service Model with a view to having an established Integrated model of Service by March 2017
- Facilitate the Powys Residential & 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

#### **What difference have we made?**

- During the period April 2014 to Jan 2015, 1,645 packages of care were brokered within the independent sector, and as part of the domiciliary care tender 915 packages of care were transferred between outgoing and incoming provider. During this process approximately 1,200 packages of care transferred, however, 78 service users experienced difficulties in this transfer process and their safety was managed via the Protection of a Vulnerable Adult (POVA) process. We have since worked closely with service users, their families and social care to ensure that services delivered are safe and meet individual service users' needs
- During 2014/15 we supported 88 more service users to maintain their independence through the commissioning of respite services to support the service user to live in their home with a support package, or to place them in residential care temporarily, both of which provide respite for the carer
- During 2014/15, we saw a rise in the number of service users taking up the opportunity of a direct payment and choosing their own provider for the delivery of services

#### **How did we do it?**

- In February 2015 we published our regional Statement of Intent focused on how we will deliver enabling, person centred services for people with Learning Disabilities in partnership with our regional partners in the Mid and West Wales Regional Collaborative
- Strengthening our internal processes, business systems and business intelligence are key priorities for the period 2014-16 along with the transition from our current 'Draig' care management data base to the newly commissioned Community Care Information System (CCIS) later in 2015
- We are aware that our performance in completing our care plan reviews falls below the high standard we expect of our service. Our year end data tells us that in respect of the percentage of reviews completed during the year (cumulative) we are up from last year (67.2% year-end) to 73.56% during 2014/15 but this remains below our 80% target. In order to improve this performance we have completed a restructure of adult services and have created a dedicated review team within Older Peoples' services and have identified a reviewing officer within the disabilities' team to drive up standards and performance



## **What we still need to do**

Adult Social Care continues to work closely in partnership with other council teams and work is underway to replace our current manual data collection systems with a more efficient business intelligence model by mid-2015.

Extending the brokerage function to the commissioning of nursing and residential care remains a key objective of our Service Improvement Plan and will be implemented during 2015/16. The delay in the commencement of this role was attributable to some of the challenges experienced in the transfer of domiciliary care as brokerage colleagues were engaged in the management of the tender process.



### **“People will be able to contact and access our services easily”**

#### **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 difference have we made?**

- As Adult Services only joined Powys People Direct in March 2015, it is too early to report any of outcomes that have occurred but we will be monitoring these during 2015/16. We expect Powys People Direct to deliver high quality information and advice to ensure that the public receives the best service no matter where they live in Powys

#### **How did we do it?**

- The development of the single point of access (operating as 'Powys People Direct') was completed in March 2015 with the launch of the Adult Services component of the service (which joined the Children's Services component which launched in October 2014). Within Powys People Direct we continue to joint fund (with PtHB) two Third Sector brokers who provide an information, advice and guidance service to support service users within their local communities. We continue to ensure that all referrals are dealt with in a timely manner and our decision-making is robust and our interventions are responsive to customer need. We are confident that our citizens are able to find information and advice when they require it and the commencement of the Powys People Direct service has supported this access
- During 2014/15 we redesigned our website and refreshed the information the site contains in relation to Adult Services and preventative services which is complimented by Powys Association of Voluntary Organisations (PAVO). Their 'Info-Engine' online database provides comprehensive details of third sector support available within the community

#### **What do we still need to do?**

We will continue to review Powys People Direct to monitor its effectiveness.

# Our services for children and families

## What we said we would do

The delivery of children's social services continues to be a complex and challenging business with significant risks associated with working with very vulnerable children and their families. Over the past 12 months Children's Services staff have worked hard alongside key partners to deliver services that have made a difference to the lives of children, young people and families.

During 2014/15 Children's Services have had regulatory feedback following last year's Performance Evaluation, and various visits and reviews including a review of our "Arrangements to Support Safeguarding for Children" undertaken by the Wales Audit Office and a CSSIW inspection "Safeguarding and Care Planning of Looked After Children and Care Leavers, who exhibit vulnerable or risky behaviours". The feedback we received was in the main very positive and the majority of the areas for improvement raised were being moved to addressed with things such as the Gwynedd Risk model and the development of closer working relationships with our Scrutiny Committees. The remaining actions such as improved outcomes for Looked After Children, and timeliness of annual reviews of foster carers are either addressed in our Service Improvement Plan, Team Business Plans or the revised business plans for Powys Local Operational Group [PLOG].

It is important to recognise that the past 12 months have seen significant staffing changes both within the Senior Management Team and also at Operational Team Manager level. Change in this way, whilst keenly felt, is natural in any organisation and brings with it opportunities not only for those individuals leaving but for the department to continue to develop and grow. That we have adapted positively to this change is sign of our individual / team resilience and a strong whole service culture.

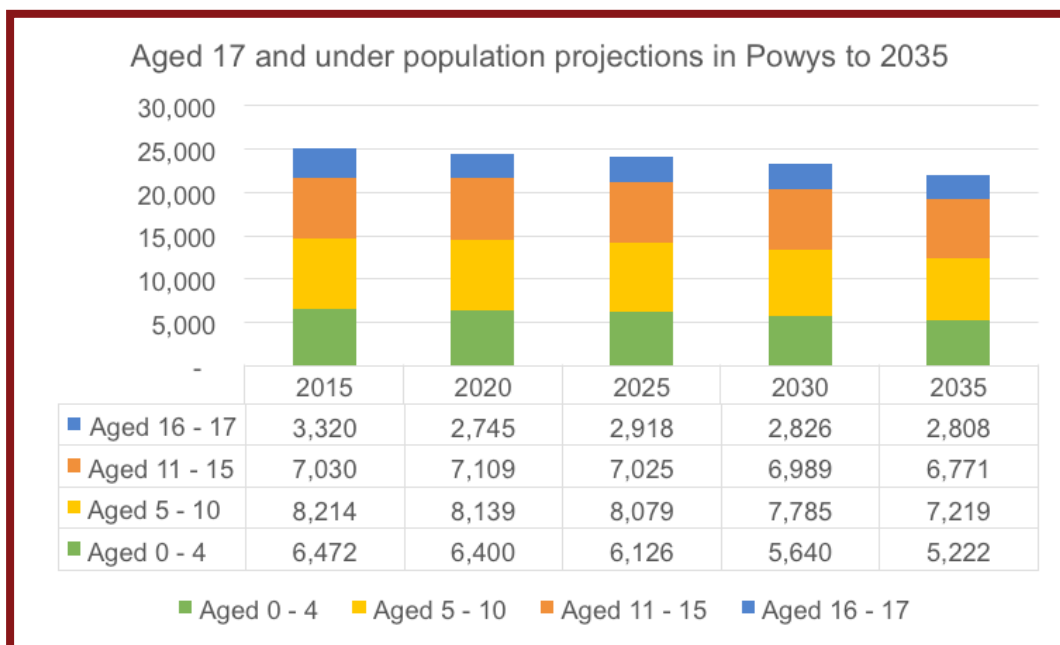
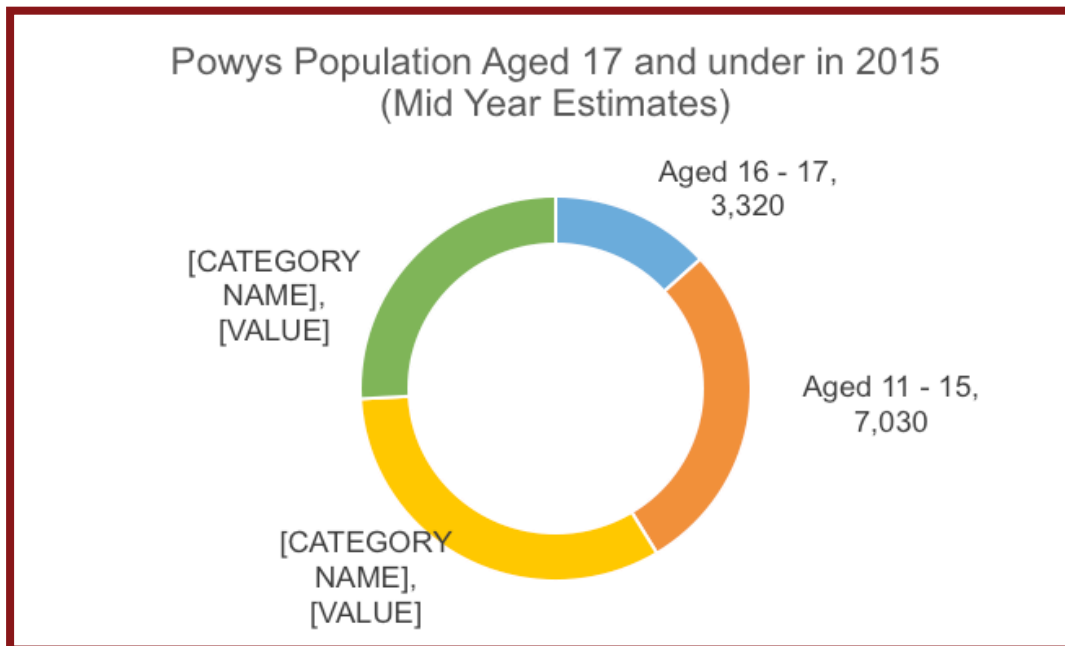
## What do we provide?

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



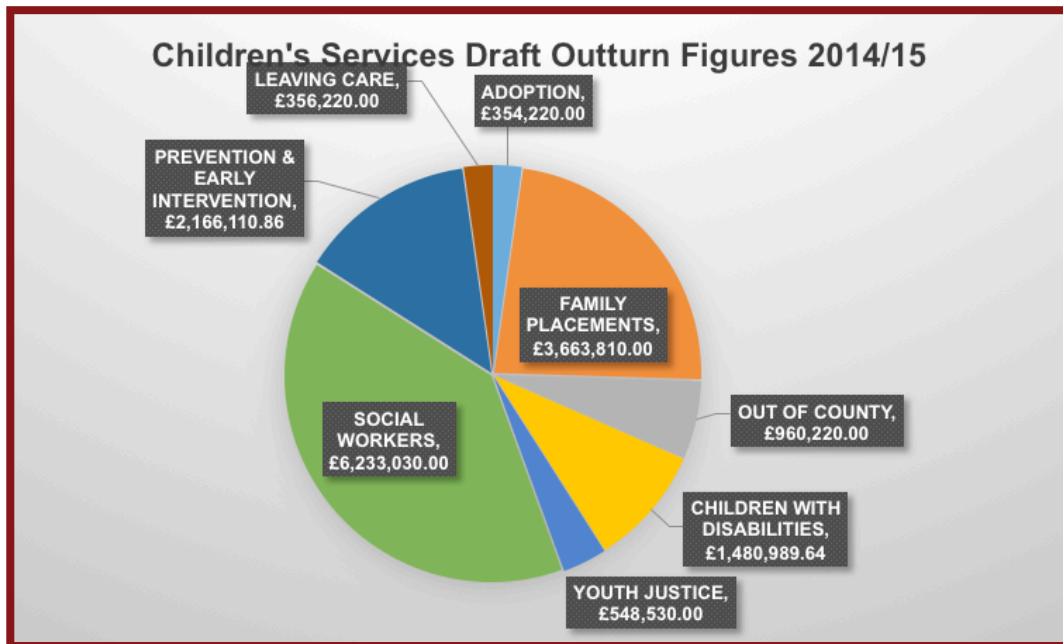
## What does our children's population look like?



There are 25,036 children and young people aged 17 or under in Powys, representing 18.6% of the county's total population. By 2035, it is predicted that there will be just over 3,000 fewer children and young people in the county, with the population of 0-4 year olds seeing the greatest reduction.

*Source: StatsWales website.*

## Where does the budget go?



## “We will improve front line services to our citizens”

### What we said we would do

- To build an internal network of foster carers who can support the diverse needs of our Looked After Children including older children
- To provide transition 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, the police, voluntary sector) to identify, assess and meet the needs of vulnerable children and their families
- To commission an integrated response to domestic violence prevention and early intervention including a response for families who are victims of domestic violence
- To implement a county-wide Single Point of Access (SPA) for Children’s and Adults Social Care Services which will ensure vulnerable children and adults are safeguarded and Powys citizens have the right information, advice and support at the right time

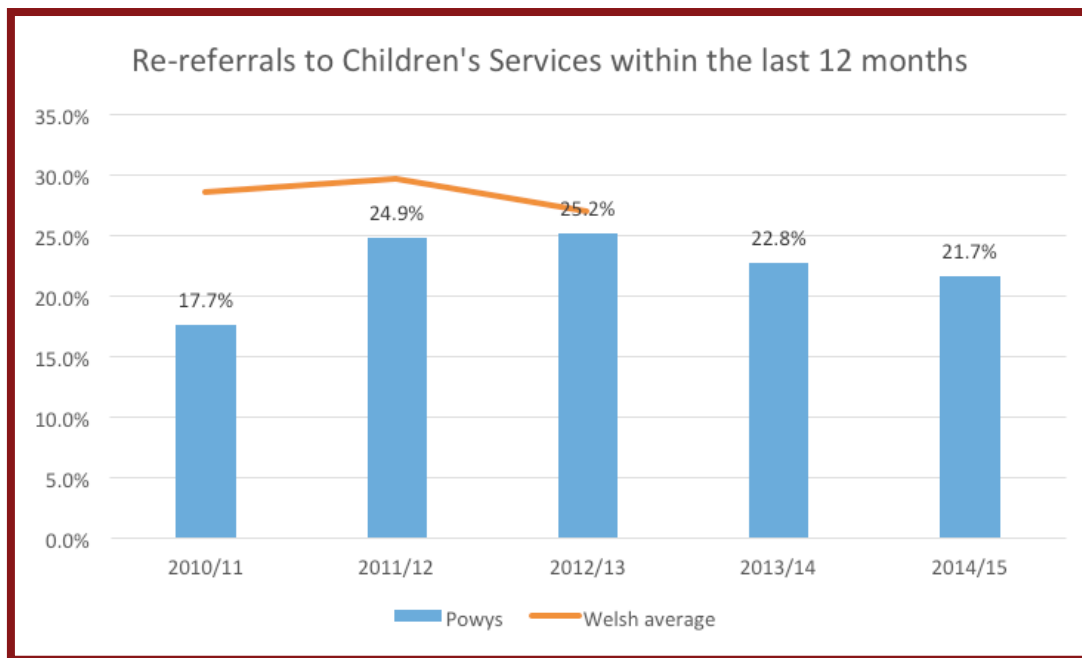
### What difference have we made?

- Leoni felt alone, afraid and confused. Being a teenager is a difficult time of change for many young people. Add to this family issues and trouble at school, all make for a very dark place to be in. As time passed by, Leoni started to struggle more at school and refused to go, her mum explained that:
- Mum needed to act, and the school suggested her filling out the Common Assessment Form (CAF) to put a Team Around the Family (TAF) in place. The meetings started with Leoni and her mum, a plan was developed and the decision to involve the Youth Intervention Service was key in moving forward.
- Leoni is dealing with her feelings better and her confidence and self-esteem is much higher. Her attendance at school has dramatically increased and it is no longer an issue to get to school. The boost in confidence has helped Leoni to deal with bullies at school by being able to handle her emotions and rise above such taunts.
- Following feedback from our JAFF Review, we have changed the name of the team from Joint Assessment family Framework (JAFF) to Team Around the Family (TAF) so that it is less confusing and have redesigned and simplified our paperwork to make it easier to families to understand and for practitioners to complete.

“...to get her to school, I had to drag her to the car and we were both crying. She used to hide away in her room, she was very unhappy.”

Leoni’s Mum commented:

“It is a great place to visit. We gave them some input to improve the site for disabled people and when we visited again they had improved disabled access and put signs up.”



- We have continued to improve our re-referral rates which can be attributed to improved step-up and step-down processes between Children’s Services and our Team Around the Family. This means that cases that no longer meet the threshold for Children’s Services involvement but still require additional support can access this via the Team Around the Family. Part of this improvement in our re-referrals is also due to the launch of Powys People Direct from October 2014 which ensures a consistent approach to enquiries and can also direct appropriate cases to the Team Around the Family.

### How did we do it?

- We have reviewed and restructured our internal foster care network, which has seen targeted recruitment campaigns for those children with complex needs, and a revised training programme in order to develop our existing carers to also meet the needs of these children.
- During 2014/15 we have undertaken a review of our transitions protocol for our children with disabilities. We are currently assessing the need to extend this protocol to incorporate all transitions.
- We have fully implemented 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, the police, and voluntary sector) to identify, assess and meet the needs of vulnerable children and their families. We consulted with a wide range of professionals who work with children, young people and families to ask them what they thought about our Team Around the Family paperwork. As a result, we changed the paperwork to be easier for them to complete and then re-launched the new forms.
- We have commenced work in establishing a multi-agency response to domestic violence. This has seen us establish a multi-agency project board, and we are regularly engaging with all our stakeholders in order to ensure we commission a fully integrated strategic response to domestic violence prevention and early intervention by March 2016.
- In October 2014 we implemented our Single Point of Access for Children’s Services known as Powys People Direct (PPD). This service has ensured vulnerable children remain safeguarded and Powys families have the right information, advice and support at the right time, and further builds on our Early Intervention and Prevention programmes. Adult Social Care Services joined PPD in March 2015, with the possibility of other agencies being involved in the future.

## “We will work more efficiently”

### What we said we would do

- To undertake a full service and structure review in order to ensure the service can continue to meet statutory requirements within financial restraints
- To review and implement a new model of delivery to ensure the safeguarding of vulnerable children and adults
- 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 difference have we made?

- The new structure supports our continued aim to ensure that all teams within the service have the appropriate skill mix to be able to respond appropriately to the needs of children and families. The skill mix within the teams also allows for career development / progression supported by our training programme in line with the Welsh Government guidelines for the social care profession.
- Our emergency duty service has been in place since May 2014. Since going live the service has taken over 700 calls at an average of over 85 calls a month. Now that the service has been in place for over 9 months we are in a position to review the outcomes that the service has been able to deliver, as well as introducing a performance reporting framework.

### How did we do it?

We are committed to continue our support to frontline staff and to provide opportunities to ensure practitioners are well placed to undertake as much direct work as possible. We remain strongly committed to the delivery of high quality social work interventions as a means of safeguarding children and facilitating sustainable change within families. We have undertaken a full service review with the new structure being implemented by April 1st, 2015.

We have seen significant changes in personnel at both senior and team manager level posts over the past year where staff have left for both personal and career development opportunities. All posts have been filled from a mix of both internal and external candidates. This provides a healthy balance of career progression, the retention of valuable knowledge and history within the service, and enables exposure to different perspectives and experiences which will contribute to our ongoing journey. Whilst this has created some fragility in the system as new colleagues establish themselves, we have adapted positively to this change which is a sign of our individual / team resilience and a strong whole service culture.

We have created a joint safeguarding unit with Adult Services, and appointed a Safeguarding Manager who will manage safeguarding for both service areas. It is anticipated that during 2015/16 we will make further developments in this area and hopefully incorporate more partner agencies.



We have established our Emergency Out of Hours Team which has been operational since May 2014. Now that the service has been in place for over 9 months we are in a position to review the outcomes the service has been able to deliver, as well as introducing a performance reporting framework.

We have restructured our internal network of foster carers so we can support the diverse needs of our Looked After Children including those with complex disabilities. An essential part of developing sustainable and high quality Care Plans for Young People is the ability to provide a stable and secure placement.

### **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 be adopting a new, single database system within Adults and Children's Services and our partners in Health will also share the same system.



## “Participation and Service User Engagement”

### What we said we would do

- We will increase our engagement with service users and citizens to gain feedback in order to shape service delivery and to ensure we are listening to the “child’s voice.”

### What difference have we made?

- Following an inspection from trained Young Inspectors, our 16+ Team has achieved the Participation Standards Kitemark. Our short breaks unit, Camlas and our residential unit, Bannau, are both ready for an inspection and our Adoption Team is ready to begin the process.
- We have continued to involve young people’s interview panels in the appointment of appropriate posts within Children’s Services.
- Our Looked After Children have given us feedback about the Star Awards
- Two members of our Junior Safeguarding Board (Eat Carrots, Be Safe From Elephants) have received their Millennium Volunteer Award certificates for volunteering for 50 hours and 100 hours.
- Our Youth Forum has held 5 residential during the year and participants have been consulted on a range of issues and have researched and presented their own issues to key decision makers in order to inform future priorities.

One Youth Forum member commented:

“You’ll be surprised how much the skills you learn from being with the forum affect your life. The skills I learnt from the time I spent with the forum has got me everywhere in life, from getting into uni, getting a promotion in work last week and being a big leader in festival planning! It opens many more doors as well as being able to meet some amazing people.”

E said:

“The Star Awards (event) was cool because I liked the meeting at the start (Junior Corporate Parenting Group) because I met some new people and met someone else that I thought wasn’t going to be there.”

S said:

“It was quite good because it was fun. I enjoyed the balloon man and the animal man. I had a certificate and watched the balloon man making a dog, he made me a balloon snake.”

- We have started to develop a young commissioners' programme with our Youth Forum to involve our young people in our commissioning process to ensure that their views inform our decisions.
- On average over 80% of our over 5 Looked After Children participate in their reviews, via consultation booklet, advocate, or in person either via attendance at reviews or face to face meeting with the Independent Reviewing Officers.
- Our Junior Corporate Parenting Board (Young People's Division, Let's Hear Our Voice) which is made up of 15 young people who are either looked after or care leavers has been meeting quarterly since April 2014 and the group has also been involved in the ACRF challenge process in order to capture their views.

### **How did we do it?**

We continue to build on our engagement with service users and citizens to gain feedback in order to shape service delivery and to ensure we are listening to the "child's voice." This year has seen the introduction of our Junior Corporate Parenting Group.

Work to complete the CYPP Participation strategy for 2014 – 2017 has been compromised by the uncertainty created through the loss of the National Youth Assembly for Wales – Funky Dragon. This has impacted on the local strategy as it is not clear how local governance arrangements for the 'Children's Voice' can connect with the Welsh Government or the National Assembly for Wales. Despite this, we have started to develop our strategy and will continue to do so into 2015/16.

### **What do we still need to do?**

- We are continuing our participation and engagement programme to gain feedback in order to shape service delivery
- We will also review the links between the various participation groups (e.g. Powys Youth Forum, Eat Carrots Be Safe From Elephants and the Junior Corporate Parenting Group) in 2015/16
- We will continue to build on our Young Commissioners Programme to enable young people to be involved in all stages of the commissioning cycle

## “We will work in partnership “

### What we said we would do

- Reduce the cost base by £673,000 by March 2015
- Expand the Flying Start Service to families living in identified postcodes in the Llandrindod Wells Area
- Re-commission a Community Support Service to support children and families with a disability, promote inclusion and provide better outcomes
- Develop and embed a commissioning culture within the service

### What difference have we made?

- Following feedback from our service users, staff from our 16 Plus Team have undertaken training with the Adoption Team to improve their awareness and knowledge of adoption and how it may impact on working with young people and their families
- Our data monitoring has shown us that as the number of families engaging in early intervention and prevention services increases, our numbers of Looked After Children, children in need and first time entrants to the Youth Justice Service are decreasing While this does not prove the impact of early intervention and prevention it does suggest a correlation.
- We recognise that the number of children added to the child protection register has increased in 2014/15. On further investigation, there have been a number of factors that have contributed to this increase, and the predominant factor has been an increase in domestic violence referrals.

Measure	2010-11	2011-12	2012-13	2013-14	2014-15
Number of first time entrants to youth justice	394	317	201	44	10
Number of children placed on the child protection register	145	160	125	118	169
Number of Looked After Children as at last day of period	168	172	151	152	137
Number of open CIN cases as at last day of period	721	716	660	748	739
Number of open CIN cases under 5 as at last day of period (open 3 months plus)	102	94	81	104	89



## How did we do it?

During 2014/15 the service has realised efficiency savings of £673,000.

We have expanded our Flying Start Service to identified postcodes in the Llandrindod Wells area in conjunction with our partners in Powys teaching Health Board.

We have started to pilot our new Community Support Service with the existing provider, with a view to the new service also incorporating our Referral Scheme, which enables children with additional needs to access non-statutory / universal service provision such as childcare, early years education, play, leisure and recreation activities.

We have strengthened our own commissioning capability by investing in the CYPP commissioning unit and appointing a 'Strategic Commissioning and Project Manager' for Children's Services to work alongside other commissioning managers.

## What do we still need to do?

- We will continue to work with our partners to ensure that we safeguard the most vulnerable.
- We continue to support commissioning activity within the Council and are supporting the Early Years Review looking at the county's childcare provision.





## Our regional work and activity

We continue to be active partners of the Mid and West Health and Social Services Collaborative Board [MWHSSCB]. We have described below the recent review that has taken place to try and ensure greater alignment across our ways of doing things. The regional requirements have placed considerable pressure upon staff time and capacity which this review has sought to address.

The Collaborative's overall aim is to 'provide a strategic framework for coordinating 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'. These programmes build on strong foundations of collaborative working in the region and are funded principally through a range of Welsh Government grants including the Delivering Transformation Grant, Regional Collaboration Fund and Intermediate Care Fund. Notable outcomes in 2014/15 have included:

- Establishment of regional safeguarding arrangements for adults and children and a regional adoption service as required by the Act
- Significantly enhanced intermediate care services across the region, delivered in partnership across statutory, third and independent sectors, directly impacting on outcomes for users and carers, averting the need for long term care and contributing to a wider remodelling of services for older people
- Development of joint commissioning standards for health and social care

A Regional Implementation Plan, setting high level objectives for the region in implementing the Act was submitted to Welsh Government in March 2015.

The Mid and West Wales region is unique in Wales in spanning two Local Health Board (LHB) areas. Whilst this provides opportunities in terms of developing common approaches to shared challenges such as delivering services across rural areas, it necessitates flexible 'federal' arrangements that allow different responses in each LHB area, for example in response to the recommendations of the 2014 Commission into Public Service Governance and Delivery in Wales. It will also be crucial to allow further adaptation of the arrangements in the light of new local government structures following the expected announcement by the Minister of Public Services in the summer of 2015. A fundamental review of MWWHSC governance was undertaken recently by the Institute of Public Care. This recommended a new governance structure which was approved by the former MWWHSC Board in March 2015. The new arrangements are designed to:

- Meet Welsh Government requirements for the establishment of regional governance arrangements to support implementation of the Social Services and Wellbeing (Wales) Act 2014 which reflect those in place at national level. National arrangements comprise a National Social Services Partnership Forum and a Strategic Leadership Group
- Facilitate development and delivery of a regional implementation plan for the Social Services and Wellbeing (Wales) Act driving transformation of health and social care across Mid and West Wales
- Provide robust leadership of the programme at all levels through appropriate representation and engagement from health and social care partners across the statutory, independent and third sectors
- Build on established structures and consolidate existing foundations for partnership working
- Facilitate and strengthen relationships with the wider public service infrastructure, including Local Services Boards (LSBs), county-level health and social care partnerships and WLGA-led regional arrangements.

- Complement the work of the Mid Wales Health Collaborative established recently by Welsh Government to tackle issues relating to sustainability of health services and clinical standards 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 Powys 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.

We now have a cabinet lead for the Welsh language and a working group will be established to draw up recommendations to halt and reverse the decline in the number of Welsh speakers in Powys.

The Children and Young People's Partnership is establishing a Welsh Language Compliance & Support Group, which will be led by the Welsh Language Officer and chaired by the Third Sector. This will enable us to measure ourselves and improve our performance against the national standards for Welsh language. A launch event, including workshop sessions to discuss the implications and requirements of the More Than Just Words framework will take place in 2015/16.

# Our priorities for improvement for 2015/16 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]

During 2014/15, we revisited our Joint Strategic Needs Assessment to provide a greater insight into the areas of poverty and deprivation within Powys. A full refresh of the Joint Strategic Needs Assessment will take place during 2015/16 ready for the next iteration of the One Powys Plan in 2017.

## Adult Service improvement objectives

- To reduce the cost base of the service by a further £1.46m by March 2016.
- To establish a stable Domiciliary Care Service which is effective and sustainable and delivers the outcomes our service users most value.
- Through the Health & Social Care Integrated Leadership Board, to implement the forward work programme focusing on achieving customer outcomes through service re-design and integration
- To develop and implement an Early Intervention and Prevention Strategy for Health and Adult Social Care Services in Powys
- To establish joint health and social care commissioning strategies and commence the process of consultation and the development of an action plan translating the longer term vision.
- To facilitate the Powys Residential & Nursing Care market to ensure quality, capacity and financially sustainable services.
- In conjunction with PtHB to undertake a review of business process and to ensure consistency of approach to practice, systems and quality assurance including the implementation of the new CCIS Management Data Base.
- To assess readiness for the Social Services and Wellbeing (Wales) Act and prepare and implement an action plan and accountability framework to meet requirements
- To deliver Adult Safeguarding improvements to ensure that Safeguarding Adults becomes everyone's business and that seeking advice, information and action where concerns exist is done efficiently and effectively
- In line with the corporate Organisation Development framework to design and implement a team development and engagement programme that establishes shared values, behaviour and strong capable leadership at all levels of ASC service.
- To implement requirements outlined in the Strategic Equality Plan 2013-2016 and ensure that systems and practice support improvements in relation to the Equalities Act 2010.
- To implement and monitor all Outcome Agreement requirements relating to 21st Century Health Care (ensuring people receive the help they need to live fulfilled lives), where Adult Social Care have key responsibilities for delivery and or measures.

## Children's Service improvement objectives

- To commission an integrated response to domestic violence prevention and early intervention including a response for families who are victims of domestic violence.
- To provide transitions arrangements which meet the needs of our vulnerable young people moving into adult hood.
- To review and implement a new model of delivery to ensure the safeguarding of vulnerable children and adults
- To review and implement a model for social care supervision for Adults and Children Services
- To review and implement changes to support improvements in the outcomes of our Looked After Children
- To embed a leadership and commissioning culture within staff at all levels
- To assess readiness for the Social Services and Wellbeing Act and prepare and implement an action plan and accountability framework to meet gaps / requirements
- To fully understand the financial implications of service delivery and reduce the cost base by £19,500 by March 2016.
- To provide quality placements for children and young people looked after by the authority
- To complete, review and implement our strategy to support the needs of our young carers
- To implement the findings of CSSIW action plan around Care Planning of Looked After Children.

### 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](http://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. It also regulates and inspects 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. Its 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



## Glossary

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)	
<a href="http://www.lscb.powys.gov.uk">www.lscb.powys.gov.uk</a>	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 life-style 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 / Powys People Direct	A county wide duty service which is hosted in one location and deals 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.

## 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