

Powys County Council, Adult Social Care response to CSSIW inspection, carried out during 2015 that focussed on determining whether the arrangements for commissioning and contracting of domiciliary care by Powys County Council provided the framework for effective service delivery.

1. The **corporate governance arrangements** for social care commissioning need to be clarified and strengthened in order to effectively challenge and test the design, planning and delivery of the demanding work programme that Powys is facing.

Lead officer: Amanda Lewis

Governance: Corporate Commissioning group/ Management Team/Commissioning and Procurement Board/Cabinet

Overview:

The Local Authority is committed to strong and effective governance arrangements and has worked to ensure there is clear governance arrangements in place for both the strategic planning of health and adult social care services under the umbrella of the Health and Adult Social Care Leadership Board and the commissioning requirements that result from this strategic planning.

As the Council progresses its journey as a ‘commissioning council’ it has established the Cabinet led Commissioning and Procurement board in order to ensure oversight of commissioning and procurement activity across the council as a whole.

Since the publication of the report by the Institute of Public Care (IPC) in December 2014 and the CSSIW inspection in April 2015, further progress has been made in the strengthening of Social Care commissioning processes both in terms of governance arrangements and in the implementation of systems, data and policy improvements all of which contribute to underpin robust decision making and the strategic and commissioning intentions of the Council.

A new ‘gateway’ assurance system has been implemented corporately by the Council which quality assures both the management of commissioning activity and acts as a staged ‘gateway’ through which projects and commissioning exercises cannot progress until critically analysed, tested and approved by the commissioning and procurement board.

Our judgement is that we now have confidence that current and future adult social care commissioning activity is evidence based, tested, been subject to consultation with stakeholders prior to the commencement of any commissioning processes. This is evidenced by recent procurement exercises managed by Adult Social Care for Supported Living for people with Learning Disabilities and the Community Equipment Service.

Powys County Council have also commissioned Price Water House Cooper to assist the Council in ensuring we have the right skill, capacity and model of design to deal with the scale of the demanding work programme that is underway within Adult Social Care there is a particular focus upon how this can be delivered within the scale of the financial challenges that the Council faces

Activity underway or in place and evidence to support this position

Status /timescales

<ul style="list-style-type: none"> • A Corporate Commissioning group has been established building upon the previous commissioning and design work stream. This group was established to design and implement the Council’s commissioning approach and toolkit as well as to identify best practice and ensure its application in Powys. This action plan is reported through to Management Team and signed off by the Corporate Commissioning and Procurement Board. Monitoring arrangements setup include: <ul style="list-style-type: none"> ○ bi-monthly project meetings ○ Performance reporting to Corporate Management Team and in turn the Commissioning and Procurement Board • An Accountability Framework established to progress the IPC recommendations: This was established in response to the Institute of Public Care independent Review of Domiciliary Care to clearly identify and communicate ownership, responsibility and accountability for individual, team and corporate actions. This framework identifies individual accountability and responsibility in relation to commissioning activity in order to provide additional transparency of key officer responsibility during commissioning activity. • Detailed action plan developed: This supports the accountability framework and outlines the specific actions required to deliver upon the IPC recommendations. This was signed off by Cabinet in March 2015 and progress is reported in line with the monitoring arrangements described above. • Our commissioning activity is aligned to Health and Adult Social Care Integrated Leadership Programme (HASCILB) and /or Adult Social Care Service Improvement Plan: Our transformation programme and service improvement plan supports the delivery of our integrated commissioning strategies across Older People, Learning Disabilities and Carers. The board supports the delivery of synergies across the respective programmes. • Scrutiny Observers part of Health and Adult Social Care Leadership Board Programme Governance: These key members link attendance at HASCILB to the Scrutiny work programme and provides additional transparency and challenge. 	<p>Established and in place.</p> <p>Complete</p> <p>Complete</p> <p>In place and will be subject to review in line with publication of key commissioning strategies</p>
<p>Evidence</p> <ol style="list-style-type: none"> 1. IPC Action Plan 2. Commissioning Design and Roll-out Project Board/Corporate Commissioning Group minutes 19th June 2015 and 20th August 2015 3. Commissioning Cycle 	

4. OP Strategy Accountability Framework
5. HASCILB Terms of Reference
6. ASC Service Improvement Plan
7. Domiciliary Care Project Board governance
8. Gateway process – flowchart
9. PWC Strategic Review of Adult Social Care – PID
10. PWC Project update – as at 24 August 2015 (work in progress)

2. The **commissioning strategy** for older people must be based on a rigorous analysis of need and demand at community level and include local infrastructure and innovative and collaborative solutions. It should also consider models of best practice used elsewhere.

Lead officer: Lee Anderson

Governance: ICPOP/HASCILB/cabinet

Overview:

Since the CSSIW inspection in April, significant progress has been made on advancing the completion of the Older Peoples commissioning strategy through a process of consulting with Older People, community groups and wider stakeholders. In partnership with colleagues at Powys teaching Health Board a series of workshops have taken place over the summer to analysis demand, opportunity for integration, innovation and activity to inform the strategy. A thorough analysis of demographic data has been completed to inform the strategy and includes a forecast of service user demand over the next decade based on the most up to date statistical release from Stats Wales and Daffodil. The strategy will be complete by October 2015 where it will be presented to Cabinet and PTHB Board. Immediately after this the strategy will be subject to public consultation and formal adoption.

Activity underway or in place and evidence to support this position	Status/timescales
<ul style="list-style-type: none"> • Engagement with stakeholders in respect of assessment of need: Integrated workshops held with professionals from PtHB, Public Health, Powys CC and PAVO x 3. • Engagement with GP clusters to establish: <ul style="list-style-type: none"> ○ What they think are the key priorities to ensure older people will be supported to lead fulfilled lives within their communities. ○ What outcomes they are looking for as commissioners of older people service’s 	<p>Complete</p> <p>August/ September 2015</p>

<ul style="list-style-type: none"> ○ Feedback on the continuum of need and if there are any changes to existing services or gaps in current services provision. ● Engagement with service users via the Older Persons Engagement Forum and broader consultation will take place November 2015, however in line with other workstreams that are currently underway evidence is also being gathered via these forums to add to the overarching strategy ● Desk top research undertaken at both County and locality level to support sustainable communities and inform the Council commissioning approach. ● Articulate clearly the Powys model of Health and Social Care: The Integrated strategic delivery model/continuum of need has been developed ● Finalise the Older Peoples commissioning strategy: This is programmed for completion in October and following this will be subject to formal consultation and a final revision following the close of consultation and inclusion of consultation responses. 	<p>November 2015</p> <p>Complete</p> <p>Complete</p> <p>October 2015</p>
<p>Evidence</p> <ol style="list-style-type: none"> 1. Older People in Powys 2015-2019 Workshop 1 report – 20 April 2015 2. Older People in Powys 2015-2019 Workshop 3 report – 16 June 2015 3. Integrated Services model 4. GP meetings papers for 2nd July 2015 5. Older People Joint Commissioning Strategy Engagement Plan 6. Powys Care Homes – Business Intelligence Insight 7. Draft OP Commissioning Strategy 8. Engagement Forum – Terms of Reference 	

3. The approach to commissioning social care services should make greater use of **service user and carer experiences** and facilitate a wider conversation with its communities about what future service models might look like.

Lead officer: Joy Garfitt

Governance: thematic boards and HASCILB

Overview:

In 2014 following on from the review of governance and the establishment of the Health and Adult Social Care Leadership Board, Service User engagement boards were established for Learning Disability, Older People, Sensory Loss and Visual Impairment and these have grown in strength during 2015. A mental health forum for services users was established several years ago and continues to operate successfully in partnership with MIND and PtHB.

Listening to service user and carer experiences is an essential part of our practice, the tender for Supported Living (Learning disabilities, completed in March 2015) involved extensive engagement with service users and their carers, this included;

- Service users participating in the commissioning process by contributing their priority questions which informed part of the tender assessment,
- Service users contributing their own stories and working with social workers to develop their ‘pen pictures’ which formed part of the tender.
- Workshops with Service Users
- Roadshows around the county to listen to parent/carer concerns / hopes and aspirations.

A similar exercise was undertaken with the June 2015 Learning Disability respite tender and in the Community Equipment Service tender (completed July 15) a service user and carer participated in the development of the tender specification and assessment questions.

This model of participation to ensure the voice and experience of the service users is heard has become the standard operating model for all Adult Social Care commissioning activity.

Activity underway or in place and evidence to support this position	Status /Timescales
<ul style="list-style-type: none"> • Older People’s Engagement Forum: meeting bi-monthly: this includes representatives of Older People in Powys from local community groups, fora and geographical communities. A number of these representatives are also carers and reflect the experience and priorities of carers in the process. 	<p>In place</p> <p>Complete</p>

<ul style="list-style-type: none"> • Engagement Plan has been developed in respect of the integrated commissioning strategy (5 year plan), this outlines how Adult Social Care will engage with our stakeholders in the preparation of service transformation and strategic intent. • Evidence of service user and carer experience is demonstrated in the newly established integrated care teams project (priority 8 below) which is currently seeking user and carer experiences in developing the care pathways for older people 	<p>March 2016</p>
<p>Evidence</p> <ol style="list-style-type: none"> 1. Minutes of Health & Social Care for Older People Partnership Board - 27 July 2015 2. Older People Joint Commissioning Strategy Engagement Plan – see evidence section 2 above 3. Joint LD Strategy 	

4. Future commissioning and procurement exercises for domiciliary care services should be built on a market development and partnership approach. It must robustly test the tender submissions, the capacity and capability of organisations to manage the transition of services and deliver the service specifications.

Lead officer: Joanna Harris

Governance: ICPOP/HASCILB/ MT/cabinet

Overview:

Sustained partnership effort between domiciliary care providers, Adult Social Care officers and Care Forum Wales has led to the establishment of the monthly domiciliary care provider forum (launched in June). This is already reaping benefits of developing greater social capital and partnerships between the Council and partners. Care Forum Wales are an active member of this partnership and are working closely with the Council to facilitate its development

The Domiciliary Care project board (established April 2015) is taking forward the strategic domiciliary care project with the following work streams;

1. Future delivery model for the transferred (from Alpha Home Care) service model: this decision will be made based on robust analysis and IPC have been commissioned to provide additional capacity to undertake this work.
2. Future commissioning arrangements for domiciliary care service delivery provided by the independent sector.
3. Business intelligence, data, electronic call monitoring: ‘back office’ systems improvements designed to improve productivity, reduce inefficiency and gain the best possible service user outcomes.

The work of the project board (and the gateway review process) is to ensure that commissioning activity is not instigated unless all commissioning requirements are in place and have been rigorously tested.

Activity underway or in place and evidence to support this position	Status/timescales
<ul style="list-style-type: none"> • Project Board established to oversee and direct the delivery of the work streams of the programme and Institute of Public Care have been engaged to support the process. Project Board includes representatives from PTHB, PAVO and Portfolio Member as well as Adult Social Care Officers and Corporate Services. • Data analysis underway to inform decision making in respect of the Domiciliary Care work streams. • Piloting of Gateway process: • Engagement workshops with providers and all other key stakeholders to inform options appraisals has commenced. • Regional meetings with other local authorities to share good practice and develop partnership approach is underway. 	<p>In place</p> <p>September 2015 Autumn 2015</p> <p>August 2015</p> <p>September 2015</p>

<ul style="list-style-type: none"> • Project Plan has been developed and scrutinised by Project Board which includes robust testing of any future tender submissions and the capacity and capability of providers to manage transition and deliver services. Development of this part of the plan will be dependent upon the outcome of option appraisal. • PID and Project Plan have been tabled at Scrutiny Working Group as part of the challenge process. 	<p>October 2015</p>
<p>Evidence</p> <ol style="list-style-type: none"> 1. IPC Engagement Briefing for Providers – July 2015 2. IPC Provider Forum Engagement Workshop – 04 August 2015 3. Gateway Process Flowchart 4. Minutes of Domiciliary Care Provider Forum Meetings 5. Domiciliary Care PID and Project Plan 	
<p>5. The knowledge and skill base for managers in commissioning and the management of contractual relationships needs to be developed through a range of solutions including training and mentoring opportunities.</p> <p>Lead officer: Joy Garfitt</p> <p>Governance: Corporate Commissioning Project/Management Team/Commissioning and Procurement Board</p>	
<p>Overview:</p> <p>The CSSIW inspection report reference a lack of commissioning skill and expertise among Adult Social Care staff and an over reliance on interim professionals and consultant. However the CSSIW report did not reference the period in time that this comment relates to. From March 2014 Powys County Council has had a permanent, well-qualified and experienced Senior Commissioning Manager in post who upon commencement of work restructured the commissioning service. All team members have since been through additional training as the Council continues to seek to ‘grow our own’ as well qualified and experienced commissioning officers are in short supply throughout the UK and especially in rural Wales. We will continue to develop the skills, experience and operational effectiveness of the team in order to improve performance given how vital this arm of the service is in our transformational and modernisation approach. We will build the interface between our commercial services team and the ASC commissioning team to ensure knowledge transfer, effective challenge and the sharing of a range of procurement and commissioning options to manage the challenge of delivery across such a large rural area.</p> <p>All Adult Social Care staff have access to a full range of training opportunities including continuing professional development and coaching/mentoring and a number have completed the in-house ILM accredited training.</p>	
<p>Activity underway or in place and evidence to support this position</p>	<p>Status/timescales</p>

<ul style="list-style-type: none"> ● Implemented the shared commissioning workforce development programme for all Officers engaged in Adult Social Care (and wider Council) commissioning activity: <ul style="list-style-type: none"> ○ Level 1 (<i>Commissioning: The Fundamentals Level 1 2015</i>) e learning completed by 78 participants (June 2015) ○ Level 2 taught course (IPC Certificate of Credit) to Adult Social Care x 2 cohorts (36 participants) – assessed module at post graduate level. Cohort 1 - 5/6 May and 16/17 June 2015 (16 participants). Cohort 2 – 19/20 May and 24/26 June 2015 (20 participants) ○ 6 Case study films are live on our intranet (Pg 7588) and ready to be used for training purposes ○ Pilot action learning development session (May and June) ● A learning event for all Senior Managers across the Council was held to share learning from the Domiciliary Care independent review, facilitated by Institute of Public Care in April 15. ● Joint development days planned between Adult and Children’s Services to share knowledge, skills and good practice. 	<p>In place – key milestones will be progressed via the Corporate Commissioning Group</p> <p>Complete</p> <p>In place</p>
<p>Evidence</p> <ol style="list-style-type: none"> 1. Attendee list of completion of E-Learning Commissioning Course 2. Draft Cabinet Report - Powys Youth Academy – Shared Apprenticeship Scheme 3. Course content overview of commissioning training and any details of accreditation 4. Training Programme of Procurement Team 	

6. The council needs to strengthen its **relationships** with and oversight of domiciliary care providers operating in Powys, including setting up regular meetings and clear lines of communication with the commissioning managers to address ongoing concerns and queries.

Lead officer: Joanna Harris

Governance: ICPOP/HASCILB and Joint Management Team

Overview:

Following the difficulties in some care providers being able to deliver the quality of service we expect for our citizens significant improvements have been made to the monitoring processes and oversight of domiciliary care agencies this has been further strengthened since the publication of the IPC report in December 2014 . However there is also considerable evidence to support the monitoring of agencies post the tendering process which contributed to the identification of some of the challenges that providers were experiencing. A robust monitoring system is in place and supervision/oversight of agencies is proportionate in relation to the scale of their service delivery, risk and intelligence gathered concerning their operations. On average monitoring visits are conducted monthly and augmented by regular case conference between provider and care manager to discuss changing client circumstances or challenges in delivering care with the purpose of identifying solutions to the delivery of safe and effective care.

Activity underway or in place and evidence to support this position

Status/timescales

- **Dedicated monthly domiciliary care provider forums** are established and facilitated by the council, supported by Care Forum Wales. All key officers are represented at the forum and attendance from providers has been good. Agenda shaped by both council and providers to ensure relevancy.
- **Timetable of monthly Monitoring\Commissioning** meetings with all providers of Domiciliary Care has been agreed and monthly meetings are regularly being undertaken with all domiciliary care providers.
- **Quality:** monitoring missed calls, provider concerns, service user feedback (via phone calls), complaints and compliments.
- **Risk Based Monitoring Programme** (including domiciliary care) agreed with internal audit.
- **PAVO member** of the Domiciliary Care Project Board.
- **Staff updates on service change** (including domiciliary care) are regularly issued.
- **Oversight of Domiciliary Care** providers and service quality through JIMP (joint interagency monitoring panel).
- **Delivery of 'In House' domiciliary care service** overseen by multi-disciplinary panel (led by contracts and commissioning) monitoring service quality, action plan and missed calls.
- **Domiciliary Care issue log** and progress is monitored weekly by Senior Managers.

Established and in place

In place

In place

In place

In place

In place

In place

In place

In place

<ul style="list-style-type: none"> • Robust monitoring, at start of new packages involves detailed monitoring of service quality and daily customer satisfaction calls for first week of service. 	On-going
<p>Evidence</p> <ol style="list-style-type: none"> 1. Domiciliary Care Provider Forum – 04 August 2015 2. Domiciliary Care Provider Forum – 30 June 2015 3. Summary report of the provider monitoring and the JIMP bi-monthly for next Commissioning & Procurement Board – CONFIDENTIAL 4. Minutes of the last JIMP – CONFIDENTIAL 	
<p>7. The council needs to consider carrying out a review of the grants and service level arrangements to ensure they align with the Powys One Plan and the Integrated Pathway and provide the best value for money.</p> <p>Lead officer :Paul Griffiths Lee Anderson Governance: HASCILB</p>	
<p>The development of an ‘early intervention and prevention’ model for adults is underway, once complete all adult social care grants and contracts to voluntary and third sector organisations will be reviewed to ensure their strategic fit with the council’s approach to early intervention and prevention.</p> <p>Work has been completed over the summer with third sector partners and the local health board to design the strategic model (the ‘continuum of need’ and the early intervention and prevention model we will translate this into our joint strategic statement of intent.</p> <p>A wider review of grants is scheduled to take place this year. Given the scale and number of projects currently being progressed this work is scheduled to commence in the autumn. This review will be much wider than grants relating to Social Care, covering all areas of the Council, and will reflect the development of the emerging three year Medium Term Financial Strategy currently being discussed by Cabinet and Management Team.</p>	
Activity underway or in place and evidence to support this position	Status/timescales
<ul style="list-style-type: none"> • All existing grant agreements will be reviewed to ensure that future commissioning activity aligns with the Council’s approach to early intervention and prevention. The methodology for this will be developed in the autumn. • Explore the opportunity of a ‘well-being’ grant setting objectives/criteria for 3rd sector organisations to bid for with innovative proposals to meet these during 2016/17. This will included in the above paper for Cabinet. 	<p>February 2016</p> <p>Completion by December 2015</p>
<p>Evidence</p>	

1. Continuum of Need model

8. The development of the **integrated pathway** for older people with Powys Teaching Health Board should be clearly defined and articulated to capture the projected demand and therefore capacity required at each stage, including reablement. The future integrated service model must be supported by clear governance arrangements that include financial commitments and management accountability.

Lead officer: Emma Palmer

Governance: ICPOP/HASCILB /JMT/Cabinet/PtHB

Overview:

In 2014, The Williams Commission on Public Service Governance and Delivery recommended that Powys County Council and the Powys Teaching Health Board should begin action to integrate all their governance, management and delivery structures. In November 2014 in response to the William's Review recommendations, a joint Expression of Interest (EOI) was submitted to Welsh Government within which we sought support and capacity to progress the integration between PCC and PtHB.

It is important to recognise that the scale and complexity of integration between two fundamentally different bodies requires significant investment and commitment. The integration we are working to achieve in Powys is unlike any other integration seen elsewhere in the UK. Such a change requires focus of effort and resourcing to enable the commitments to become reality.

The Joint Management Team has considered research to identify what lessons could be learnt from other organisations already undertaking this level of integration across the UK.

Integrated workshops were held with professionals from PtHB, Public Health, Powys CC and PAVO in April, May and June 2015. During these workshops an 'Integrated continuum of need' was agreed and this model will form much of the basis of the future work for Health & Adult Social Care.

Joint Management Team have agreed to integrate care teams for older people; integration of the following services and staff groups: District Nurses, Physiotherapy, Occupational Therapy with potential for Speech and Language Therapy, Senior Practitioners and Social Workers. These staff groups working with GP's will develop integrated care pathways for older people. This development work is underpinned by the key work stream of organisational development supporting the cultural, leadership and 'hearts and minds' work that needs to take place across both organisations .

The project activity below will effectively 'operationalise' the continuum of need.

Activity underway or in place and evidence to support this position	Milestones
<ul style="list-style-type: none"> • Development of the Project Initial Document underway, in consultation with front line staff and stakeholders on the delivery on the health and social care delivery model for Powys (illustrated in the continuum of need model). • Joint Management Team (PCC and PtHB) have held a number of workshops to develop the integration agenda and agreed Older People as the first priority area for action underpinned by the organisational development work stream. • To deliver the key requirements outlined in the integration plan 	<p>Fully operational (countywide)</p> <p>Autumn 2016</p> <p>See detailed plan</p>
<p>Evidence</p> <ol style="list-style-type: none"> 1. Meeting between PtHB and PCC re Integration of Teams for Older People - minutes – 07 July 2015 2. Integrated Health and Social Care Brief 31072015 3. Integrated Care Teams (Older People) minutes – 21 July 2015 4. Expression of Interest 5. Integration Plan 6. Joint Management Team notes 	
<p>9. The first contact arrangements via the Powys People Direct should be further developed to ensure it can provide the appropriate level of response, advice, support and information for adult services and therefore reduce the need for an additional duty response at team level.</p> <p>Lead officer: Jen Jeffreys</p> <p>Governance: ASC/CS's Joint SMT/DMT</p>	
<p>Overview:</p> <p>The CSSIW report highlighted a series of risks around Powys People Direct, (our single point of access).</p> <p>As a service we are aware of the challenges of embedding a new way of working; the Adult Services element of the Powys People Direct had only been in operation for three weeks when the CSSIW concluded their inspection. During the transition arrangements it was a key safeguard that the care management teams provide support to ensure effective skill sharing and knowledge transfer to PPD. The PPD is a critical means of managing demand effectively along with ensuring consistency of approach across the local authority and is a key part of our preparation for meeting the requirements under the Social services and Wellbeing act [2014]</p>	

The Powys People Direct Service is embedding and we are starting to evidence reductions in duty calls received by the operational social work teams, while these teams still provide advice and guidance to PPD workers this is also starting to reduce as the team gain confidence and experience of working in a different way. Dedicated management resource has also been directed at PPD in order to improve service effectiveness and improve business processes.

Activity underway or in place and evidence to support this position	Status/timescales
<ul style="list-style-type: none"> • Action plan developed for improvement within Powys People Direct Adults. • Agreement to appoint agency consultant social worker with adult service lead (as previous three recruitment exercises have not been successful). • Business process reengineering underway. • Customer Services (part of Resource Directorate) resolving intermittent difficulties with call handling equipment. • Professionals phone line (in place) and re-dissemination of contact information and process. • A review of effectiveness is currently being scoped in order to support further learning and developments as necessary combined with strategic review underway by PWC 	<p>In place</p> <p>October 2015</p> <p>Underway</p> <p>Complete</p> <p>October 15</p>
<p>Evidence</p> <ol style="list-style-type: none"> 1. Action Plan – available when due process and governance has been followed 2. Business Process Re-engineering 3. Engagement letter with PWC – see evidence in Recommendation 1 	

10. The new adult **safeguarding** management structures and reporting mechanisms must be secured and established as a priority, to ensure that the Designated Lead Managers are supported in their responsibilities and there is consistent reporting, decision making and oversight at an appropriately senior level.

Lead officer: Ruth Ingram

Governance: DMT/APC

The new People Directorate Leadership Team recognised in late 2013 that the safeguarding function of the Council would be better served by the delivery of a joint Children’s and Adults ‘through age’ service and one which would ultimately be joined by PtHB’s Safeguarding Services along with the Police. Discussions are ongoing on the funding arrangements for this model of service delivery. Clearly joining up multi-agency and multi-disciplinary services takes time and the decision was made in 2014 to commence this process with a joint children’s and adults service. The joint Senior Manager for Safeguarding commenced work in October 2014 and has introduced a new operational structure. Currently work (and training) is underway to align a team of designated lead managers to a central unit in order to improve consistency and timeliness of decision making. Work is underway with PtHB to move to the second stage of integration where health board staff and social care employees form a single team under a single line management structure.

Activity underway or in place and evidence to support this position	Status/timescales
<ul style="list-style-type: none"> • Develop new Job Descriptions and Person Specifications • Job Evaluation process complete • Recruitment and appointment of staff • Social services team in place • Integrate PtHB and PCC safeguarding teams <ul style="list-style-type: none"> ○ Project concept/PID 	<p>August 2015 September 2015 October 2015 November 2015 April 16 complete</p>
<p>Evidence</p> <ol style="list-style-type: none"> 1. APC draft Business and Improvement Plan 2015-17 2. PID – Joint Safeguarding Team 04.08.15 3. Workstream Plan 	

11. The low uptake of **carer assessments** needs to be further investigated to understand the needs of this group of people and how they can be supported in their role.

Lead officer: Shelley Davies and Sue O’Grady

Governance: Carers Thematic Board/HASCILB

Significant improvements have been made on the number of carers assessments offered to people identified as carers. During quarter one 2015/16 93.3% of carers were offered an assessment (exceeding our target of 90%) which was a significant improvement on last year’s performance. Actual update of carer’s assessments will continue to be monitored.

Powys Carers is commissioned to support carers and provides a range of support services which are augmented by information advice and guidance services and respite provision. Further development support is targeted at the Carers partnership in order for the Council and Health Board to more effectively listen to the voice of the carer. We will continue to further investigate why carers offered an assessment do not take up this offer.

Activity	Milestones
<ul style="list-style-type: none"> • Integrated Carers commissioning strategy approved by HASCLIB on 8th June, and will be tabled at cabinet and PtHB board in autumn. • Develop a multi-agency ‘everybody’s business model’ for identifying and contributing to the needs of carers and assessment processes. • Develop and deliver a multi-agency workforce development programme that will support a range of practitioners to: identify carers and understand the impact of their caring role, assess the needs of carers holistically, understand and follow integrated service/interventions pathways • As of Q1 2015/16 93% of identified carers have been offered a carers assessment. 	<p>Autumn 2015</p> <p>March 2016</p> <p>March 2016- March 2017</p>

Evidence

1. Carers Strategy June 2015
 2. Carers Strategy Accountability Framework
 3. Carers Thematic Project Board minutes – 04 August 2015
- The percentage of carers identified by Powys County Council that have been offered an assessment will increase to 95% by 2015/16 and 100% by 2016/17 (baseline 2012/13: 84.62%) – 2014/15 year end result: 80.43%
 - Q1 Performance data – the percentage of carers identified by Powys County Council that have been offered an assessment was 92.86%

12. A **workforce strategy** which supports the establishment of the integrated pathway for older people should be developed across the wider health and social care workforce including domiciliary care. Opportunities to build workforce capacity such as care apprenticeships should be considered, as well as potential barriers such as housing and transport.

Lead officer: Amanda Edwards

Governance: Organisational Development and Partnership Support Programme

The Organisational Development and Partnership Support Programme are supporting the delivery of recommendation 8 above. PtHB and PCC recognise that our staff are key to transforming how we provide services to the people of Powys. Organisational Development, HR and Workforce are working together across both organisations to support the creation of the teams working in the community. This work has commenced and continues to be a key priority within the integration plan between PtHB and PCC.

An adult services specific Workforce action plan is in place, and this will be superseded by the integrated workforce strategy that is being developed as part of the integration agenda between Powys County council and Powys teaching health board.

Activity	Milestones
<ul style="list-style-type: none"> • Adult Social Care workforce strategy developed and implementation underway. • A shared integrated workforce plan to achieve phased integration between Powys teaching Health Board and Powys County Council including; <ul style="list-style-type: none"> ○ A flexible approach to sharing staff and rostering and recruitment • Please cross reference with recommendation 8 and the intentions defined within the EOI and the detailed integration plan describing the approach of the Organisational Development and Partnership Support Programme. 	<p>In place</p> <p>Date to be agreed at next Project Board meeting at end of Sept 2015</p>

Evidence

1. ASC Workforce Strategy August 2015
2. Powys County Council's Workforce Strategy

Glossary

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
Health and Adult Social Care Integrated Leadership Board (HASCILB)	A One Powys Plan programme which seeks to ensure an integrated interface between health and adult social care services.
Integrated Care Pathways for Older People (ICPOP)	This is a thematic board and reports to the HASCILB
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.