

Cabinet

Meeting Venue
By Teams

Meeting date
Tuesday, 27 July 2021

Meeting time
10.30 am

For further information please contact
Stephen Boyd
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County Hall
Llandrindod Wells
Powys
LD1 5LG

Issue Date

Mae croeso i chi siarad yn Gymraeg neu yn Saesneg yn y cyfarfod.
Rhowch wybod pa iaith rydych am ei defnyddio erbyn hanner dydd, ddau ddiwrnod
gwaith cyn y cyfarfod.
You are welcome to speak Welsh or English in the meeting.
Please inform us of which language you wish to use by noon, two working days
before the meeting.

AGENDA

1.	APOLOGIES
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To receive apologies for absence.

2.	MINUTES
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To authorise the Chair to sign the minutes of the meetings held on 6th and 13th July
2021 as correct records.
(Pages 3 - 12)

3.	DECLARATIONS OF INTEREST
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To receive any declarations of interest from Members relating to items to be
considered on the agenda.

4.	QUARTER 1 PERFORMANCE REPORT
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To consider a report by County Councillor Beverley Baynham Portfolio Holder for
Corporate Governance and Regulatory Service.
This is the link to the Sway report:
<https://sway.office.com/ARUz9g7C4WYJxJDE?ref=Link>

5.	STRATEGIC RISK REGISTER
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance and Transportation.

(Pages 13 - 50)

6.	FINANCIAL FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 (AS AT 30TH JUNE 2021)
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance and Transportation.

(Pages 51 - 78)

7.	CAPITAL FORECAST AS AT 30TH JUNE 2021
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance and Transportation.

(Pages 79 - 90)

8.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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To note the delegated decisions taken since the last meeting.

(Pages 91 - 92)

9.	FORWARD WORK PROGRAMME
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To consider the Cabinet forward work programme.

(Pages 93 - 94)

10.	TRANSFORMING PREVENTION SERVICES: ROLL-OUT AND MAINSTREAMING OF HOME SUPPORT ACROSS POWYS
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To consider a report by County Councillor Myfanwy Alexander, Portfolio Holder for Adult Social Care and Welsh Language.

(Pages 95 - 248)

**MINUTES OF A MEETING OF THE CABINET HELD BY TEAMS ON TUESDAY, 6
JULY 2021**

PRESENT

County Councillor M R Harris (Chair)

County Councillors MC Alexander, B Baynham, P Davies, A W Davies, H Hulme,
I McIntosh and R Powell

In attendance: County Councillor Pete Roberts

1.	APOLOGIES
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Apologies for absence were received from the Corporate Director (Children and Adults), the Strategic Lead for Education, the Head of Finance and the Head of Transformation and Communications.

2.	MINUTES
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The Leader was authorised to sign the minutes of the meetings held on 15th and 22nd June as correct records.

3.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

4.	VISION 2025: OUR CORPORATE IMPROVEMENT PLAN ANNUAL PERFORMANCE REPORT
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Cabinet considered the Vision 2025: Our Corporate Improvement Plan annual performance report. The report presented the Council's performance during 2020-21 against the well-being objectives published in Vision 2025: Our Corporate Improvement Plan and, for the first time, included the Strategic Equality Objectives.

The report had been considered by the Scrutiny Working Group and County Councillor Pete Roberts presented the Working Group's recommendations. The Working Group had asked for the report to be amended to make it clear those instances when progress had been affected by the response to the Covid pandemic with the Council moving into business-critical mode and staff being redeployed. These points would be incorporated into the final draft presented to Council on 15th July.

Cabinet considered the content of the Vision 2025: CIP Annual Performance Report 2020-2021 (with integrated Strategic Equality Plan Objective Monitoring) and was satisfied that the following criteria had been met, that:

- key achievements identified are collectively considered to be the ones most important/relevant to be published;

- the report provided an open, balanced, and realistic self-assessment of performance across the Council;
- there was appropriate information that demonstrated not only what and how much the Council does, but also the difference the Council is making in terms of outcomes, benefit, and impact;
- the document was clear and provides the right level of information to be meaningful and relevant to all audiences and, therefore

RECOMMENDED to Council that the Vision 2025: CIP Annual Performance Report 2020-21 (including integrated Strategic Equality Plan Annual Monitoring Report 2020-2021) is approved.

5. PCC IMPROVEMENT BOARD ARRANGEMENTS
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Cabinet considered changes to the improvement arrangements for 2021/22. The changes recognised the improvement in the organisation's business as usual governance and the need to move to a position of self-sufficiency around its performance.

RESOLVED that Cabinet approve the following:

- 1. Stand down the Service Improvement Board (SIB) for Social Services**
- 2. Implement the new arrangements for Education SIB as set out in section 3 of the report.**
- 3. Continue to operate the Housing SIB.**
- 4. Continue to operate the HTR SIB.**
- 5. Stand down the Corporate Improvement Board and instead add a standing agenda item to Cabinet/EMT 'Corporate Improvement Overview'. Hold a final standalone Corporate Improvement Board 15th July 2021 with the new arrangements taking place from September 2021.**
- 6. Develop an annual scrutiny work programme with the co-ordinating committee for 2021/22.**
- 7. Agree to commission external expertise to support the development of Scrutiny.**
- 8. Cabinet to receive quarterly feedback reports from Scrutiny on the Council's performance of its Corporate Improvement Plan 2025.**

6. AN OVERVIEW OF THE COUNCIL'S HOME-GROWN HOMES PROJECT

Cabinet received a presentation on the Home-Grown Homes project. The project aimed to build supply-chain capacity for Welsh timber to increase the local/home-grown market share in construction. Not only did the scheme have economic benefits increasing jobs in the forestry sector, timber processing, timber frame and modular Modern Methods of Construction (MMC) industries, it had benefits in decarbonisation, reducing the amount of carbon emitted in the building process and in encouraging the planting of woodlands.

Amongst the tangible benefits of the project, Welsh Government Development Quality Requirements (DQR) now specify use of timber in construction of social homes and the Social Housing Grant programme promotes use of timber. In addition, Local Authorities and Housing Associations had delivered timber based schemes at Heol Y Ffynnon, Bowling Green and Sarn.

The project had been funded by the Welsh Government and EU through the Rural Development Programme (RDP) and confirmation was awaited from Welsh Government that they would fund phase two of the project. Cabinet was pleased to note that the Council was leading the way in this area and that the project had been shortlisted for the Construction Excellence Wales Awards under the Innovation and Value categories.

RESOLVED

- (i) To note the content of the report and the outcomes of the 'Home-Grown Homes' project and the Council's commitment to continue in a leadership role for 'Home-Grown Homes', subject to funding being made available by the Welsh Government.**
- (ii) To note that the project has successfully delivered its outcomes, which has been confirmed by the Welsh Government's assurance reviews.**
- (iii) To note the continuation of the 'Home-Grown Homes' Project with scoping of 'Home-Grown Homes 2' and the Council's continued involvement could offer social and economic opportunities in Powys, prompt and encourage further work to consider how to improve the quality and fuel efficiency of social homes and make a contribution towards delivering the economy and health ambitions in Vision 2025.**

7.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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Cabinet noted the delegated decisions taken since the last meeting.

8.	FORWARD WORK PROGRAMME
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Cabinet received the forward work programme.

9.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 3 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

10.	SHORT BREAKS PROVISION IN POWYS
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Cabinet considered options for short breaks provision in the county.

RESOLVED

- 1. to approve the implementation of Option 4.**
- 2. that the virement as detailed in the Resources section 4.4 of the report is approved according to Powys County Council's Financial Procedure rules.**

County Councillor M R Harris (Chair)

**MINUTES OF A MEETING OF THE CABINET HELD BY TEAMS ON TUESDAY, 13
JULY 2021**

PRESENT

County Councillor M R Harris (Chair)

County Councillors MC Alexander, B Baynham, P Davies, A W Davies, H Hulme,
I McIntosh and R Powell

In attendance: County Councillors D Jones and P Roberts

1. APOLOGIES

Apologies for absence were received from the Corporate Director (Children and Adults).

2. DECLARATIONS OF INTEREST

County Councillor Alexander declared a personal and prejudicial interest in item Llanfyllin/North Powys Area Transformation Phase 2 Proposal Paper. The Leader noted that Members who are Governors have a general exemption to speak on Education Transformation matters.

3. CASTLE CAEREINION CHURCH IN WALES SCHOOL
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Cabinet considered responses to the proposal to close Castle Caereinion Church in Wales School from the 31st August 2022, with pupils to attend their nearest alternative schools. The Portfolio Holder for Education and Property apologised for an error in the report relating to the distance between the school and Welshpool but advised that this was not a material issue and the document was still sound.

County Councillor Pete Roberts, the Chair of the Learning and Skills Scrutiny Committee advised that the Committee had accepted the arguments made by officers of the challenge of delivering the curriculum in a small school and accepted that other options had been considered. The Committee had noted the number of pupils in the catchment attending other schools. The Committee had raised concerns at the extra costs falling on families who wished to send their children to another Church in Wales school and suggested that transport should be provided for pupils currently at the school for the duration of their primary education only, to avoid setting a precedent. The Committee had also been concerned at the impact on the community hall's viability if the school was to close and encouraged officers to bring forward proposals to support the hall.

The local member County Councillor David Jones expressed his disappointment at the recommendation to close the school. He noted that the school had suffered because of a year when no pupils had joined the school but that there were some planned housing developments in the village. He questioned how pupils would be able to take part in extra-curricular activities in other schools without relying on transport by car. He noted that the village hall would lose

between £3,000 and £4,000 income from the school per annum bringing into question its viability. Councillor Jones emphasised the strong links between the school and the church and asked that Cabinet look at other proposals so that education could continue in Castle Caereinion and children could continue to have a faith education.

The Portfolio Holder advised that there was discretion in the code on school transport in respect of faith-based schooling. This would be looked at and options would be brought back for Cabinet's consideration as part of the response to objections to the statutory notice. The Portfolio Holder asked that council officers look at what sources of funding were available to the village hall. The Strategic Lead for Education highlighted the challenges of delivering the new curriculum that was being introduced from September 2022 in small schools. Cabinet was advised that pupil projections remained low with 19 pupils expected in September 2021.

RESOLVED

- 1. To receive the Consultation Report in respect of closing Castle Caereinion C. in W. School.**
- 2. To approve the publication of a statutory notice to close Castle Caereinion C. in W. School from the 31st August 2022, with pupils to attend their nearest alternative schools.**

4.	LLANFYLLIN / NORTH WELSHPOOL AREA TRANSFORMATION PHASE 2 PROPOSAL PAPER
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County Councillor Alexander left the meeting for this item having declared an interest.

Cabinet was asked to give its approval to commence the statutory process on the proposal to close Ysgol Bro Cynllaith from the 31st August 2022, with pupils to transfer to their nearest alternative schools in Powys.

County Councillor Aled Davies spoke as the local Member. He noted that there were a number of key issues that needed to be drawn out in the consultation. He was concerned that many pupils would move to school in Shropshire if the school closed and would be lost to the Welsh education system. He was also concerned about travel times for younger pupils travelling to alternative schools. He would like to see further options explored including closer working with the new all through school in Llanfyllin.

RESOLVED to approve commencing the statutory process on the proposal to close Ysgol Bro Cynllaith from the 31st August 2022, with pupils to transfer to their nearest alternative schools in Powys.

County Councillor Alexander returned to the meeting.

5.	SCHOOL OUTTURN POSITIONS 31 MARCH 2021 AND BUDGET PLANS 2021-22
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Cabinet noted the outturn position on school reserve movements and balances at 31 March 2021, and the school budget plans for 2021-22 as approved by Governing Bodies and submitted to the authority on 1st May 2021.

There was a surplus of £3.2 million, which was a significant improvement on the position at May 2020 when the projected deficit was £2.3 million. This was due in part due to the £3.3 million of additional grant funding received by Powys schools from Welsh Government during March 2021, but also in large part as a result of schools being closed for part of the year and to schools reducing their ongoing costs in a timely manner.

The Portfolio Holder for Education and Property and the Portfolio Holder for Finance and Transportation commended schools and officers for the significant improvement and noted that warning notices had been removed from Crickhowell High School and Newtown High School. The outturn position at the end of March 2021 demonstrated the impact this was having, but further challenge remains to reduce the deficits further. It was confirmed that funding to schools was through the schools funding formula and that the additional Welsh Government funding was passed on to the schools in accordance with Welsh Government criteria.

RESOLVED that the report be noted.

6.	APPROVAL OF THREE LOCAL DEVELOPMENT PLAN SUPPLEMENTARY PLANNING GUIDANCE DOCUMENTS - ARCHAEOLOGY, HISTORIC ENVIRONMENT, NEWTOWN & LLANLLWCHAIARN PLACE PLAN
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Cabinet considered Supplementary Planning Guidance documents for Archaeology, Historic Environment, the Newtown and Llanllwchaiarn Place Plan and the Supplementary Planning Guidance Consultation Statement. Cabinet was advised that the documents supplemented Local Development Plan policies and provided guidance for agents, applicants, members of the public and elected members. All had been considered by the LDP Working Group and been subject to a six-week consultation. Cabinet noted that the Newtown Place Plan was the first in Powys and commended the work that the Town Council and community had put into it.

RESOLVED to approve:

- (a) Newtown & Llanllwchaiarn Place Plan SPG, July 2021 (Appendix 3)**
- (b) i Archaeology SPG, July 2021 (Appendix 1)**

- ii **Historic Environment SPG, July 2021 (Appendix 2)**
- (c) **The Supplementary Planning Guidance Consultation Statement, July 2021 (Appendix 4).**

7.	ANNUAL INFORMATION GOVERNANCE REPORT 2020-2021
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Cabinet considered the Annual Information Governance Report for 2020/21. The report detailed the information governance activities undertaken, information security incidents, information requests and the standards of compliance achieved in 2020/21. The report highlighted a number of areas where the pandemic had impacted on information governance activities and Cabinet also noted that the service had provided advice to the NHS Test Trace and Protect service. Cabinet was advised that no regulatory action, such as fines or enforcement orders, had been made against the Council by the Information Commissioners Office. Where the ICO had recommended further improvements, such as service/role specific training, checking processes employed, then these were implemented by the relevant service area.

Based on the information set out in the report, the Senior Information Risk Owner's assessment on the statement of assurance was Partial Assurance that the council's arrangements adequately reflect the principles of good information governance. Some key risks were not well managed, and processes required the introduction or improvement of internal controls to ensure effective governance but plans for future improvement were in place and were monitored by the Corporate Information Governance Group.

RESOLVED to note the assurance set out in 13.5 of the report and the planned activity for 2021-2022 as set out in paragraph 14.

8.	AMENDMENTS TO THE GROWING MID WALES INTER AUTHORITY AGREEMENT
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Cabinet considered amendments to the Growing Mid Wales Inter Authority Agreement to ensure good governance for the development of a Portfolio Business Case and agreeing a Final Deal Agreement with WG and the UK Government. The changes had been approved by the Growing Mid Wales Board and were being considered by Ceredigion County Council's Cabinet.

RESOLVED that the Inter Authority Agreement is amended in accordance with the draft set out in Appendix 1 to the report.

9.	POWYS AFFORDABLE HOUSING PROGRAMME DELIVERY PLAN GUIDE
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Cabinet considered the Council's Affordable Housing Programme Delivery Plan (PDP) Guide which set out how grant support for the development of affordable housing in Powys would be allocated.

A new single grant scheme, the Social Housing Grant (SHG), available to all social housing providers had been introduced in April 2021. The indicative SHG allocation in Powys for 2021/22 was £8,388,125 for Housing Associations and £2,097,031 for the Council. Cabinet noted that the Council had 13 housing schemes planned up to 2024, housing associations had 20 schemes and there were two extra care schemes which between them would need £52 million funding. Whilst alternative sources of funding were being explored, the disparity between the SHG likely to be available and the extensive range of proposals highlighted the importance of having in place a robust, equitable and evidenced based approach to prioritising the schemes within the PDP. Cabinet noted that the new homes being built by the Council were extremely energy efficient and would help in meeting the carbon net zero target by 2030.

RESOLVED

- 1. To approve the 'Powys Affordable Housing Plan Delivery Programme Guide' as set out in appendix 1 to the report.**
- 2. To approve the delegation of authority to EMT to approve each year's PDP.**

10.	FORWARD WORK PROGRAMME
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Cabinet noted the forward work programme.

11.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

12.	MOVING ON UP PROPOSAL FOR A REDESIGN OF POWYS COUNTY COUNCIL HOUSING SERVICES
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Cabinet considered the confidential report and business case for the redesign of the Council's Housing Service.

RESOLVED

1. **To approve the Business Case for 'Moving on Up', attached to this report.**
2. **That the report (and its Appendices) should remain confidential until July 30th, 2021, as they contain private and confidential information relating to staff.**

County Councillor M R Harris (Chair)

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE
Tuesday, 27th July 2021

REPORT County Councillor Aled Davies
AUTHOR: Portfolio Holder for Finance

REPORT Strategic Risk Register Report Quarter 1 2021/2022
TITLE:

REPORT FOR: Decision

1. **Purpose**

- 1.1 The purpose of this report is to set out the Council's latest position on managing its key risks, contained in the Strategic Risk Register (SRR). It also outlines the arrangements put in place by the Council for managing the key risks relating to the COVID-19 pandemic.

2. **Background**

- 2.1 Our Strategic Risk Register is key to safeguarding the organisation and building resilience into our services. At a time when the Council has faced and is still facing unprecedented challenges, the effective management of risk is needed more than ever. A risk-managed approach to decision making will help us to achieve the well-being objectives in Vision 2025, deliver services more efficiently and using innovative and cost-effective means, and help the Council manage its COVID-19 response and recovery.

3. **Advice**

- 3.1 To ensure a risk managed approach to decision making and good governance of the Council, it is proposed that Cabinet:
- Review progress to mitigate strategic risks
 - Review progress to mitigate COVID-19 risks

Review of progress to mitigate Strategic Risks

- 3.2 As at the end of quarter 1 2021-2022, there are 13 risks on the strategic risk register and all strategic risk owners have provided a short summary of progress since last quarter, to give assurance that mitigating actions are being actioned and monitored.
- 3.3 Please see appendix A for full details of the 13 strategic risks including the mitigating actions identified to control them and progress reviews.

- 3.4 Please see appendix B to view a heat map which presents the results of the quarter 1 risk assessment process visually. It highlights (for the residual risks) that two out of the thirteen risks have a probability of 'almost certain' with one placed within the 'moderate' impact category and other in 'major'.

Also, that two risks have a probability of 'likely' with one placed within the 'major' impact category and other in 'catastrophic'.

Escalation of risks and amendments to the Strategic Risk Register

- 3.5 Housing and Community Services would like to place the following risk on the Strategic Risk Register with an inherent and residual probability of 'likely' and impact of 'major':

HO0031: Increasing costs of building materials to new housing developments.

The potential consequences are as follows:

- Financial unviability of schemes may mean that scheme starts have to be delayed to allow scope for material costs to reduce. If material costs do not reduce, then schemes may have to be rescoped to allow for reduced use of the highest cost/highest demand materials, while still being able to comply with Welsh Government requirements for the award of Social Housing Grant.
- The number of contractors able to tender for development schemes may become limited, depending on contractor confidence in its ability to access supplies at the right time and at competitive prices.
- Increasing tender prices may impact adversely on the financial viability of schemes which if it is not, for whatever reasons possible, to delay schemes that have started may require reallocation of Housing Revenue Account (HRA) resources from other capital investment projects or from the HRA reserve.
- Material shortages may cause delays with schemes once on-site.

Housing Services is reviewing design requirements to consider where there may be scope to reduce the need of high cost/high demand materials and contract arrangements to explore the extent to which contractual terms can mitigate risks to the Council. Regular engagement with contractors allows Housing Services to keep abreast of market imperatives. The market for materials and labour is under constant review to inform any changes that may be necessary to the timing of the development programme.

Housing development is a major part of delivering 'Vision 2025: Our Corporate Improvement Plan'. The risks attached to material supplies are sufficiently challenging to warrant Cabinet having sight of the on-going situation and the measures being taken to manage what is an industry-wide risk.

COVID-19 risk register

- 3.6 In order to effectively identify and manage risks relating specifically to the COVID-19 pandemic, a separate risk register was created to provide clarity and oversight for Gold and Silver Command. These risks are reviewed and monitored regularly and have been separated into response and recovery risks, using a matrix developed specifically for assessing COVID-19 related risks.
- 3.7 The Council has been transitioning from business critical activity to 'business as usual' and the 'new normal'. As a result, services are incorporating ongoing risks into their own service registers and the numbers of risks on COVID-19 risk register have reduced. The Council will continue to monitor the situation carefully and respond accordingly.
- 3.8 Currently there are 22 risks recorded on the COVID-19 risk register, a drop of 4 since last quarter. 1 of the 22 risks is placed within the 'major' impact category with a probability of 'likely' and 1 placed within the 'catastrophic' impact category with a probability of 'possible'. The register is still monitored by Gold and Silver Command on a weekly basis. Please see appendix C for full details of the 22 risks, and progress against the mitigating actions identified to control them.

4. Resource Implications

- 4.1 There are no direct resource implications in relation to this report however all risk owners need to consider the resource implications of managing the risk and decide if the best course of action is to tolerate or treat.
- 4.2 The Strategic Risk Register outlines the key risks to the Council's activities, as well as risk to delivery of objectives contained within the Corporate Improvement Plan. There are no direct financial implications from the report although these may arise as new risks are identified on an on-going basis.

The Head of Finance (Section 151 Officer) notes the comment above, financial implications are identified through the relevant service and are considered through the financial management processes in line with the authorities' financial regulations.

5. Legal implications

- 5.1 Legal: Been requested
- 5.2 The Head of Legal and Democratic Services (Monitoring Officer) comment sought.

6. Data Protection

- 6.1 N/A

7. **Comment from local member(s)**

7.1 N/A

8. **Integrated Impact Assessment**

8.1 N/A. The Service Risk Register is not setting out any changes or proposals to service delivery.

9. **Recommendation**

It is recommended that Cabinet notes the current Strategic Risk and COVID-19 Risk Registers and is satisfied with progress against mitigating actions for quarter 1 and approves the escalation of HO0031 to the Strategic Risk Register.

The recommendation above will ensure:

- **Appropriate understanding and management of strategic risks which could prevent us from achieving our objectives**
- **A risk managed approach to decision making and good governance of the Council**
- **The risk related to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic is monitored and reviewed regularly.**

Contact Officer: Jane Thomas, Head of Finance

Tel: 01597 827789

Email: Jane.Thomas@powys.gov.uk

Head of Service: Jane Thomas, Head of Finance

Corporate Director: Dr. Caroline Turner, Chief Executive officer.

Strategic Risk Register

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ASC0064 Michael Gray Escalated From :- Powys County Council Page 17	WCCIS Unreliability - IF the unreliability of WCCIS is not resolved THEN	Veracity of decision making around adults and children in Powys will be compromised, leading to poor outcomes <ul style="list-style-type: none"> The safeguarding of children and adults in Powys will be compromised There will be significant delays in securing time critical packages of care Our ability to manage transfers of people from hospital to the community will be compromised We will not be able to respond effectively to out of hours emergencies There will be delays in making decision and taking action to keep children safe Staff morale will be affected further, leading to increased sickness absence and staff leaving 	04/07/2021 1st Qtr 2021/22 Review Summary: Reliability of Advanced remains unsatisfactory. Continued meetings with supplier to seek assurances on how they will address these issues. Serious loss of service experienced on 25th May resulting in lack of access to client records across Children's and Adults Services. Business case due to commence in ICT to explore what other client management database options can be pursued.	Cllr Myfanwy Alexander Alison Bulman	20	20	<ul style="list-style-type: none"> Performance issues raised to Welsh Government through SBAR Monthly Contract review meetings with Supplier Steer change management 	Action In Progress Action In Progress Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
COVID0058 Lynette Lovell Escalated From :- Powys County Council Page 18	Post Inspection Action Plan (PIAP) for Estyn - Coronavirus may impact on the ability of the service to maintain the level of progress against the PIAP. In particular Recommendation 1 of the PIAP - 'Improve standards in secondary schools and more able learners' as schools are currently closed. Also, Recommendation 4 (the School Transformation / re-organisation programme) could be affected by the Council's ability to conduct strategy consultations relating to Schools Organisation.	Progress against the PIAP may be affected due to the Covid-19 pandemic.	30/05/2021 1st Qtr 2021/22 Review Summary: Work to deliver the PIAP has continued alongside business critical support to schools, families and learners. R1: The Secondary School Improvement Strategy has been developed to deliver this recommendation. R2: This recommendation was completed during quarter 4, future improvements will be delivered via the ALN Strategy. R3: This recommendation is over 80% complete. Progress within quarter includes the implementation of the new staffing structure. R4: The Transforming Education in Powys programme is progressing at pace and to schedule. R5: Good progress continues to be made including recruitment of two new Cluster Business Managers in the Welshpool and Newtown clusters. Officers from the Schools Service and the Finance Team work closely alongside nearly all schools which has resulted in lower projected deficit positions for the schools delegated budget this financial year and beyond. Robust governance and monitoring processes are in place to oversee the progress against each of the recommendations and the PIAP as whole. This has included the Improvement and Assurance Board being stepped down due to appropriate progress being made in most of the recommendations. Quality assurance processes are also robust, which includes effective support and challenge from the Portfolio Holder for Education, through senior management team meetings and formal scrutiny. 28/02/2021	Cllr Phyl Davies Lynette Lovell			<ul style="list-style-type: none"> Continue to deliver service improvement September Update Ongoing progress / service improvement as specified in the PIAP Control January 2021 	Action In Progress Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>4th Qtr 20/21 Review summary. Work to deliver the PIAP has continued alongside business critical support to schools, families and learners.</p> <p>Regarding R1: The Secondary School Improvement Strategy has been developed to deliver this recommendation.</p> <p>Regarding R2: This recommendation was completed during quarter 4, future improvements will be delivered via the ALN Strategy.</p> <p>Regarding R3: This recommendation is over 80% complete. Progress within quarter includes the implementation of the new staffing structure.</p> <p>Regarding R4: The Transforming Education in Powys programme is progressing at pace and to schedule.</p> <p>Regarding R5: Good progress continues to be made including recruitment of two new Cluster Business Managers in the Welshpool and Newtown clusters.</p> <p>07/02/2021</p> <hr/> <p>Review Summary: This risk was reviewed on 09.02.21 and is up to date</p> <p>31/01/2021</p> <hr/> <p>Review Summary: This risk was reviewed on 3/2/2021 and is up to date.</p> <p>24/01/2021</p> <hr/> <p>03/01/2021</p> <hr/> <p>13/12/2020</p> <hr/> <p>06/12/2020</p> <hr/> <p>29/11/2020</p> <hr/> <p>22/11/2020</p> <hr/> <p>15/11/2020</p> <hr/> <p>08/11/2020</p> <hr/> <p>01/11/2020</p> <hr/>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			25/10/2020 _____ 18/10/2020 _____ 11/10/2020 _____ 04/10/2020 _____ 27/09/2020 _____ 20/09/2020 _____ 13/09/2020 _____ 06/09/2020 _____ 02/08/2020 _____ 19/07/2020 _____ 12/07/2020 _____ 05/07/2020 _____ 28/06/2020 _____ 07/06/2020 _____					

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Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ED0022 Lynette Lovell Escalated From :- Powys County Council	The council will be unable to manage the schools' budget without ongoing adjustments to the distribution formula and improving financial management. If they are unable to manage the budget, there will be a significant compromise to the quality of education for Powys learners.	Some schools will have escalating deficits which will have a financial impact on the rest of the Council and the learners in their care.	04/07/2021 1st Qtr 2021/22 Review Summary: Warning notices issued to four Powys schools due to financial concerns have now been removed. We have removed the warning notices for Crickhowell High School, Welshpool High School, Ysgol Bro Hyddgen and Ysgol Gymraeg Y Dyffryn Y Glowyr after reviewing the latest budget proposals submitted by the schools. Warning notices are in place for Ysgol Calon Cymru and Ysgol Maesydderwen and warning notices for Brecon High School and Ysgol Cedewain will be reviewed in the Autumn. The warning notices issued to these schools have been in place since July 2019. A warning notice was issued to Clyro Church in Wales School in December 2020 due to financial concerns. Financial delegation continues to be suspended at the school. No further warning issues are being issued by the council currently but will do so to schools if there is a cause for concern. Confirmation on the removal of the warning notices was reported in an information report on schools' financial position at the end of March 2021 as well as the budget plans for 2021-22, which were considered by Cabinet on Tuesday, July 13. Cabinet were also informed that at the end of March 2021, 81 schools were in a surplus position with a combined surplus balance of £6.9m. However, there are 14 schools in a deficit balance position with a combined cumulative deficit of £3.7m but this does compare favourably with the end of March 2020, where there were 23 schools with a combined deficit of £4.9m. 80 schools were budgeting to be in a cumulative surplus position at the end of March 2022. These budgets meet the criteria to be approved under the Scheme for	<i>Cllr Phyl Davies</i> Lynette Lovell	12	9	<ul style="list-style-type: none"> Implementation of R5 in the PIAP PIAP 	<ul style="list-style-type: none"> Action In Progress Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>Financing Schools.</p> <p>However, there are 11 schools that are budgeting to be in a cumulative deficit position at the end of March 2022. Four of these schools meet the criteria within the Scheme for Financing Schools to be a licensed deficit while seven schools did not meet the criteria and are unlicensed according to the scheme.</p> <p>11/04/2021</p> <p>4th Qtr 20/21 Review Summary: 4th Quarter 2020-21. Review Summary:</p> <ul style="list-style-type: none"> -The provision of additional grants to support Covid-19 related spend during February and March 2021 will improve the overall financial positions of schools at year end and will allow schools to fund additional support for learners as they return to school. -All schools received their updated funding packs for 2021-22 and beyond and are currently working on their budgets for the new financial year. Once these are approved by the Governing Body they will be submitted by 1st May. -Some schools continue to be in a significant deficit position and causing some concern, although the vast majority are working well with the authority to manage reductions in their deficit. The authority has had to suspend financial delegation at one school following a refusal to submit a recovery plan. -Small group training and support has been provided on finance to individual schools and any new business managers / bursars and work is continuing with the Business Manager / Bursar Working Group. Two new cluster business managers took up their posts in January and have been supported as they settle into their new roles. -The schools funding formula has been updated for the ALN funding changes agreed as part of the funding formula review in 2020. The Schools' Budget Forum has agreed the Terms of Reference for the 2021 Formula Review Group which will be reviewing the whole formula to better meet the needs of the post-transformation schools estate. The group's work will take place over the summer 					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>term.</p> <p>-The benchmarking tool has been demonstrated to Headteachers and will be rolled out to schools early in the summer term.</p> <p>10/01/2021</p> <hr/> <p>3rd Qtr 2020-2021. Review Summary: A rolling programme of the review of the school budget funding formula has continued through 2020 despite the pandemic, although the scale of the review was limited to the Additional Learning Needs (ALN) funding element as this was needed urgently. A full review of the whole formula will begin in 2021 with the aim of ensuring that the formula will be suitable for the post-transformation configuration of schools.</p> <p>All schools in a deficit or significant surplus position in May 2020 were asked to submit Recovery Plans or Spend plans by mid October 2020. These were reviewed by the Interim Chief Education Officer and Head of Finance for any follow up actions which were addressed where needed.</p> <p>The Schools finance team have worked with schools to identify the financial impact of their response to the Covid-19 pandemic, including ensuring that additional expenditure / lost income is accurately recorded and claimed and that any savings / delayed savings are identified and captured. Autumn Term finance surgeries were undertaken with all schools. All opportunities were taken to reinforce the importance of good financial housekeeping (e.g. accuracy of coding etc.) and to keep schools updated on the latest economic / financial issues.</p> <p>Training and support has been provided to individual schools and any new business managers. Governor Finance training was provided in November 2020 and support has been provided for the Business Manager recruitment processes.</p> <p>The ALN element of the funding formula has been reviewed by a working group of authority officers, head teachers and governor representatives with the aim of ensuring that the budget is more closely targeted to learners with ALN. The revised funding methodology has been agreed by</p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>Schools' Budget Forum and Cabinet and the impact assessment and transitional arrangements are being prepared.</p> <p>04/10/2020</p> <hr/> <p>Qtr 2 20/21. Review Summary: In Quarter 1 the new formula was in place for schools, and the change mainly affects the secondary schools in Powys. The authority's ability to evaluate the impact of the change has been hampered by the pandemic, but in the budget setting process the signs were encouraging and were pointing towards reducing the overall in-year deficits within the secondary sector.</p> <p>All schools budget submissions were reviewed by the interim Chief Education Officer and SSMT in conjunction with the Head of Finance. All schools in a deficit or significant surplus position were asked to submit Recovery Plans or Spend plans, supported by all appropriate documentation by 16th October. The Schools finance team have worked with schools to identify the financial impact of their response to the Covid-19 pandemic, including ensuring that additional expenditure / lost income is accurately recorded and claimed and that any savings / delayed savings are identified and captured. Autumn Term finance surgeries have begun, prioritising those schools with deficits / concerns around finances. All opportunities taken to reinforce importance of good financial housekeeping (e.g. accuracy of coding etc. and to keep schools updated on latest economic / financial issues.</p> <p>1-2-1 training and support has been provided to individual schools as required and additional support has been provided for any new business managers. Finance training was provided as part of the New Head Induction training. Support has been provided for Business Manager recruitment processes. The ALN element of the funding formula is currently being reviewed by a working group of authority officers, head teachers and governor representatives to ensure that the budget is more closely targeted to learners with ALN.</p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<u>28/06/2020</u> <u>26/04/2020</u> <u>12/01/2020</u>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>number of scenarios. The MTFS sets out the principles and approach that will be adopted to identify ways of bridging these gaps. The impact of the ongoing pandemic has been considered in the plans and we await confirmation of WG funding to support this.</p> <p>11/10/2020</p> <hr/> <p>Qtr 2 20/21 Review Summary: Q2 outturn deficit reduced due to the WG support - services still improving on their forecasts to minimise the demand on reserves.</p> <p>Budgeting challenge through IBP process is ongoing with Services being asked to bridge the gaps they evidenced through the first Service Finance Resource Model (FRM) discussions - £19m to be addressed, which is not sustainable even with optimistic WG settlement scenarios</p> <p>05/07/2020</p> <hr/> <p>03/05/2020</p> <hr/> <p>05/01/2020</p> <hr/> <p>29/09/2019</p> <hr/> <p>07/04/2019</p> <hr/>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>Assurance and Governance plan (IMAG) to improve IG practices, taking into account work ongoing to support additional national Test, trace and Protect work, to ensure the lawful and fair use of personal data to deliver the Council's response to COVID 19. Subject Access Request (SAR) backlog is being addressed with those resources available to undertake such work.</p> <p>27/09/2020</p> <hr/> <p>Qtr 2 20-21 Review Summary: Control activities continue, such as Data Protection Impact Assessments, Data Processing Agreements etc. Information Security and personal data breach investigations continue to be managed and responded to. The Corporate Information Governance Group (CIGG) have considered and challenged elements of activity within the Council's Information Management Assurance and Governance plan (IMAG) to improve IG practices, taking into account work ongoing to support additional national Test, trace and Protect work. Subject Access request (SAR) backlog to be included within COVID recovery planning alongside other information request recovery activity</p> <p>05/07/2020</p> <hr/> <p>29/03/2020</p> <hr/> <p>05/01/2020</p> <hr/> <p>13/10/2019</p> <hr/> <p>07/04/2019</p> <hr/> <p>31/03/2019</p> <hr/> <p>03/03/2019</p> <hr/>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
							<ul style="list-style-type: none"> • Staff Training • Detection and Response Tools 	Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0002 Nigel Brinn	The impact on the Council as a result of Brexit.	<ul style="list-style-type: none"> - Increased service demand; - Relocation from the EU to Powys of families - estimated at 500; - Fuel shortages; - Loss of access to external (EU) funding programmes; - Reduced income to Powys County Council; - External market factors; - GDPR compliance; - Potential financial crash; - Unable to recruit/retain staff (EU Nationals); - Employee workload; - Delays/disruption to food and/or essential supplies. 	<p>04/07/2021</p> <hr/> <p>1st Qtr 2021/22. Review Summary: Work continues on assessment of how this will impact PCC and local businesses. This will be ongoing as new legislation comes through from Welsh Government. Further funding has been agreed from WG for Brexit Co-ordinator role and the best use of this funding will be agreed with HOS as part of a Regeneration restructure.</p> <p>11/04/2021</p> <hr/> <p>Qtr 4 20/21 Review Summary: Work continues on assessment of how this will impact PCC and local businesses. This will be ongoing as new legislation comes through from Welsh Government. Further funding has been agreed from WG for Brexit Co-ordinator role and the best use of this funding will be agreed with HOS.</p> <p>10/01/2021</p> <hr/> <p>3rd Qtr 2020-2021. Review Summary: The Brexit transition is now complete and a deal has been agreed. Work continues on assessment of how this will impact PCC and local businesses. This will be ongoing as new legislation comes through from Welsh Government.</p> <p>04/10/2020</p> <hr/> <p>Review Summary: No change to risk rating. The Strategic Brexit Risk Register and associated contingency plans are still in place. Powys County Council continue to work with our partner agencies, Welsh Local Government Association, and Welsh Government to ensure that we are aware of, and acting to the latest advice and guidance.</p> <p>28/06/2020</p> <hr/> <p>12/04/2020</p> <hr/> <p>12/01/2020</p> <hr/> <p>06/10/2019</p> <hr/>	<p>Cllr Rosemaire Harris</p> <p>Nigel Brinn</p>	16	12	<ul style="list-style-type: none"> • Close monitoring • Continue to monitor economic indicators • Ongoing dialogue with external advisers • Cabinet briefed • Advice from pension advisers • Continue to work with WEFO • Brexit Continuity Plan • Brexit Risk Register 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<u>07/07/2019</u> <u>07/04/2019</u> <u>31/03/2019</u> <u>03/03/2019</u>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0003 Caroline Turner	The council receives a negative regulatory / inspection report	<ul style="list-style-type: none"> - Meeting regulatory and legislative duties - Ability to provide a good quality of service to service users - Managing demand on the service - Recruitment and retention of staff - Staff morale - Reputational damage 	<p>04/07/2021</p> <p>Qtr 1 2021/22. Review Summary: Education Service are preparing for the Estyn Improvement Conference in November 2021. Inspection of Youth Justice Board arrangements is due soon. In future, all Inspection Reports will be considered by Governance & Audit Committee.</p> <p>11/04/2021</p> <p>Qtr 4 2020/21. Review Summary: Social Services are no longer subject to enhanced monitoring by CIW. Estyn will undertake a further visit in November 2021 and in the meantime their Local Authority Inspectors will continue to have frequent meetings with Service Leaders and others.</p> <p>10/01/2021</p> <p>Qtr 3 2020/21. Review Summary. At the Improvement Conference in October 2020, CIW confirmed they were happy with the progress of Social Services and that they no longer needed enhanced monitoring. Estyn undertook an improvement conference and concluded that: During the conference, the local authority demonstrated that it has begun to make sound progress since the inspection. It is showing a clear commitment to addressing the issues that were raised as well as evaluating its progress against its plans. Importantly, it is building leadership capacity which has the potential to secure sustainable improvements. Overall, the local authority has identified sufficient resources to implement its plans as well as considering the barriers to progress and associated risks appropriately.</p> <p>Audit Wales conducted audits of Workforce Planning, the Vision 2025 Transformation Programme, and Environmental Health all of which were positive.</p> <p>04/10/2020</p> <p>Qtr 2 20/21. Review Summary: Care Inspectorate Wales (CIW) Monitoring Visit held week 14th September 2020, but outcome letter has not yet been received.</p>	<p>Cllr Rosemaire Harris</p> <p>Caroline Turner</p>	12	9	<ul style="list-style-type: none"> • Improvement and assurance board • Improvement plans • Communications strategy (internal/external) • close working relationships with regulators • corporate support provided to services • close working relationship with WG 	<ul style="list-style-type: none"> Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			This risk will be reviewed following the CIW Improvement Conference on the 9th October, and the Estyn Improvement Conference on the 18th-19th November. <u>28/06/2020</u> <u>22/03/2020</u> <u>05/01/2020</u> <u>08/09/2019</u>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0005 Nigel Brinn	The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic	Increased staff absenteeism; Increase demand for services from residents Increased workload for council staff as a result of staff absence and increased service demand Closure of Council premises resulting in reduced services to residents and office accommodation	<p>04/07/2021</p> <p>1st Qtr 2021/22. Review Summary: The Council revoked Business critical activity in May 2021 and have been transitioning to BAU activity for most services. Children's Services, Adult Services and Commissioning continue to operate in BCP due to pressures on these services. All risk assessments and BCP's have been updated to reflect new pressures identified by a possible third wave.</p> <p>11/04/2021</p> <p>Review Summary: 4th Qtr 20/21 Review Summary: The Council has developed a separate risk register for the Coronavirus pandemic. There are now 3 severe risks to the Council which are Adult Services, Children's Services and Financial impact.</p> <p>There are mitigating actions in place for all the risks identified and the risk register is reviewed weekly by the Council's internal GOLD Command Group (part of the Council's Emergency Response arrangements).</p> <p>17/01/2021</p> <p>3rd Qtr 20/21 Review Summary: The Council has developed a separate risk register for the Coronavirus pandemic. The risks captured in this assessment include: Increase in services demands Financial impact on the council Availability of Personal Protective Equipment Reopening of Schools Safeguarding Workforce absence Delivery of Test Trace and Protect in conjunction with PTHB</p> <p>There are mitigating actions in place for all the risks identified and the risk register is reviewed weekly by the Council's internal GOLD Command Group (part of the Council's Emergency Response arrangements).</p> <p>04/10/2020</p>	Cllr Rosemaire Harris Nigel Brinn	25	15	<ul style="list-style-type: none"> Update Business Continuity Plans (at Service and Corporate Level); Establishment of an Internal Silver Command Powys County Council Representation on Powys Teaching Health Board Gold and Silver Command; Liaison with all Local Resilience Forum (LRF) Partners; PCC Liaison with Welsh Government and Public Health Wales; Communication and engagement with schools. Communications to residents, staff and members 	Action Completed Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>2nd Qtr 20/21. Review Summary: The Council has developed a separate risk register for the Coronavirus pandemic. The risks captured in this assessment include: Increase in services demands Financial impact on the council Availability of Personal Protective Equipment Reopening of Schools Safeguarding Workforce absence Delivery of Test Trace and Protect in conjunction with PTHB</p> <p>There are mitigating actions in place for all the risks identified and the risk register is reviewed weekly by the Council's internal GOLD Command Group (part of the Council's Emergency Response arrangements). 12/07/2020 <hr/> 21/06/2020 <hr/> 03/05/2020 <hr/></p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PPPP0007 Nigel Brinn Escalated From :- Powys County Council	Heart of Wales Property Services (HOWPS) being unable to undertake contracted work in a timely and cost effective manner.	<ul style="list-style-type: none"> - Failure of statutory functions (Compliance). Potential for prosecution (HSE) and prohibition notices. - Failure to perform repairs and maintenance. Could lead to legal action against the authority. - Reputational damage to PCC (client credibility). - Cost to PCC for poor performance. - Officer time costs (due to additional workload). - Financial Risk to HRA and wider Authority. - Critical Wales Audit Office Report. - Non-delivery of key projects due to lack of resources. - Health and safety risks. 	<p>04/07/2021</p> <p>1st Qtr 2021/22 Review Summary: - Risks have increased as a result of the decision to end the contract with HOWPS and bring services back inhouse and as a result of a review of risks by the HOWPS Risk Register working group. Controls and Actions continue to be implemented. Review of controls and actions to be undertaken monthly.</p> <p>11/04/2021</p> <p>4th Qtr 2020/21 Review Summary: -Continued monitoring of HOWPS performance via monthly Contract Management Forum, weekly service area meetings with HOWPS, internal working groups on specific areas of concern, Compliance Boards and regular Cabinet/EMT updates.</p> <ul style="list-style-type: none"> -Step in implemented for part of housing contact. -Rectification plans secured in relating to poorly performing areas. -Contract review ongoing. <p>10/01/2021</p> <p>3rd Qtr 2020-2021. Review Summary: - Continued monitoring of HOWPS performance via monthly Contract Management Forum, weekly service area meetings with HOWPS, internal working groups on specific areas of concern, Compliance Boards and regular Cabinet/EMT updates.</p> <p>27/09/2020</p> <p>Qtr 2 20/21 Review Summary: - Continued monitoring of HOWPS performance via monthly Contract Management Forum, weekly service area meetings with HOWPS, internal working groups on specific areas of concern, Compliance Boards and regular Cabinet/EMT updates.</p> <p>12/07/2020</p> <p>03/05/2020</p>	Cllr Phyl Davies Nigel Brinn	20	20	<ul style="list-style-type: none"> • Potential to invoke step in clauses for specific parts of the contract in line with contract • Rectification plan(s) to be secured and monitored by PCC when submitted by HOWPS. • Additional resources allocated by Kier and PCC. • Close monitoring by Directors, Chief executive and Portfolio Holders. • Performance monitoring (Contract management forum, weekly meetings etc.) • Utilisation of contract document to escalate issues. • Development of evidence and fall-back systems (contingency plans). • Introduced weekly officer level meetings • Development of contingency plans for contract failure • Awaiting consultation resource plan. • Head of Service on HOWPS Board of Directors. • Portfolio Holder on HOWPS Board of Directors. • Escalation of risk and concerns to Chief Executive and Strategic Directors. 	Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Control In Place Control In Place Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<u>12/01/2020</u> <u>06/10/2019</u> <u>07/07/2019</u> <u>07/04/2019</u>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted by the COVID19 pandemic</p> <p>In Children's Services a grow your own programme is in place and continues to be implemented for social workers.</p> <p>Plans are in place to recruit a further 5 apprentices in Social Care.</p> <p>03/01/2021</p> <hr/> <p>3rd Qtr 2020-2021 Review Summary: The RPB Workforce Futures Strategic Framework is in place and is being implemented.</p> <p>The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented.</p> <p>The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted by the COVID19 pandemic. In Children's Services a grow your own programme is in place and continues to be implemented for social workers.</p> <p>04/10/2020</p> <hr/> <p>2nd Qtr 20/21 Review Summary: On behalf of Ness Young. The RPB Workforce Futures Strategic Framework is in place and is being implemented.</p> <p>The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented.</p> <p>The Council has established an apprenticeship programme which is being progressed albeit progress has been impacted by the COVID19 pandemic</p> <p>In Children's Services a grow your own programme is in place and being expanded in respect of social workers.</p> <p>12/07/2020</p> <hr/> <p>03/05/2020</p> <hr/> <p>19/01/2020</p> <hr/> <p>29/09/2019</p> <hr/>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<u>08/09/2019</u> <u>05/05/2019</u> <u>03/02/2019</u>					

Heatmap Inherent and Current



Inherent Ratings Summary Heatmap

Residual Ratings Summary Heatmap

Probability



Page 45

Insignificant Minor Moderate Major Catastrophic

Impact

Insignificant Minor Moderate Major Catastrophic

Impact

Detailed Risk Information

Residual and Target Rating Changes since 17/01/2021

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
ASC0064	WCCIS Unreliability - IF the unreliability of WCCIS is not resolved THEN	Michael Gray	Powys County Council	No Previous		20	No Previous		20
PPPP007	Heart of Wales Property Services (HOWPS) being unable to undertake contracted work in a timely and cost effective manner.	Nigel Brinn	Powys County Council	12		20	12		20
WO0021	Significant long term decrease in the working age population impacts on Council's ability to recruit and retain or commission the workforce it requires	Paul Bradshaw	Powys County Council	25		25	20		16
PCC0005	The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic	Nigel Brinn	Powys County Council	25		25	20		15
FIN0001	The Council is unable to deliver a financially sustainable budget over the short and medium term. The probability of this risk is heightened due to the impact of the Covid-19 pandemic and its impact on Welsh Government funding and subsequent settlements to the Council.	Jane Thomas	Powys County Council	25		16	15		12
PCC0002	The impact on the Council as a result of Brexit.	Nigel Brinn	Powys County Council	16		16	12		12
ICT0010	Non compliance with data protection legislation (General Data Protection Regulations (GDPR) and UK Data Protection Act (DPA) 2018	Diane Reynolds	Powys County Council	12		12	12		12
CS0009	BUDGET: If Children's Services are unable to manage within budget due to: - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Ending of grant funding	Jan Coles	Powys County Council	12		12	9		9
ED0022	The council will be unable to manage the schools' budget without ongoing adjustments to the distribution formula and improving financial management. If they are unable to manage the budget, there will be a significant compromise to the quality of education for Powys learners.	Lynette Lovell	Powys County Council	25		12	16		9
ICT0029	Cyber Security Threat. Risk of financial loss, disruption or damage to the reputation of Powys County Council from a failure of its information technology systems and or/loss of Data due to a cyber attack or Incident.	Diane Reynolds	Powys County Council	12		12	9		9
PCC0003	The council receives a negative regulatory / inspection report	Caroline Turner	Powys County Council	20		12	12		9
COVID0058	Post Inspection Action Plan (PIAP) for Estyn - Coronavirus may impact on the ability of the service to maintain the level of progress against the PIAP. In particular Recommendation 1 of the PIAP - 'Improve standards in secondary schools and more able learners' as schools are currently closed. Also, Recommendation 4 (the School Transformation / re-organisation programme) could be affected by the Council's ability to conduct strategy consultations relating to Schools Organisation.	Lynette Lovell	Powys County Council	12		12	9		6
HO0024	Failing to meet all applicable statutory requirements providing for the health and safety of the occupants in Powys County Council Housing Stock .	Nina Davies	Powys County Council	No Previous		12	No Previous		6

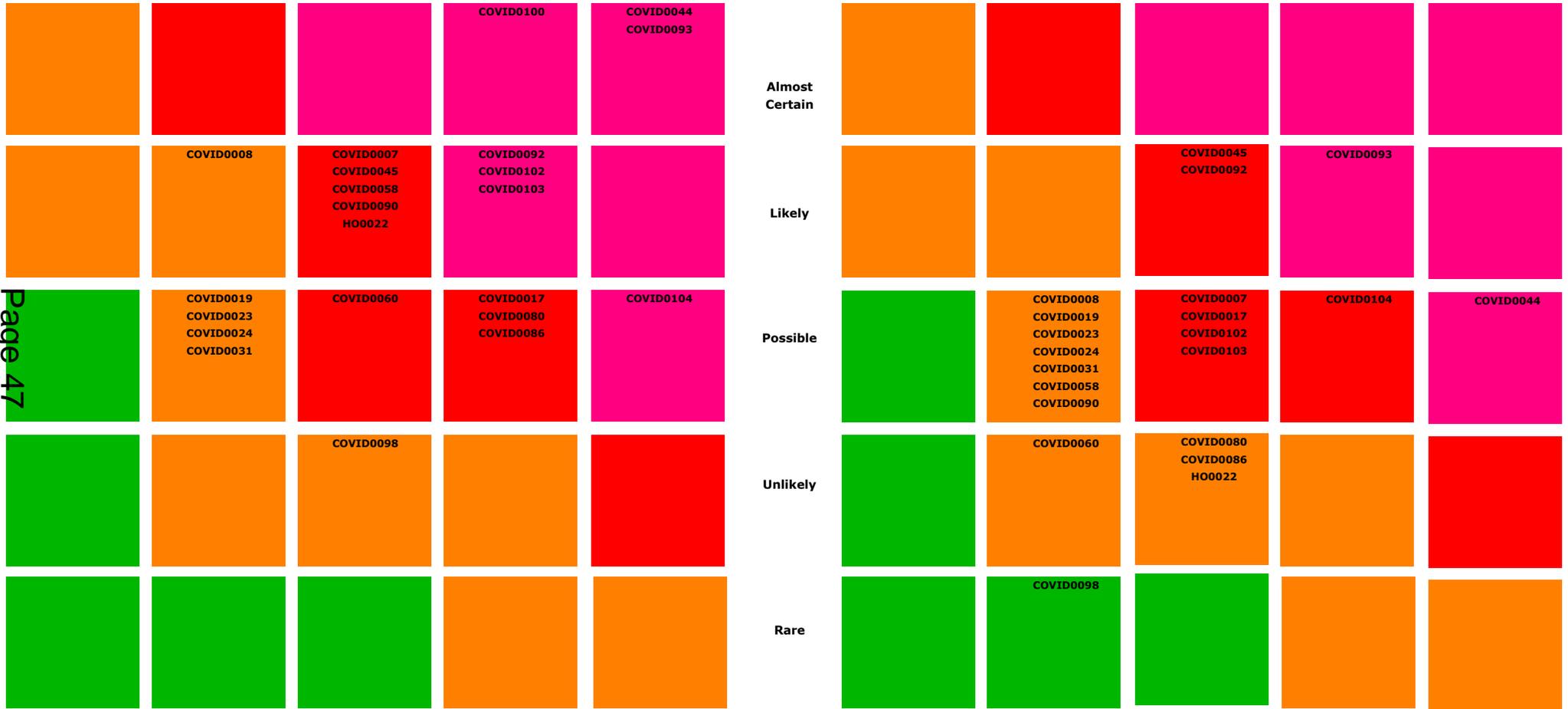
Report Selection Criteria

(REP_RECORD_CROSSCUT.Business Unit Code = @StrategicBusinessUnitCode AND (REP_RECORD_CROSSCUT.Status Flag <> "WITHDRAWN")) and REP_RECORD_CROSSCUT.Record Type=1

Inherent Ratings Summary Heatmap

Residual Ratings Summary Heatmap

Probability



Page 47

Insignificant

Minor

Moderate

Major

Catastrophic

Impact

Insignificant

Minor

Moderate

Major

Catastrophic

Impact

Detailed Risk Information

Residual and Target Rating Changes since 14/01/2021

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
COVID0093	Recovery - Precarious public service finances, with significant short and medium-term pressures faced particularly by local authorities along with future uncertainty around the UK Government's budgetary response to the economic fallout of COVID 19 and the impact of Brexit.	Jane Thomas	COVID-19	25	→	25	20	↓ -4	16
COVID0044	Adult Services Impact of COVID-19, including: Service User Illness and death; Unpaid Carer Illness; Staff Resource (further and unmanageable reduction through illness and self-isolation); Service provision volatility;	Dylan Owen	COVID-19	25	→	25	15	→	15
COVID0092	Recovery Socio-economic challenges given the immediate economic impact and likely recession, including increased unemployment and take-up of universal credit and other benefits	Nigel Brinn	COVID-19	16	→	16	9	↑ 3	12
COVID0104	If Covid-19 impacts on Children's Services so that: The service cannot deliver mission critical activities Demand cannot be managed Placement availability is reduced Statutory functions cannot be performed Statutory and regulatory requirements cannot be met There is insufficient staff with suitable qualifications and/or experience Services cannot be delivered within budget Savings cannot be delivered	Jan Coles	COVID-19	No Previous		15	No Previous		12
COVID0045	Impact of Covid-19 restrictions and redeployment on the capacity of the Public Protection Service.	Gwilym Davies	COVID-19	12	→	12	12	→	12
COVID0102	HOMELESSNESS: Demand and need for - and duties to provide - homelessness and related services continues to expand	Dafydd Evans	COVID-19	No Previous		16	No Previous		9
COVID0103	Restricted access to homes for repairs, maintenance, servicing and inspections.	Mark Davies	COVID-19	No Previous		16	No Previous		9
COVID0007	Response LEISURE/SPORT Leisure Contractor significantly affected by COVID-19 situation	Jenny Ashton	COVID-19	12	→	12	9	→	9
COVID0017	Response Supply Chain Risk - potential failure of companies who supply goods and services to the Council	Jane Thomas	COVID-19	12	→	12	9	→	9
COVID0100	Disruption to pupils' learning caused by a positive COVID-19 test within a bubble, cohort, school or travelling to school, or by a national closure of school years.	Lynette Lovell	COVID-19	25	↓ -5	20	20	↓ -14	6
COVID0058	Post Inspection Action Plan (PIAP) for Estyn - Coronavirus may impact on the ability of the service to maintain the level of progress against the PIAP. In particular Recommendation 1 of the PIAP - 'Improve standards in secondary schools and more able learners' as schools are currently closed. Also, Recommendation 4 (the School Transformation / re-organisation programme) could be affected by the Council's ability to conduct strategy consultations relating to Schools Organisation.	Lynette Lovell	COVID-19	12	→	12	9	↓ -3	6

Detailed Risk Information

Residual and Target Rating Changes since 14/01/2021

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
COVID0080	Response/Recovery Inability to continue to provide an effective and efficient Contact Tracing service by PCC / PTHB to prevent the spread of Covid 19	Nigel Brinn	COVID-19	6		12	6		6
COVID0086	Recovery The supply of PPE for public services could be adversely impacted by increased worldwide demand.	Clive Pinney	COVID-19	12		12	9		6
COVID0090	Recovery Workforce health and wellbeing	Paul Bradshaw	COVID-19	12		12	6		6
HO0022	EXTRA CARE - HOUSING - Lack of demand for extra care resulting from COVID-19 (Coronavirus) pandemic	Dafydd Evans	COVID-19	12		12	6		6
COVID0008	Response LEISURE/SPORT As a result of the COVID-19 outbreak, residents and communities become sedentary, participation and activity levels decrease, people's health & well-being deteriorates (physical, mental, social & emotional). Sport & Active Development Team unable to deliver face to face activities , programmes, events, advice (including funding) and schemes	Jenny Ashton	COVID-19	8		8	6		6
COVID0019	Response Exemptions to keep exiting contracts	Vincent Hanly	COVID-19	6		6	6		6
COVID0023	Response Companies liquidating	Vincent Hanly	COVID-19	6		6	6		6
COVID0024	Response Potential Insolvency of participating Pension Fund Employers	Chris Hurst	COVID-19	6		6	6		6
COVID0031	CATERING Significant Loss of Income from school meals.	Jason Rawbone	COVID-19	8		6	8		6
COVID0060	Response Reduced reputation for the council if pandemic is not managed well	Nigel Brinn	COVID-19	9		9	4		4

Detailed Risk Information

Residual and Target Rating Changes since 14/01/2021

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
COVID0098	<p>Adult Social care</p> <p>Risk of legal challenge from providers on interpretation and implementation of eligibility for access to the Welsh Government Hardship Fund for social care providers.</p> <p>The concern is about the guidance provided on the hardship fund and the recent confusion from receiving slightly different guidance via the ADSS Cymru. PCC has worked closely with care providers to support them and to enable them to access the hardship fund.</p> <p>The original WG guidance set out that the fund could be used to pay for: "...loss of income and double running costs that arise because a care home has experienced a death or deaths as a result of Covid-19". The WG clarification shared a few days later advised that the fund could be used to pay: "...where additional costs, including double commissioning costs, arise because a care home has experienced a death or deaths as a result of Covid-19 thereby creating a vacancy or void. Therefore funding could be used in this instance to cover that void, or to commission a placement elsewhere were it was not possible to do so with that home." We have worked accordingly.</p> <p>The new guidance by the ADSS suggests that the hardship fund can pay for voids in care homes that were not created by COVID-19: "Taking account of your local decision making and discretion in relation to claims, we will remove the bullet on p7 of the guidance which details that the Hardship Fund does not cover "lost income other than where it relates directly from a COVID-19 death". Further clarification sought has not helped understanding.</p> <p>We have already received a further claim from a provider who advise that they have seen the further guidance and wish to claim for a significantly more money. To change the interpretation of the guidance in any way at this point would require that we prepare a new pro -forma for providers to complete and submit; make contact with all service providers in order to request their consideration, amended calculation and submission for the past 4 months; to receive, scrutinise and pay them; and to submit our claim in 3 working days.</p> <p>The chosen option (following a discussion with WG Civil Servants) is to refuse the application received and to not offer the opportunity to other providers.</p>	Dylan Owen	COVID-19	9		6	9		2

Report Selection Criteria

(REP_RECORD_CROSSCUT.Business Unit Code = @StrategicBusinessUnitCode AND (REP_RECORD_CROSSCUT.Status Flag <> "WITHDRAWN")) and REP_RECORD_CROSSCUT.Record Type=1

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE
27th July 2021

REPORT AUTHOR: County Councillor Cllr Aled Davies
Portfolio Holder for Finance

REPORT TITLE: Financial Forecast for the year ended 31st March 2022
(as at 30th June 2021)

REPORT FOR: Decision

1. Purpose

- 1.1 To provide Cabinet with the revenue budget outturn forecast for the 2021-22 financial year. This includes information on the additional hardship funding received from Welsh Government and the impact on the projected position.

2. Background

- 2.1 The pandemic continues to have a financial impact upon the Council, and this will continue through 2021/22. The support from Welsh Government during 2020/21 was fundamental in securing the Council's financial position. This support continues but it is not expected to be at the level seen last year. Likewise, the reduced level of restriction imposed will not impact as severely on Council services, however, there will continue to be some additional costs and income levels may not return to pre pandemic levels for a while.
- 2.2 We must continue to monitor our financial position carefully as we progress through this year and ensure that we react quickly if the position changes, redirecting resources as necessary to maintain our priority services for our residents and businesses.
- 2.3 Table 1 below summarises the projected full year position across the Council's services including HRA and delegated schools a £0.730 million surplus is forecast.

Table 1 – Forecast Position

Revenue Budget	£'000
Base Budget	279,808
Cost Pressures	5,287
Cost Underspends	(7,633)
Cost Reductions Shortfall	2,601
WG Support	(985)
Forecast Outturn	279,078
Surplus	730

- 2.4 Appendix A provides a breakdown of the financial position for each service, broken down into categories covering cost pressures, cost underspends, service reductions and covid hardship funding from Welsh Government expected to date.
- 2.5 Further detail about each service area is provided in Appendix B, with Heads of Service setting out their individual narrative that explains their financial position. This includes their activities being undertaken to deliver cost reductions and mitigate shortfalls, the level of pressures and if any that are being managed “at risk” are likely to materialise significantly.

3. Cost Reductions

- 3.1 Cost reductions of £13.397 million were approved as part of the Councils budget for this year and the delivery of these is required to achieve a balanced budget in year. These include undelivered reductions from 2020-21 of £1.569 million that have been carried forward.
- 3.2 The summary at Table 2 shows that 30% or £3.977 million have been delivered and a further 51% £6.820 million are assured of delivery by Services. £2.601 million, 19% are unachieved and are at risk of delivery in this year. Services are being challenged as to why the position for some proposals has changed and will be required to consider mitigating action to ensure that they can deliver within the budget allocated.

Table 2 – Cost Reductions

	To Be Achieved	Actually Achieved	Assured	Un-achieved	% Achieved
Adult Services	5,091	1,040	3,951	100	20%
Childrens Services	3,184	1,523	1,661	-	48%
Commissioning - Adults & Children	-	-	-	-	-
Economy and Digital Services	1,167	33	165	969	3%
Education	381	381	-	-	100%
Schools Delegated	39	-	39	-	-
Finance	324	246	78	(0)	76%
Central Activities	(175)	-	-	(175)	-
Highways Transport & Recycling	1,745	230	411	1,104	13%
Housing & Community Development	310	106	129	75	34%
Legal & Democratic Services	298	47	21	230	16%
Transformation and Communications	57	57	-	-	100%
Property, Planning & Public Protection	818	304	366	148	37%
Transformation and Communication	-	-	-	-	-
Workforce & OD	160	10	-	150	6%
Total	13,397	3,977	6,820	2,601	30%
		30%	51%	19%	

- 3.3 The budget set by Council included the provision of a risk budget to manage this risk together with potential additional service pressures and this will be drawn upon to support the budget

4. Welsh Government Support

- 4.1 The Welsh Government budget confirmed that the Hardship fund would receive an additional £206.5 million and has been extended until 30th September 2021. Welsh Government have now provided assurance that funding will remain in place until

31st March 2022 but expect the value of claims to reduce as councils bear the cost of new working and customer practices that become the norm. This fund continues to support additional costs arising from the pandemic associated with Social Care, Homelessness, PPE, Free School Meals, limited general additional expenses, and the Mortuary Facility. The fund also continues to support the net effect of lost income.

- 4.2 Thus far the council has submitted cost claims for the quarter totalling £1.30 million, of which £0.44 million directly supports the adult care providers through temporary fee increases.
- 4.3 Claims totalling £183,080 were made for staff on furlough from the Governments' Job Retention Scheme for the first quarter of the year. The furlough scheme is due to come to an end on the 30th September 2021, at which point staff will be required to return to work. Recognising that a number of the staff concerned have health conditions, steps are being taken to support their safe return to work. This involves seeking and considering up to date medical advice from occupational health, risk assessing their return to work in line with current governmental advice and in making adjustments where reasonable. The continued absence of any employees who are unable to return to work at that stage will be managed in line with the Council's normal absence management process.

5. Reserves

- 5.1 The Reserves position at Table 3 sets out the reserve forecast as at 30th June 2021. The opening reserves stand at £52.258 million, with the general reserve £13.634 million representing 6.9% of total net revenue budget (excluding Schools and the HRA).
- 5.2 Council agreed a virement request on the 15th July to set up three specific reserves utilising the 2020/21 outturn underspend, totalling £4.241 million. These specific reserves will now be established with a transfer of funds from the general reserve, reducing this reserve to £9.393 million, representing 4.7% of total net budget (excluding Schools and the HRA).

Table 3 – Reserves Table

Summary	Opening Balance (1st April 21) Surplus / (Deficit)	Planned Addition / (Use) of Reserves	Forecast (Over) / Under change to the plan	Projected Balance (31st March 22) Surplus/ (Deficit)
General Fund	13,634	0	0	13,634
Budget Management Reserve	4,330	0	0	4,330
Specific Reserves	15,651	(1,454)	(58)	14,139
Transport & Equipment Funding Reserve	11,282	(8,710)	0	2,572
Schools Delegated Reserves	3,251	(52)	226	3,425
School Loans & Other Items	(371)	7	0	(364)
Housing Revenue Account	4,481	(2,404)	863	2,940
TOTAL	52,258	(12,613)	1,031	40,676

- 5.3 The transport reserve is forecast to have a significant call on it due to a delay in delivery of replacement fleet last year. The lead times for these recycling vehicles have slipped the costing circa £5.80 million into this year.

6. Transformation

- 6.1 The transformation fund is funded from capital receipts, under a capitalisation directive from Welsh Government. Qualifying expenditure is expenditure that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery in a way that reduces costs or demand for services in future years for the Authority or any of the delivery partners. This includes investment which supports economic growth projects which are also designed to reduce revenue costs or pressures over the longer term. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.
- 6.2 Transformation funding under the capitalisation directive funds both transformational projects and redundancy costs across all services within the authority.
- 6.3 Welsh Government recommend that a separate disclosure note listing the individual transformation projects that have been funded or part funded through the capital receipts flexibility. Appendix C represents the disclosure note required. Setting out the transformational spend and the cashable and non-cashable savings realised.
- 6.4 The total budget allocated to transformational funding in 2021-22 is £4.013m, of which £3.013m was allocated to 16 projects. Thus far the projected outturn is £2.946mm. £1m was allocated to redundancy costs and actual expenditure to the end of June 2021 is £0.165m.

7. Virements and Grants

- 7.1 There have been three additional grants received this quarter:
 - 7.1.1 Grant has been awarded by Welsh Government for the Regional Skills Partnership of £165,000 for the 2021-22 financial year.
 - 7.1.2 Grant has been awarded by Welsh Government for the Communities for Work plus programme of £316,000 in total with allocations of £150,000 and £166,000.
 - 7.1.3 Grant has been awarded by Welsh Government in relation to the All Wales Play Opportunities Grant – Summer of Fun of £174,000.

8. Financial Risks

- 8.1 The Council was able to achieve an underspend in last year's outturn, and at this point in the year, the current forecast predicts a break even position. The course of the pandemic and measures instigated by government will continue to impact on the Council and we must retain flexibility in our budget this year to react to a changing situation.
- 8.2 The greatest financial risk remains in our ability to deliver a balanced budget over the medium and longer term. On current modelling we project a £38 million budget gap up to 2026. We continue to plan in a challenging and uncertain time and will update our projections as more information becomes available.
- 8.3 Treasury Management, maintaining the Councils cash flow to meet liabilities, is also under scrutiny and continues to be monitored daily. We must ensure that the Council has sufficient liquidity to meet its immediate costs such as salaries and

wages, HMRC taxation, and maintaining payment to suppliers and precepting authorities. The current position remains stable.

- 8.4 The Council remains under borrowed as we continue to utilise our cash reserves to underpin our cashflow. We can borrow both in the short to medium or long term, our approach is regularly updated and explained as part of the Treasury Management update to Audit Committee.

9. Resource Implications

The Head of Finance (Section 151 Officer) has provided the following comment:

- 9.1 The outturn for 2020/21 was extremely welcome and we have used the opportunity this provided to support one of costs that will aid recovery, meet short term additional demand and start to provide support for our longer term financial resilience. This funding was not recurring and we cannot assume that we will get the same level of support from Welsh Government this year.
- 9.2 We must consider the continuing implications of the pandemic and how these impact on the Council and embed this into our planning and new ways of working. The additional costs and reductions in our income have to be considered and factored into our service budgets on an ongoing basis and we will have to rebalance our resources to maintain a balanced position.
- 9.3 Our planning must now focus on the medium and longer term as we develop the budget over the coming months, bridging the budget gap, transforming our services and building on the opportunities shown over the last year, whilst also maintaining an appropriate level of reserves will improve our financial resilience.

10. Legal implications

- 10.1 The Monitoring Officer has no specific concerns with this report.

11. Data Protection

- 11.1 There are no data protection issues within this report.

12. Comment from local member(s)

- 12.1 This report relates to all service areas across the whole County.

13. Impact Assessment

- 12.1 No impact assessment required.

14. Recommendation

- 14.1 That Cabinet note the current budget position and the projected full year forecast to the end of March 2022.
- 14.2 That the grants set out in section 7 of the report are noted.

contact Officer: Jane Thomas Email: jane.thomas@powys.gov.uk Head of Service: Jane Thomas

Appendix A – Forecast to year end as at 30th June 2021

	£'000	FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21				Revised	FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS		Final	Variance
		Add	+ / -	Less	Add		+ / -	Less		
	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Outturn Position 2020/21	
Adult Services	67,266	816	18	(399)	4,051	71,752	(390)	(3,951)	67,411	(145)
Children's Services	25,960	1,374	0	(158)	1,661	28,837		(1,661)	27,176	(1,216)
Commissioning	3,292		0	(14)	0	3,278		0	3,278	14
Education	10,749	481	0	(196)		11,034		0	11,034	(285)
Highways Transport & Recycling + Director	28,106	1,182	(8)	(736)	1,515	30,058	(533)	(411)	29,114	(1,008)
Property, Planning & Public Protection	4,845	93	(71)	(236)	514	5,145		(366)	4,779	66
Housing & Community Development	5,305	593	(24)	(603)	204	5,475	(50)	(129)	5,296	9
Economy and Digital Services	4,259	60	0	(480)	1,133	4,972		(165)	4,808	(549)
Transformation & Communication	1,512		0	(36)	0	1,476		0	1,476	36
Workforce & OD	2,039	17	(11)	(142)	150	2,053		0	2,053	(14)
Legal & Democratic Services	3,087	77	(15)	(194)	251	3,206	(12)	(21)	3,173	(86)
Finance	6,081	28	0	(93)	78	6,094		(78)	6,016	65
Corporate Activities	35,546	567	111	(3,257)	(175)	32,792		0	32,792	2,754
Total	198,047	5,287	0	(6,544)	9,382	206,172	(985)	(6,781)	198,406	(359)
Housing Revenue Account	0			(863)		(863)			(863)	863
Schools Delegated	81,761			(226)		81,535		0	81,535	226
Total	81,761	0	0	(1,089)	0	80,672	0	0	80,672	1,089
Total	279,808	5,287	0	(7,633)	9,382	286,844	(985)	(6,781)	279,078	730
						(7,036)			730	

Appendix B

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21					FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS				
		Add	+ / -	Less	Add	Revised	+ / -	Less	Less	Final	
£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Adult Services	67,266	816	18	(399)	4,051	71,752	(390)	(3,951)		67,411	(145)

Head of Service Commentary

Adult Social Care Overview

Cost Pressures

(a) Current Pressures - Included in the forecast outturn

- £390k in regard to loss of income and additional agency staff to manage the increase in the number of presentations at the Front door/ASSIST, Older Peoples Team and Mental Health referrals, which is anticipated will be reclaimed from the Welsh Government Covid 19 Hardship fund.
- £200k to cover the increase in 'Carer' breakdown following the lockdown and the need for additional 'Home Based' respite.
- £40k re increase in demand on the Community Equipment Store to date, partly due to increased community referrals and due to Covid 19 the restrictions on collections and recycling following repair/sanitation.
- £186k in relation to community based services following the risk assessment to not open Older Day Centres and Day Bases and alternative community based service delivery.

(b) Future pressures - Not included in the forecast outturn

- Following a revised risk assessment, Older People & Disability centre/services remain closed. Future need will be based on what matters conversations that are currently occurring which may result in increased costs/double running costs in the short term due to potential increase in bespoke 1:1 sessions which will be over and above current budgeted staffing levels.
- Unknown future impact of Covid 19 on services, are not included in the forecast and only clarity from Welsh Government (WG) re Hardship funding to September 2021 in the current format. This relates to support to local authorities to maintain their commissioned and in-house adult social care placements.
- Winter pressures and potential demand on home-based care and interim bed options, future demand is unknown and so further cost pressures may arise.
- Stability of commissioned providers, particularly the care home sector. There is currently 2+ providers who may be at risk of failure.
- Future demography.

- Additional and backdated costs for “Sleep-ins” following the outcome of the judicial review, possibly backdated to November 2011. Awaiting judgement and liability to be calculated by the payroll team for the in-house service and legal direction.
- Risk in regard to ‘Furlough’ ending on 30th September and currently some frontline staff unable to deliver care within a 2 metre radius.

Cost Underspends

- £234k as the service has only been recruiting in respect of frontline services, which has resulted in staff slippage due to vacancies and also a reduction in travel as face to face meetings have reduced.
- £165k in regards to services not occurring due to Covid 19 restrictions and contract reductions following outcomes of mini UK Government Policy note PPN02/20 & PPN04/20, undertaken in line with guidelines.

Cost Reductions

- **Assured**

The original target of £5.091 million is currently on target to achieve delivery, of which £1.040 million of the original target to date achieved and included in the forecast outturn. There is assurance of delivery of a further £3.951 million, with £0.100 million of the original target set being unachievable due to business continuity being invoked. The budget pressure will be carried forward to 2022/23 and be part of Finance Resource Model (FRM).

- **Undeliverable**

At this point due to business continuity and capacity to deliver the management of change there is a risk on the delivery of £0.100 million, but will be included in the 2022/23 FRM.

WG Funding not yet claimed

£390k in regard to loss of income and additional agency staff to manage the increase in the number of presentations at the Front door/ASSIST, Older Peoples Team and Mental Health referrals, which is anticipated will be reclaimed from the Welsh Government Covid 19 Hardship fund.

Other mitigating actions to deliver a balanced budget.

Maximisation/utilising any grant underspends, if within the grant terms and conditions for previously budgeted and funded baseline costs.

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21				FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS					
		Add	+ / -	Less	Add	Revised	+ / -	Less	Less	Final	
£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Children's Services	25,960	1,374	0	(158)	1,661	28,837		(1,661)		27,176	(1,216)

Children's Services Overview

Cost Pressures

a) Current Pressures

- £1.2m – increased costs for children in care part year effect
- £200k – increased demand for short breaks
- £60k – s21 support for families in need of care and support

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- b) **Future pressures** - Not included in the forecast outturn - The situation for families due to the pandemic makes predicting future pressures even more uncertain. We are working hard to keep children with their families wherever it is safe and in their best interests and have so far brought into care fewer children than in the same period last year. This may change. The national shortage of placements is making it more difficult to find suitable placements that meet children's needs – this is particularly for children with the most complex needs. There is likely to be a further pressure on placement costs, but it is impossible to forecast at this point. The sustained demand at Front Door and Early Help means additional staff have been required. This has been covered by the covid recovery fund and WG. If demand continues to grow this will create a budgetary pressure going forward. It is critical to respond as early as possible to prevent escalating need and avoid the accompanying costs.

Cost Underspends

Cost Reductions

a) Assured

- £1.5m – delivered
- £1.7m – assured

b) Undeliverable

Work to ensure shared costs for continuing care for children and young people continues with very limited success.

c) Mitigations being delivered

We expect to over-deliver on our 'closer to home' work

WG Funding not yet claimed

Other mitigating actions to deliver a balanced budget.

Children's Services usually receives additional grant funding later in the year and we always try to maximise this to deliver a balanced budget.

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21					FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS				
		Add	+ / -	Less	Add	Revised	+ / -	Less	Less	Final	
£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Commissioning	3,292		0	(14)	0	3,278		0		3,278	14

Commissioning Overview

It is anticipated that the Commissioning Service for Social Services will return a balanced budget. The service is working with children's services and adults' services to deliver efficiencies within those areas.

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21				FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS					
		Add	+ / -	Less	Add	Revised	+ / -	Less	Less	Final	
£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Education	10,749	481	0	(196)		11,034		0		11,034	(285)

Education overview

Commissioning Overview

Cost Pressures

- a) **Current Pressures** - The Schools Service (excluding Schools Delegated Budgets) has a forecasted outturn overspend at the year-end of £286k. There are five main budget lines within the school service budget with senior managers accountable for each one. At the end of June 2021, most budget lines are on track to the forecast with a reasonable variance. The Schools' operational costs budget continues to be an area that is difficult to forecast. With the ageing school estate across Powys, the forecast outturn for this area is a £250k overspend. However this has increased by £219k since last month.

The main reasons for this are:

- £115k overspend Property plus - The Property Plus budget is forecasted to be 25% overspent during 2021/22 due to insufficient budget allowance for repairs and maintenance in school budgets. In order to minimise the overspend, works are prioritised to undertake emergency, urgent, statutory compliance remedial works and environmental health works only. This has been the case since October 2019 and the effects of the spending restriction will have an ongoing detrimental impact on the backlog maintenance costs of the school estate. The forecast is subject to review and may increase if inclement weather is experienced during the winter months.
- £149k overspend Asset Management – This is due to a reduction in budget allowance in recent years and the discontinuation of funding the Schools R&M Central budget. This has left a funding gap for larger maintenance works and programmed maintenance works and essential surveys and investigation works which do not meet the criteria for capital funding with the following commitments:
 - £24.2k electrical remedial works to school which need to be journaled to the critical safety remedial works fund in 2021/22.

- £46.7k asbestos monitoring, new boiler and boiler encapsulation works, a condition survey, feasibility for new mobile staff accommodation at a CP School, various schools BMS controls surveys, electrical remedial works, asbestos management handovers to new Head Teachers.
- £10k flood prevention investigations and works to part of the former school site.
- £25k of flood prevention works to the school playing field at CP School

Other mitigating actions to deliver a balanced budget.

Schools' transformation programme needs to be delivered to ensure our schools' estate is fit for purpose for the 21st Century and the National Mission.

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21					FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS				
		Add	+ / -	Less	Add	Revised	+ / -	Less	Less	Final	
Page 6	£'000	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
	2021/22 Base Budget										
Schools Delegated	81,761			(226)		81,535		0		81,535	226

Schools Delegated Overview

As at 31st March 2021 there were eighty one (81) schools in a surplus position, with a combined cumulative surplus balance of £6.9 million. Given the extraordinary circumstances of the last financial year and the significant amount of additional funding received during March 2021 which resulted in more schools having significant surpluses it was agreed that there should not be a blanket policy of requesting spend plans from those schools that have significant balances at 31st March 2021, which would be normal practice. This is due to the continued uncertainty around the impact of the pandemic and that schools will be planning to utilise these surpluses over the next academic year and beyond to provide appropriate support to learners as they return to school following the disruption caused by the COVID-19 pandemic, which will be reflected in schools' development plans.

As at 31st March 2021, there were fourteen schools in a deficit balance position, with a combined cumulative deficit of £3.7 million. A reduction of 9 schools holding a deficit from the twenty three schools with combined deficits of £4.9 million as at 31 March 2020.

Of the budgets submitted, eighty schools were budgeting to be in a cumulative surplus position at 31st March 2022, meeting the criteria to be approved under the Scheme (this compares to seventy one schools in May 2020). Eleven schools are budgeting to be in a cumulative deficit position at 31st March 2022 (this compares to twenty two schools in May 2020). Four of these meet the criteria within the Scheme to be a licensed deficit, while seven did not meet the criteria and are therefore unlicensed according to the Scheme (comparative numbers for May 2020 are nine and thirteen respectively).

The seven schools that have submitted budgets that are in unlicensed positions are listed below, along with commentary on actions in place. Brynhafren CP School Warning notice remains in place; deficit recovery agreement in place.

- Llanfechain CinW School Recovery plan requested
- Brecon High School Budgeted in-year surpluses throughout budget plan. Warning notice remains in place, to be reviewed Autumn term 2021.
- Crickhowell High School Budgeted in-year surpluses throughout budget plan. Warning notice to be removed.
- Welshpool High School Budgeted in-year surpluses throughout budget plan. Warning notice to be removed.
- Ysgol Calon Cymru Budgeted in-year deficits throughout budget plan, although significantly reduced. Recovery plan requested. Warning notice remains in place.
- Ysgol Maesydderwen Budgeted in-year deficits in later years of budget plan. Recovery plan requested. Warning notice remains in place.
- Cumulative balances remain a concern and a significant risk to the authority, but schools are working well with Council officers to bring in-year budgets into balance and halt the growth of cumulative deficits. Once this position is achieved and consolidated, work begins on reducing the cumulative deficits.

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£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Highways Transport & Recycling + Director	28,106	1,182	(8)	(736)	1,515	30,058	(533)	(411)		29,114	(1,008)

Highways Transport & Recycling Overview

Current Pressures

- **Highways Operations**

A forecast over-spend of £90k against budget is reported at end of May, principally due to £130k unachieved savings for the reduction in winter maintenance service, £14k for street lighting and £67k for the transfer of public conveniences.

- **Waste Collection**

Forecasting £765k overspend, predominantly through a lack of income, which is estimated to be around £354k. Domestic waste is forecasting £232k overspend. Savings around reducing agency staff and rationalising rounds to the sum of £200k has proven to be difficult due to the social distancing and only allowing two per cab. Once three in a cab is allowed the department will be able to reduce its agency numbers.

- **Transport**

Home to School Transport is reporting a £455k overspend against budget at the end of May 2021, predominantly arising from the unachieved savings target of £549k for efficiencies within the Public and School Transport provision not yet delivered.

- **Car Parks**

£588k over-spend on Car Parks, £418k resulting from the reduced opportunity to earn income from on/off street parking and enforcement, arising from the impact of COVID-19. Last financial year the service received grant support from Welsh Government to mitigate the loss of income. If the service is successful at securing funding from Welsh Government to support lost income for the period April to September 2021, this forecast position will improve by circa £233k.

Cost Underspends

- **Transport**

Public Transport is reporting an underspend of £57k against budget at the end of May.

- **Highways Technical**

- £15k underspend on Traffic management resulting from underspend contractors.
- £73k underspend on Street Works which results from a £16k underspend on staffing, £49k overachievement of income associated with traffic regulations offset by a reduced income of £7.5k associated with penalties. Thy forecast assumes that £350k income will be generated from traffic management activities, it is noted that last financial year the service generated £683k of income.

Cost Reductions

The impact of the savings target not expected to be achieved for 21/22 is £1.74m, we have achieved £226k to date, and are expecting to achieve a further £394.5k, which results in an unachieved savings target of £1.12m which accounts for the majority of the reported forecast overspend.

a) Assured

We have achieved £226k to date and are expecting to achieve a further £394.5k.

b) Undeliverable

- £1.12 in undeliverable, predominantly within Transport where a saving target of £549k has been set, alongside £207k in Waste Services, and £200k in Highways Operations.

c) Mitigations being delivered

- All options are being explored to ensure savings targets are maximised. However, further mitigations are being explored in the event the full saving is not achieved.

WG Funding not yet claimed

This position does not take into account income support from the Welsh Government Hardship fund for the April to September period (estimated at £543k)

Other mitigating actions to deliver a balanced budget.

Proposed Mitigation	Actions	Value
Q2/Q3 / Q4 support of lost income by WG (or income levels return to normal)	WG continue to support lost income for the rest of the financial year	£543K
Reduce or temporarily postpone the permanent adjustment to highways budget increase for 21/22.	Do not undertake targeted increase in programmed works (sweeping / Street Cleansing) £500,000 for full year.	£250,000 (based on 6 mths)
	Net Total	£793k

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21				FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS					
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£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Property, Planning & Public Protection	4,845	93	(71)	(236)	514	5,145		(366)		4,779	66

PPPP Overview

Cost Pressures

a) **Current Pressures:**

Trading Standards are forecasting an overspend of £102K. This is because of unachievable income targets. Work is ongoing to identify ways to address this forecast overspend.

Cost Underspends

Cost Reductions

a) **Assured:**

Savings of £818k are targeted for this financial year with £304k achieved to date and £366k of savings assured.

b) **Undeliverable:**

The full savings identified by PCC exiting building (£141K) is not achievable given the costs of running alternative buildings. This has resulted in a shortfall of £51K.

c) **Mitigations being delivered**

Strategic Property are currently not on target to achieve income targets related to commercial buildings and offices. New tenants are however in the process of signing leases and salary underspends and better than expected results from other Strategic Property savings exercises (Business rate reviews) are likely to offset any shortcomings.

Other mitigating actions to deliver a balanced budget.

FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21						FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS			
		Add	+ / -	Less	Add	Revised	+ / -	Less	Final
£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Outturn Position 2020/21
Housing & Community Development	5,305	593	(24)	(603)	204	5,475	(50)	(129)	5,296
									Variance
									9

Housing and Community Development Overview

- a) **Assured** - Savings delivered/income generation on track across Arts, the Housing General Fund, Archives and Information Management, Sport Powys and the Cleaning Service.
- b) **Undeliverable** - Officers to meet with Finance Business Partners to discuss the deliverability of part of the savings targets for the Library service. Delays have been caused due to the focus on business-critical work.
- c) **Mitigations being delivered** - Continue to take action to reduce void times in order to minimise rent lost as a consequence of empty properties.

Other mitigating actions to deliver a balanced budget.

Officers continue to apply for available grants and funding to support the services wherever appropriate. This does have an impact on staff capacity to deliver other work.

WG Funding not yet claimed

The Catering service are forecasting an overspend of £203,000. The cost of Free School Meal payments in relation to COVID-19 are continuing to be supported by Welsh Government. Until the end of September the expectation is that the income lost as a result of COVID-19 will still be recovered through the lost income hardship claim. Some furlough income has been received which offsets the lost income. The Service hopes to return to normal meal delivery in High Schools from September, which would have a significant impact on income, however this will be dependant on covid restrictions at the time and decisions made by individual schools. Income will continue to be monitored carefully by the Service and Finance Business Partners.

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21					FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS				
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£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Housing Revenue Account	0			(863)		(863)				(863)	863

HRA – The HRA is ring fenced and forms part of its own trading account, any surpluses and deficits are contained within a ring fenced reserve.

- a) **Current Pressures**
- b) **Future pressures** - Not included in the forecast outturn.

Cost Underspends

Cost Reductions

- a) **Assured**
- b) **Undeliverable**
- c) **Mitigations being delivered**

WG Funding not yet claimed

Other mitigating actions to deliver a balanced budget.

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21					FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS				
		Add	+ / -	Less	Add	Revised	+ / -	Less	Less	Final	
£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Economy and Digital Services	4,259	60	0	(480)	1,133	4,972		(165)		4,808	(549)

Economy & Digital Overview

a) **Current Pressures** – The service work over the past year has focussed on supporting innovative solutions to aid the Council's response to Covid. This has meant delays in delivery of digital transformation savings from last year added to further savings this year.

b) **Future pressures** - Not included in the forecast outturn.

Cost Underspends

No underspends are currently identified

Cost Reductions

- a) **Assured** - only a small proportion of savings have been assured due to the delays with transformational change.
- b) **Undeliverable** - the savings for Regeneration remain very challenging and have been covered in the previous year by grant income. The service will continue to look for these opportunities in the current year, but this puts a strain on limited resources and effects the organisations' ability to maximise economic recovery.
- c) **Mitigations being delivered** - a review of the regeneration service is being undertaken to ensure future establishment is in line with Vision 2025 priorities.

WG Funding not yet claimed

All grant funding for Regeneration is currently unknown as many initiatives are launched throughout the financial year.

Other mitigating actions to deliver a balanced budget.

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21					FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS				
		Add	+ / -	Less	Add	Revised	+ / -	Less	Less	Final	
£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Transformation & Communication	1,512		0	(36)	0	1,476		0		1,476	36

Transformation and Communication Overview

a) Current Pressures

b) **Future pressures** - Not included in the forecast outturn. Future pressures are emerging around the potential cessation of external funding to support Communications. Work to continue with finance and a discussion ensued with Executive Management Team in respect to of the operating model.

Cost Underspends – additional income received rather than a cost underspend and vacancies attribute to the £36k.

Cost Reductions

a) **Assured – 100% of savings for 2021/22 are achieved.**

b) Undeliverable

c) Mitigations being delivered

WG Funding not yet claimed

Other mitigating actions to deliver a balanced budget.

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21					FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS			
		Add	+ / -	Less	Add	Revised	+ / -	Less	Less	Final
£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21
Workforce & OD	2,039	17	(11)	(142)	150	2,053		0		2,053
										Variance
										(14)

Workforce and OD Overview

- a) **Current Pressures** – minimal cost pressures have been identified which will be more than offset by cost underspends
b) **Future pressures** - not included in the forecast outturn.

Cost Underspends

The service is underspending £142k against other budgetary lines (mainly staffing costs), which will help to largely mitigate the undeliverable costs reductions identified below.

Cost Reductions

- d) **Assured** - £10k of the cost reductions have been achieved and are therefore assured
e) **Undeliverable** – the balance of cost reductions of £150k are being reviewed and will not be fully deliverable. This comprises £120k in relation to an apprenticeship programme which are not achievable and £30k in lieu of a salary sacrifice additional voluntary contribution pension arrangement which will be introduced this year. This is currently being reviewed and whilst it is evident that the full £30k cannot be achieved this year, the expectation is that it will be part achieved - the figure will be confirmed and factored in, in due course.
f) **Mitigations being delivered** – as can be seen from the above analysis, we are helping to mitigate the costs reductions not achieved, through underspending £142k against other budgetary lines (mainly staffing costs), providing for an overall forecast variance of (£14k).

WG Funding not yet claimed - not applicable

Other mitigating actions to deliver a balanced budget - the net budget is close to balance.

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£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Legal & Democratic Services	3,087	77	(15)	(194)	251	3,206	(12)	(21)		3,173	(86)

Legal Overview

- a) Current Pressures
- b) Future pressures - Not included in the forecast outturn.

Cost Underspends

Cost Reductions

- a) Assured
- b) Undeliverable
- c) Mitigations being delivered

WG Funding not yet claimed

Other mitigating actions to deliver a balanced budget.

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21					FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS				
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Finance	6,081	28	0	(93)	78	6,094		(78)		6,016	65

Finance Overview

- a) **Current Pressures** – £12k relates to procuring expert insurance analysis in readiness for the insurance tender, the balance is from additional resource required to support Pensions work, and gets funded by the pension scheme.
- b) **Future pressures** - Not included in the forecast outturn.

Cost Underspends

There are some savings from unused budgets such as travel

Cost Reductions

- a) **Assured** – all savings are expected to be achieved
- b) **Undeliverable**
- c) **Mitigations being delivered**

WG Funding not yet claimed

Other mitigating actions to deliver a balanced budget.

		FORECAST FOR THE YEAR ENDED 31ST MARCH 2022 AS PER CP/LEDGER JUNE 21				FINAL ADJUSTMENTS FROM HEADS FOR OUTSIDE LEDGER ASSUMPTIONS					
		Add	+ / -	Less	Add	Revised	+ / -	Less	Less	Final	
£'000	2021/22 Base Budget	Cost Pressures	Staff Redeployment	Cost Underspends	Cost Reductions not delivered (unachieved)	Outturn	WG Hardship not yet recovered to offset position	Cost Reductions not yet delivered but assured	Cost Reductions undelivered but over 50% likely to deliver	Outturn Position 2020/21	Variance
Corporate Activities	35,546	567	111	(3,257)	(175)	32,792		0		32,792	2,754

Corporate Overview

Pressures

a) **Current Pressures** - it is forecast that we will have increased demand on the need for discretionary housing payments, especially when furlough ceases in addition the benefit received for managing homelessness does not cover the cost, in total we are forecasting £363k overspend.

The forecast also includes £56k budgeted for the profit/dividend expected from Howps that is unlikely to be achieved and a shortfall on precepts of £45k due to higher than anticipated inflation uplifts that were no budgeted for.

b) **Future pressures** - Not included in the forecast outturn. - none

Cost Underspends

- There is an underspend on the cost of borrowing budget, forecast at £996k, due to the reprofiling of the capital programme, which has reduced the plan for 2021/22, and consequently less borrowing required.
- As yet the budget risk reserve of £1,500k has not been drawn against. The budget for 2021/22 was set with services bearing the risk on a number of activities, and this budget may need to be drawn upon in year.
- There is a forecast £490k surplus re over collection of the pension fund contributions which will be transferred to specific reserve at year end and used to reduce the pension fund deficit when the actuarial review takes place, with the aim to mitigate the need to increase future contributions and reduces the call on future budgets.
- A £500k surplus on council tax collection is forecast based on the collection of council tax premiums (empty and second homes) in previous years, assuming we will have a similar level this year.

Cost Reductions

a) **Assured**

- b) Undeliverable
- c) Mitigations being delivered

WG Funding not yet claimed

Other mitigating actions to deliver a balanced budget.

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CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE
27 July 2021

REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance and Transport

REPORT TITLE: Capital Forecast as at 30th June 2021

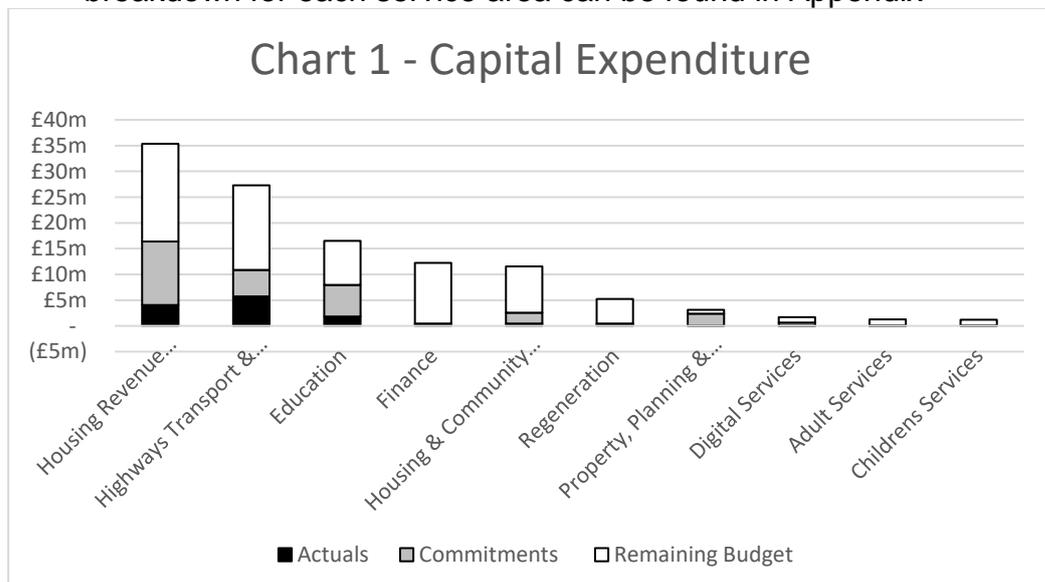
REPORT FOR: Decision / Information

1. Purpose

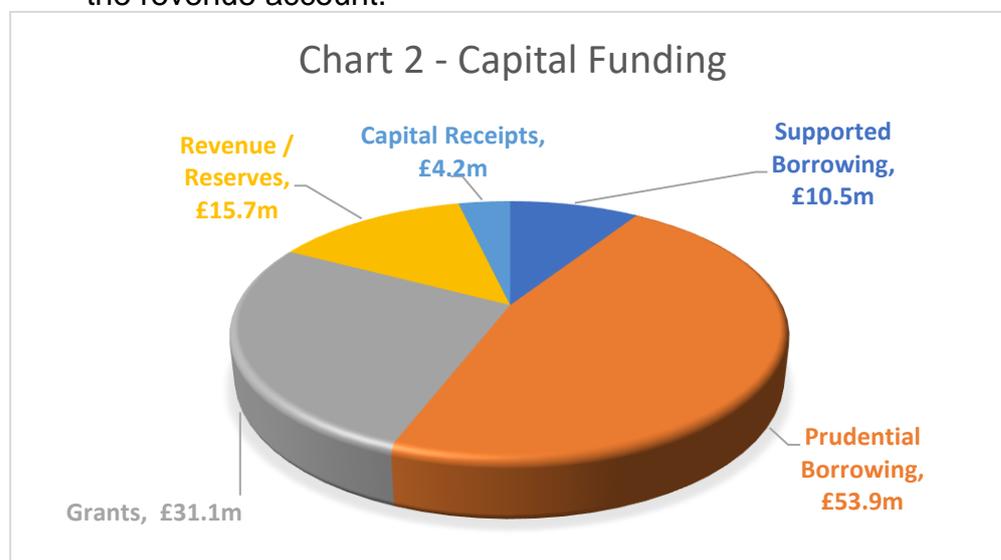
- 1.1 This report provides an update on the financial position of the Council's capital programme for 2021/22.

2. Background

- 2.1 The council approved the 2021 to 2031 Treasury Management and Capital Strategy on the 25th February 2021. This included a Capital Programme for 2021/22 totalling £101.53 million.
- 2.2 The revised programme at the 30th June 2021 has increased to £115.30 million following the successfully awarding of grants and the reprofiling of budgets between financial years which are outlined in the this report.
- 2.3 Actual spend amounts to £12.49 million, representing 11% of the total budget.
- 2.4 Chart 1 below summarises the financial position for each service. A full breakdown for each service area can be found in Appendix



- 2.5 Appendix B provides an update about each Services capital position from the Head of Service.
- 2.6 Chart 2 below sets out how the 2021/22 capital programme is funded, 44% is funded through borrowing, the interest cost for this is charged to the revenue account.



- 2.7 The revenue expenditure to cover the borrowing for past and present capital schemes is which includes the Minimum Revenue Provision (MRP) is estimated at £18.49 million. The Housing Revenue Account (HRA) proportion of these costs is expected to be £5.75 million. This includes an over provision of MRP of £2.10 million (of which £1.34 million relates to the HRA) following the change of the MRP policy. This will allow the council to repay its debt earlier. The council retains the option to claw back an overprovision in future years to support the ongoing MRP provision limiting the impact on revenue in the short term should it be required.
- 2.8 Based on the estimates above, 4.55% of our net revenue budget of £280 million is supporting the past and present capital spend. It is essential that the investment in our capital programme is affordable over the short, medium, and longer term and can demonstrate tangible benefits linked to the council's priorities.

3. **Advice**

3.1 **Grants Received.**

- 3.2 The following grants have been received since the last report and are included for information.

3.3 **Highways, Transport and Recycling**

- 3.4 Welsh Government (WG) have awarded £1.59 million to help support the financing of public highways refurbishment.

- 3.5 £0.23 million Access Improvement Grant awarded by WG to improve the public rights of way network, open access land and green space in Powys.
- 3.6 £0.11 million awarded by WG in relation to the Flood and Coastal Erosion Risk Management programme.
- 3.7 WG award of £0.95 million Local Transport Fund to develop transport systems that support WG strategic outcomes as outlined in the Programme for Government and Wales Transport Strategy.
- 3.8 WG award of £0.43 million Resilient Roads funding for transport projects to mitigate and adapt to the effects of climate change, including addressing disruptions caused on the highway network by severe weather.
- 3.9 WG award of £0.12 million Ultra Low Emission Vehicle Transformation Fund grant to promote electric vehicle charging infrastructure projects in alignment with WG's Electric Vehicle Charging Strategy.
- 3.10 WG award of £0.02 million Road Safety funding to support projects that contribute to the WG objective to reduce casualties on Welsh roads.
- 3.11 WG award of £0.05 million Safe Routes in Communities funding to support schemes that contribute to WG's objectives to improve accessibility and safety and encourage walking and cycling in communities.
- 3.12 WG award of £1.31 million Active Travel Fund to increase the levels of active travel, improve health & wellbeing, improve air quality, reduce carbon emissions, connect communities, and improve active travel access to employment, education and key services, destinations and public transport.
- 3.13 **Regeneration**
- 3.14 £1.26 million awarded from WG to enable Powys and Ceredigion County Council to support projects delivered in town centres within the Mid Wales region.
- 3.15 **Virements**
- 3.16 Due to the receipt of grant reported in 3.4 above, it is proposed that work already approved in the Capital Programme (HAMP) is supported by this funding and not by prudential borrowing as originally intended. This reduces the Council's need to borrow by £1.59 million. A virement is recommended to action this change.
- 3.17 **Reprofiling Budgets Across Financial Years.**
- 3.18 There were several schemes in the 2020/21 capital programme which are continuing into 2021/22. The budget carried forward to reprofile these schemes is shown in the following table and has been included in the figures shown in the charts above.

Table 1 Funding carried forward from 2020/21

Service	£,000
Education	3,157
Housing & Community Development	1,076
Highways Transport & Recycling	1,817
Adult Services	216
Childrens Services	60
Property, Planning & Public Protection	1,256
Regeneration	3,936
Finance	183
Digital Services	119
HRA	322
Total	12,142

3.19 **Education**

3.20 The profile of the 21st Century Schools Capital schemes has been updated to reflect the current position of each scheme. With projects of this scale, minor changes to progress of the scheme will have a significant impact on the capital programme.

3.21 This has resulted in a reprofiling of £27.24 million from the 2021/22 budget into 2022/23, 2023/24 and 2024/25 in line with the revised spend profile. This has reduced the borrowing requirement in this financial year by £8.85 million but it will be required in the next few years.

3.22 **Capital Receipts**

3.23 The Council's transformation programme is currently funded through a capitalisation directive that allows capital receipts to fund revenue transformation spend and transformation redundancies. This directive is due to end on the 31st March 2022.

3.24 This year the budget requirement is £4.013 million, following the decision to fund the Transformation costs in 2020/21 from the revenue budget there is sufficient capital receipts already held to cover this year's requirement.

3.25 There are currently sales agreed to the value of £1.48 million which are at the legal stage of the process and will generate future capital receipts. The year-end forecast is estimated at £3.38 million.

3.27 The year-end forecast is very much reliant on being able to market property in a timely way to allow acceptable offers to be received and

sales being completed. Any increase in the Covid restrictions in Wales will clearly increase the risk that the completion of some agreed sales will be delayed or indeed lost. There is clearly increased market uncertainty which may lead to a reduction on demand and offers.

- 3.28 At the end of 2020/21 there is £4.54 million of capital receipts already in hand. Any capital receipts above those required to cover Transformation costs, will be used to support the Capital Strategy in future years.

4. Resource Implications

- 4.1 The Head of Finance (Section 151 Officer) notes the content of the report and can support the recommendation to approve the virements. Expenditure on the Capital Programme needs to be monitored carefully as the year progresses. The re-profiling of schemes is essential to enable us to more accurately project expenditure, the consequential need to borrow and the impact on the revenue budget. Project Managers and Service leads will be supported to improve financial monitoring and forecasting of expenditure. Our capital financing strategy must look to utilise all sources of funding before committing to borrowing and we must take every opportunity to maximise the use of resources to support projects already approved in the Programme. Prioritisation of resources at a corporate level ensures that the council can effectively meet its objectives whilst maintaining an affordable level of investment.

5. Legal implications

- 5.1 The Monitoring Officer has no specific concerns with this report.

6. Data Protection

- 6.1 This report does not involve the processing of personal data.

7. Comment from local member(s)

- 7.1 This report relates to service areas across the whole county.

8. Impact Assessment

- 8.1 No impact assessment is required.

9. Recommendation

- That the contents of this report are noted.
- That Cabinet approves the virements proposed in sections 3.15. to 3.16 and recommend to Council for approval as per the virement rules.

- 9.1 Reason for Recommendation

- To report on the projected Capital Outturn position for the 2021/22 financial year.
- To ensure appropriate virements, are carried out to align budgets and manage financing requirements.

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Appendix A:

Table 2 - Capital Table as at 30th June 2021

Service	Original Budget	Virements Approved	Revised Budget	Actuals & Commitments	Remaining Budget £	Remaining Budget %
	£,000	£,000	£,000	£,000	£,000	%
Adult Services	300	883	1,183	42	1,141	96.4%
Childrens Services	1,092	80	1,172	72	1,100	93.9%
Education	34,949	(18,463)	16,486	7,950	8,536	51.8%
Highways Transport & Recycling	13,771	13,550	27,321	10,862	16,459	60.2%
Property, Planning & Public Protection	1,525	1,581	3,106	2,379	727	23.4%
Housing & Community Development	10,419	1,125	11,544	2,572	8,972	77.7%
Regeneration	0	5,233	5,233	462	4,771	91.2%
Digital Services	1,130	519	1,649	615	1,034	62.7%
Finance	10,440	1,800	12,240	423	11,817	96.5%
Total Capital	73,626	6,308	79,934	25,377	54,557	68.3%
Housing Revenue Account	27,903	7,456	35,359	16,378	18,981	53.7%
TOTAL	101,529	13,764	115,293	41,755	73,538	63.8%

Table 3 - Funding of the Capital Budget as at 30th June 2021

Service	Supported Borrowing	Prudential Borrowing	Grants	Revenue Contribution	Capital Receipts	Total
	£,000	£,000	£,000	£,000	£,000	£,000
Capital	10,453	35,675	20,790	8,840	4,176	79,934
HRA	0	18,234	10,294	6,831	0	35,359
Total	10,453	53,909	31,084	15,671	4,176	115,293

Appendix B

Head of Service Commentary

Service Area	Budget	Actuals & Commitments	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Adult Services	1,183	42	1,141	96

HOS Comment

The budget allocation is in respect of Community Equipment, Telecare, Innovative use of Robotics and Powys Care Homes. It is anticipated that that the vast majority of this budget will be committed and spent in year.

Service Area	Budget	Actuals & Commitments	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Childrens Services	1,172	72	1,100	94

HOS Comment

Planned activity is currently to schedule to spend full allocation this financial year.

Service Area	Budget	Actuals & Commitments	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Education	16,486	7,950	8,536	52

HOS Comment

The Schools Major Improvements Programme supports the improvement of education facilities and infrastructure for pupils. In this financial year, 67 projects were completed.

There

The improvements include the installation of roof refurbishment works, new classroom extension, new staff accommodation, new windows, replacement of fire doors, installation of new boilers and controls, disability alterations, resurfacing of road, playground and pathways, upgrading of accommodation for early years, flood prevention schemes, upgrading and installing new electrical, gas, water and foul/waste infrastructure and safeguarding (fencing/gates/school reception) works to meet legislative and Estyn requirements.

The impact of COVID-19 has a number of projects resume on site to ensure safe delivery in 2021/22 financial year.

21st Century Schools Programme

The 21st Century Schools Programme continues to progress at pace. Expenditure during the month of June has focused mostly on design development, especially on the Cedewain project now we have Wynne Construction contracted to deliver RIBA 3 and 4 stage designs. The Bro Hyddgen Community Campus is also nearing the end of RIBA 3 stage spatial designs.

There are delays in starting on site to deliver the Ysgol Gymraeg y Trallwng project due to public rights of ways issues. Work has already started on site to demolish the former buildings.

The budget will be utilised to see the commencement in construction of Ysgol Gymraeg y Trallwng and Ysgol Cedewian. Work will also continue in progressing with the Brynlywarch and Bro Hyddgen schemes, and to commence feasibilities and concept design work for pipeline projects.

Service Area	Budget	Actuals & Commitments	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Highways, Transport and Recycling	27,321	10,862	16,459	60
<u>HOS Comment</u>				
This year's surface dressing contract has been completed and we are broadly on programme for the remaining highways capital works programme.				
W&R vehicle renewal programme is substantially completed.				

Service Area	Budget	Actuals & Commitments	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Property, Planning and Public Protection	3,106	2,379	727	23
<u>HOS Comment</u>				
Progress is being made with capital projects. It is anticipated that the allocated capital budget will be spent within the financial year.				

Service Area	Budget	Actuals & Commitments	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Housing and Community Development	11,544	2,572	8,972	78
Housing Revenue Account	35,359	16,378	18,981	54
<u>HOS Comment</u>				
Good progress has been made with the HRA capital projects, with 46% of the annual budget spent or committed by the end of Q1.				
22% of the annual capital budget for H&CD has been spent or committed to date. This is expected to rise over the next quarter. Projects are on track at this point.				

Service Area	Budget	Actuals & Commitments	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Regeneration	5,233	462	4,771	91
<u>HOS Comment</u>				
Planned activity is currently to schedule to spend full allocation at the current point				

Service Area	Budget	Actuals & Commitments	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Digital Services	1,649	615	1,034	63
<u>HOS Comment</u>				
A robust plan for delivery of capital investment in ICT is already underway and closely managed for any changes.				

Service Area	Budget	Actuals & Commitments	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Finance	12,240	423	11,817	97
<u>HOS Comment</u>				

£4 million of the budget relates to Transformation schemes which under the Welsh Government Capitalisation Directive are funded from Capital Receipts. This is forecast to be utilised by the year end.

The remaining budget relates to capital bids that have yet to complete the Capital Governance process, if the schemes are approved the budgets will be released to the service area.

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7 July	Portfolio Holder for Education and Property	Approved an amendment to the Instrument of Government of Treowen CP School.
9 July	Portfolio Holder for Young People and Culture	Approved the purchase of a property in Newtown.
13 July	Portfolio Holder for Housing, Planning and Economic Regeneration	Approved the demolition of garages at Trem-yr-Allt
15 July	Leader	Approved a time extension for the refurbishment of Leighton Farm.
20 July	Portfolio Holder for Adult Social Care & Portfolio Holder for Housing, Planning and Economic Regeneration	Approved the recommendation in the report on the Resettlement and Assistance Programme.
20 July	Portfolio Holder for Finance and Transportation	Approved the Council's official Race Equality Action Plan consultation response submitted to Welsh Government.

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Cabinet / Delegated

Decision Date	Title	Portfolio Holder	Lead	Decision Maker
27/07/21	Quarter 1 Performance Report	Councillor Beverley Baynham	Emma Palmer	Cabinet
27/07/21	Quarter 1 Strategic Risk Register	Councillor Aled Davies	Jane Thomas	Cabinet
27/07/21	Revenue and Capital Update Quarter 1	Councillor Aled Davies	Jane Thomas	Cabinet
27/07/21	Transforming Support at Home	Councillor Myfanwy Catherine Alexander	Dylan Owen	Cabinet
21/09/21	Draft WESP	Councillor Phyl Davies	Emma Palmer	Cabinet
21/09/21	Mount Street & Cradoc consultation report	Councillor Phyl Davies	Emma Palmer	Cabinet
21/09/21	Llanbedr Consultation Report	Councillor Phyl Davies	Emma Palmer	Cabinet
21/09/21	Churchstoke Consultation Report	Councillor Phyl Davies	Emma Palmer	Cabinet
21/09/21	Llanfihangel Rhydithon Consultation Report	Councillor Phyl Davies	Emma Palmer	Cabinet
21/09/21	Treasury Management Quarter 1 Update	Councillor Aled Davies	Jane Thomas	Cabinet
21/09/21	ACRF		Alison Bulman	Cabinet
21/09/21	LDP Monitoring Report	Councillor Iain McIntosh	Peter Morris	Cabinet
21/09/21	New Ways of Working Management of Change		Nigel Brinn	Cabinet
12/10/21	Ysgol Bro Hydden Objection report	Councillor Phyl Davies	Emma Palmer	Cabinet
12/10/21	Ysgol Dyffryn Trannon Objection Report	Councillor Phyl Davies	Emma Palmer	Cabinet
02/11/21	Quarter 2 Performance Report	Councillor Beverley Baynham	Emma Palmer	Cabinet
02/11/21	Quarter 2 Strategic Risk Register	Councillor Aled Davies	Jane Thomas	Cabinet
02/11/21	Quarter 2 Revenue and Capital Update	Councillor Aled Davies	Jane Thomas	Cabinet
19/11/21	Homes in Powys Policy Update	Councillor Iain McIntosh	Nina Davies	Portfolio Holder
23/11/21	Castle Caereinion Objection report	Councillor Phyl Davies	Emma Palmer	Cabinet
23/11/21	Llanfihangel Rhydithon Objection report	Councillor Phyl Davies	Emma Palmer	Cabinet
23/11/21	Council Tax Base	Councillor Aled Davies	Jane Thomas	Cabinet
23/11/21	Treasury Management Quarter 2 Update	Councillor Aled Davies	Jane Thomas	Cabinet
14/12/21	Llangedwyn / Llanfechain consultation report	Councillor Phyl Davies	Emma Palmer	Cabinet
14/12/21	Llanfyllin Phase 2 consultation report	Councillor Phyl Davies	Emma Palmer	Cabinet
14/12/21	Ysgol Calon Cymru Consultation report	Councillor Phyl Davies	Emma Palmer	Cabinet
18/01/22	Draft WESP	Councillor Phyl Davies	Emma Palmer	Cabinet

08/02/22 Quarter 3 Performance Report

Councillor Beverley Baynham

Emma Palmer

Cabinet

08/02/22 Quarter 3 Strategic Risk Register

Councillor Aled Davies

Jane Thomas

Cabinet

CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE****27 July 2021**

REPORT AUTHOR: County Councillor Myfanwy Alexander
Portfolio Holder for Adult Social Care and Welsh Language

REPORT TITLE: Transforming Prevention Services: Roll-out and mainstreaming of Home Support Services across Powys

REPORT FOR: Decision / Discussion

1. Purpose

- 1.1 The aim of this proposal is to make the transformation of prevention services within Live Well and Age Well Commissioning a strategic priority by bringing together several overlapping and compatible workstreams/ service provision to deliver on the strategic objective to roll-out and mainstream home support services from three to all thirteen localities in Powys. And, in doing so, optimise sustainable approaches and value for money in service commissioning and delivery.

2. Background

- 2.1 Home Support is an early intervention service for citizens (50+) that provides the support and practical assistance an individual may need in their day-to-day life to stay living at home, safely and independently. This includes a range of scheduled interventions and unscheduled support 24/7 (OOH as first responders through community alarms).
- 2.2 Home Support is an integral part of the One Powys/Vision 2020/25 prevention and early intervention programme and helps to optimise health and wellbeing, reduce the impact of isolation and loneliness and the prevention and/or delay in the escalation of needs and more formal care and support.
- 2.3 In 2018 Integrated Care Fund (ICF) funding was awarded to support the development and roll-out/pilot of the Rhayader Home Support Service to a further three of the thirteen Powys localities - East Radnor (Presteigne and Knighton), Llandrindod Wells and Llanidloes. Comprehensive evaluation (and resulting recommendations) after the first year secured a further 2 years of ICF funding to March 31st, 2021 to support the on-going development, mainstreaming and roll-out of Home Support services across Powys. In January 2021, the Welsh Government, and local Regional Partnership Board (RPB), extended ICF funding for a further

year to March 31st, 2022 to support the project to deliver aims and actions delayed due to the pandemic.

- 2.4 The Home Support service specification developed and drawn up at the beginning of the project indicated the anticipated outcomes at an individual, operational, and 'system'/community level. The aim of this approach has been to embed outcome-based decision making into the planning, commissioning, delivering, and reviewing of services and ensure accountability within partnerships and programmes of work. Since 2018 each service area has recorded data daily to provide monthly reports in relation to the outcomes, and show what has been delivered, how well the service has been delivered/received and the difference the service has made.
- 2.5 Consequently, there is a substantial amount of local data demonstrating the work and impact Home Support services have had within the areas in which they operate. This is evidenced in the first annual report (2018/19) published in June 2019 which resulted in several strategic and operational recommendations to support the development and progression of the project. Whilst progress has been made in 2019/2020 to deliver on the recommendations, there has been a delay in achieving them all due to the pandemic and resultant PCC 'business critical' focus. Indeed, Home Support activity increased and adapted to ensure the most vulnerable citizens have access to support, which has been a crucial part of the PCC and indeed Powys-wide Covid-19 response.
- 2.6 Concurrently, since May 2020, the Live well Commissioning team has engaged significantly with the twenty Community and Voluntary Service (CVS) grant funded organisations. This secured positive relationships, communications, and support for/with each organisation. It also provided the opportunity to review, develop and improve commissioning practices and service procurement in relation to preventative approaches and interventions and the role of CVS organisations and PCC provision within that. Also, during this time, there has been further development of the North Powys Project including the review the Integrated Community Model of Care, home-based care/community-based/early intervention pathways and the aims and principles of the Section 33 partnership agreement.
- 2.7 The consequential learning across all these areas of work have prompted very real opportunities to join up, pool and deliver on the overarching strategic objective of the Home Support project to transform prevention services across Powys by securing sustainable approaches and value for money in the provision of support for individuals living at home in Powys. Specifically, this means realising the ambition to roll-out and mainstream home support services in all the Powys localities, and in doing so support innovative and proven interventions that optimise independence and in doing so ensure that citizens in Powys have access to support as and when they need to.

2.8 Please see supporting papers for detail/more information embedded in the Appendix:

- Transforming Prevention Services: Roll-out and mainstreaming of Home Support Services across Powys Single Business Justification (Spring 2021) Version 6 (03.06.21)
- Transforming Prevention Services: Roll-out and mainstreaming of Home Support Services across Powys. Scoping Paper (Spring 2021) Version 6 (14/05/21)
- 3-Year Project Review (Draft/Incomplete), April 1st, 2018 – March 31st, 2021. Version 5 (15/05/21)
- Powys Home Support Annual Report April 1st, 2018 – March 31st, 2019. FV (03/06/12)

3. **Advice**

3.1 Cabinet to approve and support of the transformational development, roll-out and delivery of Home Support from three to thirteen localities in Powys. This will require:

- 3.1.1 Co-production by bringing together several overlapping and compatible Live Well/PCC/PTHB workstreams/service provision
- 3.1.2 Rethinking/re-designing current service provision
- 3.1.3 Re-engineering/redirecting of current resources/finances and/or new resourcing/cost pressure to fund the roll-out.

3.2 Social Services Board Feedback (21/04/21):

- 3.2.1 The Social Services Board recognised the opportunities in developing home support and gave their support for continuing with the project.
- 3.2.2 The Board requested that the development should be considered by Scrutiny and the Cabinet to support the principle of developing home support across Powys and to:
 - 3.2.2.1 Develop the service incrementally as opportunities arise
 - 3.2.2.2 To include development of home support into the financial resource modelling and integrated business planning for future years to ensure that costs avoided (because of home support) are re-invested into the development of this early intervention service.
- 3.2.3 Need to consider and recognise the impact the service will have on the carbon footprint (i.e., less travel, fewer ambulance call outs).
- 3.2.4 To introduce a Home Support Steering Group to included wider stakeholders to drive investment and development.

3.3 This development opportunity is going to be considered by the Live Well Partnership, the Age Well Partnership, and the Regional Partnership Board, to continue the partnership support.

3.4 The development of home support will be undertaken in conjunction and interwoven with other developments, such as the roll-out of Technology

Enabled Care (TEC) and the extra care schemes. The extra care scheme in Ystradgynlais will provide an outreach home support services for the wider community in that area.

4. **Resource Implications**

- 4.1 The development of this service will be managed fully within the Adult Social Care budget and will not require investment, other than that provided by partners or funded through other cost avoidance and saving measures made by Adult Social Care.
- 4.2 The process of development will be incremental and on a locality basis. The opportunities to redirect or repurpose funding will be identified per locality. Each locality is unique in terms of the demographic and existing community provision and as such the reconfiguration options will be varied. The process going forward will involve the development of single, locality individual business cases which will clearly identify the opportunities for redirection of resources within Adult Services' existing financial envelope.
- 4.3 The examples given below are an indication only and would only need to be considered if the service was being developed over a short period of time and seeking investment from the Council. This is not the case (see 4.1) and 4.4 should be viewed as an overarching estimate of service costs only.
- 4.4 Initial scoping to finance the set-up and roll-out of Home Support extend/re-engineer locality services (new/re-directed/temp pump priming (ICF/Transformational/match funding/other funds) to deliver the full Home Support model:

13 Home Support Localities	
Project/Officer Costs	£90,000.00
Set up for 11 localities (as R/LWHS & ERHS in place)	£148,000.00
Ongoing/Annual for 13 localities	£1,581,180.12
Total	£1,819,180.12

10 Home Support Localities	
Project/Officer Costs	£90,000.00
Set up for 8 localities (as R/LWHS & ERHS in place)	£108,000.00
Ongoing/Annual for 10 localities	£1,216,292.40
Total	£1,414,292.40

-£55,000	Without CIW Reg set up in 11 L
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-£40,000	Without CIW Reg in set up in 8L
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- 4.5 The Head of Finance (Section 151 officer) notes that the development of the service will be managed within the existing Adult Social Care budget through the redirection and repurposing of funding released elsewhere within the service, or through the securing of additional funding streams. Business cases which will clearly identify the opportunities for redirection

of resources will be submitted to support this and to demonstrate the impact of the change on service users. On this basis the recommendation can be supported.

5. Legal implications

- 5.1 There are no legal implications to this development, which aligns fully with the Social Services and Wellbeing (Wales) Act 2014 and the Code of Practice on early intervention and prevention.

6. Data Protection

- 6.1 There are no data protection implications to the proposals set out in this report.

7. Comment from local member(s)

- 7.1 This is a service development across the county and, as such, will be of interest to all local members.

8. Impact Assessment

- 8.1 As this report relates to developing and rolling-out a new early help service for adults in Powys it is not anticipated that there will be any negative impacts and, as such, an Integrated Impact Assessment is not required.

9. Recommendation

- 9.1 To support the development of home support services across Powys incrementally when finance becomes available and for the Head of Commissioning to ensure that the development is fully funded, either from existing finances, cost avoidance/savings re-investment, wider grant or national government funding opportunities, or from partner investments.

Contact Officer: Rachel Evans
Email: rachel.evans@powys.gov.uk

Head of Service: Dylan Owen

Corporate Director: Alison Bulman

Appendix

- Transforming Prevention Services: Roll-out and mainstreaming of Home Support Services across Powys Single Business Justification (Spring 2021) Version 6 (3.6.21)
- Transforming Prevention Services: Roll-out and mainstreaming of Home Support Services across Powys. Scoping Paper (Spring 2021) Version 6 (14/05/21)
- 3-Year Project Review (Draft/Incomplete), April 1st, 2018 – March 31st, 2021. Version 5 (15/05/21)
- Powys Home Support Annual Report April 1st, 2018 – March 31st, 2019. FV (03/06/12)



Transforming Prevention Services:
Roll-out and mainstreaming of
Home Support Services across Powys

Single Business Justification
Spring/Summer 2021

Version 7

Single Business Justification

BUSINESS CASE: KEY DETAILS PAGE
COMPLETED/UPDATE BY: INITIATIVE MANAGER AT EACH NEW VERSION]

Initiative Name: Dave Moody/Sue Hall

Filename: Business Case – V6

Location: [insert filepath reference re. your project’s documentation]

Delivery Date: April 1st, 2022/23,

Project Mgr: Dave Moody

Senior Responsible Owner: Rachel Evans

Does this business case require restricted access on SharePoint?	Yes
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What is/will be the progress reporting mechanism for this project	Livewell Board/Age Well Board/RPB
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Version	V7	Date	15/07/21	Author	Sue Hall /Rachel Evans
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Summary of Changes Proposed

The aim of this proposal is to support the transformation of prevention services within Livewell Commissioning by bringing together several overlapping and compatible workstreams/service provision and responses to the pandemic to deliver on the strategic objective to roll-out and mainstream home support services across all the Powys localities. And, in doing so, optimise sustainable approaches and value for money in service commissioning and delivery.

INITIATIVE NAME	Dave Moody/Sue Hall
INITIATIVE MANAGER	Dave Moody
INITIATIVE OWNER	Rachel Evans
DATE	July 2021

1.0 EXECUTIVE SUMMARY

1.1 Executive Summary

Home Support is an early intervention service for citizens (50+) that provides the support and practical assistance an individual may need in their day-to-day life to stay living at home, safely and independently. This includes a range of scheduled interventions and unscheduled support 24/7 (OOH as first responders through community alarms).

Home Support is an integral part of the One Powys/Vision 2020/25 prevention and early intervention programme and helps to optimise health and wellbeing, reduce the impact of isolation and loneliness and the prevention and/or delay in the escalation of needs and more formal care and support.

In 2018 Integrated Care Fund (ICF) funding was awarded to support the development and roll-out/pilot of the Rhayader Home Support Service to a further three of the thirteen Powys localities - East Radnor (Presteigne and Knighton), Llandrindod Wells and Llanidloes. Comprehensive evaluation (and resulting recommendations) after the first year secured a further 2 years of ICF funding to March 31st, 2021, to support the on-going development, mainstreaming and roll-out of Home Support services across Powys. In January 2021, the Welsh Government, and local Regional Partnership Board (RPB), extended ICF funding for a further year to March 31st, 2022, to support the project to deliver aims and actions delayed due to the pandemic.

The Home Support service specification developed and drawn up at the beginning of the project indicated the anticipated outcomes at an individual, operational, and 'system'/community level. The aim of this approach has been to embed outcome-based decision making into the planning, commissioning, delivering, and reviewing of services and ensure accountability within partnerships and programmes of work. Since 2018 each service area has recorded data daily to provide monthly reports in relation to the outcomes, and show what has been delivered, how well the service has been delivered/received and the difference the service has made.

Consequently, there is a substantial amount of local data demonstrating the work and impact Home Support services have had within the areas in which they operate. This is evidenced in the first annual report (2018/19) published in June 2019 which resulted in several strategic and operational recommendations to support the development and progression of the project. Whilst progress has been made in 2019/2020 to deliver on the recommendations, there has been a delay in achieving them all due to the pandemic and resultant PCC 'business critical' focus. Indeed, Home Support activity increased and adapted to ensure the most vulnerable citizens have access to support, which has been a crucial part of the PCC and indeed Powys-wide Covid-19 response.

Concurrently, since May 2020, the Livewell Commissioning team has engaged significantly with the twenty Community and Voluntary Service (CVS) grant funded organisations. This secured positive relationships, communications, and support for/with each organisation. It also provided the opportunity to review, develop and improve commissioning practices and service procurement in relation to preventative approaches and interventions and the role of CVS organisations and PCC provision within that. Also, during this time, there has been further development of the North Powys Project including the review the Integrated Community Model of Care, home-based

Single Business Justification

care/community-based/early intervention pathways and the aims and principles of the Section 33 partnership agreement.

The consequential learning across all these areas of work have prompted very real opportunities to join up, pool and deliver on the overarching strategic objective of the Home Support project to transform prevention services across Powys by securing sustainable approaches and value for money in the provision of support for individuals living at home in Powys. Specifically, this means realising the ambition to roll-out and mainstream home support services in all the Powys localities, and in doing so support innovative and proven interventions that optimise independence and in doing so ensure that citizens in Powys have access to support as and when they need to.

The aim of this proposal is to make the transformation of prevention services within Live Well and Age Well Commissioning a strategic priority by bringing together several overlapping and compatible workstreams/ service provision to deliver on the strategic objective to roll-out and mainstream home support services from three to all thirteen localities in Powys. And, in doing so, optimise sustainable approaches and value for money in service commissioning and delivery.

1.2 Recommendation

To approve and support the transformational development, roll-out and delivery of Home Support across Powys. This will require:

- Co-production by bringing together several overlapping and compatible Livewell/PCC/PTHB workstreams/service provision
- Rethinking/re-designing current service provision
- Re-engineering/directing of current resources/finances and/or new resourcing to fund the roll-out

1.3 Financial Implications

The development of this service will be managed fully within the Adult Social Care budget and will not require investment, other than that provided by partners or funded through other cost avoidance and saving measures made by Adult Social Care.

The process of development will be incremental and on a locality basis. The opportunities to redirect or repurpose funding will be identified per locality. Each locality is unique in terms of the demographic and existing community provision and as such the reconfiguration options will be varied. The process going forward will involve the development of single, locality individual business cases which will clearly identify the opportunities for redirection of resources within Adult Services' existing financial envelope.

The examples given below are an indication only and would only need to be considered if the service were being developed over a short period of time and seeking investment from the Council. This is not the case (see above) so the table below should be viewed as an overarching estimate of service costs only.

Initial scoping to finance the set-up and roll-out of Home Support extend/re-engineer locality services (new/re-directed/temp pump priming (ICF/Transformational/match funding/other funds) to deliver the full Home Support model:

Single Business Justification

13 Home Support Localities	
Project/Officer Costs	£90,000.00
Set up for 11 localities (as R/LWHS & ERHS in place)	£148,000.00
Ongoing/Annual for 13 localities	£1,581,180.12
Total	£1,819,180.12

10 Home Support Localities	
Project/Officer Costs	£90,000.00
Set up for 8 localities (as R/LWHS & ERHS in place)	£108,000.00
Ongoing/Annual for 10 localities	£1,216,292.40
Total	£1,414,292.40

-£55,000	Without CIW Reg set up in 11 L
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-£40,000	Without CIW Reg in set up in 8L
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The Head of Finance (Section 151 officer) notes that the development of the service will be managed within the existing Adult Social Care budget through the redirection and repurposing of funding released elsewhere within the service, or through the securing of additional funding streams. Business cases which will clearly identify the opportunities for redirection of resources will be submitted to support this and to demonstrate the impact of the change on service users. On this basis the recommendation can be supported.

2.0 STRATEGIC CASE

2.1 Purpose

The purpose of this project is to transform prevention services within Livewell Commissioning by bringing together several overlapping and compatible Livewell workstreams/service provision and rethinking/redesigning service provision that meets needs and makes the best use of available resources to deliver on the strategic objective to roll-out and mainstream home support services across all the Powys localities.

2.2 Financial Implications

See 1.3 above.

2.3 Strategic Context

Home Support and the Livewell grant awards to the community and voluntary sector align to the following policy documents:

- Social Services and Wellbeing (Wales) Act (2014)
- Powys Health and Care Strategy/Vision 2020/25 (2020)
- Mental Health Measure/Together for Mental Health (2019-22)
- Improving Lives Programme (2018)
- Powys County Council Corporate Improvement Plan (2019-2022)
- Towards 2040 The Powys Wellbeing Plan (2018)
- Powys Population Assessment (2015)
- Powys Public Services Board's Wellbeing Assessment/Residents Survey (2015)
- Commissioning and Commercial Strategy Powys County Council (2017/20)

Single Business Justification

- Powys County Council Transformation Approach: Service Redesign/Digital Transformation Programmes and Projects, Small-scale change (2021)
- EU Procurement Regulations (current)
- Welsh Procurement Policy Statement (2015)
- Equality Act 2010 (Statutory Requirements) (Wales) Regulations (2011)
- Coronavirus-covid-19 and Beyond (SCIE Adult Social Care Recommendations (Oct 2020))
- Think Local, Act Personal - partnership agreement confirmed as the future direction of social care (2010)

1) Vision 2025 Corporate Improvement Plan (April 2019-March 2022)

Wellbeing objective 2: We will lead the way in providing effective, integrated health and care in a rural environment.

"High quality health and care services are a priority for all of us and we are committed to working with our partners in the NHS and the third sector to provide seamless health and social care services at the right time and in the right place. We will continue to do all we can to provide as many caring services as possible within the boundaries of Powys, whilst using a strengths'-based approach to promote independence and self-care wherever possible. Between 2020 – 2025, we will ensure that Powys adults are safe, resilient, fulfilled and have their voices heard, valued, and acted on:

CIP 1: Focus on wellbeing and support people through the life course Front door - There is an effective council front door which keeps people safe and finds solutions for people and their problems that demonstrates its impact in terms of diversions from formal care and delivering good outcomes.

- **Action:** To work with the Powys Teaching Health Board to align 3rd sector commissioning and to ensure that all 3rd sector commissioning is targeted at Health and Care Strategy Outcomes.

CIP 2: Provide joined up care, ensuring people are at the centre of health and care services and minimising duplication and complications between organisations and teams.

CIP 4: Create innovative environments that promote innovation, research, and development across all aspects of the health and care system - To ensure there is timely, targeted, and effective use of reablement, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.

- **Action:** To mainstream home-based practical support following ICF evaluation.
- **Action:** Complete transformation of daytime opportunities for older people. This includes reducing in-house provision according to demand, supporting people with direct payments where possible, and looking at potential alternative providers
- **Action:** Support the development of Regional Rural Centre in Newtown

CIP 6: Work in partnership to transform health and care services and improve wellbeing. (2)

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2) Health and Care Strategy (2020)

OBJECTIVES	OUTCOMES	OUTCOME REF	
	I am responsible for my own health and wellbeing.	WB1	x
	I am able to lead a fulfilled life.	WB2	x
	I am able and supported to make healthy lifestyle choices about my mental and physical health, and wellbeing, for myself and my family.	WB3	x
	I have life opportunities wherever I am and wherever I live in Powys.	WB4	x
	The environment/community I live in supports me to be connected and to maintain my health and wellbeing.	WB5	x
	As a carer I am able to live a fulfilled life and feel supported.	WB6	x
	I can easily access information, advice, and assistance to inform myself and remain active and independent.	EH1	x
	I have easy access, advice and support to help me live well with my long-term condition.	EH3	x
	I have easy access to support, information and early diagnosis.	TB1	x
	I have early intervention and appropriate treatment.	TB2	x
	My treatment and support is high quality, evidence based and timely as locally as possible.	TB3	x
	I have timely access to equitable services as locally as possible	JU1	x
	I am treated as an individual with dignity and respect.	JU2	x
	I receive continuity of care which is safe and meets my needs.	JU3	x
	I am safe and supported to live a fulfilled life.	JU4	x
	Those who I need to support me are able to make decisions and respond because they are well informed and qualified. If they cannot help me directly, they know who can.	WF1	x
	As a carer, I and those who I care for are part of 'the team'	WF2	x
	I am enabled to provide services digitally where appropriate.	WF4	x
	I am part of a thriving community that has a range of opportunities for health and social care, social events, access to advice and guidance services to support my wellbeing.	IE1	x
	I am able to have my home adapted to help me to live independently and make me feel safe.	1E4	x
	I have care in a fit for purpose environment that enhances my experience	1E5	x
	I am helped to use technology and gain access to resources to allow me to be digitally independent.	DF2	x
	As a Powys resident I 'tell my story' once and I am confident that those looking after me are working together in my best interest considering Welsh language and cultural diversity.	TP1	x
	The services I receive are coordinated and seamless	TP2	x

3) The Adult Services re-shaping plan (2018-23)

Priority improvement outcomes as a response to CIW inspection recommendations and guidance set out by the Institute of Public Care "six steps to managing demand in adult social care", led by Professor John Bolton. The six steps and two key actions are:

- Managing demand through the front door of the Council
- Managing demand from hospitals
- Effective short-term interventions for people in the community
- Designing the care system for people with long term care and support needs
- Developing a workforce to manage demand
- Governance and management arrangements to sustain improvements

4) Powys Public Services Board's Wellbeing Assessment/Residents Survey (2015)

- Older people want to live independently for as long as possible and need a good choice of accommodation options. Currently, provision is available but not necessarily in the right place. Resident's survey: 93% of respondents agreed that "preventing homelessness" should be a priority.
- Powys has one of the most challenging remits in Wales in terms of access to services, in particular access to areas by foot or public transport is poor.
- Disabled and older people had a worse experience in trying to gain employment than the other groups listed in the survey
- The increase in the digital information channels excludes certain sections of society and the biggest division relates to age and disability. Resident's survey: 73% of respondents felt that "enabling communities in Powys to become more digitally inclusive" was an important objective.

5) Recommendations for the future of adult social care reform (SCIE Oct 2020)

- Shift investment and focus away from remedial and acute services, towards community-centred preventative models of care, support, housing, and technology.
- Increase investment in models of care that are proven to maintain people's resilience, wellbeing, and independence.
- Bolster community resilience and enable people to live well at home that is supported locally through co-produced and outcome-focused forms of commissioning, that facilitates a shift in funding and focus on preventative approaches to care.
- The Government should introduce a prevention strategy which clearly sets out how it will support the sector to create more person-centred care and support that help prevent, delay, or reduce the need for more formal care services.
- Creating asset-based areas supported by an innovation fund for adult social care, which would fund a number of local-area 'exemplars' to implement asset-based, preventative, approaches to care and support at scale, from which the wider sector would learn.

2.4 Case for Change

A. Business needs

This proposal has been developed in response to the demographic, geographic and cultural, economic, and strategic (as highlighted above) landscape in Powys. And, of consistent and positive outcomes of several years of Home Support services and the contribution/role of the community and voluntary sector (CVS) organisations - all serving to place prevention at the heart of social (and health) care services and supporting local communities to take a greater role in promoting health and wellbeing. This is particularly so at a time of increasing challenges (including the pandemic) and decreasing resources.

The draft 3-year Home Support Report clearly indicates Home Support has played a very strong and integral part in response to the pandemic. There has been a significant increase in membership and active membership in response to the increase in need/anxiety/preparedness to the pandemic. This has in turn increased Home Support activity particularly in welfare calls/essential shopping and prescription collection and deliveries.

Feedback from service users and carers has been consistently positive regarding key health and wellbeing outcomes – 91% of whom wish to remain in their own homes and a member of Home Support. This is a very strong endorsement and reflection of the Home Support staff and their ongoing professionalism and commitment to the provision of high quality relevant and personal services.

Concurrently, the Livewell Commissioning team has engaged significantly with all the current CVS grant funded organisations since May 2020. This has not only secured effective engagement, communications, and support for/with organisations, but has also provided the opportunity to review, develop and improve current practices in relation to CVS commissioning (see separate Transformation Business case) and future service need and provision.

Alongside this, there has been the development of the North Powys Project including the review the Integrated Community Model of Care, home-based care/community-based pathway and the aims and principles of the Section 33 partnership agreement. There has also been considerable discussion about the future of services in response to and a result of the pandemic (e.g., suspension of day services/centres).

The consequential learning across these areas of work have prompted very real opportunities to join up, pool and deliver on key strategic objectives, and addressing need (including specific responses to Covid-19) within a very uncertain economic climate.

This proposal is to optimise sustainable approaches and value for money in the provision of support for individuals living in Powys people going forward. Specifically, this means delivery of the strategic aim to mainstream sustainable home support services in all the Powys localities.

The business case for and future provision of Home Support, Livewell grant funded CVS services as well as similar/connected services (e.g., day centres/services/befriending/Covid-19 community groups/supporting people/North Powys Project/community connectors) require revising for the following reasons:

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- Out of date population needs assessment references to ensure commissioned service respond to current need/gaps/ assets)
- Unaligned/duplication of commissioned service provision
- Inconsistent service access and provision across Powys
- Current SLA not responding to needs because of Covid-19
- Commissioning practices not working within current NHS/PCC Commissioning and Procurement guidelines
- Inconsistent engagement and communication with CVS organisations
- Lack of consistent clarity in relation to CVS value/ contribution
- Current contract/grant monitoring practices for Home Support and CVS organisations not consistent/adequate (CVS)/joined up nor collectively capturing an overall picture of service provision and impact.

B. Benefits

The key benefits of this project are to:

- Improved outcomes for citizens of Powys
- Secure innovative and sustainable Home Support services across Powys (13/10 localities)
- Improved value for money through smarter allocation of Home Support resources
- Join up, pool, and deliver on key strategic objectives, and addressing need (including specific responses to Covid-19)
- Optimise funding opportunities (new/re-directed/temp pump priming (ICF/ Transformational/match funding/other funds) to deliver the full Home Support model.
- Review current commissioning CVS/3rd Sector grants/agreements/'contracts' (NB who are they?) within PCC alongside PTHB to determine what will be awarded 2021/22 transformation (see separate Transformation Business Justification)
- Support/develop joined up/joint Livewell commissioning prevention workstreams
- Develop partnership delivery opportunities and/or parallel approaches (e.g., North Powys Project)
- Review/match PCC resourcing/provision against strategic/population need
- Improve engagement and communication with CVS organisations
- Enhance co-production and partnership working
- Provide consistency and clarity in relation to Home Support and CVS value/ contribution
- Ensure compliance NHS/LA Commissioning and Procurement
- Review and develop CVS/Home Support commissioning processes and practices
- Support consistent service access and provision across Powys
- Economic investment in Powys (indirect income generation/employment)

C. Risks

The risks are dependent on the approved timescales and which/what incremental approach is adopted, and governance/approval required. Risks include:

- Insufficient funding/re-engineered resources (H)
- Inadequate engagement/consultation/co-production of/with key stakeholders (M)
- Not adopting an incremental approach to change (M/H)

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- Inadequate time to plan (L/M)
- Competing demands (finance/workload/organisational priorities) (M)
- Investment in change is not proportionate (L)
- Ensuring discrete and joint governance and approval (PCC/ CVS Sector) (M)
- Inadequate/unavailable project resources (M)
- Legal/procurement guidance re tendering services -internally/externally (L)
- Insufficient appetite and approval for transformational change (H)

3.0 ECONOMIC CASE

3.1 Available Options

Option 1: Do Nothing - Maintain Status Quo

Doing nothing would mean a continuation of current practices likely to result in several related consequences:

- 1) ICF funded Home Support services will cease April 1st, 2021 (dependant on RPB funding approval for April 2021/22 for three of the pilot areas: East Radnor/Llanidloes/Llandrindod Wells. This will affect just under 500 service users and 9 staff members. Rhayader Home Support is PCC mainstream funded. If this service continues when the others are discontinued there will be disparity in service provision within Powys and considering its continuation should be debated. If RHS were to discontinue this would affect 168 service users and 5 staff members.
- 2) Working outside Welsh Government Commissioning and Procurement legislation and regulations for larger contracts
- 3) Inefficient use of limited resources
- 4) Not fulfilling/meeting key priorities within the Health and Social Care Strategy to review CVS/3rd Sector commissioning
- 5) Disparate provider reporting with multiple/unaligned/not joined up outcome measures and performance indicators
- 6) Not optimising the opportunities for joint working across PCC workstreams
- 7) Risk/impact of continued siloed working across shared agendas/departments/organisations
- 8) No response to Covid-19 impact and response/learning.

Option 2: Roll-out of Home Support across Powys (2022 onwards)

This involves full scale change and resourcing in place to reconfigure prevention services and develop and set up Home Support services across Powys (13/10 localities) with effect from April 2022 (or as closest to this date):

January-July 2021 – establish project TOR/work to:

- 1) Project Team/Project Action Plan/Communication plan/Impact Assessment (see Home Support roll-out scoping map and Outline Workplan)
- 2) Engage/consult key stakeholders
- 3) Secure project resourcing
- 4) Review current commissioning CVS/3rd Sector grants/agreements/'contracts' (NB who are they?) within PCC (and? PTHB) to determine what will be awarded 2022/23
- 5) Re-award small contracts/grants to continue service during the period of transition

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- 6) Implement revised proportionate monitoring process and documentation
- 7) Scope and review all relevant workstreams (e.g., day centres/services/befriending/ Covid-19 community groups/supporting people/North Powys Project)

June 1st, 2021 – March 31st, 2022 - transition period to:

- 9) Complete project **analysis and planning**:
 - i. Engagement and consultation with key stakeholders and citizens within Powys
 - ii. Scope and analyse need/current provision/gaps/assets on an individual and locality basis, interdependent services and learning from the Home Support Evaluation/Annual Reports (2018-2020) and recommendations and CVS Covid-19 Response Report
 - iii. Scope volunteer roles (Essential/ Shopping/Prescription Delivery – current HS 'losses')
 - iv. Map, scope, and review associated best practice and service provision, research, and literature to support project evidence base
 - v. Establish Home Support roll-out programme and plan to support a manageable/ proportionate/incremental approach
 - vi. Revise the current Home Support service specification to produce new specification for Support at Home (whole population/18+)
 - vii. Scope and produce optimal costing model for total roll-out and individual service cost
 - viii. Scope and confirm sustainable funding and funding partners
 - ix. Market analysis (overview of 'industry,' target market/competition) analysis of your competition, your own projections for your business, and
 - x. Develop SLA/contract monitoring process and documentation (ensuring it sits within current frameworks and parallel
 - xi. Transformation Business Case - Livewell CVS Commissioning Transformation)
 - xii. Scope options for procurement/length of contract (i.e., what will be grant awarded or contract procured, and for what period)
 - xiii. Establish PCC CMO role/communication
 - xiv. Revise and confirm data management/evaluation methodology/ systems/process (existing Home Support DMR/Upshot)
 - xv. Review, revise and implement piloted commissioning process/ documentation
 - xvi. Final option appraisal/business case with supporting impact assessments for approval.
- 10) Project **do**:
 - i. Procurement of services (proportionate) in September 2021.
 - ii. New contracts/grant awards April 2022
- 11) Project **review/learning/next steps**

Resources

This option would require all resourcing to be identified and in place prior to service procurement Q3 2021 (dependent on approval to proceed and when to proceed). See Section 2 above for resourcing detail.

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Option 3: Incremental Roll-out of Home Support across Powys (2021-2023)

This option involves full scale change and resourcing to reconfigure prevention services and develop and set up Home Support services across Powys (either as 13/10 localities) on an incremental/two-year basis

January -June 2021 – establish project TOR/work to:

- 1) Project Team/Project Action Plan/Communication plan/Impact Assessment (see See Page 14/15 for Home Support roll-out scoping map and Outline workplan)
- 2) Engage/consult key stakeholders
- 3) Secure resourcing
- 4) Review current Home Support services in respect of the 2018/19 Annual Report recommendations
- 5) Review current commissioning CVS/3rd Sector grants/agreements/'contracts' (NB who are they?) within PCC (and? PTHB) to determine what will be awarded 2021/22
- 6) Re-award small contracts/grants to continue service during the period of transition
- 7) Implement revised proportionate monitoring process and documentation
- 8) Scope and review all relevant workstreams (e.g., day centres/services/befriending/ Covid-19 community groups/supporting people/North Powys Project/Community Connectors)

June 1st, 2021 – March 31st, 2022 - transition period to:

- 9) Complete project **analysis and planning**:
 - i. Engagement and consultation with key stakeholders and citizens within Powys
 - ii. Scope and analyse need/current provision/gaps/assets/interdependent services and current practices including learning from the Home Support Evaluation/Annual Reports (2018-2020) and CVS Covid-19 Response Report
 - iii. Scope volunteer roles (Essential/ Shopping/Prescription Delivery – current HS 'losses')
 - iv. Map, scope, and review associated best practice and service provision, research, and literature to support project evidence base
 - v. Establish Home Support roll-out programme/plan to support a manageable/ proportionate/incremental approach
 - vi. Revise the current Home Support service specification to produce new specification for Support at Home (whole population/18+)
 - vii. Finalise costing model for total roll-out and individual service cost
 - viii. Scope and confirm sustainable funding and funding partners
 - ix. Market analysis (overview of 'industry,' target market/competition)
 - x. Develop SLA/contract monitoring process and documentation (ensuring it sits within current frameworks and parallel Transformation Business Case - Livewell CVS Commissioning Transformation)
 - xi. Scope options for procurement/length of contract (i.e., what will be grant awarded or contract procured, and for what period)
 - xii. Establish PCC CMO role/communication.

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- xiii. Revise and confirm data management/evaluation methodology/ systems/process (existing Home Support DMR/Upshot)
 - xiv. Review, revise and implement piloted commissioning process/ documentation
 - xv. Final option appraisal/business case with supporting impact assessments for approval
- 10) Project **do**:
- xvi. Procurement of services (proportionate) from September 2021 onwards
 - xvii. New contracts/grant awards April 2022

11) Project review/learning/next steps

Resources

This option would require resourcing to be identified and in place prior to service procurement Q3 2021 and Q3 2022. Unless there is a plan for all resource sources in year 1, there could be a risk of year 2 not being implemented. However, this option does give a SMARTER approach to the roll-out. See Section 2 above for resourcing detail.

3.2 Preferred Option

Combination of Option Two and Three is the preferred option

Unless there is a decision to cease all Home Support services (Option One) incurring significant impact, either Option Two or Option Three will realise the desired outcomes/benefits (as highlighted above).

Both Option Two and Three would require the strategic partnership commitment to reconfigure prevention services, consultation with key/affected stakeholders and a clear understanding of the cost (reconfigured/new/other).

Option Three would appear (on the face of it) to be a more manageable option involving an incremental approach to Home Support roll-out over two years. Thus, enabling a longer time frame for change and giving the added value of applying lessons learnt from year one to the remaining localities. However, in doing so, this approach may lose the impact and momentum of transformational change that Option Two would offer.

Given sufficient resources and more importantly commitment to transformational change, there is enough baseline information/knowledge from which to undertake analytical/scoping and planning work to inform, progress and deliver transformational change in one year. Therefore, either option 2 or 3 would be the preferred option to pursue.

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4.0 COMMERCIAL CASE

4.0 Procurement Route

This project will be managed within the Live Well commissioning team, and it is intended that the post will be advertised within PCC recruitment and selection guidelines.

5.0 FINANCIAL CASE

5.1 Funding and Affordability

Initial scoping to finance the set-up and roll-out of Home Support extend/re-engineer locality services (new/re-directed/temp pump priming (ICF/Transformational/match funding/other funds) to deliver the full Home Support model in table below.

Project Costs: Grade 10 (travel/IT) to manage/support the Home Support roll-out/ongoing monitoring and evaluation/HR/Admin to support initial work. It is anticipated that these posts will sit within Livewell Commissioning Team and work closely and alongside key commissioning and operational personnel.

Affordability is dependent on key actions:

- Appetite and approval for transformational change
- Scoping and optimising potential income
- Understanding the economic benefits to Powys
- Optimising the return on investment
- Re-engineering and redirection of resources from current services
- Maximising opportunities to develop and join up prevention pathways
- Harnessing assets/asset-based approach (e.g., role and contribution of individuals/ community and voluntary sector)
- Co-production with key stakeholders (North Powys Project/Health/Fire service/those 'avoided/averted' services/community and voluntary sector)
- Minimising duplication/optimising pooling opportunities of commissioned services (e.g., befriending, community connectors) and the community and voluntary sector
- Reviewing Home Support specification to ensure that interventions are focused, 'smart' and efficient (e.g., Home support service to focus on USP/key skilled based interventions and use of volunteers for 'lower' tier interventions – shopping and prescription deliveries, social activities)

5.2 Impact on the organisation's income and expenditure account (revenue account)

Should approval be granted to re-engineer/redirect resources the service should not require any additional funding to establish Home Support across Powys. This is dependent on clear and shared strategic approach and direction within PCC and with PTHB/relevant CVS sector.

In the medium to long term start to see return on investments through the delay, reduction, and avoidance of more complex and costly services as shown in the Home Support Review and Evaluation 2018/21 (draft) which will inform estimated/potential savings based on current return on investment (see supporting evidence below).

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5.3 Potential resources / options for future reconfiguration (note, subject to business case approval where this relates to PCC services and equivalent governance authorisation where this relates to external funding)

What	PCC	Health	Partnership
Set-Up Costs	Identified incrementally per locality		ICF/Transformational Fund
Examples of service provision aligned to the model	Wardening	CVS Grants	Community Connectors
	Day Centres	Red Cross	Befriending
	Day Services	MH Grants	RVS
	Housing Support Grant/Housing		Covid-19 Community Groups
	Livewell CVS Grants		Fire and Rescue Services
	Livewell MH Grants		North Powys Project
	Community Transport Grants		Transformational Fund
	Income Generation		Falls Prevention (Tracey Williams)

6.0 MANAGEMENT CASE

6.0 Management Arrangements

- This project will be managed within the Live Well commissioning team (Dave Moody), alongside BI services and operational departments as and when applicable.
- The appointed project officer will be managed and accountable to Rachel Evans
- Quarterly progress/risk management reporting
- Post project evaluation

7.0 Equality Impact Implications

This project will support key objectives within the Towards 2040 The Powys Wellbeing Plan including the Wellbeing Steps 1, 5 and 6 and in doing so 10 which is to develop a strong brand to promote and attract inward investment into Powys.

8.0 Health & Safety Implications

No issues at this point

9.0 Sustainability Implications

It is anticipated that the set up/roll-out of Home Support will take 2 years. The reconfiguration of services such as day centres and services/wardening/befriending/? red cross will support medium to longer term effectiveness and efficiencies rather than immediate cost efficiencies; it will support more sustainable information and commissioning practices.

10.0 Wellbeing of Future Generations Act Implications

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The Wellbeing of Future Generations (Wales) Act 2015 sets out a sustainable development principle which means that organisations

“... must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.”

This means ensuring that “commissioning practices provide opportunities to base decisions on a wide range of relevant evidence to continually improve. And supporting PCC to be proactive while developing creative solutions to achieve better outcomes.”

Powys Commissioning and Commercial Strategy (June 2017).

11.0 Supporting Evidence

Key Supporting Documents

- 1) Home Support Annual Report Recommendations 2018/19
- 2) Home Support Annual Report (2018/19) – Welsh Version available
- 3) Home Support 3-Yearly Review (2018/21) – see Cabinet Report embedded document
- 4) Home Support Service Specification (2018)
- 5) Home Support Impact Assessment (2019)
- 6) Livewell CVS Grant Funded Position Paper (Oct 2020)
- 7) Reconfiguring Prevention Services: Roll-out and mainstreaming of Home Support Services across Powys Scoping Paper – see Cabinet Report embedded document
- 8) Return on Investment (2019/20)



HS 2018.19 Annual
Report Recommend:



Home Support
Service Specification



Home Support
Impact Assessment (



Home Support
Annual Report FV SI



PCC Livewell CVS
Grants Report - Prov



HS Return on
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- Beyond the call: National Review of access to emergency services for those experiencing mental health and/or welfare concerns (Oct 2020). [beyond-the-call Jan 2021.pdf](#)
- The economic value of older people's community based preventative services Naomi Harflett Helen Bown. NDTI (2014). [The economic value of older peoples community based preventative services final.pdf](#)
- A Profile of Rural Health in Wales. Centre for Health. (March 2007) [file:///Z:/EB%20Research/RuralProfile%20Wlaes.pdf](#)
- Prevention services, social care and older people: much discussed but little researched?
- What role can local and national supportive services play in supporting independent and healthy living in individuals 65 and over? Future of an ageing population: evidence review. Foresight, Government Office for Science [file:///Z:/EB%20Research/gs-15-24-future-ageing-supportive-services-role-er14.pdf](#)
- Accommodation for an ageing population Powys County Council. Market Position Statement March 2017.

Single Business Justification

[file:///Z:/Wellbeing%20&%20Population%20Assessment/Market Position Statement Older Peoples Accommodation%20\(2017\).pdf](file:///Z:/Wellbeing%20&%20Population%20Assessment/Market Position Statement Older Peoples Accommodation%20(2017).pdf)

- Care and Support Population Assessment for Powys.
<file:///Z:/Wellbeing%20&%20Population%20Assessment/Powys Population Assessment Summary - Final V1.pdf>
- Joint Commissioning Strategy and Plan for older people in Powys 2016 to 2021.
<http://pstatic.powys.gov.uk/fileadmin/Docs/Comms/Older People strategy and plan 2016 en.pdf>
- Local Area Profiles based on 2012 Census Data.
<https://customer.powys.gov.uk/article/5963/Local-Area-Profiles>
- The Provision of Integrated Care in a Rural Community - an Evaluation of Rhayader Home Support Scheme. Final Draft Report 2013. Carol Jarrett, Fiona Williams and Leo Lewis. Institute of Rural Health. Commissioned Rural Health Plan Innovation Project: Report for the Welsh Government. [A Realistic Evaluation of integrated health and social care for older people in Wales, to promote independence and wellbeing: Interim report \(gov. wales\)](#)
- Powys Community Service Mapping Exercise: How do we move from hospital-based care to prevention, wellbeing, and health in the community? North Powys Wellbeing Programme (February 2021)
- Experiences of people aged 50 or over in Wales during the first Covid-19 lockdown, and the road to recovery. Age Cymru (Oct 2020).
[experiences-of-people-aged-50-or-over-in-wales-during-the-first-covid-19-lockdown-and-the-road-to-recovery---october-2020-eng.pdf \(ageuk.org.uk\)](#)
- CONNECT project in Carmarthenshire, Pembrokeshire and Ceredigion: (May 2021)
<https://www.tunstall.co.uk/siteassets/uk/case-studies/delta-welbeing-case-study.pdf>

For Completion by: Initiative Manager

In addition to completing/ updating the relevant sections of this business case, please provide the following supporting evidence:

EVIDENCE SUMMARY INCLUDED
Financial Appraisals
Economic Appraisals
Benefits Register
Risk Register

Transforming Support at Home



Transforming Prevention Services: Roll-out and mainstreaming of Home Support Services across Powys Scoping Paper

Spring 2021

Sue Hall (Project & Contract Officer)
Page 121

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Introduction

The aim of this paper is to support the business case for the proposal to transform prevention services within Livewell Commissioning. And, in doing so should be read in conjunction the Single Business Justification (05/02/2021).¹

Home Support Service Outcomes

Home Support outcomes were developed to reflect the national and local strategic framework including:

1) Improved health and wellbeing

- Improved quality of life
- Improved health and wellbeing

2) Personal and relevant support at home

- Improved experience of support and care
- People feel more empowered and in control
- People have better access to information, advice, assistance, and advocacy
- People receive relevant, local, and personal support
- Quality support and care

3) Value and sustainability

- Quality leadership and workforce
- Evidenced-based practices
- Joined-up, co-ordinated and collaborative practices
- Effective and efficient information management
- Cost-effective and prudent service model
- Sustainable fit between needs and resources

Key Home Support Activities based on current service specification:²

- To optimise independence
- To prevent the need for statutory intervention
- To reduce the impact of disability.
- To delay dependency and escalation of care
- **Help to help yourself:** community and universal services that focus on promoting wellbeing for anyone who wants to be as well as they can be. Prevent needs from occurring and effecting wellbeing
- **Help when you need it:** focus on response and early intervention to help reduce the need for more intensive/specialist services and impact of frailty or ill health, to slow down deterioration and regain independence.
- **Specialist help:** Home Support Plans/promotion of independence and wellbeing/healthy lifestyles

¹ See Appendix 3

² See Appendix 2

Developing the Evidence-Base

Outcomes-focused service specification

Services have been monitored and reviewed quarterly to determine service activity and its impact in relation to individual, service and system outcomes. The aim of this approach was to embed outcome-based decision making into the planning, commissioning, delivering, and reviewing of services and ensure accountability within partnerships and programmes of work.

Results based accountability

- How much - Service activity (quantitative)
- How well - feedback (service users/carers/partners (qualitative)
- The difference the service has made (is anyone better off?)
- The return on investment (value for money)
- Whether the service has been successful in achieving its outcomes and objectives
- Whether there have been any unexpected outcomes

Data collection

The commitment to continuous learning and improvement relies upon data collected monthly through this Data Management Record (DMR) which has been developed over the course of the project and in the absence of a suitable existing database that was fit for purpose and useable by both PCC and external service providers. The DMR incorporates the following outcomes and data records:

- Service Overview (Worksheet 1 - automatically updated)
- Service user/carer/member snapshot questionnaires (SSQ) (Worksheet 2 - manually populated - one SSQ per member per year)
- SSQ breakdown/charts (Worksheet 3 - automatically updated)
- Monthly service activity & callouts (Worksheet 4 - 13 - manually populated)
- Monthly service activity & callouts (Worksheet 4 - 13 - manually populated)
- Service user/carer/member case studies/good news stories (Worksheet 1 - manually populated and copies forwarded with DMR return)
- Compliments/complaints/incidents (Worksheet 1 - manually populated and copies forwarded with DMR return)

Reporting, Review and Evaluation

- Quarterly reports to the RPB
- Annual RPB Report
- Monthly reports (to PCC Senior Management Team – as part of the Corporate Improvement Plan (CIP) Assurance Reports
- Home Support Interim Report (Jan 2019)
- Home Support Annual Report (2018/19) (June 2019)
- Home Support 3-Year Review (draft April 2021/FV due June 2021)

Referencing and Research

- Solva Care in Pembrokeshire
- Tunstall Televida tele assistance service in Spain
- See References below

Service Provision

Service Activities	HS	CVS	Other/Comments
Scheduled Support			
Information, Advice and Assistance			
Information & advice about local services, activities/groups	√	√	Com Connectors independent or part of HS
Signposting and referral to local services, activities/groups	√	√	
Assistance to access local services, activities/groups	√	√	
Temporary personal and/or domestic care			
Limit to 4 at any one time in each service area if not CIW registered	√		Dom Care
Independent Living Interventions			
Assistance to access to community transport	√		
Support with appointments		√	
Form filling	√		
Diversion/bridge from/to other services	√		
Support managing and accessing Technology Enabled Care (Inc Careline)	√		
Support that helps to develop and/or maintain life skills	√		
Encourage Self Care	√		
Assist Informal Carers	√		
Household and Practical Assistance	√		
Emotional Support	√		
Essential Shopping		√	
Ordering and collecting medication		√	Covid-19 Community Groups
Safe and Well Check	√		
Healthy lifestyles and wellbeing support			
Smoking cessation	√		Public Health
Alcohol awareness	√		
Dentist	√		
Podiatry	√		
Promoting Healthy Eating	√		
Promoting community activities	√		
Promoting learning opportunities	√		
Promoting physical activity	√		
Promoting social activities/connections	√		
Falls prevention	√		
Promoting mental health	√		
Flu immunisation	√		
Dementia/Memory Related Challenges	√		
Advocacy			
Referral to statutory/non-statutory advocacy	√	√	
Monitoring, Review and Evaluation			
Service Referral	√		
Assessment/Home Support Plan/Case Review	√		
Questionnaire (service user and carers)	√		
Service recording, monitoring and review	√		
Service Evaluation	√		
Support the development of new services, activities/opportunities	√		Com Connectors as above
Unscheduled Support			
Callouts in and OOH via a care line (Delta Wellbeing or equivalent)	√		

NB: Need to revise HS activities to address current need/impact of pandemic/consequential need/service User survey feedback – loneliness/mental health/welfare benefits/domestic abuse/social activities & contact.

Powys Localities

Home Support Roll Out Scoping Locality Map (13)

Locality	Pooled/Joined up Provision	On call Resource
(1)	Rhayader Home Support/RDCS/	ICF/PCC
(1)	Llandrindod Wells Home Support	ICF/PCC
(2)	Builth Wells Community Support	BWCS/ICF
(3)	Red Cross/Supporting People/MH facilitation	PHTB/PCC
(4)	Red Cross/Supporting People/MH facilitation	PHTB/PCC
(5)	Crickhowel Volunteer Bureau	ICF
(6)	Crickhowel Volunteer Bureau	ICF
(7)	East Radnorshire Home Support (? Knighton CS)/wardening/Red Cross/Supporting People	ICF/PCC
(8)	MH facilitation/RRC/NMVB	PHTB/PCC
(9)	Red Cross/Supporting People/NMVB/MH Facilitation	PCC/PHTB
(10)	MH facilitation	PHTB/PCC
(11)	CAMAD	ICF/PCC/PHTB
(12)	CAMAD/Hafal	ICF/PCC/PHTB
(13)	Llanidloes Home Support (from PCC HS base)	ICF/PCC/PHTB

NB: Scope potential use of Wardening/Redeployed DC workers/Supporting People/Community Connectors/Coventry Community Groups/befriending/community transport/RRC Newtown/TEC developments/day centres/service

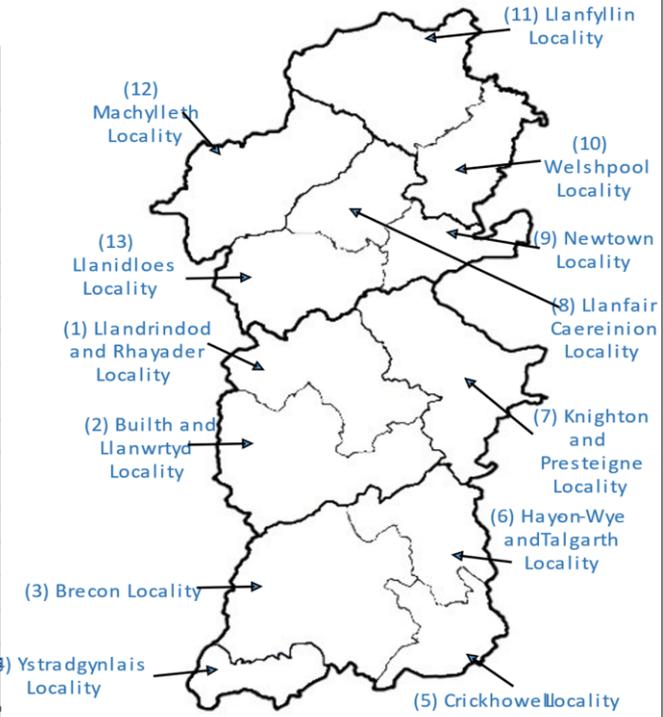
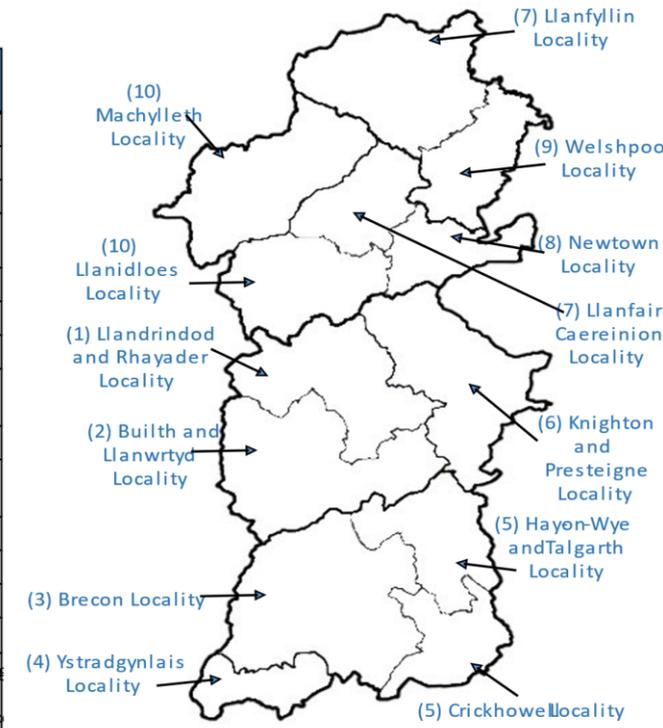


Table above shows localities and suggested key partners/current CVS providers. NB need to link in with RRC development in Newtown (Carys Williams). The 13 localities could be reduced to 10 (Table below) so there are more equitable population sizes (65+ and/or whole population) and viable service presence. Option could be to join Machynlleth with Llanidloes, Crickhowel and Halgarth, and Llanfyllin and Llanfair Caereinion as below. Where remaining localities vary resources could be reduced (Ystradgynlais/Builth Wells)/increased (Welshpool). Refer to recent procurement of supported living services and locality 'lots.'

Home Support Roll Out Scoping Locality Map (10)

Locality	Pooled/Joined up Provision	On call Resource
(1)	Rhayader Home Support/RDCS/	ICF/PCC
(1)	Llandrindod Wells Home Support	ICF/PCC
(2)	Builth Wells Community Support	BWCS/ICF
(3)	Red Cross/Supporting People/MH facilitation	PHTB/PCC
(4)	Red Cross/Supporting People/MH facilitation	PHTB/PCC
(5)	Crickhowel Volunteer Bureau	ICF
(5)	Crickhowel Volunteer Bureau	ICF
(6)	East Radnorshire Home Support (? Knighton CS)/wardening/Red Cross/Supporting People	ICF/PCC
(7)	MH facilitation/RRC/NMVB	PHTB/PCC
(8)	Red Cross/Supporting People/NMVB/MH Facilitation	PCC/PHTB
(9)	MH facilitation	PHTB/PCC
(7)	CAMAD	ICF/PCC/PHTB
(10)	CAMAD/Hafal	ICF/PCC/PHTB
(10)	TBC/Llanidloes Home Support (from PCC HS base)	ICF/PCC/PHTB

NB: Scope potential use of Wardening/Redeployed DC workers/Supporting People/Community Connectors/Coventry Community Groups/befriending/community transport/RRC Newtown/TEC developments/day centres/service



NB: Need to confirm preferred locality breakdown and include in Business Justification Case.

Powys Population³

Tables below for current Powys locality population data (whole population/65+/85+).

Locality	Postcode	Pop	65+	85+
Ystradgynlais Locality	Powys 021A	1,440	364	46
Ystradgynlais Locality	Powys 021B	1,397	432	49
Ystradgynlais Locality	Powys 021C	1,324	398	38
Ystradgynlais Locality	Powys 021D	2,311	620	67
Ystradgynlais Locality	Powys 021E	1,337	403	52
Ystradgynlais Locality	Powys 021F	1,252	223	33
1		9,061	2,440	285
Welshpool and Montgomery Locality	Powys 005A	1,121	352	60
Welshpool and Montgomery Locality	Powys 005B	2,251	642	67
Welshpool and Montgomery Locality	Powys 002A	1,654	572	79
Welshpool and Montgomery Locality	Powys 002B	1,215	521	49
Welshpool and Montgomery Locality	Powys 002C	1,985	503	49
Welshpool and Montgomery Locality	Powys 005C	1,387	398	41
Welshpool and Montgomery Locality	Powys 005D	1,505	413	63
Welshpool and Montgomery Locality	Powys 003A	2,060	505	63
Welshpool and Montgomery Locality	Powys 003B	2,378	712	72
Welshpool and Montgomery Locality	Powys 003C	2,311	712	128
Welshpool and Montgomery Locality	Powys 003D	1,447	394	29
2		19,314	5,724	700
Newtown Locality	Powys 007A	1,637	500	88
Newtown Locality	Powys 007B	1,995	564	89
Newtown Locality	Powys 007C	1,391	411	61
Newtown Locality	Powys 009A	1,521	439	57
Newtown Locality	Powys 009B	1,379	402	53
Newtown Locality	Powys 008A	1,168	340	34
Newtown Locality	Powys 008B	1,983	598	63
Newtown Locality	Powys 008C	1,381	393	22
Newtown Locality	Powys 009C	1,239	354	73
3		13,694	4,001	540
Machynlleth Locality	Powys 004A	2,208	484	42
Machynlleth Locality	Powys 004B	2,162	733	130
Machynlleth Locality	Powys 004C	2,081	543	59
4		6,451	1,760	231
Llanidloes Locality	Powys 010A	1,753	458	63
Llanidloes Locality	Powys 010B	1,179	352	34
Llanidloes Locality	Powys 010C	1,699	441	40
Llanidloes Locality	Powys 010D	1,504	402	68
5		6,135	1,653	205
Llanfyllin Locality	Powys 001A	1,171	348	32
Llanfyllin Locality	Powys 001D	1,045	389	49
Llanfyllin Locality	Powys 001E	1,371	385	74
Llanfyllin Locality	Powys 001F	1,439	413	56
Llanfyllin Locality	Powys 001G	1,965	569	88
6		6,991	2,104	299
Llanfair Caereinion Locality	Powys 006A	1,760	547	57
Llanfair Caereinion Locality	Powys 006B	1,228	415	52
Llanfair Caereinion Locality	Powys 006C	2,248	543	76
7		5,236	1,505	185

Locality	Postcode	Pop	65+	85+
Llandrindod and Rhayader Locality	Powys 012A	1,739	436	38
Llandrindod and Rhayader Locality	Powys 012B	2,369	678	79
Llandrindod and Rhayader Locality	Powys 013A	1,284	373	45
Llandrindod and Rhayader Locality	Powys 013B	1,479	441	10
Llandrindod and Rhayader Locality	Powys 013C	1,848	196	8
Llandrindod and Rhayader Locality	Powys 012C	1,413	234	40
Llandrindod and Rhayader Locality	Powys 012D	2,063	420	69
Llandrindod and Rhayader Locality	Powys 012E	2,240	611	86
8		14,435	3,389	375
Knighton and Presteigne Locality	Powys 011A	1,899	514	69
Knighton and Presteigne Locality	Powys 011B	1,759	268	29
Knighton and Presteigne Locality	Powys 011C	1,566	493	51
Knighton and Presteigne Locality	Powys 011D	1,556	584	64
Knighton and Presteigne Locality	Powys 011E	1,053	294	50
Knighton and Presteigne Locality	Powys 011F	2,122	673	150
Knighton and Presteigne Locality	Powys 011G	2,199	587	47
9		12,154	3,413	460
Hay and Talgarth Locality	Powys 015A	2,110	433	74
Hay and Talgarth Locality	Powys 015B	1,636	455	90
Hay and Talgarth Locality	Powys 015C	1,424	368	50
Hay and Talgarth Locality	Powys 015D	1,704	449	71
Hay and Talgarth Locality	Powys 015E	1,943	563	94
10		8,817	2,268	379
Crickhowell Locality	Powys 018E	1,339	359	36
Crickhowell Locality	Powys 018F	1,507	273	44
Crickhowell Locality	Powys 018G	1,262	274	84
Crickhowell Locality	Powys 018H	1,506	325	28
11		5,614	1,231	192
Builth and Llanwrtyd Locality	Powys 014A	2,450	691	140
Builth and Llanwrtyd Locality	Powys 014B	2,034	646	97
Builth and Llanwrtyd Locality	Powys 014C	1,071	274	32
Builth and Llanwrtyd Locality	Powys 014D	1,160	222	23
Builth and Llanwrtyd Locality	Powys 014E	1,422	382	64
12		8,137	2,215	356
Brecon Locality	Powys 020A	1,836	522	54
Brecon Locality	Powys 020B	2,106	506	94
Brecon Locality	Powys 017A	1,857	557	101
Brecon Locality	Powys 017D	1,373	220	16
Brecon Locality	Powys 017E	2,155	757	77
Brecon Locality	Powys 020C	1,670	547	68
Brecon Locality	Powys 020D	2,093	619	79
Brecon Locality	Powys 017F	1,924	589	45
Brecon Locality	Powys 017G	1,382	356	38
13		16,396	4,673	572
Powys Total		132,435	35,696	4,725
Mean Total		10,187	2746	364

Home Support Set up and Running Costs⁴

Annual Home Support Ongoing Service Cost					
	QUANTITY	HRLY RATE	ONCOSTS	TOTAL	Notes
Management (Grade 10)	TBC				
Senior Support Worker (Grade 7)	37 hrs	£13.21	£10,000.00	£36,270.00	£25,481 PA
Support Worker (Grade 5)	74 hrs	£10.83	£20,000.00		£20,903 PA
Stand-by costs	TBC			£9,125.00	PCC £25 SB Charge
Call-out Costs				£5,718.24	Time + Half of Grade 5x 176 for one area 2 hrs per callout (Careline callouts 2019/20)
Relief Worker	x2 costs inc in call-out				
Staff Total					
Staff Training				£1,000.00	more if CIW
Travel (Fuel/vehicle)				£5,000.00	
Premises				£5,000.00	
Office Costs				£1,000.00	
Telephone				£3,500.00	
Equipment				£5,000.00	
Marketing/Promotions				£1,000.00	
Insurance				£1,000.00	
PPE Supplies				£2,000.00	
Total					

Annual Home Support One-Off Set-up Cost		
	DETAIL	TOTAL
Office Costs	Computers/Printer	£1,500.00
Telephone	Mobile Phones/Landlines	£1,000.00
Equipment	Set Up Manga Elk/Slide sheets/Compressor	£5,000.00
Marketing/Promotions	New Service Promotion	£1,000.00
CIW Set Up Training	TBC	£1,000.00
Insurance	CIW Registered	£4,000.00
Total		£13,500.00

NB: Costs established by monitoring/reviewing costs for Home Support in Rhayader and Llandrindod Wells and East Radnorshire since 2018/Need to confirm costs and update Business Justification Case/RPB Cover Sheet.

⁴ See Appendix 1 for current Homes Support Workforce/operating costs

13 Home Support Localities	
Project/Officer Costs	£90,000.00
Set up for 11 localities (as R/LWHS & ERHS in place)	£148,000.00
Ongoing/Annual for 13 localities	£1,581,180.12
Total	£1,818,180.12

10 Home Support Localities	
Project/Officer Costs	£90,000.00
Set up for 8 localities (as R/LWHS & ERHS in place)	£108,000.00
Ongoing/Annual for 10 localities	£1,216,292.40
Total	£1,414,292.40

-£55,000	Without CIW Reg set up in 11 L
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-£40,000	Without CIW Reg in set up in 8L
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Transformation Affordability

Roll-out and mainstreaming of Home Support Services across Powys is dependent on key actions:

- Appetite and approval for transformational change
- Understanding the economic benefits to Powys
- Scoping and optimising potential income
- Reviewing Home Support specification to ensure that interventions are focused, 'smart' and efficient (e.g., Home support service to focus on USP/key skilled based interventions and use of volunteers for 'lower' tier interventions – shopping and prescription deliveries, social activities)
- Optimising the return on investment
- Re-engineering and redirection of resources from current services
- Maximising opportunities to develop and join up prevention pathways
- Harnessing assets/asset-based approach (e.g., role and contribution of individuals/ community and voluntary sector)
- Co-production with key stakeholders (North Powys Project/Health/Fire service/those 'avoided/averted' services/community and voluntary sector)
- Minimising duplication/optimising pooling opportunities of commissioned services (e.g., befriending, community connectors) and the community and voluntary sector

Added Economic Benefits

The roll-out of Home Support services across Powys would support the development of a sustainable and 'vibrant economy' through potential increase in the:

- Uptake of entitlements/occupational opportunities supporting independent living
- Community and voluntary sector /associated services
- Employment
- Business opportunities
- Volunteering
- Income of existing organisations
- Better value for money pooling opportunities/return of investment)

Potential Income Generation

NB: Need to consider administration costs and legislative 'cap' if services statutory and include in Business Justification Case.

Locality Population 65+	Charge	Approx Members per Locality (7.5%)	Approx Members per Locality (10%)	Income Per Locality with 7.5% Membership of 65+ Pop	Income Per Locality with 10% Membership of 65+ Pop	Potential Powys-wide Income (7.5%)	Potential Powys-wide Income (10%)
Average: 2746 (Total Pop - 35,696/13)	£10	206	275	£2,060	£2,750	£26,780	£35,750
	£20	206	275	£4,120	£5,500	£53,560	£71,500
	£30	206	275	£6,180	£8,250	£80,340	£107,250
	£40	206	275	£8,240	£11,000	£107,120	£143,000
R/LW: 3389	£10	251	251/7.5% of 65+ Pop (01/01/21)	£2,510		£32,630	
	£20	251		£5,020		£65,260	
	£30	251		£7,530		£97,890	
	£40	251		£10,040		£130,520	
ER: 3413	£10	330/10% of 65+ Pop (01/01/21)	330		£3,300		£42,900
	£20		330		£6,600		£85,800
	£30		330		£9,900		£128,700
	£40		330		£13,200		£171,600

Actual Income Generated (indirect)

	2018/19		2019/20		2020/21	
	Number	Income	Number	Income	Number	Income
Careline Installations/Rental	126	£33,768.00	48	£23,788.00	23	£6,164.00

Focused Home Support Resources

Home Support Expenditure: Prescriptions/Shopping Costs

Activity	Unit Costs (2018/2019)	Number of Delivered Prescriptions	Cost	Number of Delivered Prescriptions	Cost	Number of Delivered Prescriptions	Cost
		2018/2019		2019/20		2020/21	
		Number	Cost	Number	Cost	Number	Cost
Prescription Delivery: Pharmacy Charges: £0 - £5 per delivery	2.5	999	£2,497.50	1506	£3,765.00	3336	£8,340.00
Essential Shopping	0	454	£0.00	595	£0.00	629	£0.00
Home Support Worker: Support and Outreach	24	1453	£34,872.00	3004	£50,424.00	3965	£95,160.00
TOTAL COST (Home Support Service cost minus going rate for volunteering or pharmacy prescription delivery)			-£32,374.50		-£46,659.00		-£86,820.00

Return on Investment

Return on Investment due to Cost Avoidances							
	Unit Cost Per Hour/ specified Callout (2018/19)	2018/19		2019/20		2020/21	
		Number	Cost	Number	Cost	Number	Cost
Ambulance: See/Treat/Refer	181	120	£21,720.00	180	£32,580.00	262	£47,422.00
Doctor: Community Medical	140	23	£3,220.00	15	£2,100.00	9	£1,260.00
Temporary Personal & Domestic Care Interventions Provided: Home Care Worker	25	145	£3,625.00	501	£12,525.00	244	£6,100.00
Hospital: Ambulance See/Treat/Convey	248	3	£744.00	12	£2,976.00	11	£2,728.00
Fire Service: Per engine and 23 min call-out	300	6	£1,800.00	9	£2,700.00	6	£1,800.00
Police: Band A-C SCP13	29.56	27	£798.12	34	£1,005.04	40	£1,182.40
PURSH/RC: Home Care Worker	25	1	£25.00	2	£50.00	16	£400.00
Respite: Qualified Social Worker	51	0	£0.00	2	£102.00	0	£0.00
Mental Health Services: Initial MH Assessment	30	0	£0.00	25	£750.00	9	£270.00
Residential: Qualified Social Worker	51	0	£0.00	6	£306.00	2	£102.00
Other: Qualified Social Worker	51	0	£0.00	43	£2,193.00	14	£714.00
Home Support Worker: Support and Outreach (Grade 5 HSW)	24	325	£7,800.00	829	£19,896.00	613	£14,712.00
TOTAL SAVINGS (Averted Services minus - Home Support Service Costs)			£24,132.12		£37,391.04		£47,266.40

Resourcing/Service Pooling Opportunities

Potential Future Resourcing/Service Pooling Opportunities						
What	PCC	£/Detail	Health	£/Detail	Partnership	£/Detail
Set-Up Costs					ICF	
Ongoing Costs	Wardening	Re-direct /Pool	CVS Grants		Community Connectors	
	Day Centres	House/Re-direct/pool	Red Cross		Befriending	
	Day Services	House/Re-direct/Pool	MH Grants		RVS	
	Supporting People/Housing				Covid-19 Community Groups	
	Livewell CVS Grants	Re-direct/Pool			North Powys Project	
	Livewell MH Grants				Fire and Rescue Services	
	Community Transport Grants				Falls Prevention	

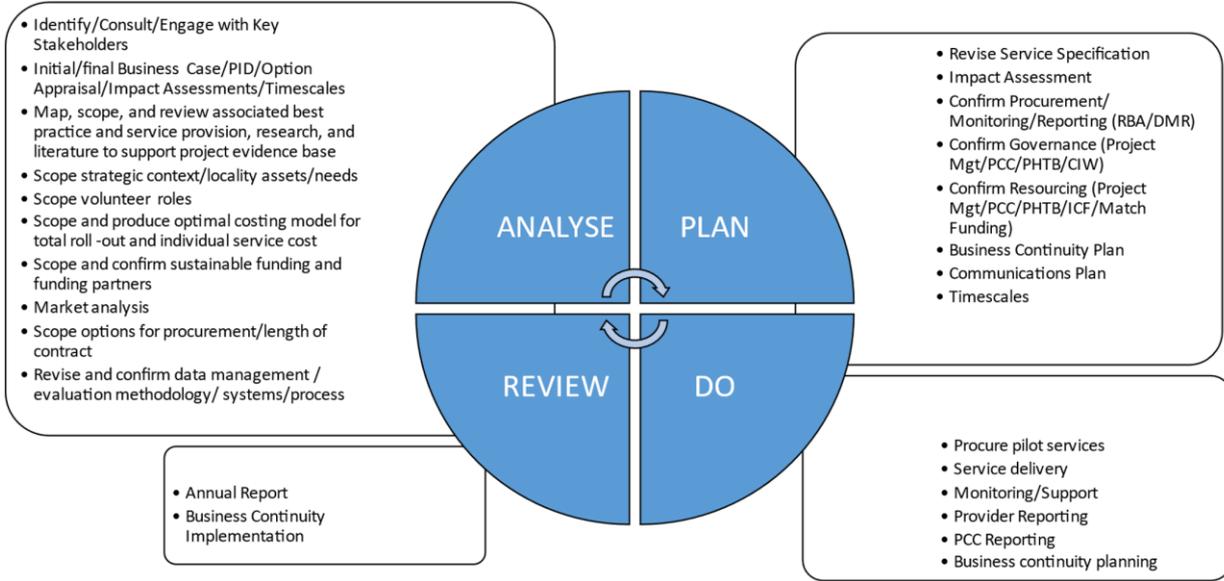
NB: Need to consider timescales and TCD and include in project action plan/business justification case

Governance

Scoping/Approval Groups/Boards				
By Whom	Date	Time	Comments	
Regional Partnership Board	Jan-20		RPB supported the evaluation of the Home Support Annual Report and follow-up workshops. Next steps delayed because of the coronavirus.	
	29/07/2021	10am	Tabled by Kate Light – need to include RPB cover report	
CCROG	10/05/2021	11am		
Age Well Partnership	Dec-19		Proposal approved and referred to RPB	
	29/04/2021	1.30pm	Tabled by Kate Light/Georgia Price – submit papers 1 week ahead	
	01/07/2021	1.30pm		
Live Well Partnership	2018-present		Monthly CIP Reporting	
	Dec-19		Proposal approved and referred to RPB	
	19/05/2021	1.30pm	Workshop (2hrs) with Home Support PPP/focussed discussion	
	29/06/2021	1.30pm	Tabled by Kate Light/ Georgia Price – submit papers 1 week ahead	
Social Services Board	21/04/2021	2pm	Papers to be submitted on 14/04/21 to Jayne Wotton	
	19/05/2021	2pm		
	02/06/2021	2pm	01/09/2021	2pm
	16/06/2021	2pm	15/09/2021	2pm
	07/07/2021	2pm	06/10/2021	2pm
	21/07/2021	2pm	20/10/2021	2pm
	04/08/2021	2pm	03/11/2021	2pm
	18/08/2021	2pm	17/11/2021	2pm
EMT	26/05/21?	9am	Contact: Hayley Hughes (need to ensure HoS and/or Director are aware)	
	29/06/21			
Health and Care Committee	25/06/21		Lisa Richards/Hayley Morris	
Scrutiny	27/05/2021?	2pm		
	25/06/2021	10am		
	23/07/2021	9.30am		
	24/09/2021	10am		
	04/11/2021	10am		
	16/12/2021	10am		
Cabinet	25/05/2021?	10.30am	Contact: Steve Boyd (need to ensure HoS and/or Director are aware)	
	15/06/2021?	10.30am	21/09/2021	10.30am
	22/06/2021	10.30am	12/10/2021	10.30am
	06/07/2021	10.30am	02/11/2021	10.30am
	13/07/2021	10.30am	23/11/2021	10.30am
	27/07/2021	10.30am	14/12/2021	10.30am
Amser Meddwl (HS Planning Group/Steering Group)	Oct 2020-May 2021 (3-weekly mtgs)	1.30pm	This meeting will adapt dependant on direction of travel	
	15/06/2021	1-2pm		
	21/07/2021	10.30am		
	02/09/2021	2.45pm		
	05/10/2021	2pm		
	10/11/2021	3.15pm		
	14/12/21	2pm		

Project Planning

Home Support Development Draft Outline Plan



Appendices

Appendix 1: Current Home Support Workforce/Working Patterns

Workforce	In hours (P/W)		OOH (P/W)	OOH Cost
RHS/Staffing/On-call	Mgt: HRS 7.5 SSW 37HRS (PCC 6) SW: x2 30 HRS (PCC 5 AM/PM cover)	Office HRS: 8.30-5.30	Weekdays: 5.30-8.30am/ Weekends	Stand-by Rate: £25/Call-out: time+1/2 for first 2 hrs, then Hrly rate/Relief no stand-by
ERHS Staffing/On-Call	Mgt: 15HRS SSW 37HRS SW: x2 37 HRS Relief: X1	Office HRS: 9-5	Weekdays: 5-9 (4-9 Fri)/ Weekends	£28,500 (2019/20). Check current rates with BB

HS Hours
131 on-call OOH
37 In HRS

Appendix 2: Home Support Service Specification



Home Support
Service Specification

Appendix 3: Home Support Single Business Justification

ADD

Appendix 4: Strategic References

Home Support and the Livewell grant awards to the community and voluntary sector align to the following policy documents:

- Social Services and Well-being (Wales) Act 2014
- Powys Health and Care Strategy/Vision 2020/25
- Mental Health Measure/Together for Mental Health
- Living a Good Life
- Powys County Council Corporate Improvement Plan
- Towards 2040 The Powys Well-being Plan
- Powys Population Assessment
- Powys Public Services Board's Well-being Assessment/Residents Survey
- Commissioning and Commercial Strategy Powys County Council (2017/20)
- EU Procurement Regulations
- Welsh Procurement Policy Statement 2015
- Equality Act 2010 (Statutory Requirements) (Wales) Regulations 2011
- Coronavirus-covid-19 and Beyond (SCIE Adult Social Care Recommendations (Oct 2020))
- Think Local, Act Personal - partnership agreement confirmed as the future direction of social care (2010)

1) PCC Corporate Improvement Plan (April 2019-March 2022)

Well-being objective 2: We will lead the way in providing effective, integrated health and care in a rural environment.

“High quality health and care services are a priority for all of us and we are committed to working with our partners in the NHS and the third sector to provide seamless health and social care services at the right time and in the right place. We will continue to do all we can to provide as many caring services as possible within the boundaries of Powys, whilst using a strengths’-based approach to promote independence and self-care wherever possible. Between 2020 – 2025, we will ensure that Powys adults are safe, resilient, fulfilled and have their voices heard, valued, and acted on:

CIP 1: Focus on wellbeing and support people through the life course Front door - There is an effective council front door which keeps people safe and finds solutions for people and their problems that demonstrates its impact in terms of diversions from formal care and delivering good outcomes.

- **Action:** To work with the Powys Teaching Health Board to align 3rd sector commissioning and to ensure that all 3rd sector commissioning is targeted at Health and Care Strategy Outcomes.

CIP 2: Provide joined up care, ensuring people are at the centre of health and care services and minimising duplication and complications between organisations and teams.

CIP 4: Create innovative environments that promote innovation, research, and development across all aspects of the health and care system - To ensure there is timely, targeted, and effective use of reablement, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.

- **Action:** To mainstream home-based practical support following ICF evaluation.
- **Action:** Complete transformation of daytime opportunities for older people. This includes reducing in-house provision according to demand, supporting people with direct payments where possible, and looking at potential alternative providers
- **Action:** Support the development of Regional Rural Centre in Newtown

CIP 6: Work in partnership to transform health and care services and improve well-being.2

2) The Adult Services re-shaping plan 2018-23

Priority improvement outcomes as a response to CIW inspection recommendations and guidance set out by the Institute of Public Care “six steps to managing demand in adult social care”, led by Professor John Bolton. The six steps and two key actions are:

- Managing demand through the front door of the Council
- Managing demand from hospitals
- Effective short-term interventions for people in the community
- Designing the care system for people with long term care and support needs
- Developing a workforce to manage demand
- Governance and management arrangements to sustain improvements

3) Health and Care Strategy (2017)

OBJECTIVES	OUTCOMES	OUTCOME REF	
	I am responsible for my own health and wellbeing.	WB1	x
	I am able to lead a fulfilled life.	WB2	x
	I am able and supported to make healthy lifestyle choices about my mental and physical health, and wellbeing, for myself and my family.	WB3	x
	I have life opportunities wherever I am and wherever I live in Powys.	WB4	x
	The environment/community I live in supports me to be connected and to maintain my health and wellbeing.	WB5	x
	As a carer I am able to live a fulfilled life and feel supported.	WB6	x
	I can easily access information, advice, and assistance to inform myself and remain active and independent.	EH1	x
	I have easy access, advice and support to help me live well with my long-term condition.	EH3	x
	I have easy access to support, information and early diagnosis.	TB1	x
	I have early intervention and appropriate treatment.	TB2	x
	My treatment and support is high quality, evidence based and timely as locally as possible.	TB3	x
	I have timely access to equitable services as locally as possible	JU1	x
	I am treated as an individual with dignity and respect.	JU2	x
	I receive continuity of care which is safe and meets my needs.	JU3	x
	I am safe and supported to live a fulfilled life.	JU4	x
	Those who I need to support me are able to make decisions and respond because they are well informed and qualified. If they cannot help me directly, they know who can.	WF1	x
	As a carer, I and those who I care for are part of 'the team'	WF2	x
	I am enabled to provide services digitally where appropriate.	WF4	x
	I am part of a thriving community that has a range of opportunities for health and social care, social events, access to advice and guidance services to support my wellbeing.	IE1	x
	I am able to have my home adapted to help me to live independently and make me feel safe.	1E4	x
	I have care in a fit for purpose environment that enhances my experience	1E5	x
	I am helped to use technology and gain access to resources to allow me to be digitally independent.	DF2	x
	As a Powys resident I 'tell my story' once and I am confident that those looking after me are working together in my best interest considering welsh language and cultural diversity.	TP1	x
	The services I receive are coordinated and seamless	TP2	x

4) Powys Public Services Board's Well-being Assessment/Residents Survey

- Older people want to live independently for as long as possible and need a good choice of accommodation options. Currently, provision is available but not necessarily in the right place. Residents survey: 93% of respondents agreed that “preventing homelessness” should be a priority.
- Powys has one of the most challenging remits in Wales in terms of access to services, in particular access to areas by foot or public transport is poor.
- Disabled and older people had a worse experience in trying to gain employment than the other groups listed in the survey
- The increase in the digital information channels excludes certain sections of society and the biggest division relates to age and disability. Residents survey: 73% of respondents felt that “enabling communities in Powys to become more digitally inclusive” was an important objective.

5) Recommendations for the future of adult social care reform (SCIE Oct 2020)

- Shift investment and focus away from remedial and acute services, towards community-centred preventative models of care, support, housing, and technology.
- Increase investment in models of care that are proven to maintain people’s resilience, wellbeing, and independence.
- Bolster community resilience and enable people to live well at home that is supported locally through co-produced and outcome-focused forms of commissioning, that facilitates a shift in funding and focus on preventative approaches to care.
- The Government should introduce a prevention strategy which clearly sets out how it will support the sector to create more person-centred care and support that help prevent, delay, or reduce the need for more formal care services.
- Creating asset-based areas supported by an innovation fund for adult social care, which would fund a number of local-area ‘exemplars’ to implement asset-based, preventative, approaches to care and support at scale, from which the wider sector would learn.

Appendix 5: PCC Wardening Review



Housing Warden
Review Report.docx

Appendix 6: Powys Community Service Mapping Exercise



Service mapping -
Intermediate Care Vi

Appendix 7: Project Governance

- Home Support Steering Group (2018- Feb 2020)
The Home Support Steering Group has until recently reported to the Regional Partnership Board (RPB) on a quarterly basis. From December 2018, the steering group reported to the Disability Partnership Board, which has delegated reporting responsibilities from the RPB. Steering Group was suspended in June 2019 for review at two workshops held to consider the roll-out and futures sustainability of the service (see below). SG superseded by the PCC Planning Group c June 2019.
- **Monthly CIP Reporting (2018-present)**
- PCC Home Support Planning Group/Business Continuity (June 2019 – present)
- Home Support Service Meetings
- Powys Home Support Multi-Agency Pathways Group

- I. **To scope and** address issues to support responsive joined up home support related services so that individuals using them would have one 'touch point' and have/continue to have their needs/what matters to them met first time, thus minimising duplication, and optimising resources across all services. Key services identified including Home Support, Red Cross/Positive Steps/PURSH/Re-ablement/Domiciliary Care/Supporting People/GP Practices/Virtual Wards/Ambulance services.
- II. Work to date has included the development of a comparator data base to help clarify and identify service remits, distinctions, commonalities and overlap (used within workshops); supporting a PHTB initiative for the installation of lifting equipment with training across key health and social care sites (ERHS and RHS already have this in place); and some practice suggestions yet to be realised.
 - ERHS grant/contract monitoring – CIW Registered Oct 2020
 - PCC RHS/LWHS/LHS and CIW Registration
 - Monthly data service returns from all service areas including service user feedback/case studies

Appendix 8: Project Sustainability Work/Progress (to support ICF funding exit strategy)

- X2 Multi-agency Workshops (2019) were held in June and October 2019. The aim of the workshops was to scope (with key stakeholders) project sustainability options and prepare for life beyond ICF through facilitation of fundamental change and invest through disinvestment. In light of the role and response (and evidence to prove this), Home Support has had/made to covid-19 and the delays in working toward the mainstreaming and roll-out of the pilots across Powys, ICF funding has been extended to undertake this work in 2021/22.
- Workshop reports tabled at the Living Well/Ageing Well Boards/Disability Partnership Board in Dec 2019. Both boards approved direction of travel referred to RPB,
- Presentation to RPB Jan 2020 which supported the evaluation of the Home Support Annual Report and follow-up workshops. Next steps subsequently delayed as a result of the coronavirus.
- Liaison with RRC project (June 2019 - present)
- Mid Powys GP Cluster Group (May 2019)/Builth Wells Community Support
- PCC Scoping and business case development (June – Dec 2019 and Oct 2020- present)
- Successful trial re-direction of Wardening/closed Day Centre £ within ERHS (2020 – present)

Appendix 9: Key Supporting Documents

- Home Support Annual Report Recommendations 2018/19// Welsh Version available
- **Home Support 3-Yearly Review (2018/21) Interim**
- Home Support Service Specification (2018)
- Home Support Impact Assessment (2018)
- Livewell CVS Grant Funded Position Paper (Oct 2020/Spring 2021)
- Return on Investment (2019/20)



HS 2018.19 Annual
Report Recommend:



Home Support
Service Specification



Home Support
Impact Assessment (



PCC Livewell CVS
Grants Report - Prov



Home Support
Annual Report FV SI



HS Return on
Investment Infograp

Appendix 10: References

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- Beyond Covid: New thinking on the future of adult social care (Sept 2020) <https://www.scie.org.uk/files/care-providers/coronavirus/beyond/new-thinking-adult-social-care.pdf>
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- SOCIAL SERVICES AND WELL-BEING (WALES) ACT 2014: Planning, Commissioning and Co-production Care Council for Wales #GetTheAct www.ccwales.org.uk/getting-in-on-the-act-hub/
- Respond, recover, reset: the voluntary sector and COVID-19 October 2020 [file:///C:/Users/sueh3/OneDrive%20-%20Powys%20County%20Council/Z%20Drive/Covid%20-%202019%20SH%20\(16.03.20\)/Covid-19%20Guidance%20etc/Respond-recover-reset-the-voluntary-sector-and-COVID-19.pdf](file:///C:/Users/sueh3/OneDrive%20-%20Powys%20County%20Council/Z%20Drive/Covid%20-%202019%20SH%20(16.03.20)/Covid-19%20Guidance%20etc/Respond-recover-reset-the-voluntary-sector-and-COVID-19.pdf)
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- The UTOPIA project: Using Telecare for Older People In Adult social care February 2018 John Woolham, King's College London; Nicole Steils, King's College London; Malcolm Fisk, De Montfort University Leicester; Jeremy Porteus, Housing and Telecare Learning and Improvement Network; and Kirsty Forsyth, Queen Margaret University Edinburgh The findings of a 2016-17 national survey of local authority telecare provision for older people in England (2018). [Utopia project report-KCL 2016.17.pdf](https://www.kcl.ac.uk/~ee2018/UTOPIA-report-2016-17.pdf)
- Teleassistance in Spain: adding value with a preventative approach (2018). [tunstall-televida-teleassistance-in-spain-adding-value-with-a-preventative-approach---connected-care.pdf](https://www.telecare.org.uk/sites/default/files/2018-06/tunstall-televida-teleassistance-in-spain-adding-value-with-a-preventative-approach---connected-care.pdf)
- Business Case A Technology Enabled Care (TEC) approach to prevention in West Wales (June 2018). [Business Case for TEC in West Wales June 2018.pdf](https://www.wales.nhs.uk/sites/default/files/2018-06/business-case-for-tec-in-west-wales-june-2018.pdf)
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Powys Home Support



Project Review (Draft/Incomplete)

April 1st, 2018 – March 31st, 2021

Sue Hall

Project & Contract Officer

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Version Control

This report is the second overview and review of the Home Support project and services. This report includes collated data from the four Home Support Service areas over three years rather than a combination of collated and area specific data over one year as reported in the first Annual Report published in June 2019.

This report includes a reduced narrative and provisional recommendations and refers to the Q2 ICF Report published in Oct 2020 for the Powys Regional Partnership Board on behalf of the Welsh Government – both in lieu of the fuller report due for completion in May 2021.

Acknowledgements

With many thanks to the senior support workers and their teams in each of the Home Support localities for all the work they do and difference they make, and thanks to the operational manager's, the PCC Planning Group and wider stakeholders for their support and contributions.

Section 1: Executive Summary

Home Support is an early intervention service for citizens (50+) that provides the support and practical assistance an individual may need in their day-to-day life to stay living at home, safely and independently. This includes a range of scheduled interventions and unscheduled support 24/7 (OOH as first responders through community alarms).

Home Support is an integral part of the **One Powys/Vision 2020/25** prevention and early intervention programme and helps to optimise health and wellbeing, reduce the impact of isolation and loneliness and the prevention and/or delay in the escalation of needs and more formal care and support.

In 2018 Integrated Care Fund (ICF) funding was awarded to support the development and roll-out/pilot of the Rhayader Home Support Service to a further three of the thirteen Powys localities - East Radnor (Presteigne and Knighton), Llandrindod Wells and Llanidloes. Comprehensive evaluation (and resulting recommendations) after the first year secured a further 2 years of ICF funding to March 31st, 2021, to support the on-going development, mainstreaming and roll-out of Home Support services across Powys. In January 2021, the Welsh Government, and local Regional Partnership Board (RPB), extended ICF funding for a further year to March 31st, 2022, to support the project to deliver aims and actions delayed due to the pandemic.

The Home Support service specification developed and drawn up at the beginning of the project indicated the anticipated outcomes at an individual, operational, and 'system'/community level. The aim of this approach has been to embed outcome-based decision making into the planning, commissioning, delivering, and reviewing of services and ensure accountability within partnerships and programmes of work. Since 2018 each service area has recorded data daily to provide monthly reports in relation to the outcomes, and show what has been delivered, how well the service has been delivered/received and the difference the service has made.

Consequently, there is a substantial amount of local data demonstrating the work and impact Home Support services have had within the areas in which they operate. This is evidenced in the first annual report (2018/19) published in June 2019¹ which resulted in several strategic and operational recommendations to support the development and progression of the project.² Whilst progress has been made in 2019/2020 to deliver on the recommendations, there has been a delay in achieving them all due to the pandemic and resultant PCC 'business critical' focus. Indeed, Home Support activity increased and adapted to ensure the most vulnerable citizens have access to support, which has been a crucial part of the PCC and indeed Powys-wide Covid-19 response.

Concurrently, since May 2020, the Livewell Commissioning team has engaged significantly with the twenty Community and Voluntary Service (CVS) grant funded organisations. This secured positive relationships, communications, and support for/with each organisation. It also provided the opportunity to review, develop and improve commissioning practices and service procurement in relation to preventative approaches and interventions and the role of CVS organisations and PCC provision within that. Also, during this time, there has been further development of the North Powys Project including the review the Integrated Community Model of Care, home-based care/community-based/early intervention pathways and the aims and principles of the Section 33 partnership agreement.

The consequential learning across all these areas of work have prompted very real opportunities to join up, pool and deliver on the overarching strategic objective of the Home Support project to transform prevention services across Powys by securing sustainable approaches and value for money in the provision of support for individuals living at home in Powys. Specifically, this means realising the ambition to roll-out and

¹ See Appendix XXX for Home Support Annual Report 2018/19

² See Appendix XXX for Home Support Annual Report Recommendations (2018/19)

mainstream home support services in all the Powys localities, and in doing so support innovative and proven interventions that optimise independence and in doing so ensure that citizens in Powys have access to support as and when they need to.

This 3-year report reinforces the key findings from the first Home Support Annual Report covering the period from April 2018 to March 2019. It demonstrates that Home Support is a responsive and adaptable service that ensures that the nature and frequency of support is reflective of an individual's needs and abilities - ultimately enabling them to live at home within their own communities, by providing very practical assistance and support, as and when needed and without requiring potentially more intrusive and costlier support and services. This report further shows that all the services provided across the four project areas are highly regarded as a much valued, innovative, and unique, proactive, and preventative service.

The findings also indicate opportunities to develop the service further to support the roll-out and mainstream home support services in all the Powys localities. **ADD key findings from three-year review.**

- Better consistency across the four areas in terms of provision, recording and data collection and asking individuals about their views and experiences
- Health and wellbeing promotion, improvement, and intervention
- Proactive approaches to tackling loneliness and social isolation
- Partnership and integration with similar health and social care services
- Co-production with service users and carers to develop and review services
- Diversion from more intensive service interventions, in particular emergency service escalations
- Return on investment particularly in terms of cost avoidance of health services
- Application of an established service model, practice, and systems to other areas
- Analysis and learning from comparator services

Section 2: Summary of Recommendations

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Section 3: Introduction

In Powys, there are 35,696³ people aged 65 and over (27% of population), with 4% aged over 85 with 15,571 people aged 50+ who are predicted to be living alone. The 65 and 85 plus populations are projected to increase by 38% and by 159% respectively by 2036. As life expectancy increases, support and care needs will likely increase. The Social Services and Wellbeing Act (2014), local needs assessments and surveys all advocate for early intervention and prevention and support at home that allows people to remain in their own home and community, helping to retain their independence and be close to their family and friends.

The Home Support project sought to address these issues, by building upon the successes and learning from the Rhayader Home Support service (set up in 2005) and establishing Home Support in three further localities within Powys in 2018. Over the course of the project, Home Support provision and delivery has increased, developed, and adapted demonstrating significant impact on individuals lives and in doing so help to ensure the most vulnerable citizens in Powys have access to support as and when they need to.

The commitment to continuous learning and improvement has been integral to the Home Support project from the outset. This has involved the commitment to ongoing data recording, collection, collation, and review by all concerned. Indeed, with the necessary focus on business critical due to the Covid-19 pandemic, the necessity to continue to review current need and service responses to inform ongoing and future service focus has never been more critical.

The aim of this report is to review and evaluate the progress of the Home Support services in Powys, with a view to drawing some conclusions and recommendations in terms of what and how to go forward.

This report includes collated data from the four Home Support Service areas over three years rather than a combination of collated and area specific data over one year as reported in the first Annual Report (2018/19) published in June 2019. The additional data (both quantitative and qualitative) has helped to consolidate findings from the first Annual Report, providing a stronger evidence base and case for action going forward. Key questions focus on:

- How much - Service activity (quantitative)
- How well - feedback (service users/carers/partners (qualitative)
- The difference the service has made (is anyone better off?)
- The return on investment (value for money)
- Whether the service has been successful in achieving its outcomes and objectives
- Whether there have been any unexpected outcomes
- **Addressing Annual Report (2018/19) Recommendations**

This report is structured as follows:

- **Section 4** presents a summary of the methodology applied including outcomes based and results-based accountability approach, underpinning principles, and the role of impact assessments and evidence-based.
- **Section 5** provides an overview and the 'back story' of the project and its development, as well as highlighting anticipated project aims, objectives and outcomes.
- **Section 6** highlights the scope of the project including the demographic and strategic context and a short profile of each four project service areas.

³ [Lower layer Super Output Area population estimates \(supporting information\) - Office for National Statistics](#)

- **Section 7** provides a profile of a sample of the membership.
- **Sections 8-10** presents and reviews the data demonstrating ‘how much,’ ‘how well,’ and the ‘difference made’ over the first three years of the project.
- **Section 11** aims to draw conclusions and highlight the impact of the service in terms of service user, service, and system outcomes.
- **Section 12** provides a summary of recommendations (which are highlighted throughout the report).
- **Section 13** contains the Appendix including references and further information.

Section 4: Review Methodology

Outcomes-based Approach

The service specification drawn up at the beginning of the project indicated the anticipated outcomes at an individual, operational, and 'system'/community level.⁴ The aim of this approach has been to embed outcomes at the heart of all service provision ensuring the focus is on doing what matters.

Each service area to date has recorded and reported key data in relation to the outcomes to demonstrate what has been delivered, how well the service has been delivered/received and the difference the service has made.

Results Based Accountability

"A disciplined way of embedding outcome-based decision making into planning, delivery and accountability for partnerships and projects."

- Turns talk quickly into actions
- Explains both collaborative and service accountability and how they fit back together
- Embeds performance management into planning and delivery

Impact Assessments

Impact assessments are a process of seeing how policies, services, and decisions impact upon different parts of our communities. The Council has a duty to assess the impact of those decisions and policies under Equality legislation, the Welsh Language Standards, the Future Generations Act, and to consider how decisions could be altered to ensure positive outcomes for those elements.

Two impact assessments have been undertaken in conjunction with Home Support. It is intended a third will be drawn up to support decisions regarding the future of Home Support (i.e., April 2022 onwards).

Key Principles

- Proportionate
- SMART
- Common sense
- Plain language
- Useful
- Asset-based
- Continuous learning
- Doable

Research and Evidenced Based

- Solva Care in Pembrokeshire
- Tunstall Televida tele assistance service in Spain
- See References in Appendix

Data Collection

The commitment to continuous learning and improvement has been integral to the Home Support project from the outset and it has wholly relied upon data collected and recorded (by Home Support staff) on an on-going basis on a custom-made Data Management Record (DMR). Consequently, there is a substantial amount of local data demonstrating the impact Home Support services have had within the areas in which it operates. The DMR has been developed over the course of the project in the absence of a suitable

⁴ See 'Impact and Outcomes' below.

existing database that was fit for purpose and useable by both PCC and external service providers. The DMR incorporates the following outcomes and data records:

- Service Overview and Activity Breakdown (automatically populated)
- Service user/carer/member feedback (snapshot questionnaires (SSQ)) (manually recorded - one SSQ per member per year)
- SSQ breakdown/charts (automatically populated)
- Monthly service activity and callouts (manually recorded)
- Service user/carer/member case studies/good news stories (manually recorded and forwarded with DMR return)
- Compliments/complaints/incidents (manually recorded and forwarded with DMR return)
- Personal Profiles (manually recorded – one per member 2018/19)
- Referral Activity (manually recorded – 2018/19)

Consent

Data collected and collated for this report has been provided through the consent of individuals using the services and approval and consent from Powys County Council and East Radnor Day Centre.

Section 5: Service/Project Overview

Background

Home Support is an early intervention service for citizens (50+) that provides the support and practical assistance an individual may need in their day-to-day life to stay living at home, safely and independently⁵. Home Support is an integral part of the **One Powys/Vision 2020/25** prevention and early intervention programme and helps to optimise health and wellbeing, reduce the impact of isolation and loneliness and the prevention and/or delay in the escalation of needs and more formal care and support.

In 2018 Integrated Care Fund (ICF) funding was awarded to build upon the successes and learning from the Rhayader Home Support service (established in 2005) and establishing Home Support in a further three of the thirteen localities within Powys - East Radnor (Presteigne and Knighton), Llandrindod Wells and Llanidloes. Comprehensive evaluation (and resulting recommendations) after the first year secured a further 2 years of ICF funding to March 31st, 2021, to support the on-going development, mainstreaming and roll-out of Home Support services across Powys. In January 2021, the Welsh Government, and local Regional Partnership Board (RPB), extended ICF funding for a further year to March 31st, 2022, to support the project to deliver aims and actions delayed due to the pandemic.

Over the course of the project, Home Support provision and delivery has increased, developed, and adapted demonstrating significant impact on individuals lives and in doing so help to ensure the most vulnerable citizens in Powys have access to support as and when they need to. This is clearly demonstrated in the 2018/19 Annual Report and indeed this 3-Year Report.

Whilst there was operational delivery on many of the 2018/19 Annual Report recommendations in 2020, there has been a delay in achieving them all due to the pandemic and resultant PCC 'business critical' focus. Indeed, Home Support activity increased and adapted to ensure the most vulnerable citizens have access to support, which has been a crucial part of the PCC and indeed Powys-wide Covid-19 response.

Concurrently, since May 2020, the Livewell Commissioning team has engaged significantly with all the current CVS grant funded organisations. This has secured effective engagement, communications, and support for/with organisations, and provided the opportunity to review, develop and improve commissioning practices, and service procurement in relation to preventative approaches and interventions and the role of CVS organisations and PCC provision within that. Also, during this time, there has been further development of the North Powys Project including the review the Integrated Community Model of Care, home-based care/community-based/early intervention pathways and the aims and principles of the Section 33 partnership agreement.

The consequential learning across all these areas of work have prompted very real opportunities to deliver on the overarching strategic objective of the Home Support project to transform preventative services in Powys through co-production, bringing together several overlapping and compatible work-streams and service provision and by adopting proven innovative interventions through service redesign and re-engineering resources.

During 2020, the PCC Home Support strategic planning group was re-established after a six-month suspension ensuring business critical focus in relation to the pandemic. The aim of the group in 2021 thus far has been to scope, articulate and seek approval for the roll-out and mainstreaming of Home Support services in all thirteen Powys localities.

Strategic Context

The service and project align with the Powys County Council (PCC) Adult Services Improvement Plan (Vision 2025) which sits within a wider strategic framework, evidence, and research, and seeks to draw a golden thread across all key strategic and planning arrangements:

- Social Services and Well-being (Wales) Act (2014)
- Powys Health and Care Strategy/**Vision 2020/25** (2020)
- Mental Health Measure/Together for Mental Health (2019-22)
- Improving Lives Programme (2018)
- Powys County Council Corporate Improvement Plan (2019-2022)
- Towards 2040 The Powys Well-being Plan (2018)
- Powys Population Assessment (2015)
- Powys Public Services Board's Well-being Assessment/Residents Survey (2015)
- Commissioning and Commercial Strategy Powys County Council (2017/20)
- Powys County Council Transformation Approach: Service Redesign/Digital Transformation Programmes and Projects, Small-scale change (2021)
- EU Procurement Regulations (current)
- Welsh Procurement Policy Statement (2015)
- Equality Act 2010 (Statutory Requirements) (Wales) Regulations (2011)
- Coronavirus-covid-19 and Beyond (SCIE Adult Social Care Recommendations (Oct 2020))
- Think Local, Act Personal - partnership agreement confirmed as the future direction of social care (2010)
- North Powys Project (2019)⁶

Service Aims

Key Home Support Activities based on current service specification:⁷

- To optimise independence
- To prevent the need for statutory intervention
- To reduce the impact of disability
- To delay dependency and escalation of care

- **Help to help yourself:** community and universal services that focus on promoting wellbeing for anyone who wants to be as well as they can be. Prevent needs from occurring and effecting wellbeing
- **Help when you need it:** focus on response and early intervention to help reduce the need for more intensive/specialist services and impact of frailty or ill health, to slow down deterioration and regain independence.
- **Specialist help:** 24/7 Response/Home Support Plans/promotion of independence and wellbeing/healthy lifestyles.

⁶ See Appendix 7 for full strategic references

⁷ See Appendix 2

Service Objectives

The objectives of Home Support are to provide person-centred local services that:

- Promotes independence by providing early intervention and prevention.
- Provides support to improve and/or maintain health and wellbeing including life skills, healthy lifestyles, learning and occupational opportunities and links with family, friends, and local communities.
- Helps prevent or delay the deterioration of health and wellbeing resulting from ageing, illness, or disability.
- Help reduce the need for costlier and intensive services.
- Enables/assists hospital discharge and look to prevent re-admission and reduce residential placements.
- Provides short term support to help continuity of care with changing needs/circumstances/support agencies.
- A point of contact for members.
- Provides a 24/7 rapid response service via an emergency care line (as first responders).
- Provides support for carers and families.
- Is registered Service with CIW (Care Inspectorate Wales).

Impact and Outcomes

The Home Support service specification developed and drawn up at the beginning of the project indicated the anticipated outcomes at an individual, operational, and 'system'/community level – all of which reflect the national and local strategic framework.⁸ The aim of this approach has been to provide qualitative and quantitative data to show what has been delivered, how well the service has been delivered/received and the difference the service has made. The key outcomes relate to:

Improved health and wellbeing

- Improved quality of life
- Improved health and wellbeing

Personal and relevant support at home

- Improved experience of support and care
- People feel more empowered and in control
- People have better access to information, advice, assistance, and advocacy
- People receive relevant, local, and personal support
- Quality support and care

Value and sustainability

- Quality leadership and workforce
- Evidenced-based practices
- Joined-up, co-ordinated and collaborative practices
- Effective and efficient information management
- Cost-effective and prudent service model
- Sustainable fit between needs and resources

⁸ See Appendix 7

Service Specification

Each service area works from a single pan Powys service specification that was developed at the beginning of the project. This aim of having one specification was to develop a consistent approach to supporting people to live at home which was flexible enough to respond and adapt to the profile and needs of rural and localised communities and the often-variable services and resources provided within those. This has meant that whilst the Home Support service in each of the project areas has evolved and developed differently, they have retained a clear reference to one service specification.

By working alongside existing community and service provision, Home Support flexes to provide localised relevant services and doing what matters to an individual in how and when they receive help and what works best for them. The service is free and some of the things Home Support can help with include:

- 24/7 emergency response
- Welfare visits and telephone support
- Essential Shopping
- Emotional Support
- Assistance with prescriptions
- Support with appointments
- Assist carers with their role
- Support in emergency situations
- Staying fit and healthy
- Signposting and help to access other services
- Accessing local community groups and supportive networks

Section 6: Project Scope

Powys County Context

“Powys covers a quarter of the area of Wales and is one of the most sparsely populated counties in England and Wales, with 26 people per square kilometre. Powys has an estimated population of 132,435,⁹ which is a predominantly rural population, with numerous villages and hamlets around the main 15 market towns.

The population of Powys is also older than the average for authorities in Wales with the mean average age being 44.8 in mid-2012 as compared to Wales at 41.3. The 65+ population (currently 35,696) is projected to increase by 11% over the next 5 years (38,405 by 2020) and by 43% by 2036 (49,515). The 85+ population is expected to increase by 19% over the next 5 years from 4,725 to 5,551 and 146% by 2036 (11,456). In contrast, the proportion of young working aged people (20–39) is substantially lower than that of Wales. Whilst the male older population is expected to increase at a higher rate than that of females, it is projected that there will continue to be older aged women than men.”¹⁰ These projected demographic changes have significant implications for health and social care provision and the work delivering it.

The aim of the Home Support project has been to establish a shared and consistent approach to the service provision across Powys whilst taking account of and being responsive to the profile and needs of local and rural communities with often-variable access to and provision of services and resources within each. This has meant that each service area has needed to evolve and develop as highlighted in the locality and service profiles below.

Project Localities

Home Support services are currently delivered in three of the thirteen Powys localities – Rhayader and Llandrindod Wells, East Radnor (Presteigne and Knighton and surrounding areas), and Llanidloes.

Rhayader and Llandrindod Wells Locality

The Rhayader Home Support (RHS) service was established in 1998 in response to the closure of a local nursing home and the need for the provision of a warden service for 30 council warden properties.

Following evaluation in 2013, Llandrindod Wells Home Support service (LWHS) was established alongside RHS as part of the pilot project (2018) to develop and evaluate home support services within Powys in April 2018. The LWHS service has evolved steadily but is yet to reach full capacity with progression delayed due to the pandemic.

Rhayader and Llandrindod Wells Home Support (RHS & LWHS) serves a population of approximately 14,435 with 3,389 individuals over the age of sixty-five.¹¹ The membership was 251 (January 31st, 2021), with a reach of 7.5% of the potential/targeted population (although not all individuals will need or want Home Support services).

The locality base for RH&LWHS is in Rhayader, although homeworking has been established during 2020 in response to the pandemic and to ensure government guidelines and safe practices in the office are heeded. The workforce includes **by five workers** (1 senior support worker (SSW) and 5 support workers) and 3 relief workers, totalling 188 hours (60 in-hours and 128 out of hours).

R&LWHS is PCC provided and funding is substantive. The ICF (Integrated Care Fund) provides funding for **30 hours’ SSW** (April 2018 - March 31st, 2022).

⁹ [Lower layer Super Output Area population estimates \(supporting information\) - Office for National Statistics](#)

¹⁰ Care & Support Pop Assessment for Powys. file:///Z:/Wellbeing%20&%20Population%20Assessment/Powys_Population_Assessment_Summary_Final_V1.pdf

¹¹ Local Area Profiles based on 2012 Census Data. <https://customer.powys.gov.uk/515/5963/Local-Area-Profiles>

Service delivery, practice documentation, data recording and reporting have been fully adopted and provided in Rhayader, although service provision has only partially developed in Llandrindod Wells - intentions to roll-out beyond the wardening supported services in the autumn of 2019 were due the late ICF funding decision and to the pandemic. The data collected and collated however, provides a significant insight into the activity, outcomes and benefits of the Home Support services delivered.

Llanidloes Locality

The Llanidloes Home Support service (LHS) was established in April 2018 as part of the pilot project and is based within an 'extra-care' facility called Bodlondeb.¹² LHS was developed upon existing community-based services and non-PCC funded Bodlondeb residents. However, the service (and use of documentation) has not fully developed or implemented as anticipated.

Originally, it was intended the Bodlondeb residents would be transferred to Home Support so they would be supported akin to other home support members living in the community rather than as a supported living tenant. In practice this has not materialised, and although, there has been staff backfill provided to establish the service in Llanidloes, the Bodlondeb work has necessarily taken priority. Consequently, the Home Support service has not developed within Llanidloes, nor have those affected individuals living in Bodlondeb been transferred to Home Support services, so receive the same support as all Bodlondeb tenants which is at a higher level than would necessarily be provided for those individuals living in the community.

Service delivery, practice documentation, data recording and reporting have been partially adopted and provided in Llanidloes. Intentions to develop the service including the roll-out beyond the Bodlondeb and existing community support service users in the autumn of 2019 were delayed due the late ICF funding decision, to staffing shortages and the pandemic. This is currently being addressed, however, the data collected and collated has been limited and, in some respects, biased as support provided to the 13 Bodlondeb Home Support members has reflected the additional (and traditional) support provided to all 'extra-care' residents which was generally over and above what would ordinarily be necessary for Home Support members. Having said this the data still demonstrates an invaluable insight into the activity, outcomes and benefits of the Home Support services delivered.

LHS serves a population of approximately 6,135 with 1,653 individuals over the age of sixty-five. LHS has a membership of 36, 13 of whom live within Bodlondeb (January 31st, 2021) with a reach of 2% of the potential/targeted population (although not all individuals will need or want Home Support services).

LHS is PCC provided with backfill ICF funding for 37 hours' SSW work backfill from April 2018 - March 31st, 2022.

Knighton and Presteigne

The East Radnor Home Support Service (ERHS) was established in 2018 as part of the pilot project to develop and evaluate Home Support services across Powys. The base for the service is in Presteigne at the East Radnor Day Centre.

ERHS serves a population of around 12,154 individuals with 3,413 individuals over the age of sixty-five living in Presteigne, Knighton and the wider communities and surrounding villages. ERHS had a membership of 330 (January 31st, 2021) with a reach of 10% of the potential/targeted population (although not all individuals will need or want Home Support services). During the first two quarters of 2020, membership was at its height of 420 with a reach of 12% of the potential/targeted population.

¹² Bodlondeb is a property owned by Mid-Wales Housing Association. The property houses bedsits for up to 26 tenants and has communal facilities for all residents. PCC provides 24/7 support and care. Approximately half of the residents are funded and supported by social care packages and PCC staff based at Bodlondeb. The remainder of the residents are self-funded.

For the first year of the project, staffing included part-time general management support from the Day Centre Manager, one dedicated full-time SSW and three relief staff supporting the out of hours' work. The 2018/19 Annual Report indicated the need for further in-hours staffing. This prompted the use of vacant PCC wardening hours (and case work) being allocated for the duration of the project in ERHS in Dec 2019.

The workforce further developed and changed in response to the impact of the pandemic during 2020. This included the temporary closure in March 2020 of ERDC and redeployment of four of the nine part-time Day Centre staff to the Home Support service increasing in-hours provision from 75 in-hours to 126 hours and 128 on-call/out-of hours. The increase in staffing matched the 100% increase in membership during 8 months of 2020 because of the pandemic.

The service is PCC commissioned and provided by East Radnor Day Centre (ERDC - now known as East Radnor Care (ERC)). ERHS is funded mainly through ICF funding (to March 2022), PCC wardening (from January 2020 to 2022) and PCC day centre funding (March 2020 – March 2021).

Service delivery, practice documentation, data recording and reporting have been fully adopted and provided in East Radnor and the data collected and collated provides a significant insight into the activity, outcomes and benefits of the Home Support services delivered.

Section 7: Membership Profile

Member personal profiles were developed at the outset of the project with a threefold aim:

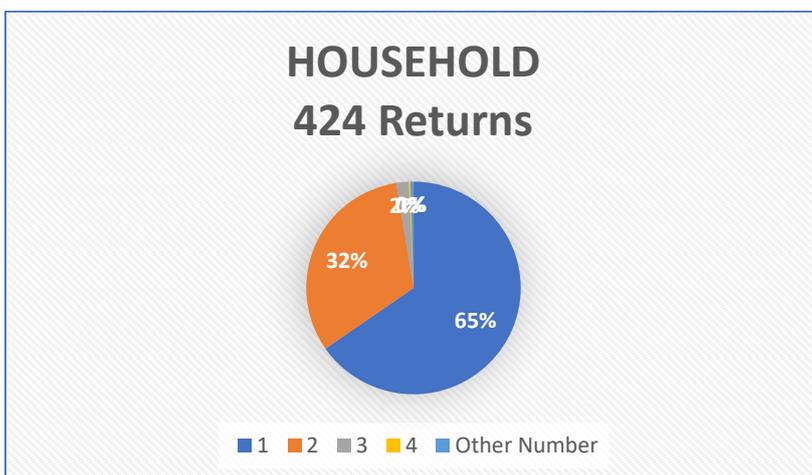
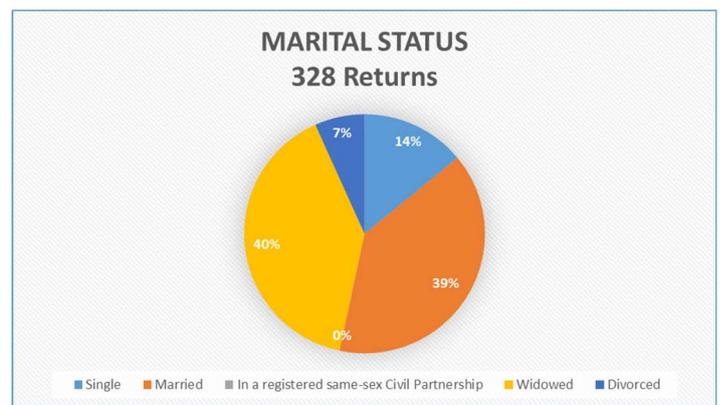
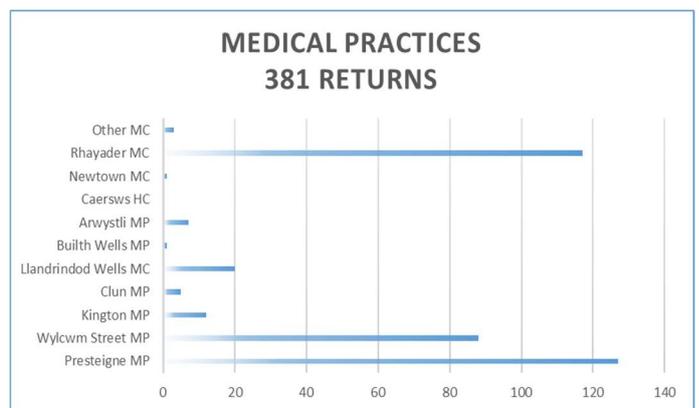
To align with the Social Services and Wellbeing Act (2014) core data set requirements

Support person centred planning and service delivery

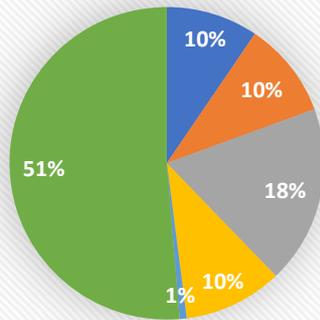
and development of core service objectives and outcomes, specifically with regards to health and wellbeing (healthy lifestyles), and helping to reduce isolation and loneliness.

Personal profiles can be completed with the service users at any point in their membership but are invariably completed and are of particular significance at the point of assessment and/or review or change in individuals' circumstances.

The profiles are pertinent on an individual and service basis in terms of support planning and service development respectively. And, when presented alongside other service areas, the data does indicate some common/recurring themes across the project and grounds for action.

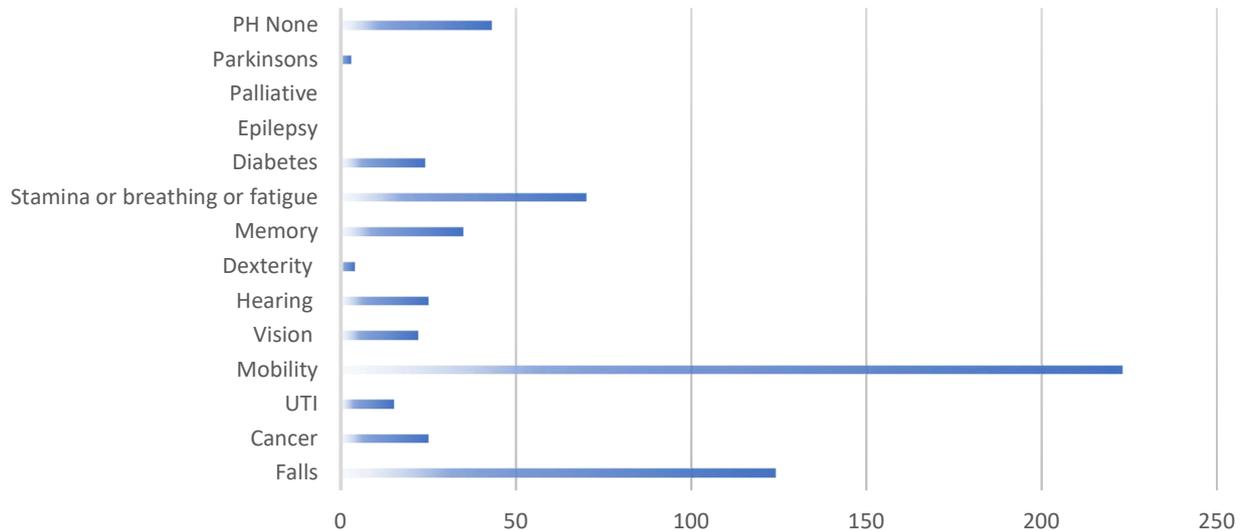


SELF-REPORTED MENTAL HEALTH 423 Returns

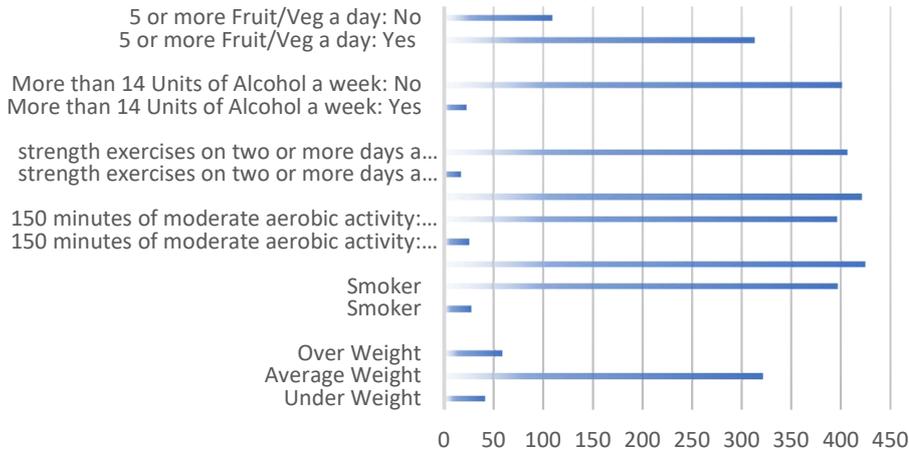


■ Dementia ■ Depression ■ Anxiety ■ Bereaved ■ Pyschosis ■ MH None

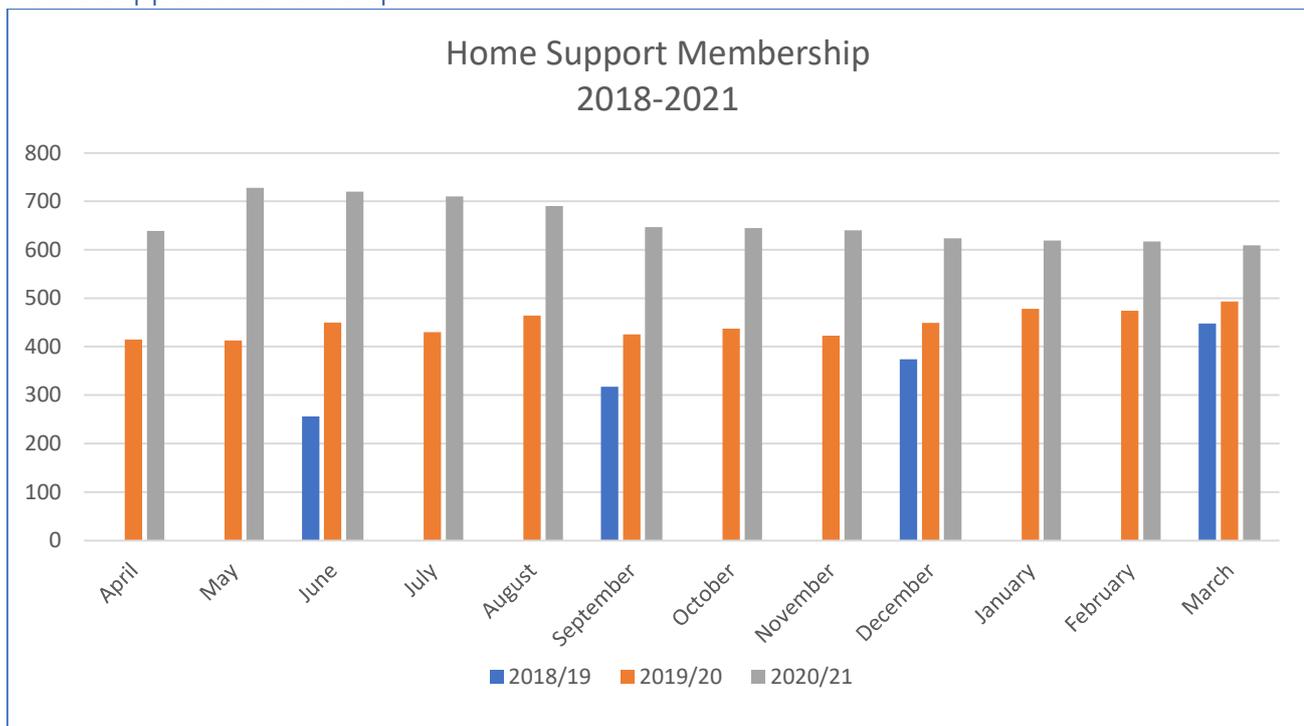
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HEALTHY LIFESTYLES 422 RETURNS



Section 8: How Much Home Support Membership

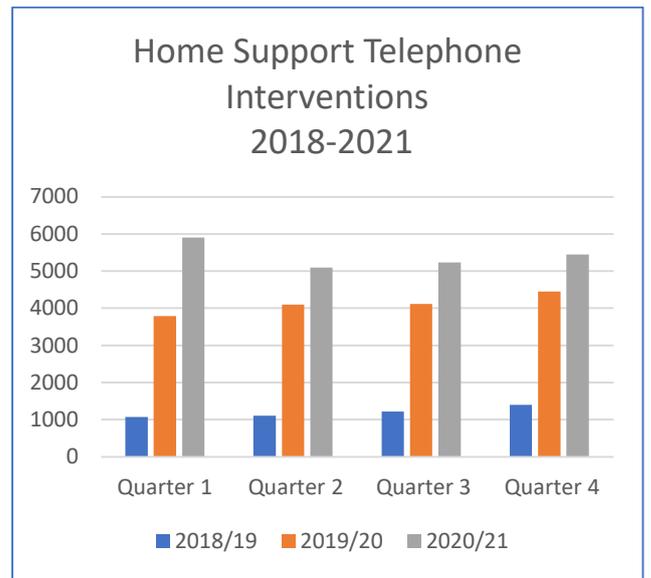
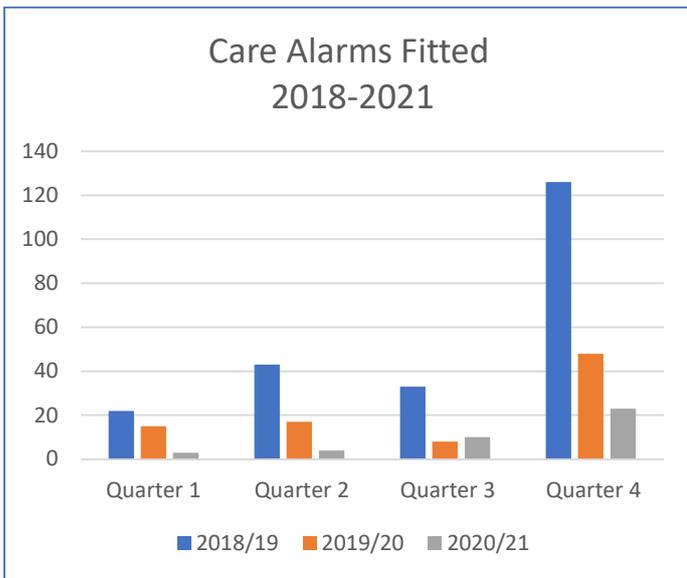
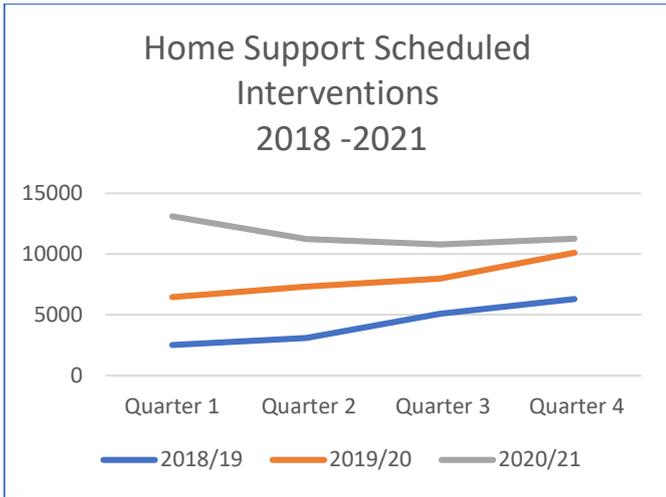


Scheduled Activity

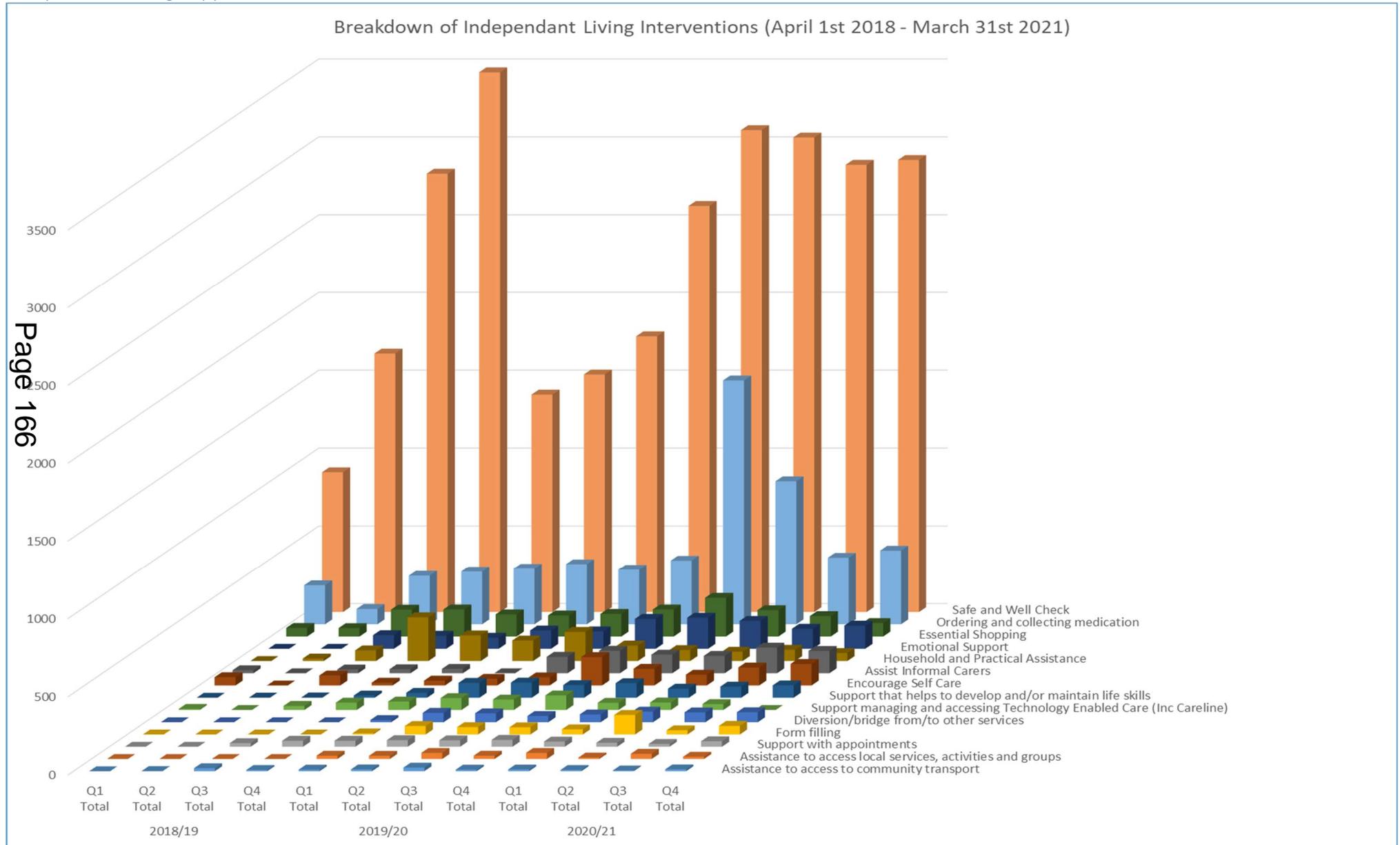
Home Support Activity Overview

There are around 122 Scheduled Home Support interventions provided across the four service areas every working day (9am-5pm) (3-year average April 1st, 2018 - 31st March 2021).

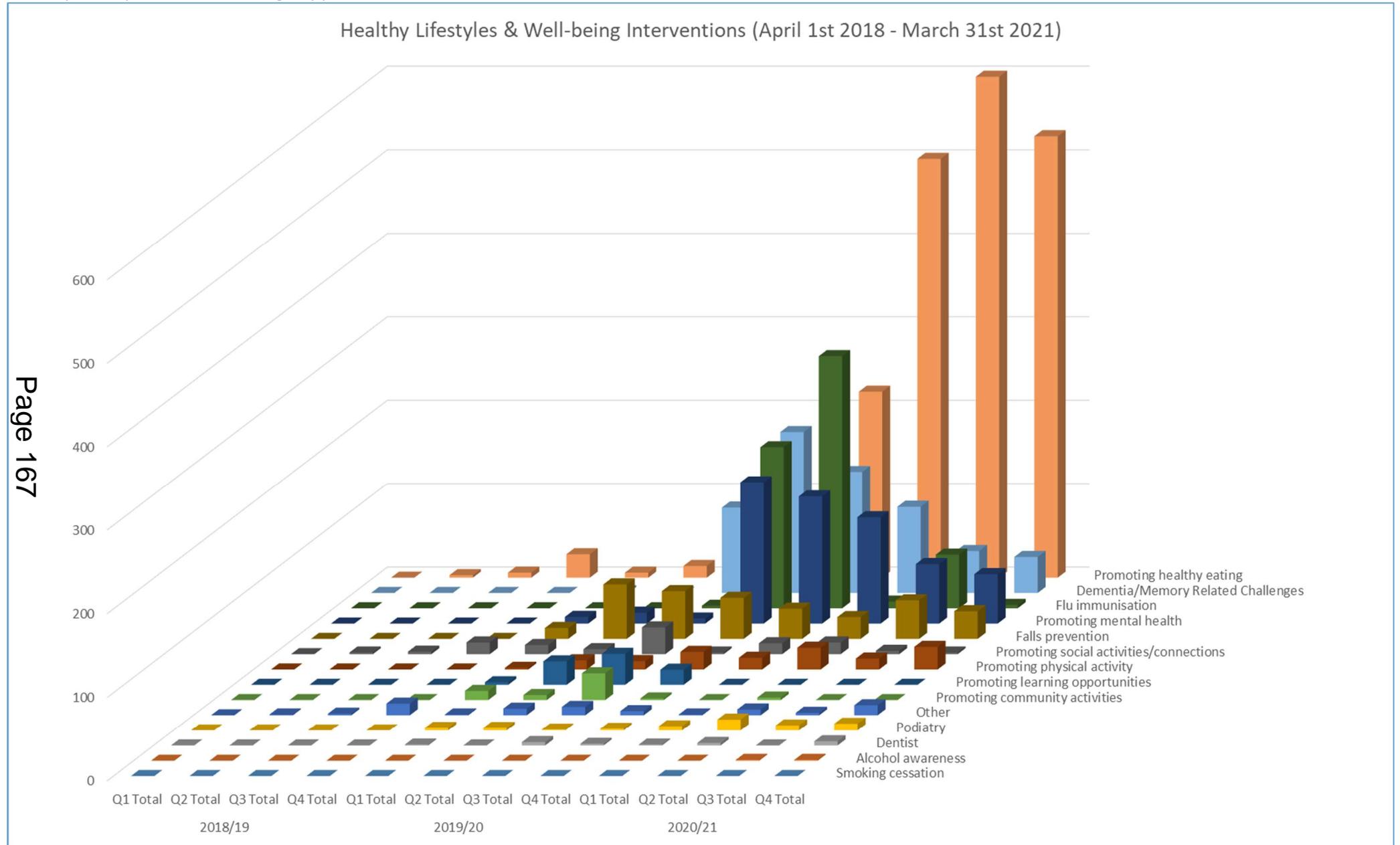




Scheduled Support Activity Breakdown
Independent Living Support/Interventions



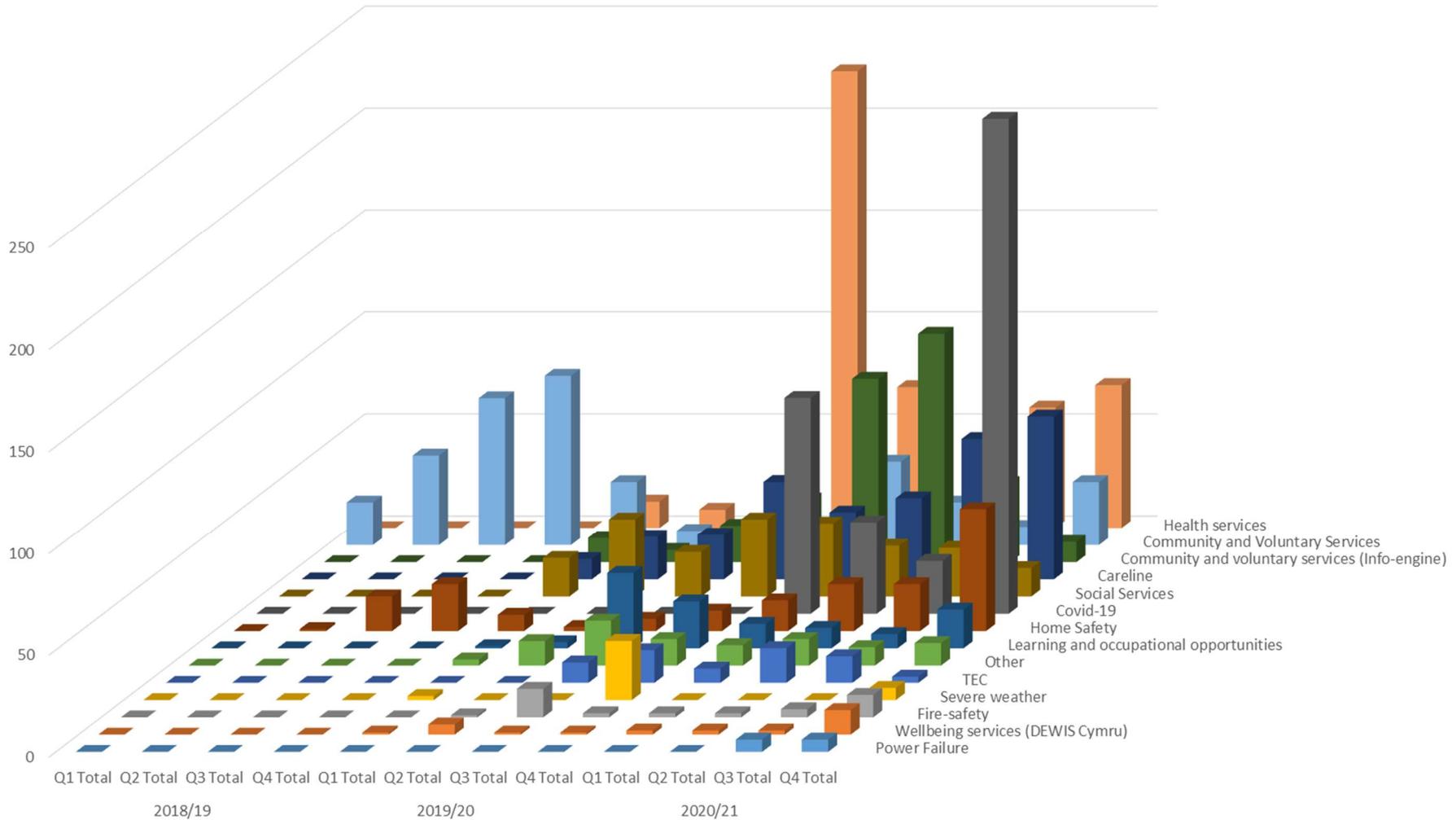
Healthy Lifestyles and Wellbeing Support/Interventions



Information, Advice and Assistance Support/Interventions

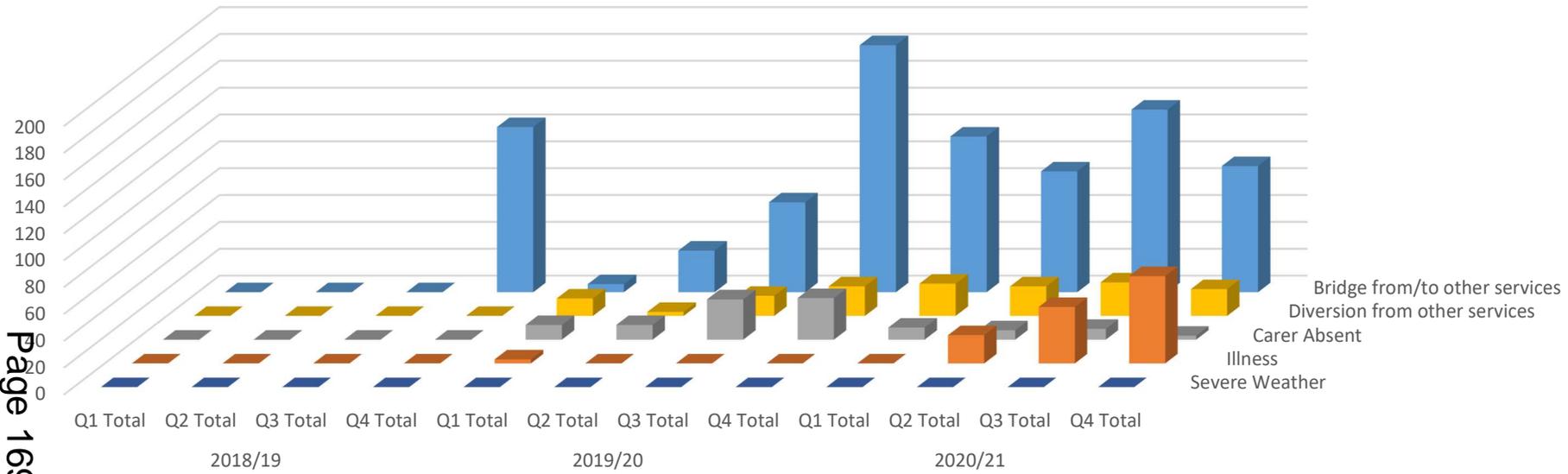
Information & Advice (April 1st 2018 - March 31st 2021)

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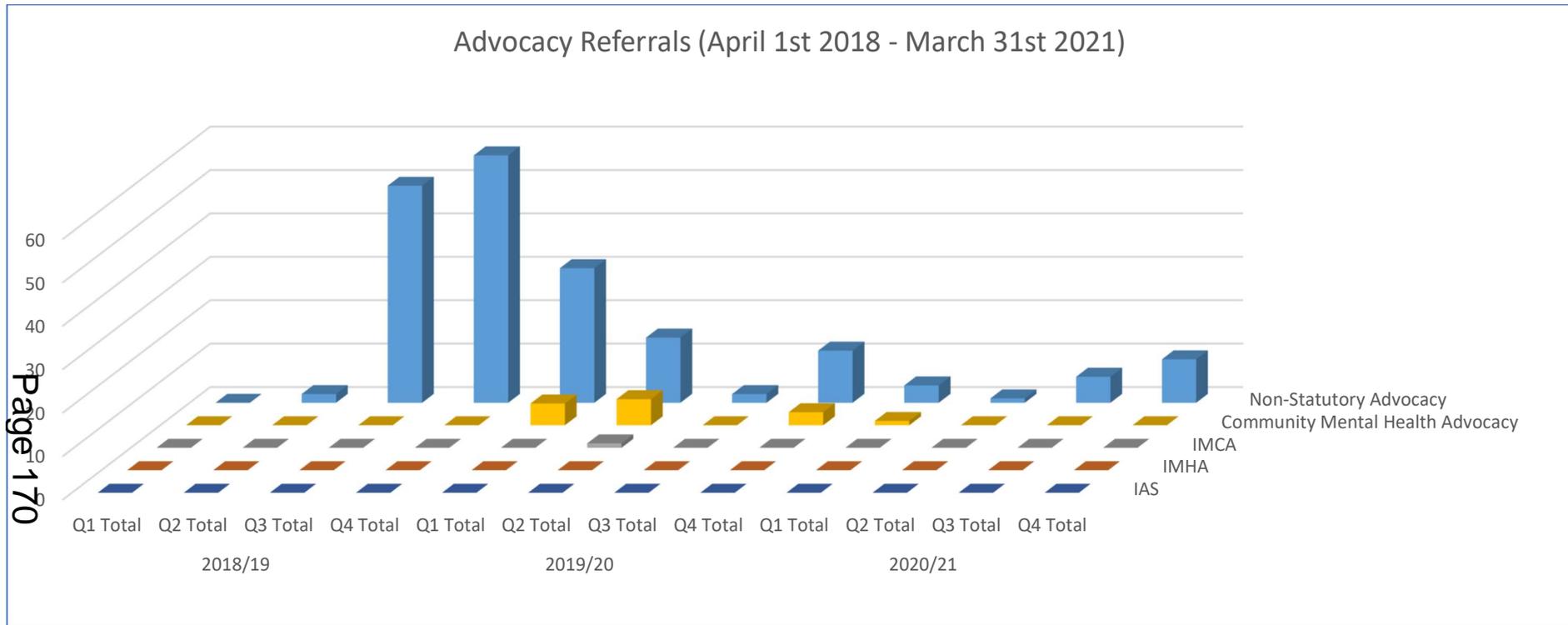


Personal/Domiciliary Care

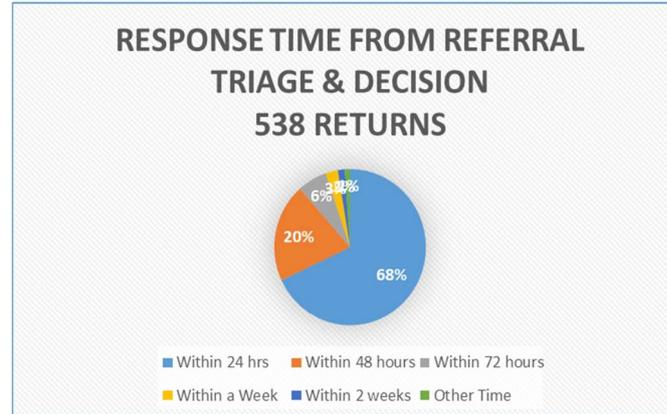
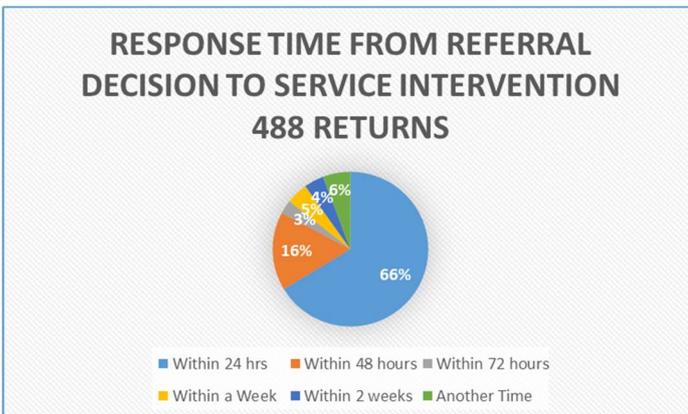
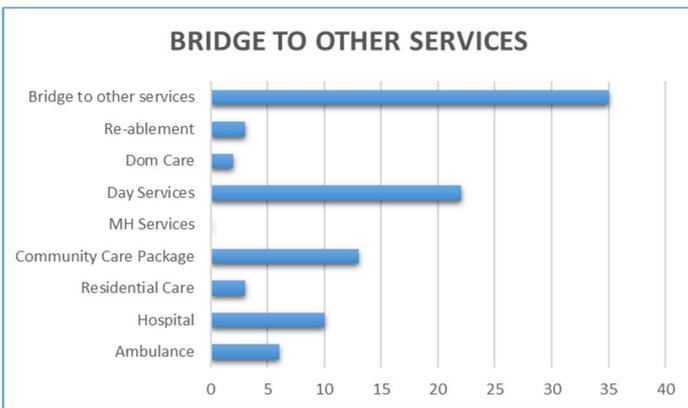
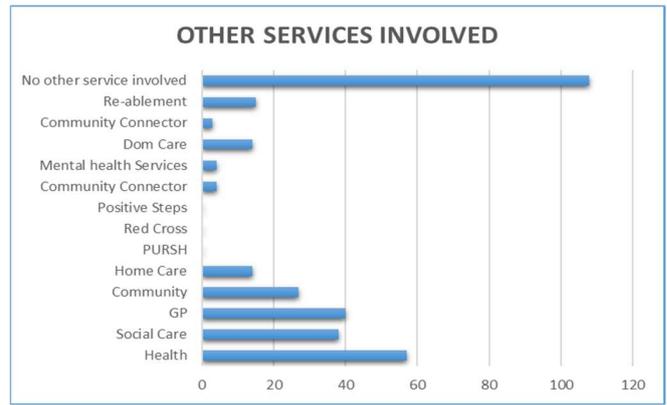
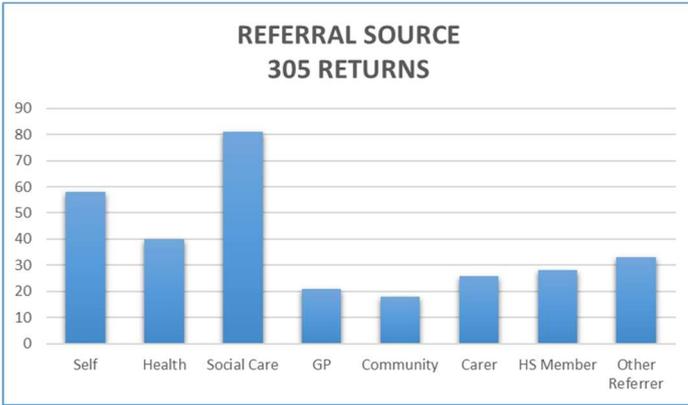
Provision of/Reason For Personal and Domestic Care (April 1st 2018 - 31st March 2021)



Advocacy Referrals



Referral Activity

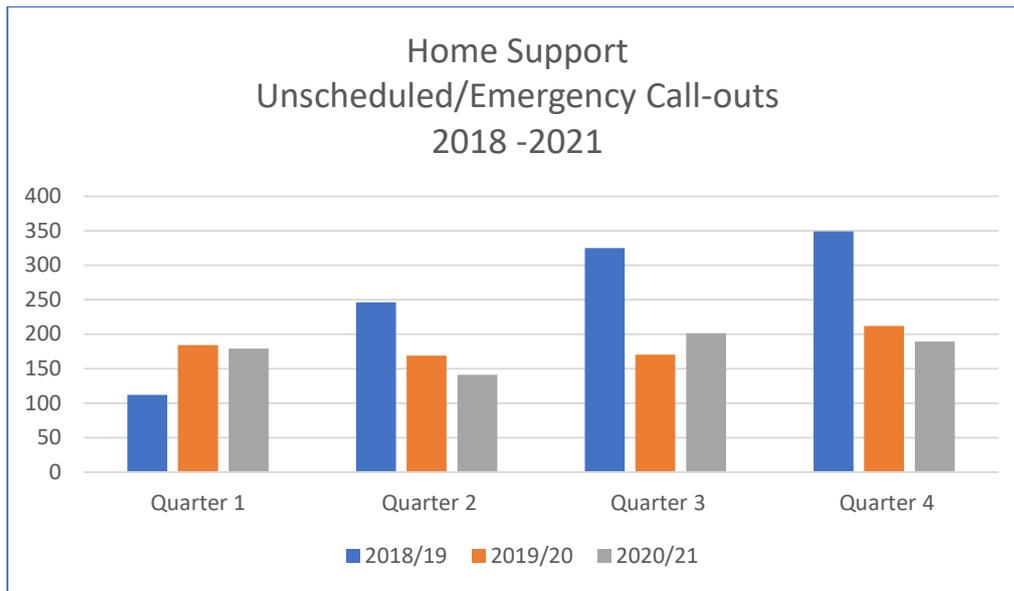


Unscheduled Support

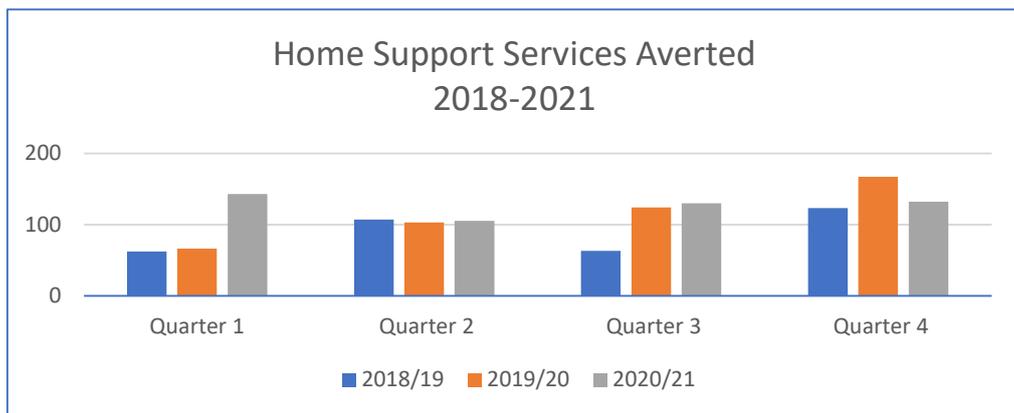
There were on average 16 unscheduled (out-of-hours) Home Support interventions provided across the four service areas each week (In and out of working hours - 5pm – 9am and weekends) (3-year average April 1st, 2018 - 31st March 2021).



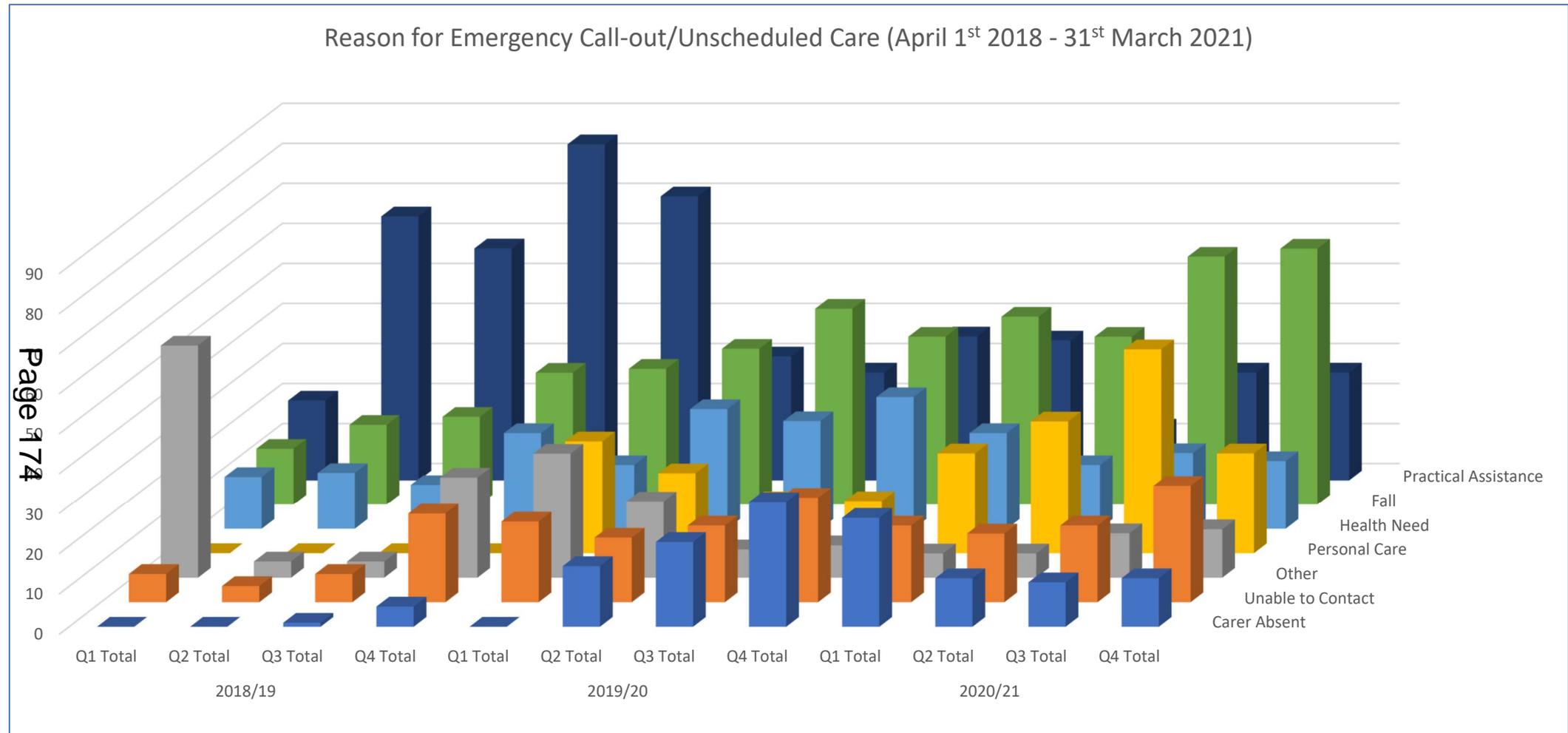
Total Emergency Call-outs



Services Averted as a Result of an Emergency Call-out

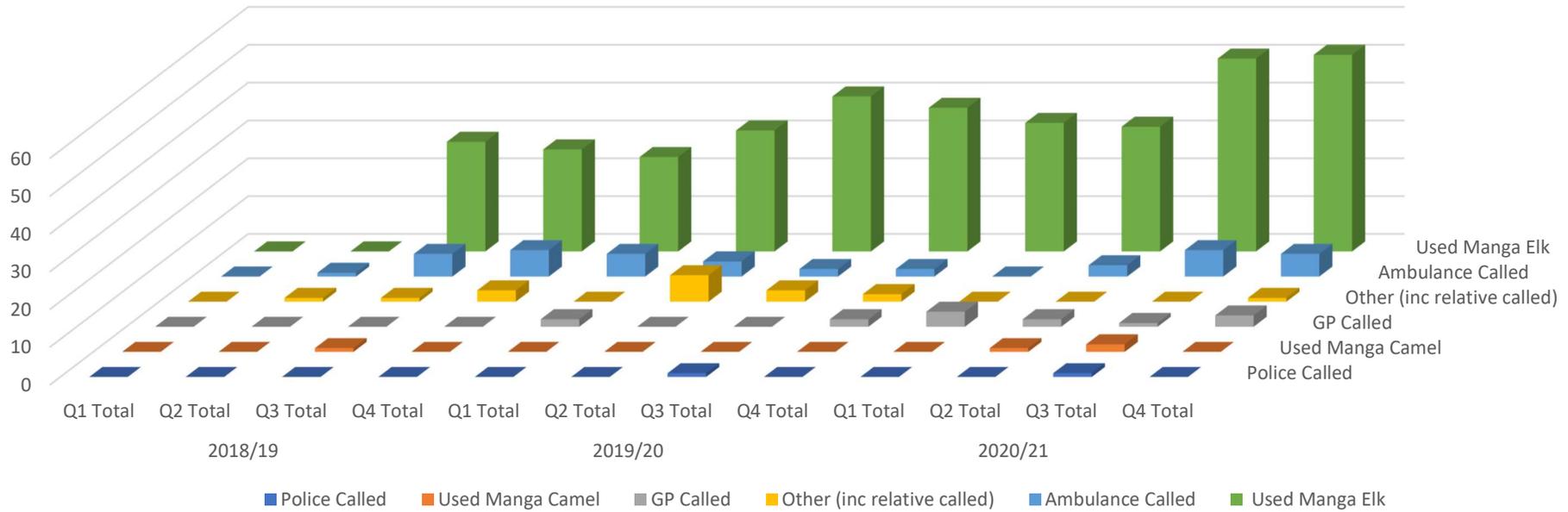


Reasons for Emergency Call-out

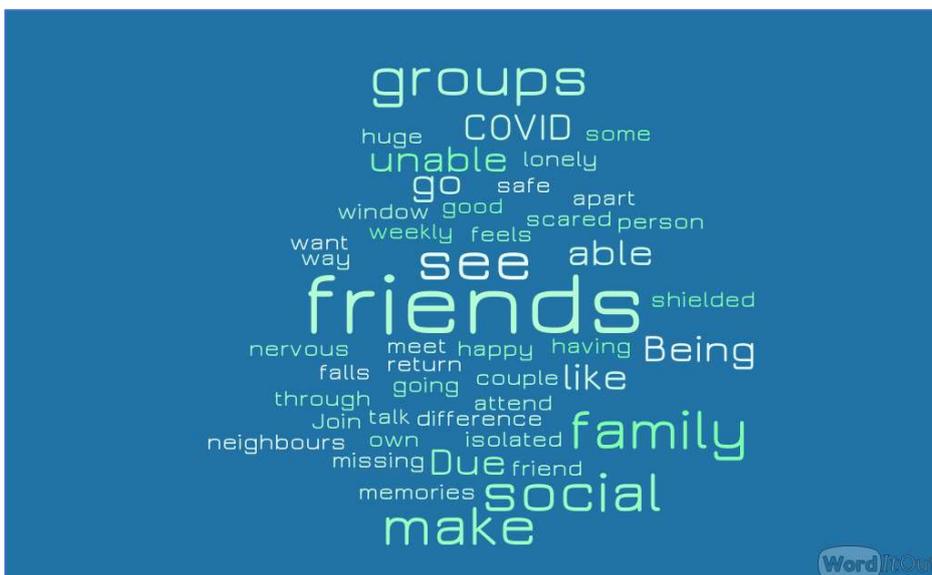
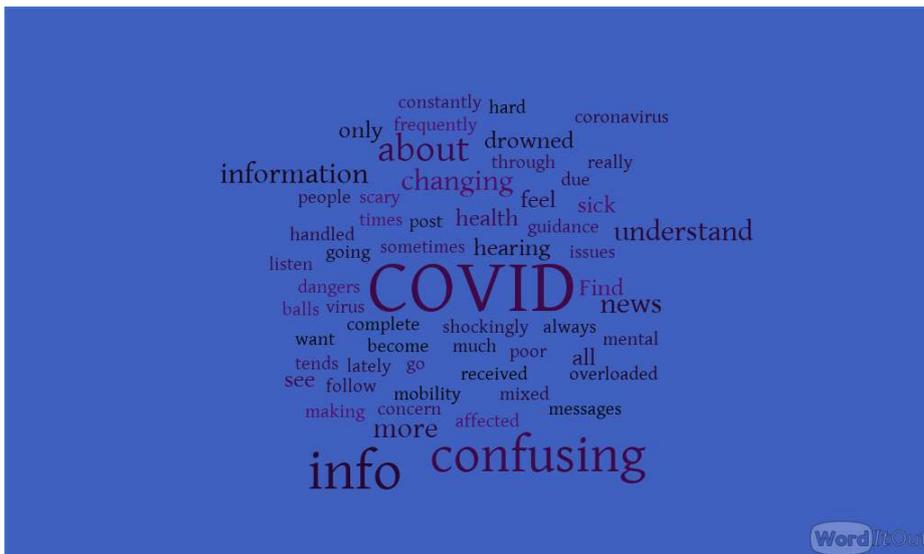


Outcome if Service User Has Fallen

Outcome of Emergency Call-out when Member when Person has Fallen (April 1st 2018 - 31st March 2021)



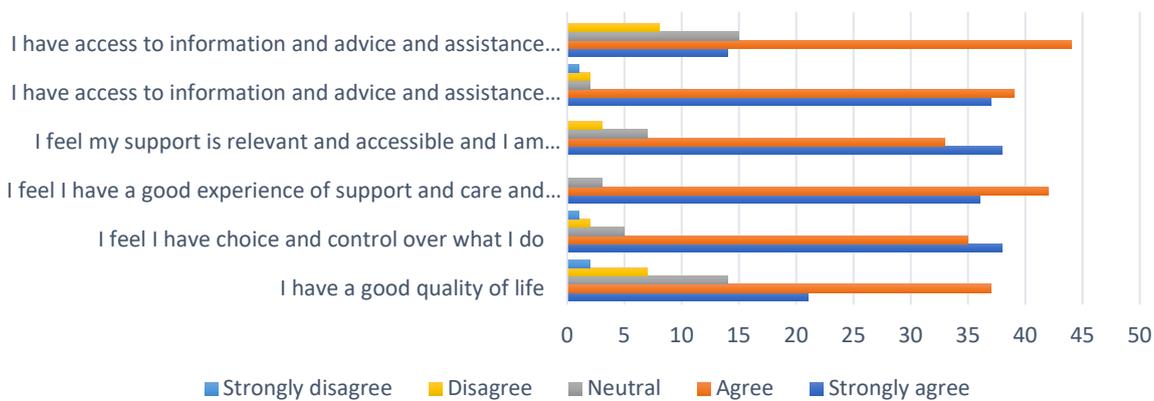
Section 9: How Well Service User Outcomes and Feedback



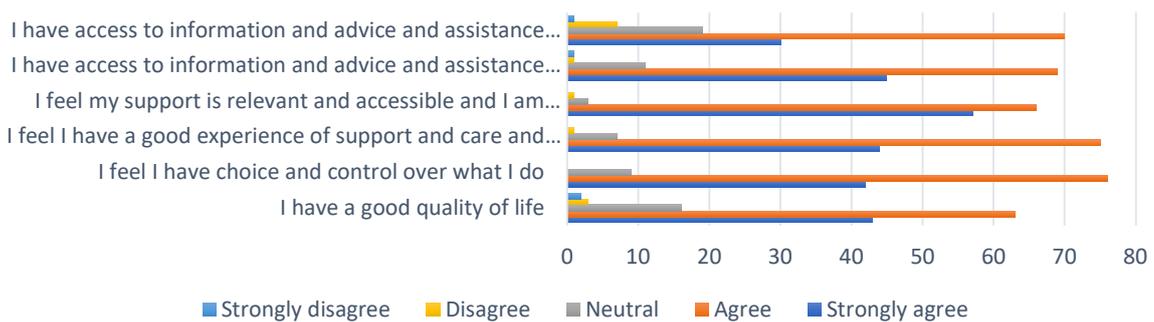


Snap Shop Questionnaires

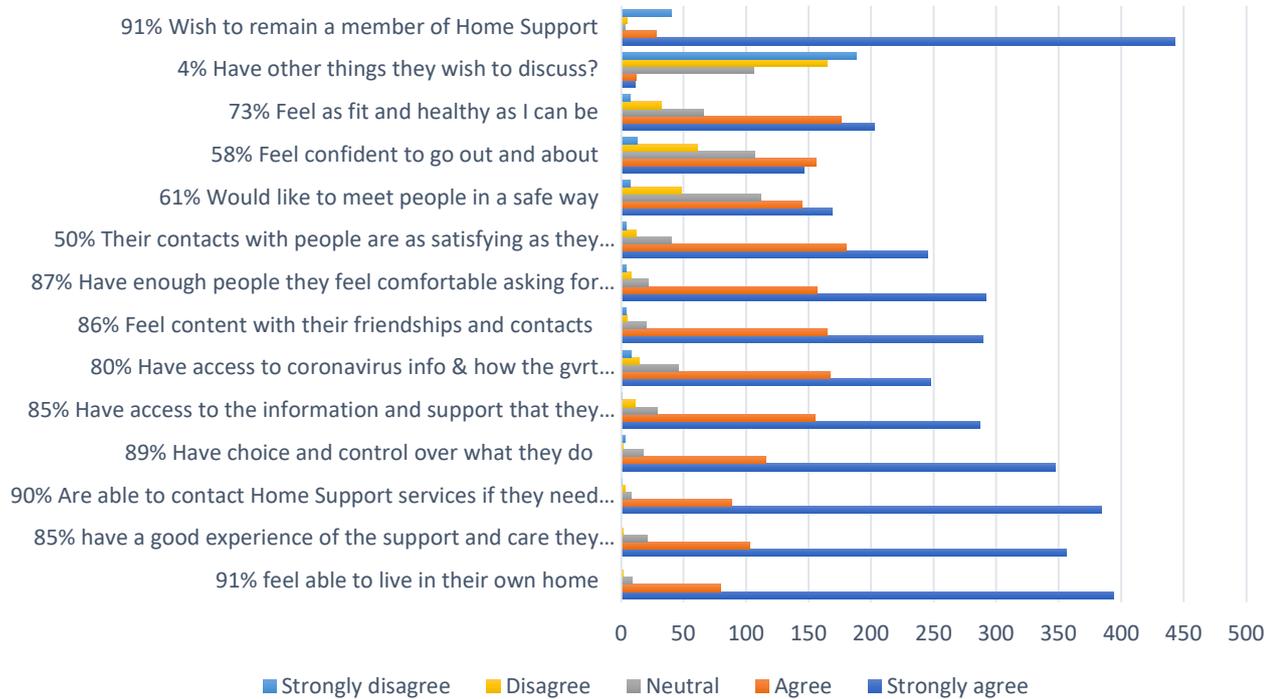
Service user Feedback 2018/19 81 Returns



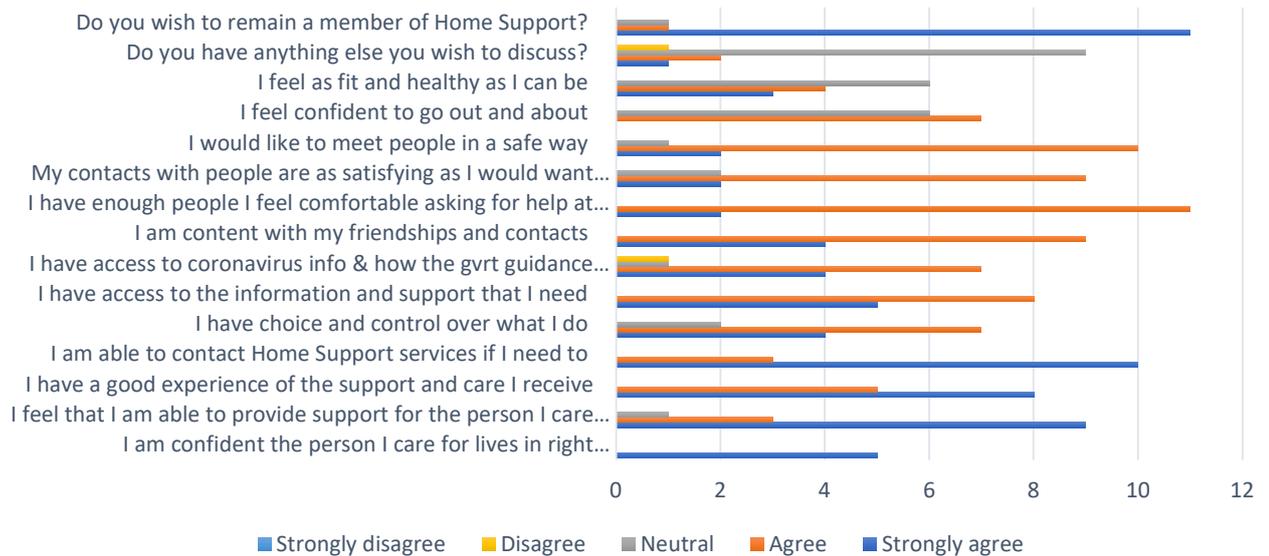
Service user Feedback 2019/20 127 Returns



Service user Questionnaires Aug/Sept 2020: 519 Returns



Carer Questionnaires Aug/Sept 2020: 13 Returns



See Appendix 6 for detailed Service User/Member feedback/comments.

[Case Studies](#)

[Good News Stories](#)

Section 10: Difference Made

Return on Investment

Home Support Return on Investment and Added Value (April 1st, 2018 - 31st March 2021)



Return on Investment due to Cost Avoidances

	Unit Cost Per Hour/ specified Callout (2018/19)	2018/19		2019/20		2020/21	
		Number	Cost	Number	Cost	Number	Cost
Ambulance: See/Treat/Refer	181	120	£21,720.00	180	£32,580.00	262	£47,422.00
Doctor: Community Medical	140	23	£3,220.00	15	£2,100.00	9	£1,260.00
Temporary Personal & Domestic Care Interventions Provided: Home Care Worker	25	145	£3,625.00	501	£12,525.00	244	£6,100.00
Hospital: Ambulance See/Treat/Convey	248	3	£744.00	12	£2,976.00	11	£2,728.00
Fire Service: Per engine and 23 min call-out	300	6	£1,800.00	9	£2,700.00	6	£1,800.00
Police: Band A-C SCP13	29.56	27	£798.12	34	£1,005.04	40	£1,182.40
PURSH/RC: Home Care Worker	25	1	£25.00	2	£50.00	16	£400.00
Respite: Qualified Social Worker	51	0	£0.00	2	£102.00	0	£0.00
Mental Health Services: Initial MH Assessment	30	0	£0.00	25	£750.00	9	£270.00
Residential: Qualified Social Worker	51	0	£0.00	6	£306.00	2	£102.00
Other: Qualified Social Worker	51	0	£0.00	43	£2,193.00	14	£714.00
Home Support Worker: Support and Outreach (Grade 5 HSW)	24	325	£7,800.00	829	£19,896.00	613	£14,712.00
TOTAL SAVINGS (Averted Services minus - Home Support Service Costs)			£24,132.12		£37,391.04		£47,266.40

Value Added

Actual Income Generated (indirect)

	2018/19		2019/20		2020/21	
	Number	Income	Number	Income	Number	Income
Careline Installations/Rental	126	£33,768.00	48	£23,788.00	23	£6,164.00

Future Cost Savings

Home Support Expenditure: Prescriptions/Shopping Costs							
Activity	Unit Costs (2018/2019)	Number of Delivered Prescriptions	Cost	Number of Delivered Prescriptions	Cost	Number of Delivered Prescriptions	Cost
		2018/2019		2019/20		2020/21	
		Number	Cost	Number	Cost	Number	Cost
Prescription Delivery: Pharmacy Charges: £0 - £5 per delivery	2.5	999	£2,497.50	1506	£3,765.00	3336	£8,340.00
Essential Shopping	0	454	£0.00	595	£0.00	629	£0.00
Home Support Worker: Support and Outreach	24	1453	£34,872.00	3004	£50,424.00	3965	£95,160.00
TOTAL COST (Home Support Service cost minus volunteering/pharmacy prescription delivery rate)			- £32,374.50		- £46,659.00		- £86,820.00

Transformation Affordability

Roll-out and mainstreaming of Home Support Services across Powys is dependent on key actions:

- Appetite and approval for transformational change
- Understanding the economic benefits to Powys
- Scoping and optimising potential income
- Reviewing Home Support specification to ensure that interventions are focused, 'smart' and efficient (e.g., Home support service to focus on USP/key skilled based interventions and use of volunteers for 'lower' tier interventions – shopping and prescription deliveries, social activities)
- Optimising the return on investment
- Re-engineering and redirection of resources from current services
- Maximising opportunities to develop and join up prevention pathways
- Harnessing assets/asset-based approach (e.g., role and contribution of individuals/ community and voluntary sector)
- Co-production with key stakeholders (North Powys Project/Health/Fire service/those 'avoided/averted' services/community and voluntary sector)
- Minimising duplication/optimising pooling opportunities of commissioned services (e.g., befriending, community connectors) and the community and voluntary sector

Added Economic Benefits

The roll-out of Home Support services across Powys would support the development of a sustainable and 'vibrant economy' through potential increase in the:

- Uptake of entitlements/occupational opportunities supporting independent living
- Community and voluntary sector /associated services
- Employment
- Business opportunities
- Volunteering
- Income of existing organisations
- Better value for money pooling opportunities/return of investment)

Section 11:Conclusions

Section 12:Recommendations

Section 13: Appendices

Appendix One: Home Support Service Specification



Home Support
Service Specification

Appendix Two: Project Development and Activity

Governance

- **Powys Home Support Project Steering Group** established in December 2017 to support the development and implementation, monitoring, review and evaluation of the Home Support Project. The group comprised of operational and commissioning personnel across social, health and community based care. The group initially met on a monthly basis essentially to support the implementation of the pilot and key operational work. In 2019, the group moved from monthly to bi-monthly meetings, with wider/more strategic focus including developing partnerships with key stakeholders and determining/realising the future of the service and sustainable ways forward. The Steering Group was suspended in June 2019 for review as part of two workshops held in the second half of the year to consider the roll-out and futures sustainability of the service. The PCC Home Support Planning Group held responsibilities during this time which have remained (albeit a short suspension during the first half of 2020 due to the pandemic) until formal confirmation of the direction of the future travel of Home Support services.
- **PCC Home Support Planning Group** established in 2019 to support the implementation of the project as a whole and specifically the progress of the PCC Home Support services (LHS, LWHS and RHS).
- The progress of the project has been documented within the **Home Support Action Plan**, which is overseen by the Steering Group.
- **Governing bodies:** The Home Support Steering Group has reported quarterly to the **Regional Partnership Board, the Livewell Partnership Board and the Age Well Partnership Board.**
- **Home Support Service Meetings** were established following on from the initial workshops held January and February 2018 to support the senior support workers (and management) regarding:
 - Share experiences
 - Peer support
 - Learning and training opportunities
 - Discuss/manage issues/challenges
 - Share best practice
 - Highlight work in relation to the home support action plan
 - Feedback/work from steering group/multi-agency pathways meetings
 - Project monitoring and evaluation
 - Delivery on the Home Support service specification
 - Implementation of practice documentation

To date these meetings have been held bi-monthly, with the exception of March 2020 to May 2021 when they were temporarily suspended to support business critical work/continuity due to the pandemic. Meetings have been chaired by the project officer.

Project Review and Reporting

- Quarterly reports to the Regional Partnership Board (RPB)/Livewell Partnership Board/Age Well Partnership Board)
- Annual RPB Report
- Monthly reports (to PCC Senior Management Team – as part of the Corporate Improvement Plan (CIP) Assurance Reports
- Home Support Interim Report (Jan 2019)
- Home Support Annual Report (2018/19) (June 2019)
- Home Support 3-Year Review (draft April 2021/FV due June 2021)

Recording and Documentation

In response to the CIW practice requirements and the service specification, practice recording and documentation has been reviewed and revised twice during the project so far (January 2018/June 2020) and is compliant with CIW regulations. These include:

- 13 Practice Documents (across all key work areas including referral/assessment/support planning/review/closure)
- 5 Practice Checklists (to support staff to adopt shared and consistent practices)
- 9 Outcomes Documents (including service user/carer questionnaires/case study templates/focus group questionnaires)

Marketing and Promotions

A range of promotional materials have been developed (and revised twice) to support the marketing and communication of the services to support access to and an awareness and understanding of Home Support through the provision of clear and consistent messages:

- PCC Home Support Logo use on all project/practice documentation and promotional materials
- Home Support A5 flyers (English/Welsh)
- Home Support Posters (A3)
- Promotional film
- Home Support internet presence (Regional Partnership Board)
- Home Support Launch Bulletin (internal and external partners)
- ICF/RPB Home Support highlights infographic (2 years)

Service Interdependencies

The Powys Home Support Multi-Agency Pathways Group was established in March 2018 and has quarterly for a year and a half. The Group was set up in response to and with the aim of exploring and addressing issues to support responsive joined up home support related services so that individuals using them would have one 'touch point' and have/continue to have their needs/what matters to them met first time, thus minimising duplication, and optimising resources across all services. Key services identified including Home Support, Red Cross/Positive Steps/PURSH/Re-ablement/Domiciliary Care/Supporting People/GP Practices/Virtual Wards/Ambulance services. Key issues raised:

- Need for improved and shared understanding and clarity of key services including Home Support/Red Cross/Positive Steps/PURSH/Re-ablement.
- Need to support equitable geographical service cover in Powys (Knighton area a key challenge)
- Insufficient care personnel to meet need (domiciliary care in particular).
- Service users/carers waiting times for care packages impacting on lower-level services.
- Emerging potential service duplication.

- Ensuring good experiences and outcomes for service users/carer across all services.
- Risks and sustainability of Individual services.
- Clarity for future service commissioning/provision by health and social care.
- Managing winter pressures/DTOC etc. across services.
- Ensuring good communications across key services.

Work to date has included the development of a comparator data base to help clarify and identify service remits, distinctions, commonalities, and overlap; supporting a PHTB initiative for the installation of lifting equipment with training across key health and social care sites and some practice suggestions yet to be realised.

Since May 2020, the Livewell Commissioning team has engaged significantly with all the current CVS grant funded organisations. This has secured effective engagement, communications, and support for/with organisations, and provided the opportunity to review, develop and improve commissioning practices and service procurement in relation to preventative approaches and interventions and the role of CVS organisations and PCC provision within that. Also, during this time, there has been further development of the North Powys Project including the review the Integrated Community Model of Care, home-based care/community-based/early intervention pathways and the aims and principles of the Section 33 partnership agreement.

The consequential learning across all these areas of work have prompted very real opportunities to join up, pool and deliver on the overarching strategic objective of the Home Support project to transform prevention services across Powys by securing sustainable approaches and value for money in the provision of support for individuals living at home in Powys. Specifically, this means to roll-out and mainstream home support services in all the Powys localities, and in doing so support innovative and proven interventions that optimise independence and in doing so ensure that citizens in Powys have access to support as and when they need to.

Project Support

The project has been by part-time project officer based with the Live Well Commissioning Team.

Training and Development

The Home Support Service Specification highlights essential and desirable training requirements to support staff to feel confident and be competent within their roles. In addition, the following is available to specifically to support staff development within their home support roles:

- **Making Every Contact Counts:** Two half-day sessions provided by Public Health Wales to all Home Support and PCC Day Centre Staff in June 2018.
- **Motivational Interviewing: PHTB** recommendation that is already part of PURSH/Red Cross training programme.
- **Sage and Thyme:** PAVO recommendation provided via the University of Manchester to support a 'strengths based' approach to work.
- **Person Centre Training: PCC pilot** training through pilot Cmryd-Rhan as part of the supporting people services. Future availability to be confirmed.
- **What Matters Conversations:** PCC training/support opportunities concerning "What Matters Conversations".
- **Investing your Health:** PHTB recommendation: public health workshops via Apple a Day/Activate.
- **Dementia Matters:** Training covering all aspects of dementia provided by Dementia Matters.
- **I Stumble:** Training to support use of Manga Elk/Camel to support falls management and help reduce ambulance all-outs.

- **DMR Support:** On-going support and training to staff to use/populate the project Data Management Record.
- **Home Support Documentation:** On-going support and training to staff to record/populate service documentation.

Investment in staff development and training specific to Home Support is essential to supporting a consistent approach across the service areas and ensuring staff feel confident and are competent to undertake their work.

[Appendix Three: Project Finances](#)

[Appendix Four: Service User Feedback](#)



HS Member
Feedback (Oct 2020)

Appendix Five: References

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Powys Home Support



Annual Report

April 1st 2018 – March 31st 2019

Sue Hall

Project & Contract Officer

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Version Control

The Home Support Annual Report is an update and is to replace the Home Support Interim Evaluation Report (April – December 2018) published in January 2019.

This report provides a full year's data for the period from April 2018 to March 31st 2019 and is the final version.

Acknowledgements

With thanks to the senior support workers in each of the Home Support localities, their teams and operational manager's, members of the Home Support Steering Group and wider stakeholders for their support and contributions.

Section 1: Executive Summary

The UK population as a whole is ageing, there are currently 9.3 million households headed by a person over retirement age. This is expected to reach 13 million by 2033.

In Powys, there are 34,158 people aged 65 and over (26% of population), with 3% aged over 85 and 15,571 people aged 50+ are predicted to be living alone. The 65 plus population is projected to increase by 38% by 2036 and the 85 plus population is expected to increase by 159% by 2036.¹ Although, it is not expected there will be such significant increases for people with a disability or mental health problem (excluding dementia) population projections show a small increase of 2% and 3% respectively.²

As life expectancy increases, support and care needs will likely increase. The Social Services and Wellbeing Act (2014), local needs assessments and surveys all advocate for early intervention and prevention and support at home that allows people to remain in their own home and community, helping to retain their independence and be close to their family and friends.

The Home Support project has sought to address this - to develop a consistent approach to supporting people to live at home whilst being both responsive and adaptable and taking account of the profile and needs of local communities and individuals and the often variable services and resources provided within each. This has meant that whilst the Home Support service in each of the project areas has evolved and developed differently they have retained a clear reference to the revised and pan Powys service specification. This has also presented with differing workforce arrangements, service, resource challenges, and opportunities, which highlighted within this report.

This report covers the first year of the project and includes additional data to the interim evaluation report published earlier this year, continuing and reinforcing very promising outcomes.

This report demonstrates that Home Support is a responsive and adaptable service that ensures that the nature and frequency of support is reflective of each individual's needs and abilities, ultimately enabling them to live at home by providing very practical assistance and support, as and when needed and without requiring potentially more intrusive and costlier support and services.

The findings also indicate opportunities to develop the service further to address current and projected need:

- Better consistency across the four areas in terms of provision, recording and data collection and asking individuals about their views and experiences
- Health and wellbeing promotion, improvement and intervention
- Proactive approaches to tackling loneliness and social isolation
- Partnership and integration with similar health and social care services
- Co-production with service users and carers to develop and review services
- Diversion from more intensive service interventions, in particular, emergency service escalations
- Return on investment particularly in terms of cost avoidance of health services
- Application of an established service model, practice and systems to other areas
- Analysis and learning from comparator services

This report further shows that services provided across the project areas are highly regarded as a much valued, innovative and unique, proactive and preventative service. It is anticipated that the findings, conclusions and recommendations of this report will support the case for continuation and further development to help address the future needs of and service responses to people living as dependently as they can in Powys.³

¹ [file:///Z:/Wellbeing%20&%20Population%20Assessment/Market Position Statement Older Peoples Accommodation%20\(2017\).pdf](file:///Z:/Wellbeing%20&%20Population%20Assessment/Market Position Statement Older Peoples Accommodation%20(2017).pdf)

² [file:///Z:/Wellbeing%20&%20Population%20Assessment/Domiciliary Care Market Position Statement%20\(2017\).pdf](file:///Z:/Wellbeing%20&%20Population%20Assessment/Domiciliary Care Market Position Statement%20(2017).pdf)

³ At the time of publication: Awaiting Welsh Government ICF (Integrated Care Fund) approval for project extension from April 1st 2019 – March 31st 2021.

Section 2: Summary of Recommendations

1	Extend and expand the Home Support project in the four service areas as detailed below to March 31st 2021
Strategic	
2	Refocus the role of the Steering Group to future proofing and sustainability of Home Support beyond April 2021 – including working with related HS services in PCC, PHTB and community services to consider pooled budgets, commissioning opportunities and future intentions
3	Continue the project reporting and evaluation (6-monthly) to inform a business case going forward that is based upon research, the revised and implemented service specification, practices and documentation and data recording systems established in 2018 and with key stakeholders
4	Review service eligibility criteria particularly in terms of age and service user group
5	Evaluation to provide a clear picture regarding the added value of Home Support return on investment, including cost avoidance, cost saving and income generation
6	Evaluation to include analysis and learning from comparator/related services and research/evidenced base practice
Operational	
7a	Review service resourcing to ensure right sizing and right pricing for all service areas including pay and non-pay commitments
7b	Confirm capacity for project support, service reviewing/evaluating services and admin support across all service areas
7c	Review and optimise both in-house and commissioned Home Support workforce capacity and allocation to ensure parity and proportionality across the service areas
8	Establish full Home Support services in Llandrindod Wells. Ring-fence a dedicated workforce and separate recording, documentation and Data Management System from Rhayader Home Support
9	Progress the establishment of Llanidloes Home Support ensuring there is a distinction from Bodlondeb service and workforce. Ensure the service has access to Manga Elk equipment and that transferred Bodlondeb cases are reviewed. Consider alignment of service area with Health boundaries for Llanidloes
10	Continue the East Radnor service with reference to Recommendations 3 (including day time capacity), 7, 8 and 9
11	Continue the Rhayader service with particular reference to Recommendations 3, 7, 8 and 9
12	Review case work activity across all areas to optimise resources and consistency whilst also taking account of services/stakeholders/need in each locality (Inc. shopping and prescription collection, healthy lifestyles)
13	Early review and ratification of the current eligibility criteria
14	Clarify if CIW registration is a requirement for this service
15	Develop Home Support services (working with key partners) in response to the needs identified in the personal profiles/snap shot questionnaires) so interventions include proactive healthy lifestyles interventions (mental/physical health/wellbeing/isolation & loneliness/Technology Enabled Care)
16	100% completion of personal profiles/snap shot questionnaires/referral activity forms, one focus group questionnaire per annum and completion of the Data Management System across all service areas
17	Improved recording at the point of/during Home Support interventions regarding the involvement of other services to help determine whether Home support services were additional to people's support or used as an alternative.
18	Update the Data Management System and amalgamate all data recording/reporting requirements where possible to minimise duplication (including in-house operational reporting)
19	Refine revised Home Support documentation for continued application across all service areas
20	Promote and support specific and service focused workforce development through staff training and service meetings
21	Review and implement a Home Support marketing approach to optimise awareness, uptake and partnership/joint/integrated working practices

Section 3: Introduction

The aim of this annual report is to review and evaluate and the progress of the Home Support services (both substantive service and pilots) in Powys, with a view to drawing some conclusions and recommendations in terms of what and how to go forward. This involves consideration of some key questions:

- **Has the service has been successful in achieving its objectives and outcomes?**
- **Does the service deliver?**
 - Promoting independence by providing early intervention and prevention.
 - Providing support to improve and/or maintain health and wellbeing including life skills, healthy lifestyles, learning and occupational opportunities and links with family, friends and local communities.
 - Helping to prevent or delay the deterioration of health and wellbeing resulting from ageing, illness or disability.
 - Do people stay at home longer?
- **What is the impact of the Service?**
 - Does the service help prevent and/or delay the use of other services?
 - Are the service user outcomes positive? For example, improved health and wellbeing and personal and relevant support at home.
 - Have there been any unexpected outcomes?
- **Is the service cost-effective and sustainable?**
 - Does the service help reduce the need for costlier and intensive services?
 - Is there a return on investment?
 - Are there cost savings and/or cost avoidances and opportunities for income generation?
 - Are the services right sized and right priced?
 - What is the added value of the service?
 - Is this way of working worth it?
- **What have been the key achievements, challenges and opportunities?**
- **Has there been any variance between the project/service areas? If so what and why?**
- **What risks have there been to the project?**
- **What references, learning and applications can be made from practice in other areas?**
- **Is there good enough information to inform conclusions and recommendations?**
- **Is there a need for the service, or even a need for further development and expansion?**

To help reflect and address these questions this report is structured as follows:

- **Sections 3 and 4** provide the aims and outcomes of the annual report, and the review and evaluation methodology.
- **Section 5** provides an overview of the project and its development, highlighting its aims, objectives and outcomes.
- **Section 6** provides outlines the four project areas, highlighting differences and variances in starting point and implementation.
- **Section 7** provides and reviews the data and information pertaining to service and project activity.
- **Section 8** aims to draw conclusions and highlight the impact of the service in terms of service user, service and system outcomes and by answering those questions posed above.
- **Section 9** provides a summary of recommendations (which are highlighted throughout the report).
- **Section 10** contains the Appendix including references and further information.

Section 4: Review and Evaluation Methodology

Measuring a discrete service within adult social care across four localities within a rural area that is both internally provided and externally commissioned is complex. This is not least because the small-scale populations and discrete/unique community and workplace settings often challenge the application of generic references (service specification, co-produced outcomes and indicators, data management tools, and recording and documentation). A key issue for the design of the evaluation of the project and this interim report has been concerned with accommodating these challenges whilst also ensuring that the report is methodologically robust.

This report has amalgamated two data management systems. The first (implemented in December 2017 at Rhayader and in April for East Radnor and Llanidloes) recorded unscheduled activity and very limited data on scheduled activity only. The second and current system (Data Management Record (DMR)) was developed in April 2018 and implemented in full from September 2018 to reflect the revised and implemented service specification and practice documentation recording all activity, service user, carer, service and systems outcomes. This was done in the absence of a suitable existing database that was fit for purpose and useable by both PCC and external service providers. The DMR was refined in May 2019 following staff feedback and consequent amendments/adjustments.

The methodological approach used for this report and the DMR incorporates the following outcomes and data records:

1. Service Activity (based on/recorded scheduled and unscheduled (callouts/referrals) activity/incident reports).
2. Service User/Carer Outcomes & Feedback (based/recorded on pre/post support questionnaires/ case studies/compliments/complaints).
3. Service User/Carer Profiles (based/recorded on personal profiles).
4. Workforce Activity (based/recorded on workforce reports).
5. Service and Systems Outcomes (based/recorded on workforce report/partner case studies & feedback/value and cost analysis).
6. Locality Profiles (based/recorded on workforce report/PCC intelligence)
7. Project Activity (based/recorded on minutes/PCC CIP/RPB Reports/project documentation).

Data Collection

The DMR forms the basis for this report and aims to capture both quantitative and qualitative data to help demonstrate the impact and outcomes of the service and the project as a whole.

Data (excluding PCC intelligence) is recorded for domains 1-6 outlined above on the corresponding work sheet of the DMR (comprising of 5 discrete data sheets) and supporting practice documentation. The DMR is submitted by the respective Senior Support Worker in each area on a monthly basis to the Project Officer.

The service activity data (domain 5) is recorded on the DMR generally by the respective Senior Support Worker in LHS and ERHS following each home support intervention. In RHS, all support staff input this data on a daily basis.

Data relating to domain 7 above is recorded on respective PCC documentation by the project officer, providing monthly CIP reports, quarterly RPB/DPB Reports and promotional bulletins/materials as and when required.

Consent

Data collected and collated for this report has been provided through the consent of individuals using the services and approval and consent from Powys County Council.

References

References providing guidance and evidence (although limited) includes:

- **Solva Care in Pembrokeshire⁴** is a not for profit social initiative, which has been set up in 2015 by Solva Community Council to offer friendly, local support and help to those who need it in Solva and the surrounding area. The support is delivered via volunteers and has similarities to Home Support but within differing contextual frameworks and constraints. Solva Care aims to maintain and improve health and wellbeing by enabling residents to stay in their own homes and remain part of the community, offering a way to counteract loneliness, isolation and social disadvantage and through providing extra support for those who are caring for relatives.
- **Tunstall Televida tele assistance service in Spain** supports more than 250,000 people across Spain with telecare and associated services. Its eight monitoring centres manage more than 16 million calls each year. The service aims to provide continued contact and support to older and vulnerable people in the community, helping them to remain independent for as long as possible and delay or avoid the need for more complex interventions.

The service combines telecare monitoring and response, coordinates social care and third party services and delivers proactive outbound contact from monitoring centres. Including prevention in the delivery model has been a key contributor to the success of the tele assistance service.

The service has significantly reduced the number of emergency service escalations, improved the wellbeing of users and made effective use of public services. It also provides significant potential in terms of linking with public health and healthy lifestyles.⁵

⁴ <https://solvacare.co.uk/>

⁵ Tele assistance in Spain: adding value with a preventative approach <http://tunstall.com/media/1237/tunstall-televida-case-study.pdf>

Section 5: Service/Project Overview

Aims

Home Support aims to provide the support and practical assistance an individual may need in their day-to-day life to stay living at home, safely and independently.

The purpose of the project is to pilot a home support service to citizens (50+) that provides an early intervention service (including 24/7 cover for emergencies through community alarms) to assist members and their families to remain at home, maintaining and maximising their independence, health and wellbeing; retaining their links with the community; and to contribute towards preventing and/or delaying the development of needs for care and support and reducing isolation and loneliness.

The Home Support project is based on an existing service operating in Rhayader (since 1998), called Rhayader Home Support. The Project was established to improve and build upon current practice and so:

- Develop current practice within Rhayader (RHS)
- Extend Rhayader Home Support to provide 24/7 cover for emergencies for those living in sheltered housing/receiving warden based services into Llandrindod Wells (LWHS)
- Pilot a full Home Support Service in Llanidloes (LHS)
- Pilot a full Home Support Service in Knighton and Presteigne area (ERHS)

Each service area works from a single pan Powys service specification that was developed at the beginning of the project over a series of workshops/months with project staff and management. The aim was to develop a consistent approach to support people to live at home whilst enabling a responsive and unique delivery in each area - taking account of the profile and needs of local communities and individuals and the often variable services and resources provided within each.

Through working alongside existing community and service provision, Home Support flexes to provide localised relevant services and doing what matters to an individual in how and when they receive help and what works best for them. The service is free and some of the things Home Support can help with include:

- Welfare visits and telephone support
- Essential Shopping
- Emotional Support
- Assistance with prescriptions
- Support with appointments
- Assist carers with their role
- Support in emergency situations
- Staying fit and healthy
- Signposting and help to access other services
- Accessing local community groups and supportive networks

Service Objectives

The service and project aligns with the Powys County Council (PCC) Adult Services Improvement Plan (Vision 2025) which sits within a wider strategic framework, evidence and research, and seeks to draw a golden thread across all key strategic and planning arrangements. The objectives of Home Support are to provide person-centred local services that:

- Promote independence by providing early intervention and prevention;
- Provide support to improve and/or maintain health and wellbeing including life skills, healthy lifestyles, learning and occupational opportunities and links with family, friends and local communities;
- Help prevent or delay the deterioration of health and wellbeing resulting from ageing, illness or disability;
- Help reduce the need for costlier and intensive services;
- Enables/assist hospital discharge and look to prevent re-admission and reduce residential placements;
- Provide short term support to help continuity of care with changing needs/circumstances/support agencies;
- Is a point of contact for members;
- Provide a 24/7 rapid response service via an emergency care line;;
- Provide support for carers and families;
- Is registered Service with CIW (Care Inspectorate Wales).

Impact and Outcomes⁶

Improved health and wellbeing

- Improved quality of life
- Improved health and wellbeing

Personal and relevant support at home

- Improved experience of support and care
- People feel more empowered and in control
- People have better access to information, advice, assistance and advocacy
- People receive relevant, local and personal support
- Quality support and care

Value and sustainability

- Quality leadership and workforce
- Evidenced-based practices
- Joined-up, co-ordinated and collaborative practices
- Effective and efficient information management
- Cost-effective and prudent service model
- Sustainable fit between needs and resources

⁶ For a full List of the Home Support Outcomes in the Home Support Service Specification - Appendix Two

Section 6: Project Scope

Powys County Context

“Powys covers a quarter of the area of Wales and is one of the most sparsely populated county in England and Wales, with 26 people per square kilometre. Powys has an estimated population of 132,705, which is a predominantly rural population, with numerous villages and hamlets around the main 15 market towns.

The population of Powys is also older than the average for authorities in Wales with the mean average age being 44.8 in mid-2012 as compared to Wales at 41.3. The 65+ population (currently 34,638) is projected to increase by 11% over the next 5 years (38,405 by 2020) and by 43% by 2036 (49,515). The 85+ population is expected to increase by 19% over the next 5 years from 4,660 to 5,551 and 146% by 2036 (11,456). In contrast, the proportion of young working aged people (20–39) is substantially lower than that of Wales. This has implications for the health and social care workforce and for service delivery. Whilst the male older population is expected to increase at a higher rate than that of females, it is projected that there will continue to be older aged women than men.”⁷

Whilst there is a general consistency to community service provision across Powys, how is it used has often been dependent on the demand and supply within in each area.

As mentioned above, the aim of the Home Support project has been to establish a shared and consistent approach to Home Support across Powys whilst taking account of and being responsive to the profile and needs of local communities and individuals and the often variable services provided within each and accessible resources. This has meant that each service area has evolved and developed differently in response to the revised service specification and indeed often presented with differing workforce and service challenges as highlighted in the locality and service profiles below.

⁷ Care & Support Pop Assessment for Powys. [file:///Z:/Wellbeing%20&%20Population%20Assessment/Powys Population Assessment Summary - Final V1.pdf](file:///Z:/Wellbeing%20&%20Population%20Assessment/Powys%20Population%20Assessment%20Summary%20-%20Final%20V1.pdf)

Project Locality/Service Profiles

Rhayader

The Rhayader Home Support (RHS) scheme was established in 1998 in response to the closure of a local nursing home and the need for the provision of a warden service for 30 council warden properties. RHS serves a population of approximately 3,350⁸ individuals living within a 7-mile radius of Rhayader town and has a current membership of 225 (at March 31st 2019).

The base for this service is in Rhayader and is staffed by six part-time workers (1 senior support worker (SSW) and 5 support workers) and 3 relief workers, totalling 129 hours, 11 of which are currently assigned to LWHS.

RHS is PCC provided and funding is substantive. Backfill funding for 30 hours' SSW is ICF (Integrated Care Fund) funded from April 2018 - March 31st 2019. This includes service development, day work, and standby and call outs backfill for both RHS and LWHS. This has been divided according to staff reported time allocated to each area: 19 hours for RHS or RHS and 11 hours for LWHS.

Local statistics:

- Lone person households 65+ - 1,488 equates to 31% of households
- 4% population decrease by 2036 (19,505 to 18,688)
- 72% population increase by 2036 (3,332 to 5,734)
- 83% increase by 2036 people of with dementia (389 to 712)
- 38% increase by 2036 in the 65+ population (5,528 – 7,689)
- 139% increase by 2038 in the 85+ population (784 – 1,876)
- 3484 Welsh speakers (25%)⁹
- Key local services: Rhayader Community Support/Pharmacy/Virtual Ward/Community Connectors

Drawing on the experience, knowledge and local expertise of a very well established team and service has served as both an asset and a challenge.

The former being through the continuation of the existing service and supporting the review and implementation of the service specification, practice documentation, promotional materials and data management; providing time and commitment (particularly from the SSW) to support colleagues with the development of their respective pilots and of the project as a whole.

The challenges being to manage the changes across a team of 9, and balance the demands relating to the implementation of the documentation and recording practices as part of the project, alongside CIW governance and ongoing PCC practice requirements. This has been compounded by the protracted nature of the completion of the revised data management system and promotional materials for implementation.

Notwithstanding, the team have steadily adopted and embedded change, particularly, in relation to the revised documentation and the DMR. This is evident in the next section of this report; providing an emerging individual profile of service users in Rhayader and comprehensive service profile of RHS, which alongside previously reported data/information, contributes a significant insight into the activity and outcomes and benefits of the home support service.

⁸ The Provision of Integrated Care in a Rural Community - an Evaluation of Rhayader Home Support Scheme 2013. Institute of Rural Health.

⁹ Accommodation for an ageing population Powys County Council. Market Position Statement March 2017 covering Llandrindod, Rhayader, Builth and Llanwrtyd

Llandrindod Wells

The LWHS was established as part of the pilot project to develop home support services across Powys. The service provides one aspect of Home Support only which is 24/7 cover for emergencies for those living in sheltered housing/receiving warden based services in Llandrindod Wells and has a membership recorded at the time of this report of 13 of a potential 81 properties.

The base for LWHS is in Rhayader and is staffed by RHS part-time support staff totalling 11 hours funded by ICF as outlined above.

Local statistics:

- Lone person households 65+ - 1,488 equates to 31% of households
- 4% population decrease by 2036 (19,505 to 18,688)
- 72% population increase by 2036 (3,332 to 5,734)
- 83% increase by 2036 of people with dementia (389 to 712)
- 38% increase by 2036 in the 65+ population (5,528 – 7,689)
- 139% increase by 2038 in the 85+ population (784 – 1,876)
- 3484 Welsh speakers (25%)¹⁰
- Llandrindod Wells Town population: 5333; 65+ population: 1374 people (26.4%); 2484 Welsh speakers (25%)¹¹
- Key local services: Wardening Services/Pharmacy/Red Cross/Positive Steps/Community Connectors

Utilising RHS staff to establish the LWHS pilot has brought both benefits and challenges. Bringing the experience from an established service has provided a depth of knowledge and understanding of the service, which has been a particular asset. Key challenges have included:

- Ring-fencing adequate time from the RHS service alongside implementing changes within RHS
- Establishing the out of hours' emergency an emergency care line (Delta Wellbeing) support within an existing warden support environment
- Knowledge of the local community and resources
- Base proximity to service delivery

Consequently, the pilot has taken longer to establish and has not been as fully implemented as anticipated, with a current reach of 16% of the targeted population.

Further, data is currently recorded and included as part of the RHS service so it is therefore difficult to extrapolate any meaningful data to inform an adequate representation of either an individual or service profile including uptake, activity and outcomes for Llandrindod Wells.

¹⁰ Accommodation for an ageing population Powys County Council. Market Position Statement March 2017 covering Llandrindod and Rhayader, Builth & Llanwrtyd

¹¹ Local Area Profiles based on 2012 Census Data. <https://customer.pocw.gov.uk/articles/5963/Local-Area-Profiles>

Llanidloes

The LHS was established in April 2018 as part of the pilot project and has developed upon existing community based services and non-PCC residents at Bodlondeb. LHS serves a population of approximately 2889¹² individuals living within Llanidloes Town and has a current membership of 36, 13 of whom live within Bodlondeb. The base for LWHS is in Bodlondeb, Llanidloes and is staffed by the senior support worker and/or Bodlondeb support worker on behalf of senior support worker (37 hours). The backfill time covers the establishment of LHS as well time to continue managing Bodlondeb services.

Bodlondeb is a property owned by Mid-Wales Housing Association.¹³ The property houses bedsits for up to 26 tenants and has communal facilities for all residents with PCC providing 24/7 support and care. Approximately half of the residents are funded and supported by social care packages and PCC staff based at Bodlondeb. Thirteen of the residents are self-funded and whilst also supported by the PCC staff have been 'transferred' to the Home Support service. Once reviewed, it is intended they will be supported akin to any home support member living in the community rather than as a supported living tenant.

LHS is PCC provided and backfill for 37 hours' SSW work backfill is ICF funded from April 2018 - March 31st 2019 and includes service development, day work, sleep-ins, standby and call outs.

Local statistics:

- Lone person households 65+ - 1,841 equates to 31% of households
- 8% population decrease by 2036 (29,758 to 27,469)
- 38% increase in the 65+ population by 2036 (6, 856 – 9,410)
- 139% increase in the 85+ population by 2036 (872 to 2,086)
- 82% increase by 2036 of people with dementia (450 to 818)
- 5,029 Welsh speakers (17%)¹⁴
- Key local services: Day Centre/Day Hospital/Pharmacy/GP Practices/Community Connectors

With extensive experience and local knowledge and indeed genuine endeavours from the SSW (including supporting the review and development of the service specification, practice documentation, promotional materials and data management), the establishment and implementation of the pilot in Llanidloes has proven challenging. A key factor has been because the service is based at and draws from staff allocated to the Bodlondeb service. Although, there has been staff backfill provided to establish the service in Llanidloes, the application of this has proven to be impracticable in that the role has required the continuation of management responsibilities (as a priority) for Bodlondeb.

Further, the implementation of the documentation and recording practices as part of the project, alongside CIW governance and ongoing PCC practice requirements relating to the Bodlondeb service have been a source of challenge.

It is also worth noting, that the transfer of half of the Bodlondeb service users to the new Home Support service will require the review and change of long and established support and practices for those individuals and staff which continues to include three daily welfare visits/calls and general access to support staff that is not cognisant of the home support service and would not be available in the wider community.

Consequently, the service (and use of documentation) is not as fully established or implemented as anticipated. With new caseload of thirty-one at the time of this publication (not including the transferred Bodlondeb cases), and minimal data reported on the DMR, this report is unable to show any meaningful individual or service profile (including uptake, activity and outcomes) for Llanidloes at this time.

¹² Local Area Profiles based on 2012 Census Data. <https://customer.powys.gov.uk/article/5963/Local-Area-Profiles>

¹³ Mid-Wales Housing Association was established in 1975 and has over 1600 properties throughout Powys and Ceredigion as well as a few properties in Shropshire.

¹⁴ Accommodation for an ageing population Powys County Council. Market Feasibility Statement March 2017 (Newtown, Llanfair Caereinion and Llanidloes)

Presteigne and Knighton (East Radnor)

The ERHS was established as part of the pilot project to develop home support services across Powys. It serves a population of around 6,916¹⁵ individuals living in Presteigne, Knighton and the wider communities and surrounding villages within a 10-mile radius of Presteigne. ERHS has a current membership of 174.

The base for the service is in Presteigne at the East Radnor Day Centre with general management from the Day Centre Manager, one dedicated full-time SSW and 3 relief staff supporting the out of hours' work.

The service is PCC commissioned, East Radnor Day Centre (ERDC) provided and ICF funded from Nov 2017 - March 31st 2019.

Local statistics:

- Lone person households 65+ - 712 equates to 28% of households
- 4% population decrease by 2036 (9,784 to 9,348)
- 65+ age group will have a 36% increase (2036) (2,900 to 3,941)
- 85+ age group will have a 139% increase (2036) (333 to 797)
- 77% increase (2036) people with dementia (185 to 328)
- 835 Welsh speakers (8.53%)¹⁶
- Key local services: GP Practices/Re-ablement/Community Connectors

The initial months of the contract involved the recruitment of the SSW, establishing office space and equipment, and supporting the development of the service specification.

The newly appointed SSW worked alongside the SSW's from Rhayader and Llanidloes with the finalisation of the service specification and development of the practice documentation, promotional materials, recording practices and DMS – all of which formed part of the contractual requirements (albeit completed after the contract start). Irrespective of this, service preparations included substantial promotional work across the locality including an official launch at the ERDC AGM, with service delivery commencing in March 2018.

The experience and knowledge of the SSW has proven to be an asset to the planning, development and delivery of the pilot service.

As with RHS, there have been challenges relating to the protracted nature of the completion of the revised data management system for implementation which has caused some duplication in work but not incurring any delay in service delivery. In addition, it is anticipated that extra staffing in the daytime will be needed particularly given the numbers of service users and need to provide cover and contingencies for service continuation in the absence of the SSW.

The service specification, practice documentation and recording in relation to the DMR have been fully adopted and delivered against. This is evident in the next section of this report, which provides a comprehensive individual profile of service users and service picture in the Presteigne and Knighton area. This provides a significant insight into the activity and outcomes and benefits of the home support service both locally and alongside RHS in particular.

¹⁵ Local Area Profiles based on 2012 Census Data. <https://customer.powys.gov.uk/article/5963/Local-Area-Profiles> covering Llangunllo, Presteigne, Knighton and Old Radnor

¹⁶ Accommodation for an ageing population Powys County Council. Market Position Statement March 2017 covering the areas for Presteigne and Knighton

Section 7: Data Review

Service Activity

Table 1: Home Support Membership (April 1st 2018 - March 31st 2019)

Locality	Rhayader				Llandrindod Wells				Llanidloes				East Radnor				Four Localities			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total Membership	180	173	189	225	0	13	13	13	0	23	24	36	76	108	148	174	256	317	374	448
Active		62	89	90	0	13	13	13		23	24	36	33	17	84	84		115	210	223
Non-Active		111	100	135	0					0	0	0	43	91	64	90		202	164	225
Number of carers supported in their own right by Home Support services		1		19	0					0	0		11	6	6	2	11	7	6	21

Table 1 shows Home Support membership in the first three quarters of 2018 across the four service areas. At March 31st 2019, there is membership of 448, 49.5% active and 50.5% inactive (that is people/members using Homes Support as a point of contact only - via an emergency care line (Delta Wellbeing or similar company)). Membership has steadily increased over the year by 57%, with active membership increasing from 36% in quarter 1 to 56% in quarter 2, and levelling off to around half the total membership in quarter 4. N.B. The blocked out sections highlighted red denote no returns.

Scheduled Activity

Table 2: Scheduled Support (April 1st 2018 - March 31st 2019)

Locality	Rhayader & Llandrindod Wells					Llanidloes					East Radnor					Four Localities				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Activity Overview																				
Number of independent living support/interventions	961	1208	1694	1635	5498	230	528	1798	2462	5018	186	97	94	152	529	1377	1833	3586	4249	11,045
Number of care alarms/pendants fitted	10	23	16	13	62	0	3	2	1	6	12	17	15	14	58	22	43	33	28	126
Number of temporary personal and/or domestic care interventions	10	15	0	94	119		14	0	0	14	19	3	2	7	31	29	32	2	101	164
Number of healthy lifestyles and wellbeing interventions		0	16	205	221			0	0	0	0	14	90	151	255	0	14	106	356	476
Number of advocacy interventions		0	10	21	31			0	0	0	0	15	33	13	61	0	15	43	34	92
Number of information, advice and assistance interventions	21	5	39	40	105			0	14	14	0	50	73	85	208	21	55	112	139	327
Number of phonecall interventions	989	1061	1109	1346	4505			0	6	6	83	45	110	46	284	1072	1106	1219	1398	4,795
Number of Referral/Support planning/Review Visits	99	106	27	34	266	0	0	2	19	21	91	28	46	30	195	190	134	75	83	482

Table 2 shows the total and make-up of the scheduled support provided. Scheduled support may include up to three types of support which are all recorded: of the total recorded (17,507), 63% of scheduled activity involves independent living interventions (home visits), 27% tele-support only, with 3% of support involving the healthy lifestyles and wellbeing interventions and 126 care alarms fitted across the areas. NB: The figures for Llanidloes high in comparison to membership numbers, as they are reflective of practice that continues to include three daily welfare visits/calls to 13 of the 36 service users as part of the established Bodlondeb service that would not usually be available in the wider community.

Scheduled Support Breakdown

Table 3: Independent Living Support/Interventions (April 1st 2018 - March 31st 2019)

Locality	Rhayader & Llandrindod Wells					Llanidloes					East Radnor					Four Localities				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Encourage self-care	0	0	57	8	65	0	0	0	0	0	53	0	7	10	70	53	0	64	18	135
Welfare visits and tele-support	646	1056	921	1020	3643	230	526	1795	2197	4748	24	72	23	6	125	900	1654	2739	3223	8516
Essential Shopping	55	53	152	141	401		1	3	3	7	0	0	17	29	46	55	54	172	173	454
Emotional Support	0	0	85	57	142		0	0	0	0	0	0	2	27	29	0	0	87	84	171
Household and practical assistance	0	0	61	90	151		0	0	182	182	0	16	7	8	31	0	16	68	280	364
Access to assistive technology and install and manage community alarms			10	7	17				0	0	7	0	16	40	63	7	0	26	47	80
Ordering and collecting medication	250	96	298	243	887		1	0	78	79	0	1	14	18	33	250	98	312	339	999
Support with appointments	0	0	19	26	45		0	0	1	1	0	0	4	11	15	0	0	23	38	61
Assistance to access to community transport	0	0	16	5	21		0	0	0	0	0	1	3	3	7	0	1	19	8	28
Assist carers with their role	0	0	24	26	50		0	0	0	0	19	0	0	0	19	19	0	24	26	69
Temporary personal and/or domestic care	10	3	46	3	62		0	0	0	0	0	3	0	0	3	10	6	46	3	65
Other	0	0	5	9	14		0	0	1	1	83	4	1	0	88	83	4	6	10	103
Total	961	1208	1694	1635	5498	230	528	1798	2462	5018	186	97	94	152	529	1377	1833	3586	4249	11045

Independent living support includes (but is not exclusive to) eleven broad areas.

Table 3 shows that around three quarters (77%) of the support involves welfare visits and tele-support and a not insignificant focus is on encouraging self-care in R&LWHS and ERHS.

It is notable that whilst 9% of support includes ordering and prescription collections and 4% essential shopping, the majority of this type of support is provided by RHS which is proportionally high, especially in comparison to ERHS. This may be a reflection of the 'custom and practice' within the service that originated and evolved from warden services, and that the rationale provides opportunities for welfare support (which if the case would be reported anyway). On enquiry, the local pharmacy in Rhayader does not provide home delivery of prescription services unlike Knighton.

Current Home Support services are registered with CIW¹⁷ so enabling responsive temporary personal/domestic care as a bridge (only) to more appropriate services. It would appear timely to determine whether CIW registration is required to provide effectively 'good neighbour' support and indeed clarify this intervention in relation to other services providing personal and domestic care and support as a core function.

The reporting of activity across the spectrum of independent living support provides an emerging picture, and is dependent on the staff confidence and competence both in terms of undertaking their roles and fully embracing the data management system.

¹⁷ At the time of publication, ERHS has applied for and is awaiting CIW registration.

The category ‘other’ is to record activity that falls outside of the eleven areas. The high numbers recorded by ERHS in Q1 is likely to be reflective of early reporting methods/changes in the data management record. Further scrutiny is required to determine the detail and subsequent action.

NB: The figures for Llanidloes are high in comparison to membership numbers as they are reflective of practice that continues to include three daily welfare visits/calls to 13 of the 26 service users (as part of the established Bodlondeb service) and would not usually be available in the wider community.

Table 4: Healthy Lifestyles and Wellbeing Support/Interventions (April 1st 2018 - March 31st 2019)

Locality	Rhayader & Llandrindod Wells					Llanidloes					East Radnor					Four Localities					
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	
Learning and occupational opportunities			0	3	3			0	0	0			0	0	0	0	0	0	0	3	3
Advice, information and referral in relation to home safety, extreme weather conditions, fire safety and assistive & digital technology			10	19	29			0	0	0			1	7	4	12	0	1	17	23	41
Support that promotes healthy living (Inc. ‘big 4’ interventions/falls prevention)			4	21	25			0	0	0			3	2	7	12	0	3	6	28	37
Support that helps to develop and/or maintain life skills			1	10	11			0	0	0			1	1	4	6	0	1	2	14	17
Proactive safe and well contact (visits/calls)			1	11	12			0	0	0			6	77	131	214	0	6	78	142	226
Support and referral to social groups and supportive networks			0	7	7			0	0	0			2	3	7	12	0	2	3	14	19
Newsletter			0	132	132			0	0	0			1	0	0	1	0	1	0	132	133
Total			16	203	219			0	0	0			14	90	153	257	0	14	106	356	476

The data returns on this table show an emerging picture of healthy lifestyles interventions. This is in part due to the revised service remit, definitions and reporting methods calling for proactive health interventions in relation to local strategic aims and ambitions, rather than a reflection of practices. Especially so in relation to RHS which has been delivering interventions along these lines for some years in the form of newsletters, safe and well checks, particularly in extreme weather conditions as well as via the social club that was established for home support members and is now run by them independently and on a regular basis.

The self-reported health and wellbeing data shown in the Personal Profiles below strongly indicates the need for proactive healthy lifestyle inventions, particularly in relation to exercise, falls prevention, diet and mental health. Further, the population data (indicated in the previous section) for all services areas shows around a third of the over 65’s population are lone households with figures projected to rise with the increase in ageing population – calling for innovative interventions to address social isolation and loneliness.

Table 5: Information, Advice and Assistance Support/Interventions (April 1st 2018 - March 31st 2019)

Locality	Rhayader & Llandrindod Wells					Llanidloes					East Radnor					Four Localities				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Information, advice and assistance intervention	21	4	4	0	29			0	3	3		30	18	22	70	21	34	22	25	102
About local services, activities and groups	0	5	27	24	56			0	11	11		5	23	23	51	0	10	50	58	118
Signposting and referral to local services, activities and groups	0	0	8	16	24			0	0	0		2	42	41	85	0	2	50	57	109
Assistance to access local services, activities and groups	21	9	39	40	109			0	14	14		37	83	86	206	21	46	122	140	329
Total																				

As with the previous table, Table 5 shows an emerging picture of information, advice and assistance interventions. It is arguably difficult to extrapolate this type of intervention as standalone as it is often inherent in all interventions. However, the data indicates that 31% of the support involves informing individuals about local services, 36% involves signposting and referral to local services and 33% includes assistance to access those services.

Unscheduled Support

Table 6: Total Emergency Call-outs (April 1st 2018 - March 31st 2019)

Locality	Rhayader & Llandrindod Wells					Llanidloes					East Radnor					Four Localities				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Total Emergency Callouts	0	0	28	41	69		1	0	62	63	0	1	5	18	24	0	2	33	121	156
Emergency call outs (not careline)	45	105	76	60	286		1	0	0	1	19	16	40	27	102	64	122	116	87	389
Emergency call outs (careline)						48		176	141	365						48	0	176	141	365
Emergency call outs (Bodlondeb)																				

Table 6 shows the number of emergency call-outs Home Support services responded to in one year. A call-out is defined as any emergency request for support that is over and above any planned/arranged support, in or out of office hours. Of the 545 call-outs, 71% were through the main Powys emergency care line company (Delta Wellbeing) where Home Support services are first responders, and 29% were with different emergency care-line companies or via the Home Support line during office hours.

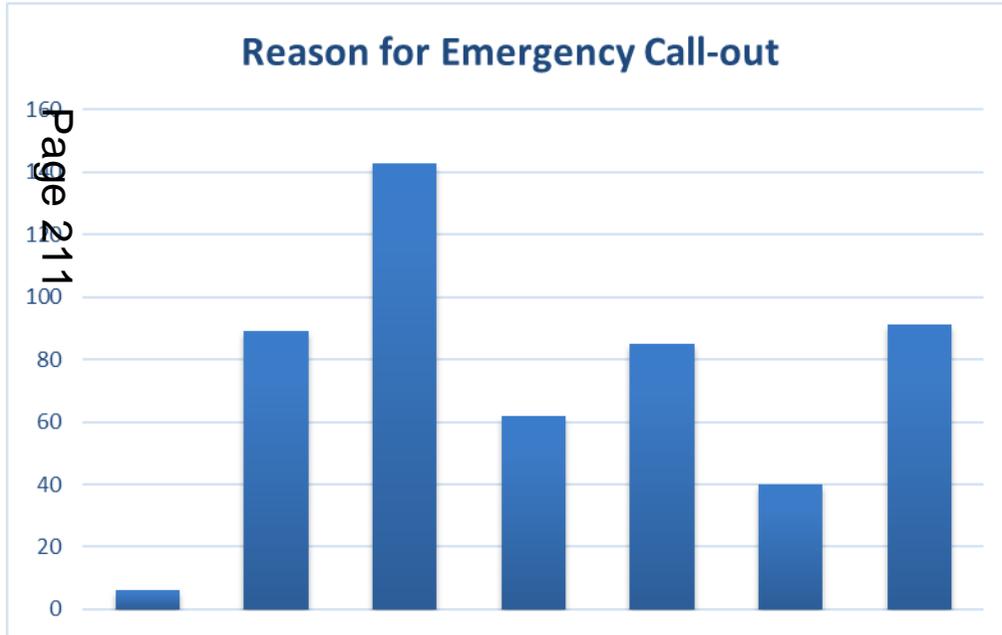
For the purposes of this report, the call-outs for Bodlondeb (365) are not included as they are specific to that service only. Data for RHS prior to this period is recorded in a different format and are available on request.

N.B. The blocked out sections highlighted yellow denote no returns.

Table 7: Reasons for Emergency Call-outs (April 1st 2018 - March 31st 2019)

Locality	Rhayader & Llandrindod Wells					Llanidloes					East Radnor					Four Localities				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Carer Absent	0	0	1	5	6	0	0	0	0	0	0	0	0	0	0	0	0	1	5	6
Fall	10	19	15	20	64	0	0	2	3	5	4	1	5	10	20	14	20	22	33	89
Practical Assistance	11	52	30	18	111	0	0	0	31	31	1	0	0	0	1	12	52	30	49	143
Health Need	7	14	10	13	44	0	0	0	5	5	6	0	1	6	13	13	14	11	24	62
Task Help	8	14	17	27	66	0	0	5	6	11	0	0	6	2	8	8	14	28	35	85
Unable to Contact	7	3	6	11	27	0	0	0	0	0	0	1	1	11	13	7	4	7	22	40
Other	2	4	4	3	13	48	0	0	22	70	8	0	0	0	8	58	4	4	25	91
Total	45	106	83	97	331	48	0	7	67	122	19	2	13	29	63	112	108	103	193	516

Chart 1: Reasons for Emergency Call-out (April 1st 2018 - March 31st 2019)



Nearly half (44%) of the emergency call-outs were to provide practical assistance/task help to an individual with 17% requiring assistance with a fall, 12% with support with a health need and staff were unable to contact the individual in 8% of call-outs.

NB. The reference to other is predominantly a response from Llanidloes, which is reflective of the nature of the call-outs for individuals living within Bodlondeb, so should be disregarded.

Table 8: Outcome if Service User Has Fallen (April 1st 2018 - March 31st 2019)

Locality	Rhayader & Llandrindod Wells					Llanidloes					East Radnor					Four Localities				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Used Manga Elk			16	19	35			0	2	2		0	13	6	19	0	0	29	27	56
Used Manga Camel			1	0	1			0	0	0		0	0	0	0	0	0	1	0	1
Ambulance called			1	5	6			2	1	3		1	3	1	5	0	1	6	7	14
Other			1	1	2			0	2	2		1	0	0	1	0	1	1	3	5
Total	0	0	19	25	44	0	0	2	5	7	0	2	16	7	25	0	2	37	37	76

Data reported is emerging due to its recent introduction as part of the revised DMR. However, the use of the Manga Elk/Camel to assist with a fall is evident in 75% of the call-outs, arguably inferring a diversion from emergency service escalations because of the home support services being called out and an appropriate referral to ambulance services (18%) when required.

NB: The assessment by the home support worker in response to a fall is based upon the Welsh Ambulance Services NHS Trust 'I Stumble' Practice Tool.

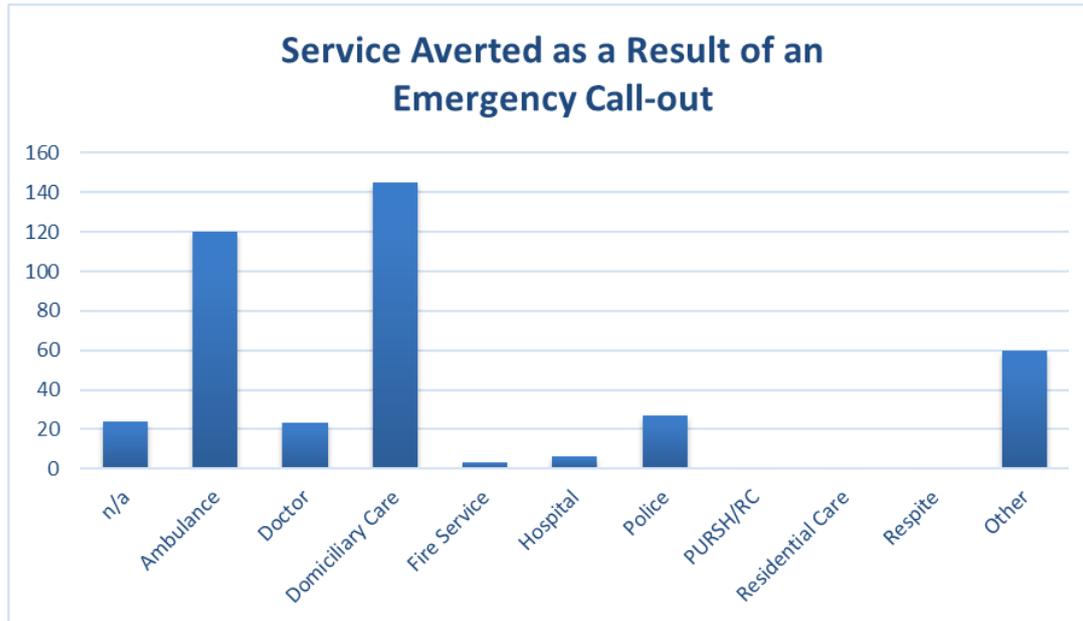
Table 9: Services Averted as a Result of an Emergency Call-out (April 1st 2018 - March 31st 2019)

Locality	Rhayader & Llandrindod Wells					Llanidloes					East Radnor					Four Localities				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
n/a	8	7	0	1	16			2	2	2	0	1	0	3	4	8	8	2	6	24
Ambulance	8	21	17	22	68			1	5	1	4	0	20	22	46	12	21	38	49	120
Doctor	5	5	2	3	15			0	0	0	6	0	0	2	8	11	5	2	5	23
Domiciliary Care	6	62	30	41	139			4	0	4	0	0	2	0	2	6	62	36	41	145
Fire Service	1	1	0	1	3			0	0	0	0	0	0	0	0	1	1	0	1	3
Hospital	0	0	4	2	6			0	0	0	0	0	0	0	0	0	0	4	2	6
Police	4	5	5	12	26			0	0	0	0	0	1	0	1	4	5	6	12	27
PURSH/RC	0	0	0	0	0			0	0	0	0	0	0	1	1	0	0	0	1	1
Residential Care	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0	0
Respite	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0	0
Other	11	5	22	3	41			0	0	0	9	0	7	3	19	20	5	29	6	60
Total	43	106	80	85	314	0	0	0	7	7	19	1	30	31	81	62	107	63	123	355

Table 9 and Chart 2 below show the number and type of services averted because of an emergency call-out from home support services. The total number of reported aversions was 355 of the 516 total emergency call-outs from April to December 2018. These include 41% aversions from domiciliary care, 34% from the ambulance services, 8% from police services and 7% from the GP.

The 'aversions' recorded are reflective of and dependent on staff's understanding and their assessment of the most likely service averted.

Chart 2: Services Averted as a Result of an Emergency Call-out (April 1st 2018 - March 31st 2019)



The data shown in relation to unscheduled care shows some interesting outcome, but does reinforce the need for reporting to be supported by clear service definitions, consistent recording practices alongside some specific case studies providing practice examples.

Unit costs for each of the services (including home support) have been identified for the purposes of this report.¹⁸ Whilst not in a position to provide a true financial cost, (and so cost avoidance/savings) and consequent return on investment by the aversion of services, the data does appear to support emerging indications of not insubstantial returns as shown in Table 10 below. It is also of note that this information concurs with the 2013 RHS Evaluation (Institute of Rural Health) which was based on four detailed case analyses.¹⁹

Table 10: Indicative Cost Avoidances

Service	HS Call-outs/ Interventions	Cost	Cost Avoidance	Income Generation
Home Support		TBC		
Ambulance	120	£238 per call out	28,560	0
Doctor	23	£242 (Q) HRLY Rate. AV Call-out = 1HR	£5,566	0
Domiciliary Care	145	£15.52 AV HRLY rate for independent Sector. AV Call-out 2hrs = 290 HRS	£4,500.80	0
Hospital	3		Unknown	0
Fire Service	6	AV £300 per engine and 23 min call-out	£1,800	0
Police	27	More detail required (101/999 response required?)	Unknown	0
Prescription Delivery	999	Pharmacy Charges: £1 per delivery	£999	0
PURSH/RC	1		Unknown	0
Residential	0		0	0
Careline Install	126	£25/£30	0	£3,150/£3,780
Careline Rental	126	£198.32/£238 PA	0	£24,988.32/£29,988

¹⁸ See Appendix Five

¹⁹ The Provision of Integrated Care in a Rural Community - an Evaluation of Rhyader Home Support Scheme. Final Draft Report 2013. Carol Jarrett, Fiona Williams and Leo Lewis. Institute of Rural Health. Commissioned Rural Health Plan Innovation Project: Report for the Welsh Government.

Table 11: Service Administration Overview (April 1st 2018 - March 31st 2019)

Service Overview	Rhayader & Llanddrindod Wells	Llanidloes	East Radnor
Assessments	29		174
New Referrals	17	36	174
Referral Data Reported	28		85
Home Support Plans	18		174
Personal Profiles	24	3	149
Service User/Carer Questionnaires	24	2	57
Reviews	9		17
Case Closures	8		15
Complaints	0	1	0
Compliments	2	2	13
Incidents	0		0
Adult Protection Referral	2		0
Carers Assessment Referral	2		15
Newsletters	4 P/A		1P/A
Case File Review	1	2	2
Case Studies	10	0	8

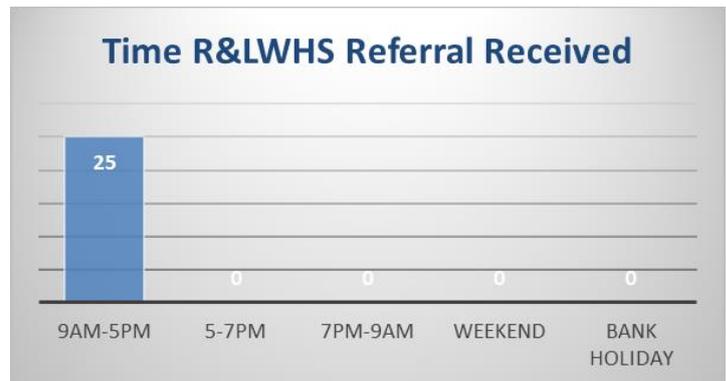
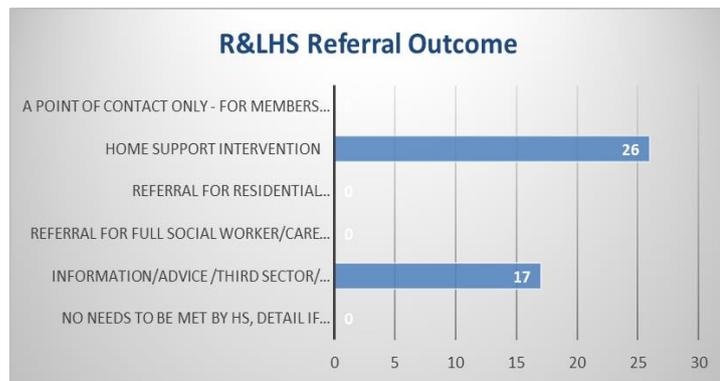
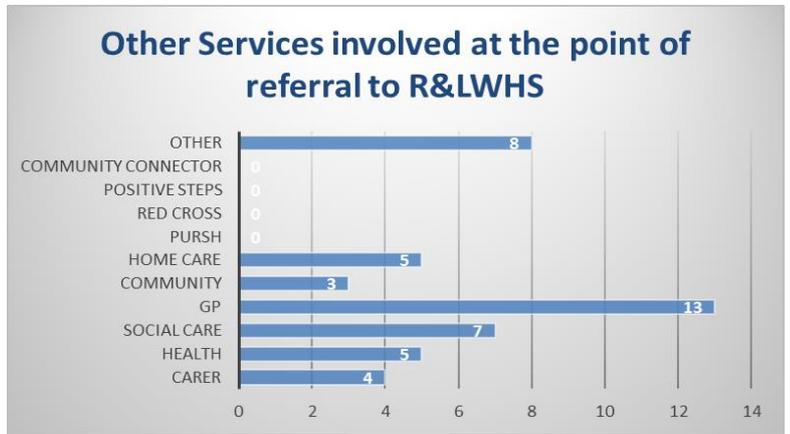
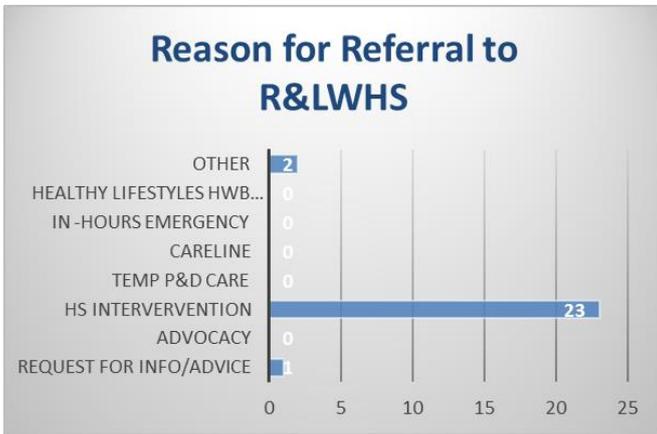
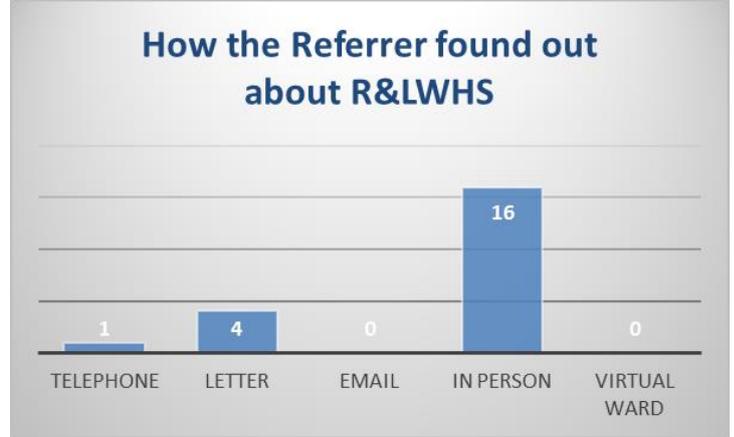
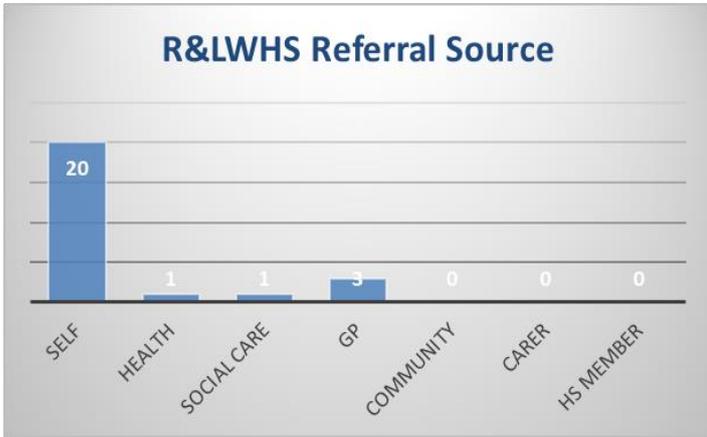
Table 10 shows a broad overview of casework and service administration.

As highlighted on page 43 below, the project has also included the revision of the service specification and service recording and documentation. This has involved the workforce learning and implementing the updated/new processes and documentation across all the service areas affecting time allocation and management. This has been compounded within the PCC service areas as the teams have also been required to implement revised CIW practices which have yet to be fully integrated with the revised Home Support processes meaning there is duplication regarding reporting, governance, and recording outcomes.

Referral Activity (April 1st 2018 - March 31st 2019)

Charts 3-10: Rhayader and Llandrindod Wells Home Support

Referral Activity Reported	28 (13%)
Total Membership	225

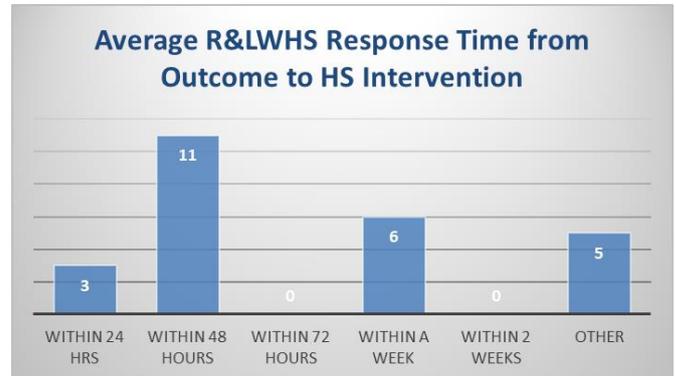
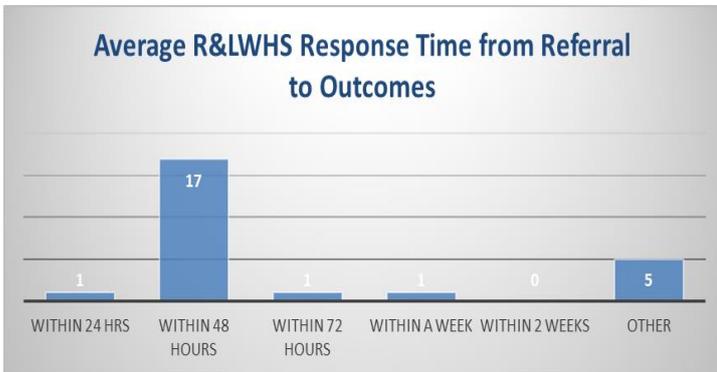


Referral information is based on 13% of RHS and LWHS membership. The caseload of RHS was established prior to April 2018, so only new referrals have been reported. This would suggest that the 28 referrals predominantly relate to LWHS – although this is unclear.

Charts 4 and 5 above show that most people self-referred and heard about the service via word of mouth/in-person, requesting and receiving a home support intervention as an outcome. Half of the referrers also received information and advice about other services.

Chart 6 shows the involvement of other services involved with individuals being referred to home support across health and social care and less so informal carers or community support.

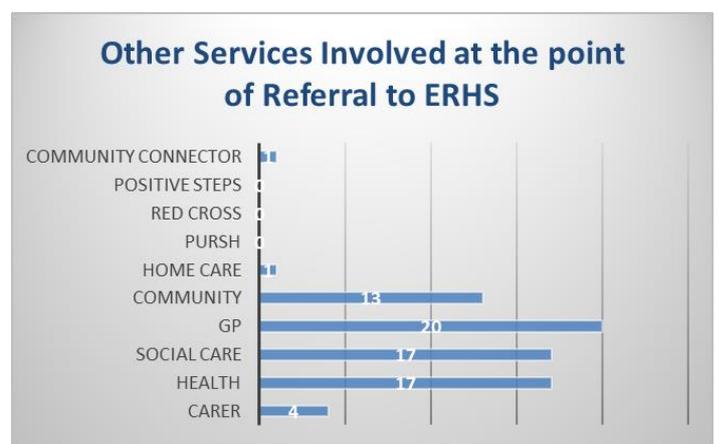
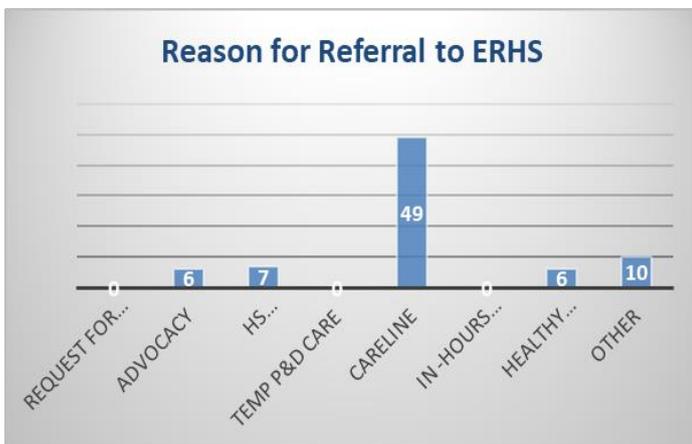
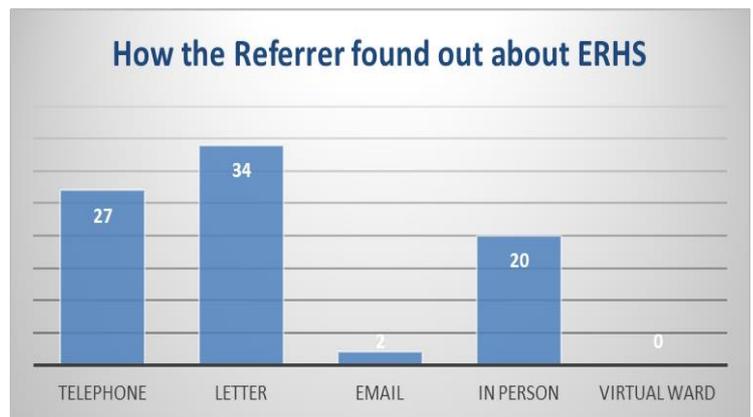
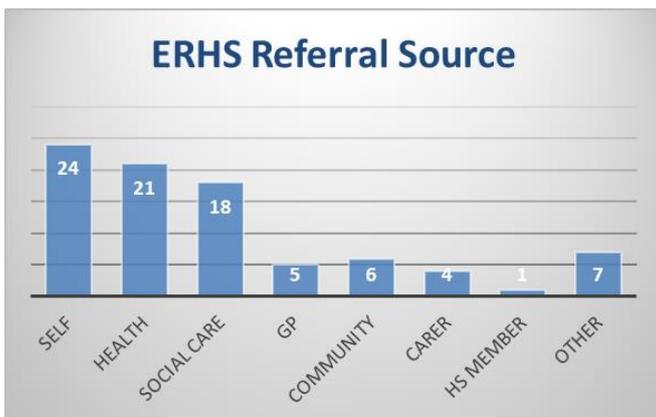
Charts 8-10 show that all referrals were received within usual office hours (9am – 5pm). 72% of referrals were responded to within 48 hours with 56% receiving a service within the same time period and 24% within a week.



Further analysis (and revised recording options) is required to understand the reason why a quarter of response times were recorded as 'other' and not within the timeframes provided.

Charts 11-19 East Radnor Home Support

Referral Activity Returns	85 (49%)
Total Membership	174



Referral information is based on 49% of the ERHS membership. As the service commenced in Feb/April 2018, it is unclear why there is not a full return on data. However, the returns do indicate an emerging picture of referral activity.

Chart 11 shows that referrals to ERHS were from three main sources including self (28%), social care (21%), health (25%), with GP and community referrals at 6% and 7% respectively. In addition, chart 12 shows that 41% of all referrers found out about ERHS via letter, with third via telephone and a fifth in person.

Chart 13 shows that 63% of referrals were made regarding care alarms, with 10% for a home support intervention and 8% relating to the need for advocacy. The numbers of enquiries regarding care alarms is just under the actual numbers of emergency care lines fitted (49 initial enquiries to 58 fitted. See Table 2 above), indicating that TEC information and advice was given and acted upon following the initial referral. Four referrals were made for support as bridge to community care packages.

Chart 14 shows the involvement of other services involved with individuals referred to home support across general practices, health and social care and informal carers and community support. It is not genuinely possible to show that individuals' independence and ability to stay at home is a direct and singular result of home support services. Improved recording at the point of intervention regarding the involvement of other services would be desirable. This would help to help determine whether Home support services were additional to people's support or used as an alternative.

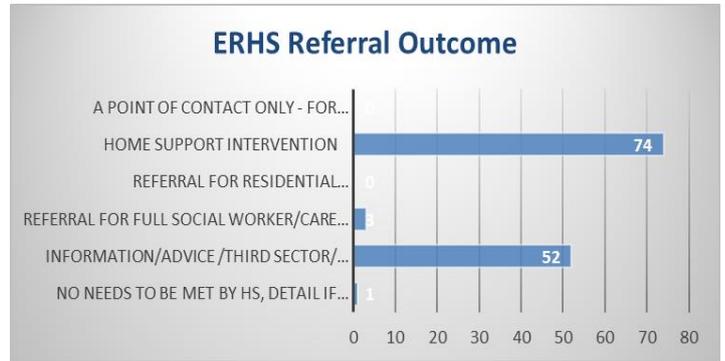
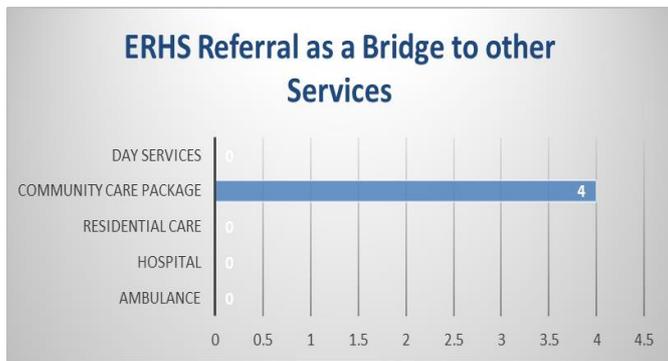


Chart 16 above shows that 87% of individuals received a home support intervention as an outcome and 61% received information and advice about other services.

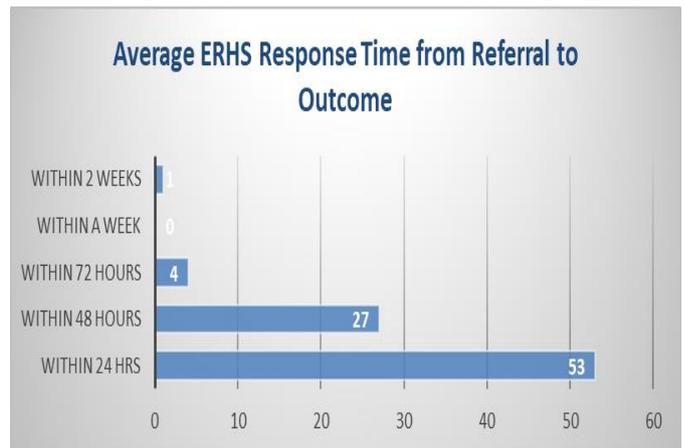
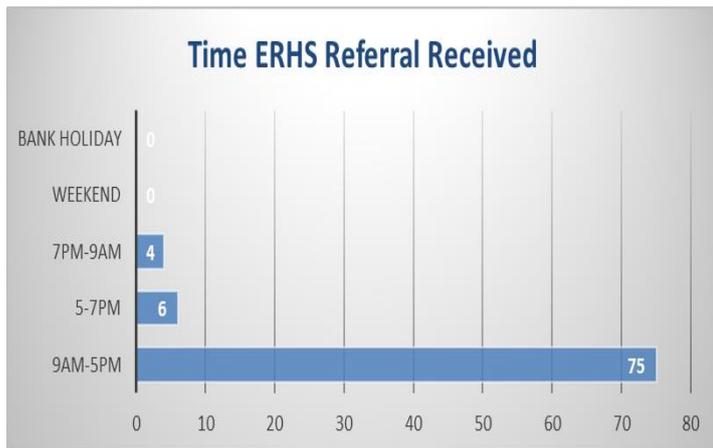
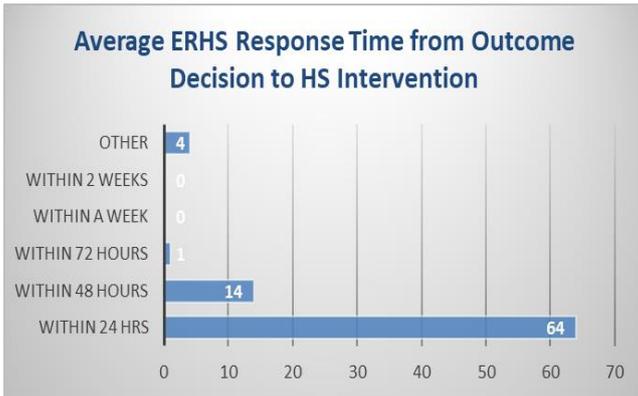


Chart 17 shows that the majority of referrals were received within usual office hours (9am – 5pm), and Chart 18 shows that of the 85 referrals, 94% of referrals were responded to within 48 hours with 62% of those within 24 hours.



Charts 19 shows that 82 % of individuals received a service within 48 hours, 74% of those within 24hrs.

Service User Profiles (April 1st 2018 - March 31st 2019)

The personal profiles were developed to support consistent data collection requirements with the Social Services and Wellbeing Act core data set, and more crucially to support robust and specific data collection relating to home support and consequently help deliver and develop core service objectives and outcomes relating to promoting independence, health and wellbeing (including healthy lifestyles), and helping to reduce isolation and loneliness.

Personal profiles can be completed with the service users at any point in their membership, but are invariably completed and are of particular significance at the point of assessment and/or review or change in individuals' circumstances.

The profiles are pertinent on an individual and service basis in terms of support planning and service development respectively. And, when presented alongside other service areas, the data does indicate some common/recurring themes across the project and grounds for action.

Charts 20-35: Rhayader and Llandrindod Wells Home Support Service User Profiles

Personal Profile Returns	24 (11%)
Total Membership	225

Data for this report is based on 24 completed profiles that is around 11% of the total R&LWHS membership. This is a small data sample, and likely based on the referrals to LWHS as a new service rather than RHS, which would be better qualified by returns relating to RHS specifically and including all RHS members.

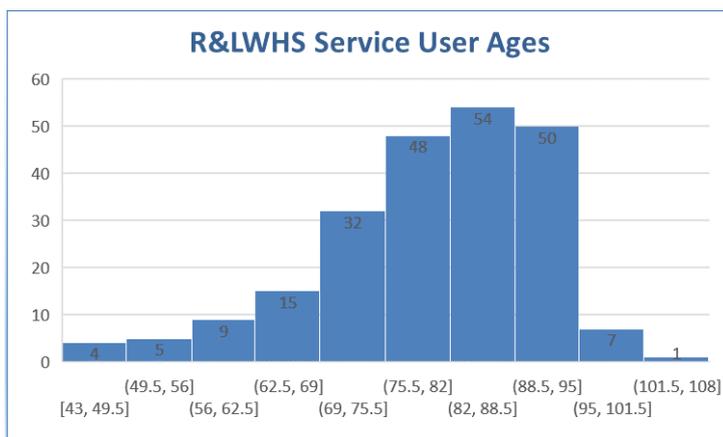
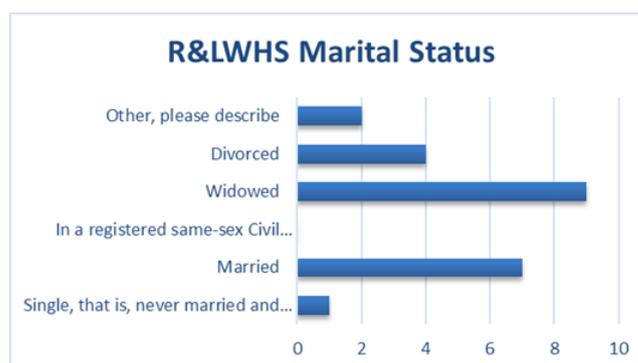
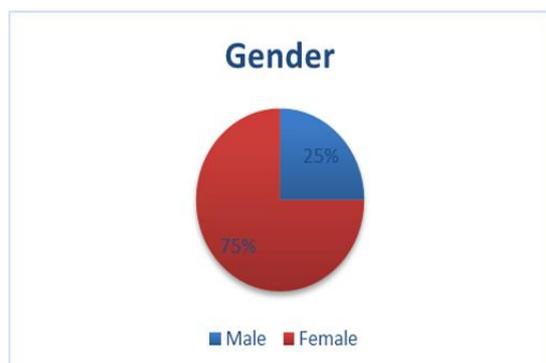


Chart 20 is based on the whole membership of 225, and shows the age and age range of service users with (89%) being 65+, of which 40% are 85+. The age of individuals is their rounded down age on 31/03/2019.

Chart 21 and subsequent Charts are based on the personal profile returns that are approximately 11% of the total membership. Three quarters of the recorded membership are female; 58% are widowed, divorced or single.



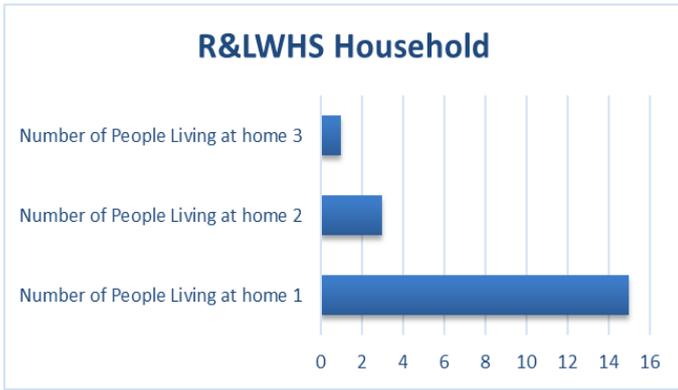
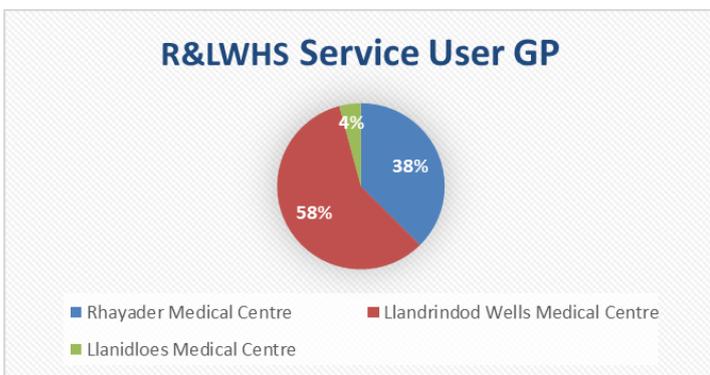


Chart 23 shows that 58% of individuals recorded live alone.

Chart 24 below, shows that nearly two thirds of the service users are registered with the Llandrindod Wells Medical Practice. This indicates the likelihood that the data returns are based on referrals to the pilot there.



The profiles also show that 100% of service users were reported as English, white and English speaking and heterosexual, with 54% recorded as Christian (all denominations), and 13% of no religion.

Charts 25 – 34 below show self-reported information relating to the physical and mental health and wellbeing of service users. Individuals were able to report up to three conditions in relation to their physical and mental health. Chart 25 shows that anxiety is the highest reported mental health condition, with depression and bereavement reported in a third of service users. Based on the numbers of 'other' returns, it would be pertinent to extend the options and so help provide more information (and consequential response) on the mental health of service users. N.B. A review of the full membership recorded 8 individuals reported as having dementia and 9 recorded as experiencing memory problems.

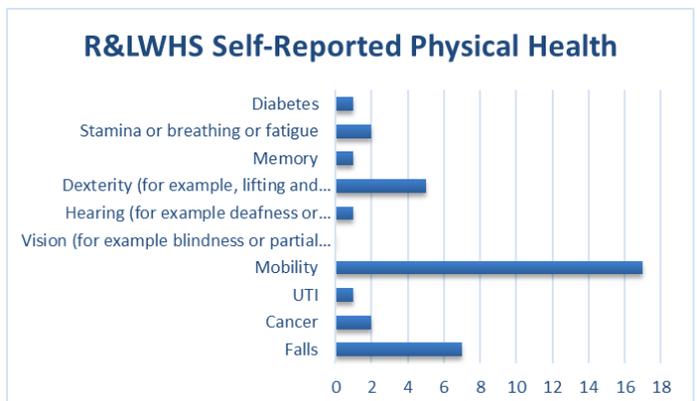
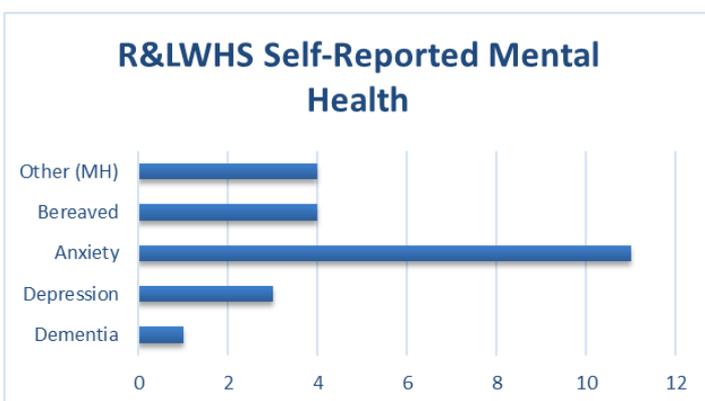
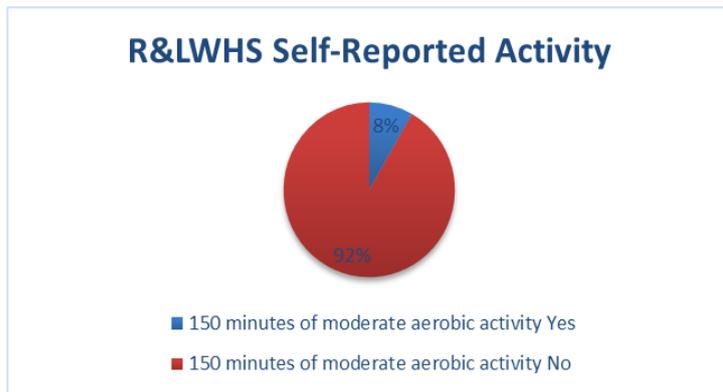
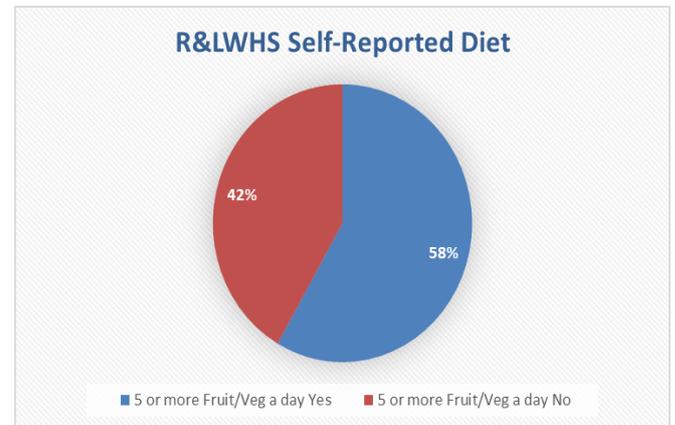
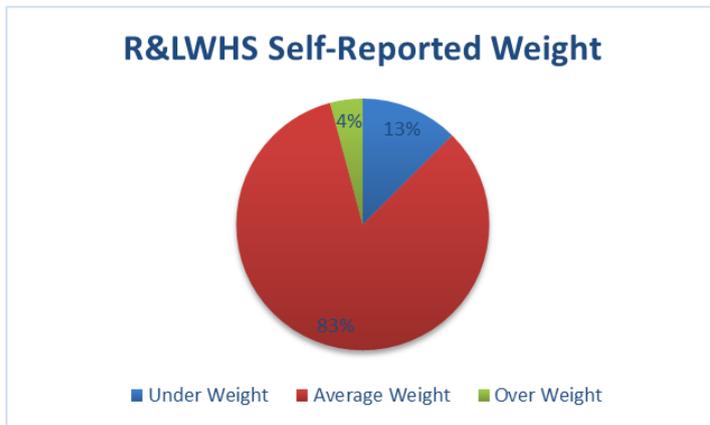


Chart 26 above, indicates that mobility is a key health issue for individuals (71%) with nearly a third expressing concern regarding falls. It is interesting to note whether this has any correlation to the self-reported activity in

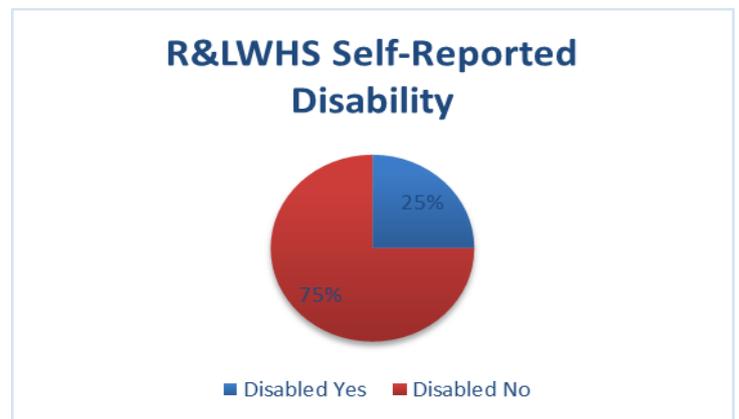
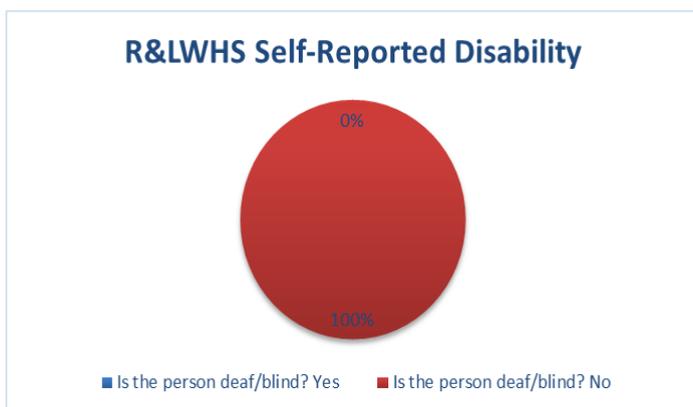
Charts 27 and 28 below, where 92% of individuals said they did not do the recommended 150 minutes of moderate aerobic activity per week, and all said they did not do strength exercises on two or more days a week.



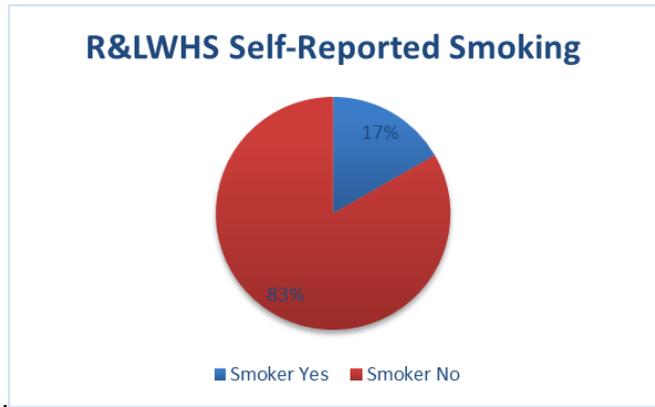
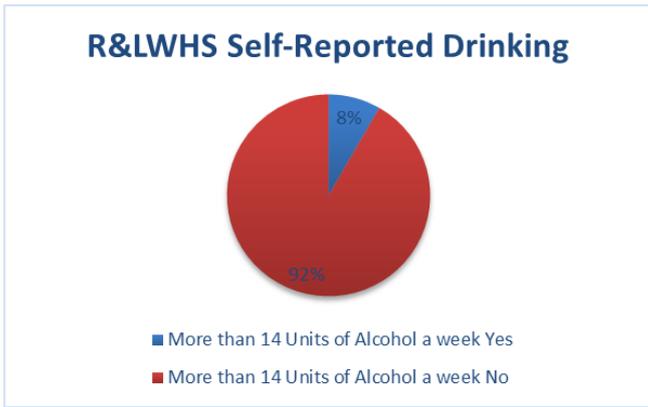
Charts 29 and 30 below show that 83% of individuals report to being of average weight with 58% stating they eat the recommended five or more fruit and vegetables a day.



Charts 31 and 32 below shows that 75% of service users reported as being disabled which may relate to individuals' responses regarding mobility and exercise above. No services users reported being deaf or blind, although a hearing impairment was reported on an earlier question.



All service users reported that they drank within the recommended 14 units of alcohol a week, and 17% of individuals reported that they were smokers.



Information drawn from both the personal profiles above, and in respect of the nature of the emergency call-outs relating to falls and use of the Manga Elks/Camels shown in the previous section, has indicated opportunities for further exploration and consideration in both in terms of the type and nature of home support interventions - particularly regarding mental health, physical activity, fall prevention and healthy lifestyles promotion and interventions.

Charts 35-50: East Radnor Home Support Service User Profiles

Personal Profile Returns	149 (86%)
Total Membership	174

Data for this report is based on a high return of personal profiles. This provides a significant insight into the specific profiles and views, and potential needs and support of/required by individuals using the home support service both in the Presteigne and Knighton and within Powys when compared alongside the R&LWHS profiles in particular.

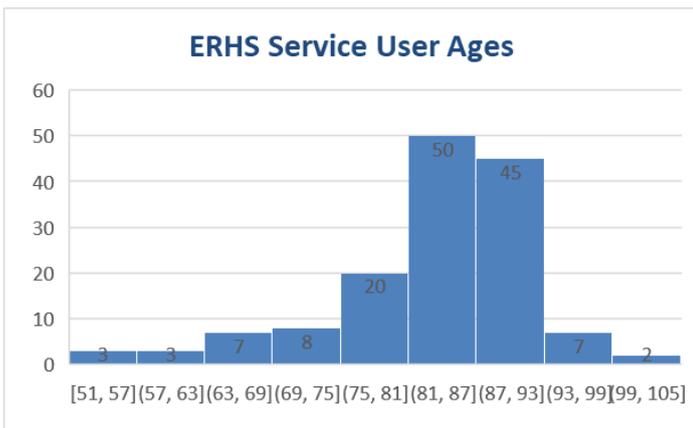
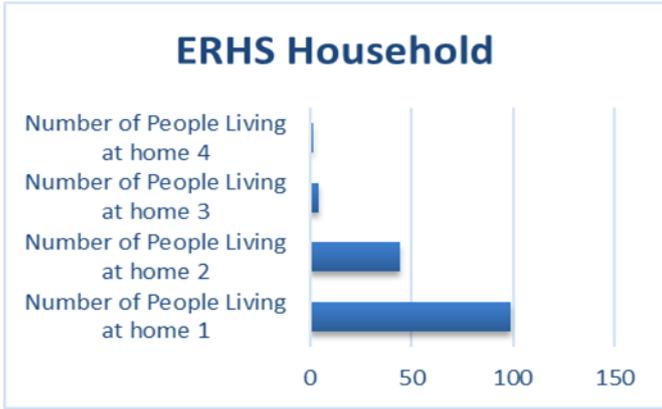


Chart 35 shows the age and age range of service users with 138 being 65+ (93%) and 73 (46%) being 85+. The age of individuals is their rounded down age on 31/03/2019.



Charts 36–38 show that around two thirds of ERHS service users are female; 15% are widowed or single with 66% of service users living alone and 30% living in a two-person household.

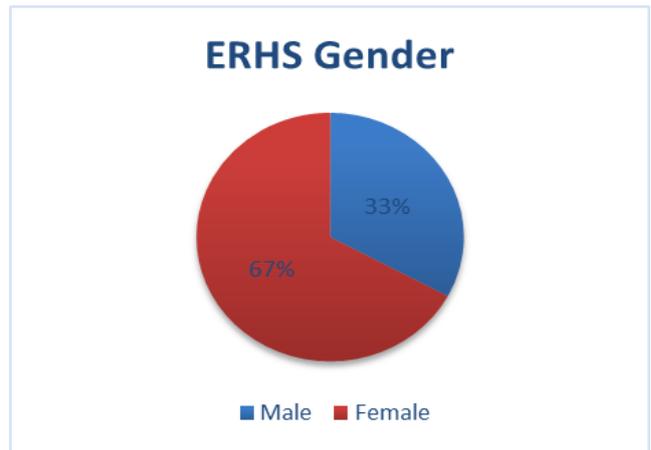
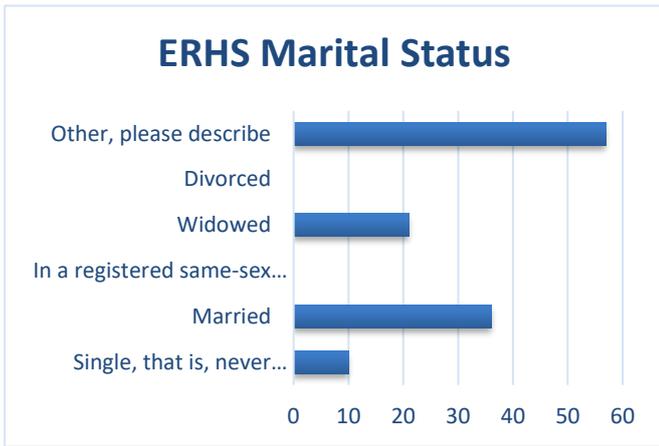
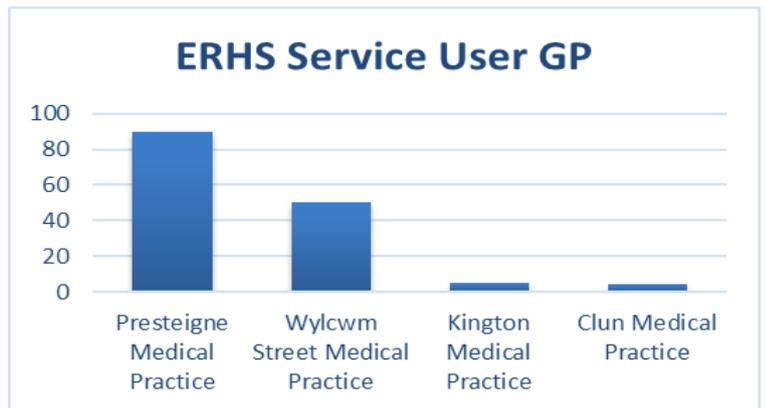
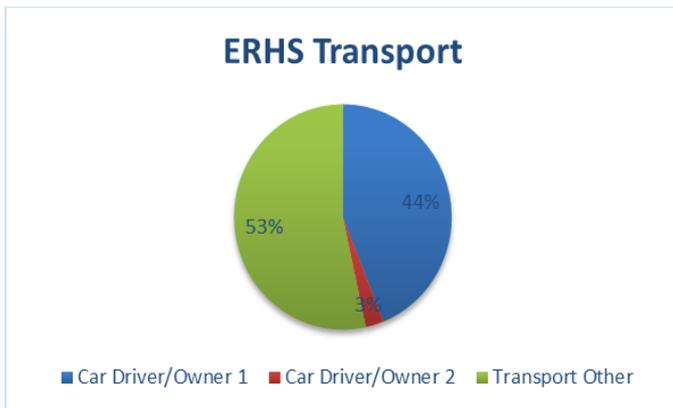


Chart 39 below indicates further detail is indicated with reference to transport, although 44% of service users report that they own a car and they can drive.

Chart 40 shows that of the total ERHS membership, 60% of the service users are registered with the Presteigne Medical Practice and 34% with Wylcwm Street Medical Practice.

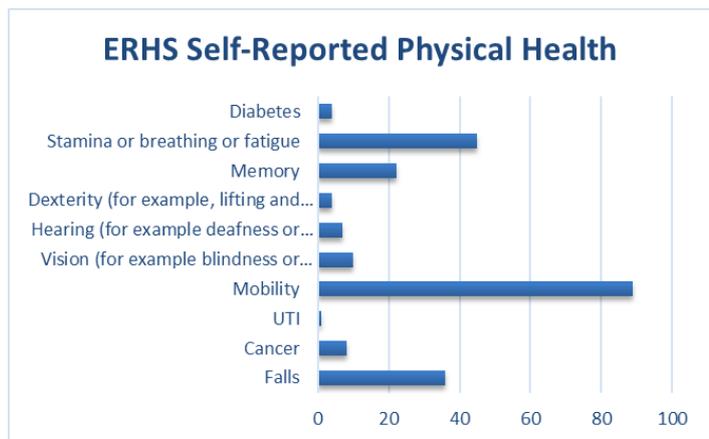


The profiles have also shown that 100% of service users are reported as English, white and English speaking, 97% heterosexual and with 75% recorded as Christian (all denominations), and 22% of no religion.

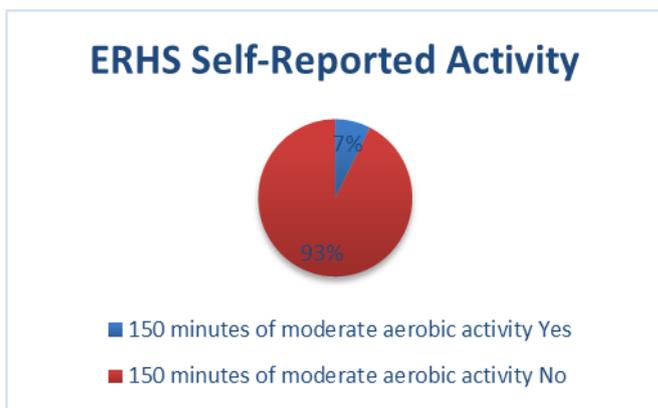
The following ten charts show self-reported information relating to the physical and mental health and wellbeing of service users. Individuals were able to report up to three conditions in relation to their physical and mental health.

Chart 41 shows reference to depression and anxiety (8%) and bereavement (6%) and dementia (9%) relating to around 23% of service users. However, based on the numbers of 'other' returns, it would be pertinent to extend the options and so help provide more information (and consequential response) on the mental health of service users. N.B. A review of the full membership recorded 13 individuals reported as having dementia and 20 recorded as experiencing memory problems.

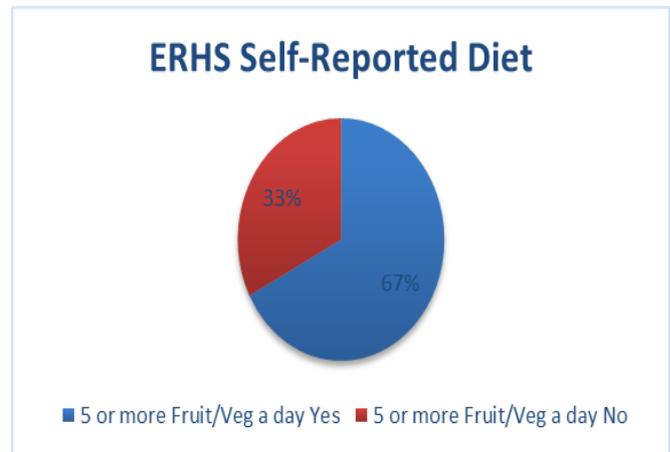
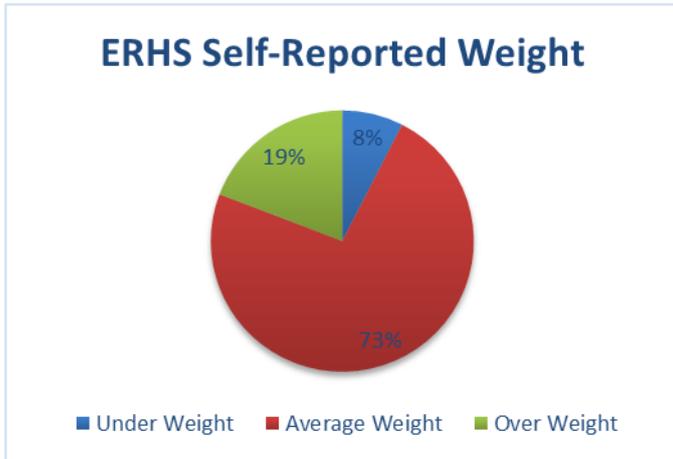
Chart 42 indicates that mobility is a key health issue for individuals (60%) with about a quarter expressing concern regarding falls, 30% reported issues relating to stamina, breathing and/or fatigue with 15% highlighting problems with memory.



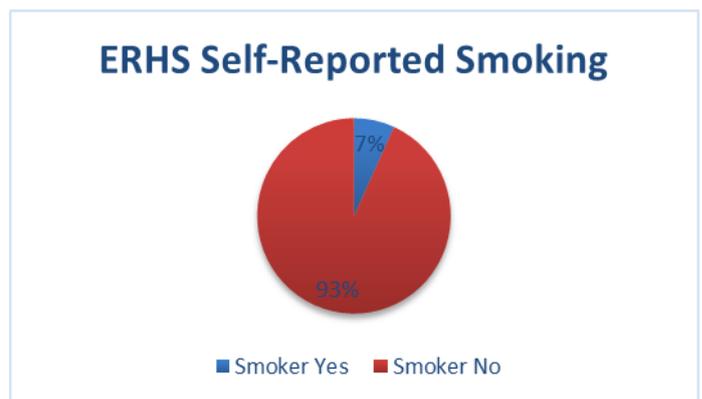
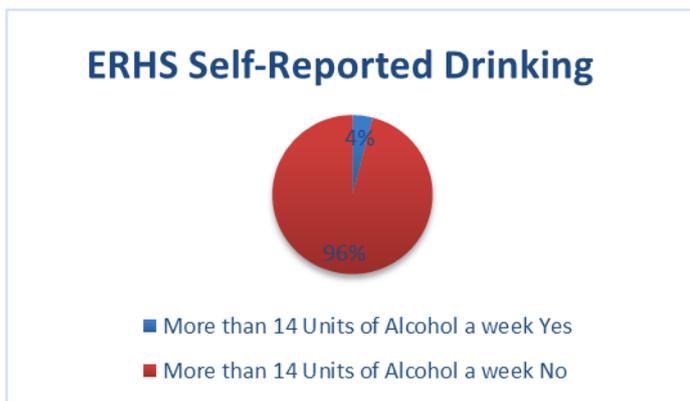
As with R&LWHS, it is interesting to note whether the self-reported physical health has any correlation to the self-reported activity in Charts 43 and 44 below. Here 93% of individuals said they did not do the recommended 150 minutes of moderate aerobic activity per week, and as with R&LWHS, all said they did not do strength exercises on two or more days a week.



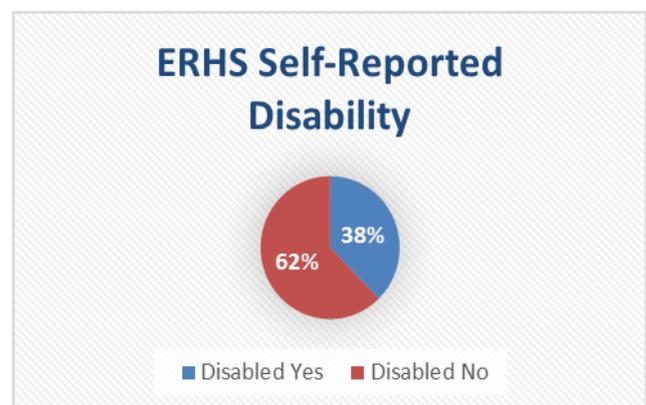
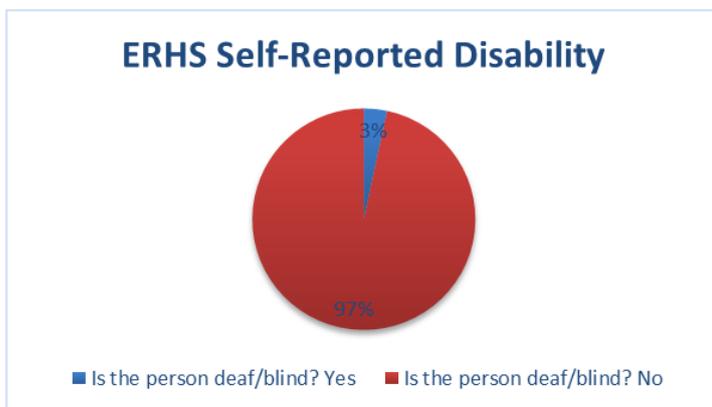
Charts 45 and 46 below show that 73% of individuals report to being of average weight and 19% being overweight, with 67% stating they eat the recommended five or more fruit and vegetables a day.



Data on Charts 47 and 48 shows that 96% of service users reported that they drank within the recommended 14 units of alcohol a week, and 7% of individuals reported that they were smokers.



Charts 49 and 50 show that 3% of services users reported being deaf or blind, and that 62% of service users reported as being disabled which may be correlated to their responses relating to mobility and exercise above.



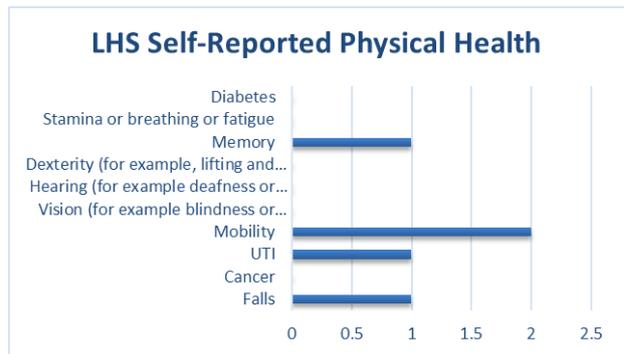
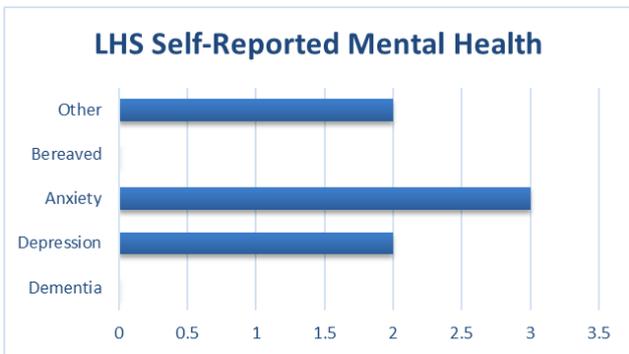
As with R&LWHS, information drawn from the personal profiles above and in respect of the nature of the emergency call-outs relating to falls and use of the Manga Elks/Camels shown in the previous section, has indicated some clear opportunities for further exploration and consideration in both in terms of the type and nature of home support interventions - particularly regarding mental health, physical activity, fall prevention and healthy lifestyles promotion and interventions.

Charts 51-58: Llanidloes Home Support Service User Profiles

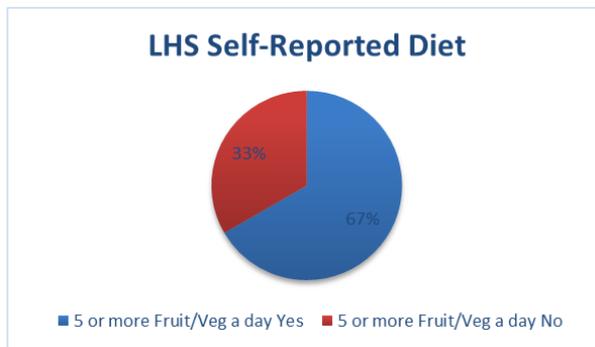
Personal Profile Returns	3 (8%)
Total Membership	36

Returns from LHS are too small a data sample for meaningful local use or comparison across the service areas and are reflective of the service challenges highlighted in Section 6 above. The data can/does, however, have individual resonance outside of this report in terms of personalised care and support planning.

Chart 51 indicates all service users self-reported anxiety and with two of the three respondents stating depression as a mental health concern. Notably, mobility and falls feature in the self-reported physical health data, including reference to memory concerns (1).



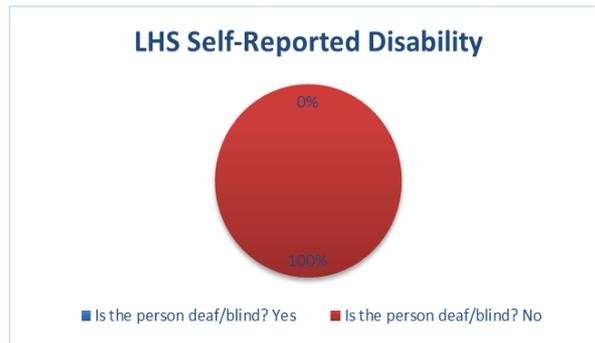
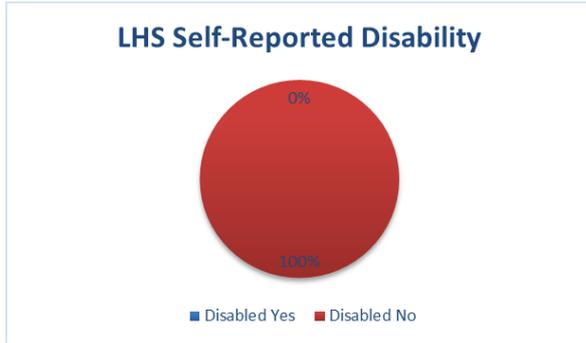
Charts 53 and 54 show that two of the three individuals report to being of average weight and stating they eat the recommended five or more fruit and vegetables a day, and a one of the three reporting that they were under-weight.



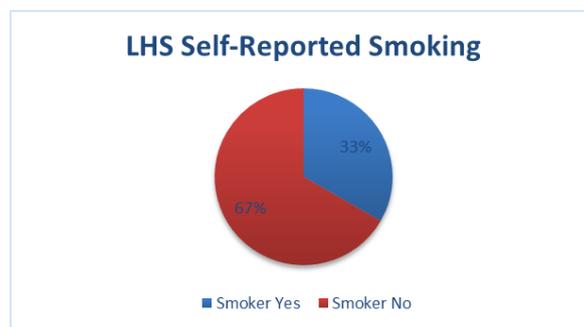
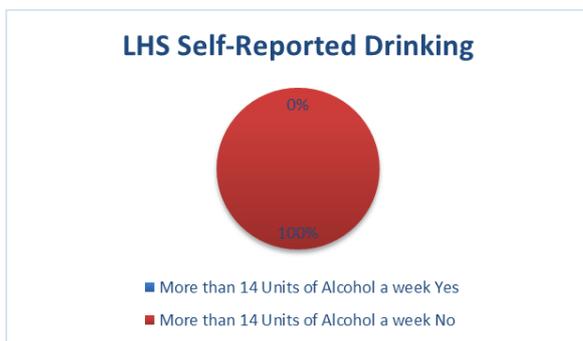
Charts 55 and 56 show that all of individuals said they did not do the recommended 150 minutes of moderate aerobic activity per week, and as with R&LWHS, nor did they do strength exercises on two or more days a week.



Charts 57 and 58 shows that all of service users reported as not being disabled or being blind or deaf.



Data in Chart 59 and 60 shows that all of the service users reported that they drank within the recommended 14 units of alcohol a week, and one of the three individuals reported that they smoked.



English/White	2
Welsh/White	1
English Speaking	2
Welsh Speaking	1
Living Alone	3
Car Driver/Owner	1
Other Religion	3
GP Practice	3@ Llanidloes Medical Practice
Age	(68/74/97)
Single	1
Widowed	1

If/when the service challenges are addressed (as highlighted in the recommendations), it would be anticipated that full data reporting and collation would provide an individual and service profile appropriate to Llanidloes.

Service User Outcomes and Feedback (April 1st 2018 - March 31st 2019)

Snap Shop Questionnaires

The snap shot questionnaire was developed alongside the revision of the Home Support service specification and development of outcomes. The aim of the questionnaire is to show the impact of the service and the effect and benefits it has on people’s lives, and to help understand what matters to individuals and ensure transparency around expectations and experiences.

The questionnaire was designed to be completed with the service users (there are also specific ones for carers) at any point in their membership. The questionnaire was initially developed as a pre and post intervention tool to ask people to say what, if any, impact their support has had on various aspects of their life. Having said this, they have been mostly completed and are of particular significance at the point of assessment and at case review or with a change in individuals’ circumstances.

Each question aligns closely with the strategic framework including the domains of wellbeing set out in the Social Service and Wellbeing Act (Wales) (2014). Respondents are asked to rate the impact of their support, saying for each area of life that we ask about, whether they: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

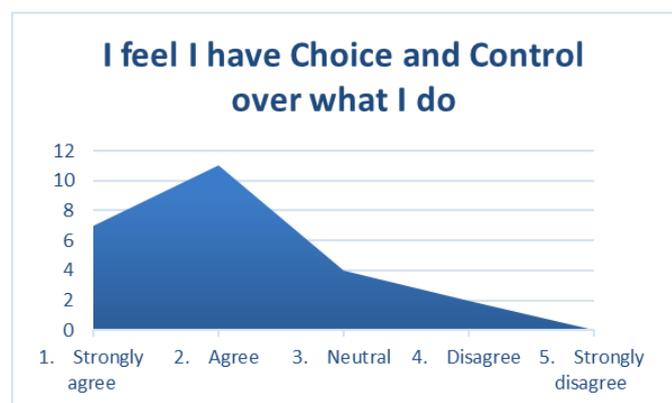
A focus group questionnaire has also been produced with a view to collecting feedback from a group of individuals. This is a more detailed questionnaire reflective of all the Home Support service user and carer outcomes intended for annual completion.

The questionnaire is pertinent on an individual and service basis in terms of support planning and local service development respectively. And, when presented alongside key service areas, the data does indicate some common/recurring themes across the project and grounds for action.

Charts 61-66: Rhayader and Llandrindod Wells Home Support Service User Outcomes

Snap Shot Questionnaire Returns	24 (11%)
Total Membership	225

The questionnaires completed were for individuals newly referred to Home Support. Chart 61 shows that most (63%) individuals felt they have a good quality of life. Three quarters said that they felt they had choice and control over what they do (Chart 62). It is anticipated that those reporting a neutral to strong disagreement will prompt opportunities for conversation about why they may disagree and what if anything could be done to change their experience positively.



Charts 63 and 64 indicates that most of the respondents felt involved in addressing what mattered to them and have access to information, advice and assistance when they needed it, with two saying they disagreed with both of these statements.

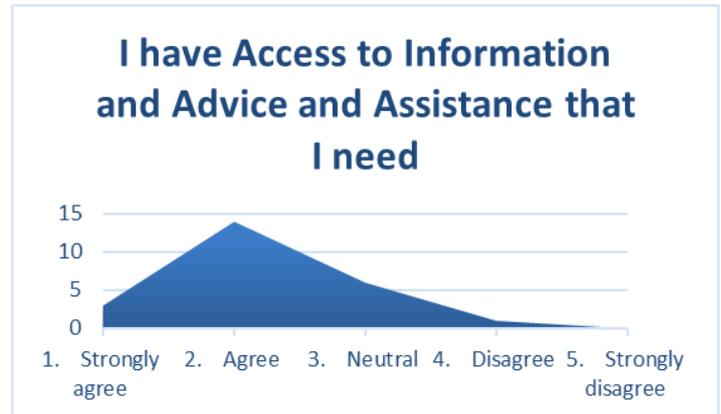
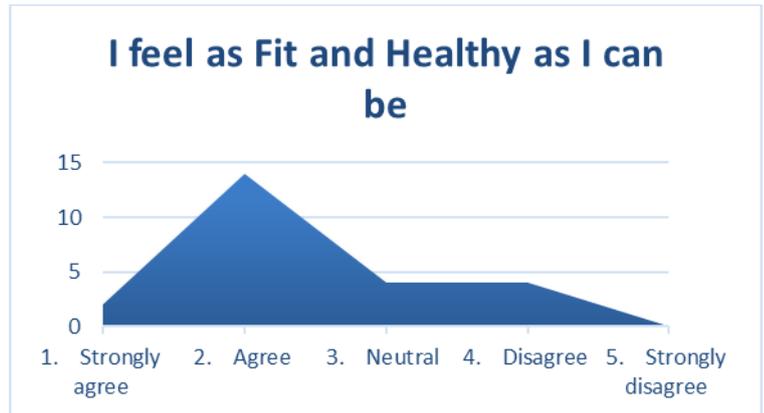
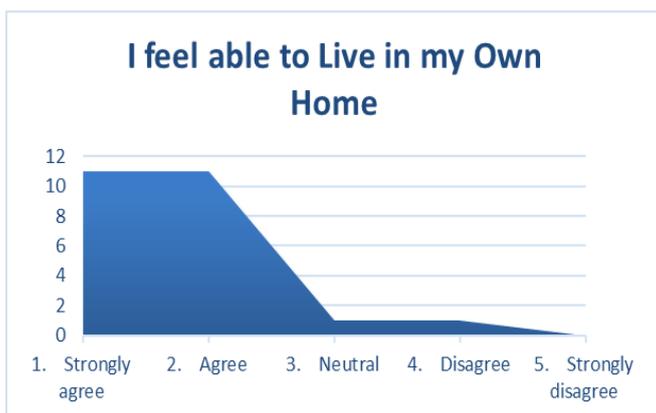


Chart 65 shows that 2 of the 24 individuals felt neutral or disagreed about being able to live in their own home. Chart 66 shows that a third of the respondents felt the same in relation to feeling as fit and healthy as they could be. Both responses give opportunities in terms of home support interventions and signposting to other services, particularly in relation to individual’s health and fitness.



It would appear that questionnaires have not been completed with service users at review, which would have highlighted their views and experiences more specifically about and a reflection of home support services.

As a recommendation from the interim evaluation report, the questionnaire has been revised. Therefore, with effect from April 1st 2019, there is one questionnaire only, which can be completed at any point during an individual’s membership of the service, and, routinely within review.

Rhayader and Llandrindod Wells Home Support Service User Feedback

Alongside the questionnaires, the following feedback is a sample of the some of the views of service users and carers highlighting the strength of feeling and value placed upon the Rhayader service. Feedback has been obtained from compliments, comments and case studies.

“Thank you all so much for all that you did to support (my husband and I) through the challenges for his last 12 months. We are so lucky to have home support in Rhayader, you’re very prompt, cheerful and professional help at times when we were in great need and exhausted was priceless. You are such a friendly and enormously competent team with extensive local knowledge and a magic touch. Thank you.”
(Service User)

“Thank you so much for all your care & rapid reposes with grateful thanks.”
(Service User)

“Just taking a moment to thank you ALL so much for EVERTTHING you did. You made a difficult period so much more bearable.”
(Service User)

I would like to say a huge thank you to Rhayader support team for the help we received yesterday and peace of mind in knowing that I couldn’t get to my mother quick enough. You went out of your way beyond your duties and I am sincerely grateful. Rhayader has an amazing support team and nobody knows how important you are to our community unless they needed your assistance, how lucky Rhayader is to have you! Thank you so much from the bottom of my heart and reassuring my very frightened Mother.
(Carer)

We cannot thank you enough for the support you have provided for my father it has made a great difference to his quality of life. Thank you.
(Carer)

Thank you all so much for your kind support and for such a special and valuable service. We are so lucky to have you. (Service User)

We couldn’t have got through this last year without your never ending support Thank you.
(Service User)

Charts 67-72: East Radnor Home Support Service User Outcomes

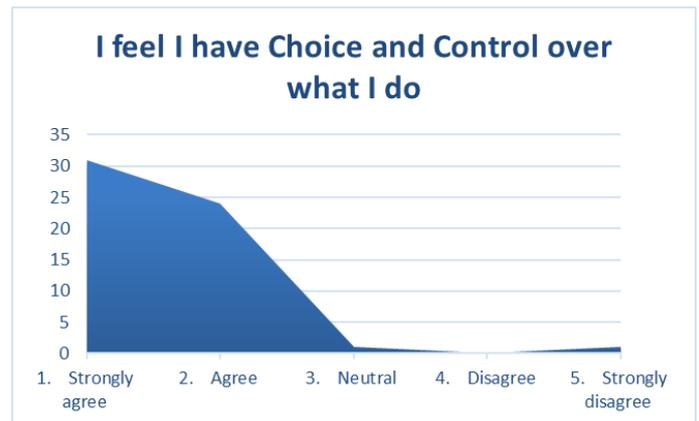
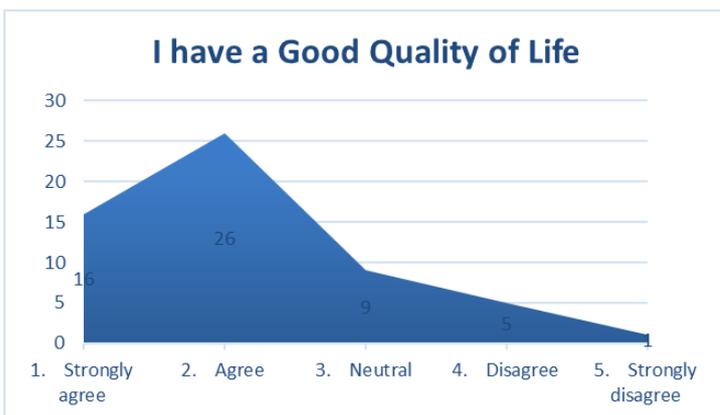
Snap Shot Questionnaire Returns	57 (33%)
Total Membership	174

The questionnaires completed in the Presteigne and Knighton area were from relatively newly referred individuals. And, in doing so has prompted opportunities in terms of reflecting further with those individuals about what matters and what they feel would help to change their circumstances and how/if home support interventions and signposting to other services could contribute, rather than feedback about the Home Support service they were receiving.

Further, as there is a 33% return on questionnaires, the information obtained is pertinent on service wide basis in terms of a local response and development.

Chart 67 shows that 74% of individuals said that they agreed/strongly agreed to having a good quality of life. The remainder of respondents prompting opportunities to reflect further with those individuals about what matters and how they feel they could improve their quality of life.

As with RLWHS, most individuals (97%) said that they felt they had choice and control over what they do, and an opportunity for the one individual who strongly disagreed with this statement, for conversation about why they disagreed and what if anything could be done to change their experience positively.



Charts 69 and 70 show that most (98%) of the respondents felt involved in addressing what mattered to them and (95%) have access to information, advice and assistance when they needed it, with two saying that they disagreed with having access to information, advice and assistance providing a clear opportunity to address this issue.

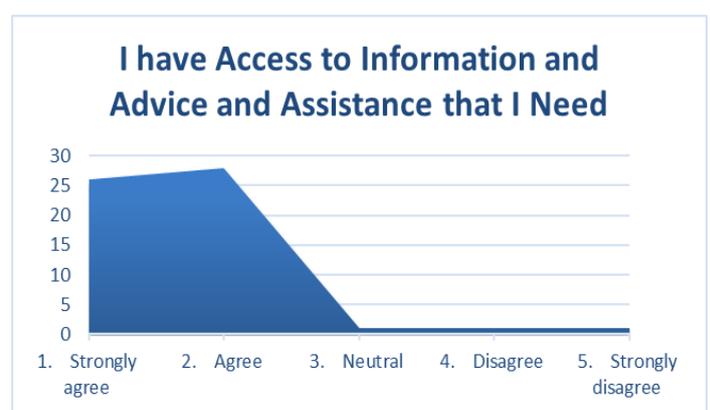
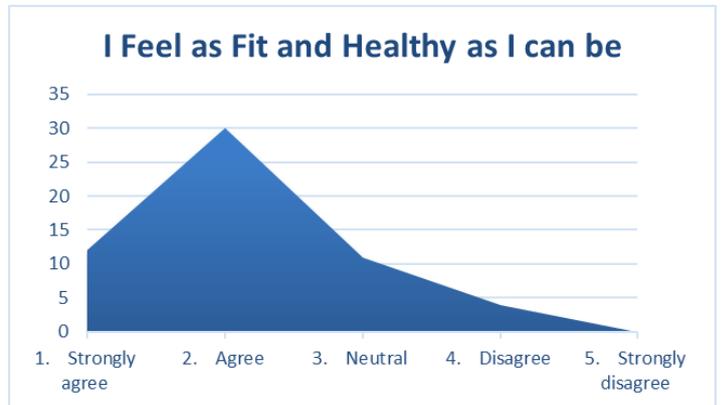
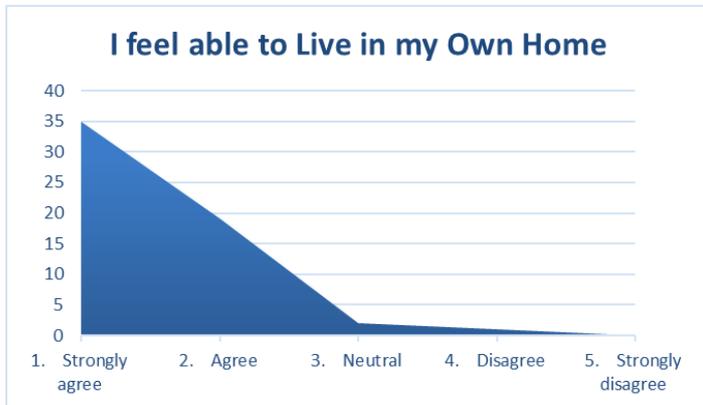


Chart 71 shows that three of the 57 individuals felt neutral or disagreed with feeling able to live in their own home, and as with the last comment, providing a clear opportunity to discuss the matter further.

Chart 72 shows that 74% of the respondents felt as fit and healthy as they could be. However, about a fifth gave a neutral response and 4 individuals disagreed with the statement, providing opportunities in terms discussing the matter further and how the individuals may wish to address the matter (particularly if their responses to self-reported health and activity in the personal profiles above were of resonance).



As with RLWHS, questionnaires have not been completed with service users at review, which, if they had would have highlighted their views and experiences of and about home support services more specifically. As mentioned above, the questionnaire has been revised. Therefore, with effect from April 1st 2019, there is one questionnaire only, which can be completed at any point during an individual’s membership of the service, and, routinely within review.

East Radnor Home Support Service User Feedback

The following feedback is a sample of the some of the views of service users and carers highlighting the strength of feeling and value placed upon the East Radnor service.

“I feel very supported since we signed up to home support. It feels like a comfort blanket to me knowing the girls who come are so lovely and helpful and I feel confident with them helping my husband up” (Carer)

“It’s so nice someone can check up on us as we don’t see many people at all. It’s nice someone talks to us and gives us useful advice. We are very grateful for the service she provides and to know that someone is there for us” (Service User)

“I worked closely with East Radnor Home support for several months. They were able to build a strong relationship with one lady who had advanced dementia and no other living family. Without their support she would have not been able to continue living at home and would have required an EMI residential placement. They go above and beyond to provide an excellent service and build relationships with service users. From speaking with members of the community in Knighton and Presteigne they are very grateful to have such a wonderful service.” (Reviewing Officer)

“Your service it’s extremely important to our service users. As a falls nurse I feel happier knowing my clients have you. I can’t express enough how important it is for this service to continue.” (Falls Prevention Nurse)

Project Development and Activity

Steering Group

The Powys Home Support Project Steering Group was established in December 2017 to support the development and implementation, monitoring, review and evaluation of the Home Support Project. The group comprises of operational and commissioning personnel across social, health and community based care. The group initially met on a monthly basis essentially to support the implementation of the pilot and key operational work. It is anticipated that going forward (April 2019), the steering groups will meet on a bi-monthly basis, with wider/more strategic focus including developing partnerships with key stakeholders and determining/realising the future of the service and sustainable ways forward. The progress of the project has been and will continue to be documented within the Home Support Action Plan, which is overseen by the Steering Group. See Appendix 3 for current terms of reference and membership.

Governance

The Home Support Steering Group has until recently reported to the Regional Partnership Board (RPB) on a quarterly basis. From December 2018, the steering group sponsor reports to the Disability Partnership Board, which has delegated reporting responsibilities from the RPB. Therefore, in terms of the Home Support Project, key reports/recommendations from the steering group will go to the DPB that will in turn be fed into the RPB for approval etc.

The project officer will continue to provide quarterly 'statistical' reports to the RPB as well as monthly reports (to PCC Senior Management Team (SMT)) as part of the Corporate Improvement Plan (CIP) Assurance Reports.

Service Specification

The Home Support service specification was developed at the beginning of the project in November 2017 over a series of workshops/couple of months with project staff and operational/commissioning management. As with the project as a whole, the specification was based upon the RHS service, Care Inspectorate Wales (CIW) requirements, new legislation and local strategy, demographic/need projections and where possible research and best practice across the UK. The latter has proved particularly challenging, as the service is unique in that it is wholly funded through social care and joint funding resources and is a free service.

The aim of developing a new specification was to develop a consistent pan Powys approach that both provides clear and quantifiable interventions that support people to live at home, and enables a responsive and unique delivery in each area - taking account of the profile and needs of local communities and individuals and the often variable services and resources provided within each. The specification was finalised in February 2018 and is currently being implemented across all four project areas and forms the basis of the monitoring, review and evaluation of the service and project as well as the contract for the commissioned services provided in East Radnor.²⁰

Recording and Documentation

In response to the CIW practice requirements and the revised service specification, practice recording and documentation has been reviewed and revised and is compliant with CIW regulations. These include:

- 13 Practice Documents (across all key work areas including referral/assessment/support planning/review/closure)
- 5 Practice Checklists (to support staff to adopt shared and consistent practices)
- 9 Outcomes Documents (including service user/carers questionnaires/case study templates/focus group questionnaires)

The documentation will be reviewed within the second year of the project (provided the project is extended).

²⁰ Powys Home Support Service Specification - Helping individuals to live in their way (May 2018). Appendix Two.

Data Management

The Home Support data management record (DMR) was developed following the revision of the RHS service profile and production of a pan Powys Home Support service specification to serve all 4 project areas. The DMR is the basis for this report and aims to capture both quantitative and qualitative data to help demonstrate the impact and outcomes of the service and the project as a whole. Following review, the DMR has been revised and updated for use with effect from April 1st 2019.

Marketing and Promotions

To support the marketing and communication of the services and project work and help access to and awareness and understanding of the Home Support through the provision of clear and consistent messages the following promotional materials have been developed:

- PCC Home Support Logo use on all project/practice documentation and promotional materials
- 1500 Home Support A5 flyers (English) for the PCC provided services
- 750 Home Support A5 flyers (Welsh) for the PCC provided services
- 50 Home Support Posters (A3) for PCC provided services
- 200 Home Support tri-fold flyers for ERHS services
- Promotional film (RHS and one due for ERHS)
- Home Support internet presence (Regional Partnership Board)
- Home Support Launch Bulletin (internal and external partners)
- Home Support Project Promotional Poster (A3)

Service Interdependencies

The Powys Home Support Multi-Agency Pathways Group was established in March 2018 and has met three times to date (including individual stakeholder meetings). The Group was set up in response to and with the aim of exploring and addressing issues to support responsive joined up home support related services so that individuals using them would have one 'touch point' and have/continue to have their needs/what matters to them met first time, thus minimising duplication and optimising resources across all services. Key services identified including Home Support, Red Cross/Positive Steps/PURSH/Re-ablement/Domiciliary Care/Supporting People/GP Practices/Virtual Wards/Ambulance services. Key issues raised:

- Need for improved and shared understanding and clarity of key services including Home Support/Red Cross/Positive Steps/PURSH/Re-ablement;
- Need to support equitable geographical service cover in Powys (Knighton area a key challenge)
- Insufficient care personnel to meet need (domiciliary care in particular);
- Service users/carers waiting times for care packages impacting on lower level services;
- Emerging potential service duplication;
- Ensuring good experiences and outcomes for service users/carer across all services;
- Risks and sustainability of Individual services;
- Clarity for future service commissioning/provision by health and social care;
- Managing winter pressures/DTOC etc. across services;
- Ensuring good communications across key services.

Work to date has included the development of a comparator data base to help clarify and identify service remits, distinctions, commonalities and overlap; supporting a PHTB initiative for the installation of lifting equipment with training across key health and social care sites (ERHS and RHS already have this in place); and some practice suggestions yet to be realised.

Project Support

The project has been supported (and will continue, if the project is extended) through the appointment of temporary project officer.

Training and Development

The revised Home Support Service Specification highlights essential and desirable training requirements to support staff to feel confident and be competent within their roles. In addition, the following is available to specifically to support staff development within their home support roles:

- **Making Every Contact Counts:** Two half-day sessions provided by Public Health Wales to all Home Support and PCC Day Centre Staff in June 2018.
- **Motivational Interviewing:** PHTB recommendation that is already part of PURSH/Red Cross training programme.
- **Sage and Thyme:** PAVO recommendation provided via the University of Manchester to support a ‘strengths based’ approach to work.
- **Person Centre Training: PCC pilot** training through pilot Cmryd-Rhan as part of the supporting people services. Future availability to be confirmed.
- **What Matters Conversations:** PCC training/support opportunities concerning “What Matters Conversations”.
- **Investing your Health:** PHTB recommendation: public health workshops via Apple a Day/Activate.
- **Dementia Matters:** Training covering all aspects of dementia provided by Dementia Matters.
- **I Stumble:** Training to support use of Manga Elk/Camel to support falls management and help reduce ambulance all-outs.
- **DMR Support:** On-going support and training to staff to use/populate the project Data Management Record.
- **Home Support Documentation:** On-going support and training to staff to record/populate service documentation.

Investment in staff development and training specific to Home Support will be essential to supporting a consistent approach across the service areas and ensuring staff feel confident and are competent to undertake their work.

Home Support Service Meetings

Established as a follow on from the initial workshops held January and February 2018 to support the senior support workers (and management) regarding:

- Share experiences
- Support each other with the work you are doing
- Learning and training opportunities
- Raise and deal with any issues/challenges
- Sort out any practicalities
- Share good news you have
- Highlight work in relation to the home support action plan
- Update on what’s hot and what’s not in the world of home support
- Feedback/work from steering group/multi-agency pathways meetings
- Project monitoring and evaluation

To date there have been seven service meetings chaired by the project officer revising and developing the project and supporting the service implementation. It is anticipated that these will continue as part and for the duration of the project.

Project Learning and Applications

The extensive preparatory work and ongoing development has incurred some delays in relation to the implementation, documentation and recording. However, this report has shown the value and impact of this work and that the application and effectiveness of a pan Powys service specification, practice and recording documentation and system, and approach across PCC provided and commissioned services is possible and works, and which would be applicable as a developed and established 'package' to other areas in Powys.

Section 8: Impact and Conclusions

Has the project/service has been successful in achieving its objectives and outcomes?

Yes. This report demonstrates that Home Support is a responsive and adaptable service that ensures that the nature and frequency of support is reflective of each individual's needs and abilities, ultimately enabling them to live at home by providing very practical assistance and support, as and when needed and without requiring potentially more intrusive and costlier support and services.

This report has shown that the project has made significant achievements particularly within two of the four localities (East Radnor and Rhayader), with foundations and early indications for progression (taking into account specific recommendations) in Llandrindod Wells and Llanidloes.

The outcomes were developed as an integral part of the service specification and are essentially the quality benchmark from which to determine the impact and success of this project. This has been demonstrated across all three of the outcome areas (service user and carer, service and system outcomes).

This report has also shown clear opportunities to develop the service further that address current and projected need particularly in terms of:

- Better consistency across the four areas in terms of provision, recording and data collection and asking individuals about their views and experiences
- Health and wellbeing promotion, improvement and intervention
- Proactive approaches to tackling loneliness and social isolation
- Partnership and integration with similar health and social care services
- Co-production with service users and carers to develop and review services
- Diversion from more intensive service interventions, in particular, emergency service escalations
- Return on investment particularly in terms of cost avoidance of health services
- Application of an established service model, practice and systems to other areas

Does the service deliver?

Yes, through:

- **Promoting independence by providing early intervention and prevention.**

This has been demonstrated in Section 7 - particularly in relation to scheduled independent living support activity. Whilst the reporting of activity across the spectrum of independent living support is an emerging one (in part due to recording practices with the implementation of the data management system and partly due to revised practice definitions giving recognition to areas of work not previously explicitly acknowledged/recorded), this report has shown a wide range of support and interventions in response to a wide range of individual needs and indeed abilities.

There are particular noteworthy practices that have informed the recommendations of this report both in terms of promoting consistency across the areas and responding to identified issues (Inc. essential shopping and prescription collection, tele-care and healthy lifestyles).

- **Providing support to improve and/or maintain health and wellbeing including life skills, healthy lifestyles, learning and occupational opportunities and links with family, friends and local communities.**

This report has shown an emerging picture of in terms of healthy lifestyles interventions. This is in part due to the revised service remit, definitions and reporting methods calling for proactive health interventions in relation to local strategic aims and ambitions, rather than a reflection of current practices (e.g. RHS

newsletters, safe and well checks, and Home Support social club). However, this report has shown that there are clear opportunities for service development with regard to health and wellbeing promotion, improvement and intervention.

The self-reported health and wellbeing data highlighted in the Personal Profiles strongly indicates the need for proactive healthy lifestyle interventions, particularly in relation to exercise, falls prevention, diet and mental health. Further, the population data (Section 6) for all services areas shows around a third of the over 65's population are lone households with figures projected to rise with the increase in ageing population – calling for innovative interventions to address social isolation and loneliness of which Home Support does and can respond to.

The use of personal profiles and questionnaires to ascertain the views and experiences of service users and carers helping to inform the development and review of services.

- **Helping to prevent or delay the deterioration of health and wellbeing resulting from ageing, illness or disability.**

This report has demonstrated that home support provides a range of responsive interventions enabling people to live in their own homes. And, there are strong indications to develop service provision in relation to preventative support so there is a stronger presence and provision of proactive healthy lifestyle interventions. By recording this via the newly implemented data management system, it is anticipated that the outcomes relating to prevention and/or delay of health and wellbeing will be better demonstrated.

- **Do people stay at home longer?**

As in much of the developed world, increased wealth, health and standards of living mean that people can now enjoy a far longer retirement than that of even relatively recent generations. And, as in common with other developed economies, successive Welsh Governments have followed a policy of enabling older people to maintain their independence and stay in their own home for as long as possible. Home Support is one of many initiatives established to do this. It is not genuinely possible to show that individuals' independence and ability to stay at home is a direct and singular result of home support services. Improved recording at the point of intervention regarding the involvement of other services would be desirable. This would help determine whether Home support services were additional to people's support or used as an alternative.

On a micro level, feedback from service users and carers does show that most feel able to stay at home and where home support has been a contributing factor to this, it is highly commended and valued.

What is the impact of the Service?

- **Does the service help prevent and/or delay the use of other services?**

Yes. The unscheduled support activity highlighted in Section 7 shows the reason and nature of responses to emergency call-outs by home support and the number and type of services averted because of those call-outs. This is reinforced by data collected (pre 2018) by RHS. This report has shown that 91% of the total call-outs in the reported period were aversions from domiciliary care, ambulance services, police/fire services and GP services.

- **Are the service user outcomes positive? For example, improved health and wellbeing and personal and relevant support at home.**

Whilst the responses to the snap shot questionnaires generally indicate pre or early views relating to home support interventions, the outcomes views and experience of service users are positive. It is anticipated that if the project is extended, and the questionnaire is used routinely within review, there will be better information highlighting individual's views and experiences of and about home support services.

In the absence of this, this report has highlighted a sample of the consistent and regular feedback from service users, carers and other professionals (comments, compliments and case studies) that shows that services provided across the project areas are highly regarded as a much valued, innovative and unique, proactive and preventative service.

- **Have there been any unexpected outcomes?**

- Services provided across the project areas are consistently highly regarded as a much valued, innovative and unique, proactive and preventative service.
- The use of personal profiles and questionnaires to ascertain the views and experiences, and outcomes of service users and carers helping to inform the development and review of services.
- Staff across all the service areas bringing a wealth of knowledge and experience to the project and showing commitment, belief and professional tenacity for progress.
- The application and effectiveness of a pan Powys service specification, practice and recording documentation and system, and approach across PCC provided and commissioned services is possible and works which would be applicable as a developed and established 'package' to other areas in Powys.

Is the service cost-effective and sustainable?

- **Does the service help reduce the need for costlier and intensive services?**

Yes. This report has shown that 91% of the total call-outs in the reported period were aversions primarily from domiciliary care, ambulance services, police services and GP services, which would indicate the reduction in need for costlier services. Further analysis of the indicative costs of these and home support services would help demonstrate the actual cost comparison and consequent avoidance or savings.

- **Are there cost savings and a return on investment?**

Yes, it would appear so. The data in Table 10 in Section 7 above, does appear to support emerging indications of not insubstantial returns with service costs avoidances from ambulance, domiciliary care, GP and police and fire services. Further, income generation is indicated through the promotion, sign-up and installation of emergency carelines. It is recommended that there is further analysis based on full indicative costs highlighted in Appendix 5 alongside the Section 7 unscheduled support activity (with supporting findings from on 2013 RHS Evaluation).

- **Are the services right sized and right priced?**

No. There is limited parity and proportionality of resourcing across all project areas which has likely impacted on the delivery of the pilot in Llandrindod Wells and Llanidloes in particular and hence the recommendations regarding the need for an urgent review of service resourcing to ensure right sizing and right pricing for all service areas including pay and non-pay commitments and that there is capacity for project support, service reviewing/evaluating services and admin support across all service areas.

- **What is the added value of the service?**

This report has clearly shown the added value of Home support:

- I. It is a person-centred local service that is flexible and response to individual's needs and what matters to them whilst also taking into account strengths, preferences and desires.
- II. It promotes independence by providing early intervention and prevention to improve and/or maintain health and wellbeing including life skills, healthy lifestyles, learning and occupational opportunities and links with family, friends and local communities.
- III. It promotes independence and integration of people within the community, providing support based on outcomes rather than institutional lifestyles.

- IV. It works with and alongside existing community and service provision.
- V. Once individuals become a member of Home Support they can dip in and out of the service according to their needs without having to be re-referred as is often the case with services.
- VI. The Service is free.
- VII. The eligibility criteria are not means tested or dependant on FACS criteria.
- VIII. Emergency careline installation charges (with Delta Wellbeing) were initially waived for individuals who become members of the home support service. This has been as a result of a local partnership agreement which involves Home Support staff installing the personal alarm on behalf of Delta Wellbeing. The company now charge a small installation fee (with effect from April 1st 2019) to the individual. This is across all four localities.
- IX. Staff across all the service areas bringing a wealth of knowledge and experience to the project and showing commitment, belief and professional tenacity for progress.
- X. The use of personal profiles and questionnaires to ascertain the views and experiences of service users and carers helping to inform the development and review of services
- XI. A pan Powys service specification, practice and recording documentation and system and approach that provides clear and quantifiable interventions that support people to live at home, and enables a responsive and unique delivery in each area - taking account of the profile and needs of local communities and individuals and the often variable services and resources provided within each.

- **Is this way of working worth it?**

Yes. The outcomes demonstrated in terms of service activity and service user/care feedback and as highlighted in this conclusion clearly show the effectiveness and impact of home support, and that this way of working is worth it in terms of personal, systemic and financial value.

What have been the key achievements, challenges and opportunities?

- **Achievements:** This project has delivered in terms of its aims, objectives and outcomes particularly in Rhayader and East Radnor. This report has shown the impact the service has made, its value and added value when implemented in full.
- **Challenges:** There have been challenges from the start of the project in respect of parity of resourcing and approach across the four service areas, inconsistent in-service planning and preparation and subsequent implementation as highlighted in the Section 6 above relating to each of the service area profiles. The challenges could arguably have been expected because of the nature/make-up of what could be perceived as unique area/service area profiles within a rural county. Having said this, and despite the fact that the individual area challenges have also been compounded by the protracted nature of the completion of the revised data management system and promotional materials for implementation, the challenges have been addressed as an on-going part of the project. They have also informed the recommendations going forward, with staff across all the service areas showing commitment, belief and professional tenacity for progress.

Opportunities: This report has also shown clear opportunities to develop the service further that address current and projected need particularly in terms of:

- Better consistency across the four areas in terms of provision, recording and data collection and asking individuals about their views and experiences
- Health and wellbeing promotion, improvement and intervention

- Proactive approaches to tackling loneliness and social isolation
- Partnership and integration with similar health and social care services
- Co-production with service users and carers to develop and review services
- Diversion from more intensive service interventions, in particular, emergency service escalations
- Return on investment particularly in terms of cost avoidance of health services
- Application of an established service model, practice and systems to other areas

Has there been any variance between the project/service areas? If so what and why?

Yes. There have been challenges from the start of the project (as highlighted above), in respect of parity of resourcing and approach across the four service areas, including inconsistent in-service planning and preparation and subsequent implementation as documented in the Section 6 above relating to each of the service area profiles.

It is anticipated that the recommendations regarding consistency across the four areas will help shape the service going forward and acknowledge and allow scope for local flexibility as needed and appropriate.

What risks have there been to the project?

Key risks have been highlighted throughout the report and addressed as an on-going concern basis the steering group and/or in practice, including:

- Workforce challenges (particularly in respect of Llanidloes and Llandrindod Wells)
- Adequate and timely resourcing
- Data management system and practice support
- Administrative support

What references, learning and applications can be made from practice in other areas?

Comparative analysis and learning from Tunstall Televida tele assistance service in Spain needs to be seriously considered in terms of ongoing development, application and sustainability in Powys....

“By looking at prevention at scale – would the Barcelona model work here? As indicated when you’re doing something differently at scale, it becomes a game changer. It’s not messing around at the edges. Clearly we don’t want to place people into a care home setting if that can be prevented because that is invariably not what people want and as part of a ‘promoting independence’ philosophy there’s something really preventive by thinking at scale.”²¹

Is there good enough information to inform conclusions and recommendations?

Yes. See above and report recommendations.

Is there a need for the service, or even a need for further development and expansion?

Yes. This report has also shown clear opportunities to develop the service further that address current and projected need:

- Better consistency across the four areas in terms of provision, recording and data collection and asking individuals about their views and experiences which in turn will help shape the service going forward
- Health and wellbeing promotion, improvement and intervention
- Proactive approaches to tackling loneliness and social isolation

²¹ Tele assistance in Spain: adding value with a preventative approach <http://dunstall.com/med/1237/tunstall-televida-case-study.pdf>

- Partnership and integration with similar health and social care services
- Co-production with service users and carers to develop and review services
- Diversion from more intensive service interventions, in particular, emergency service escalations
- Return on investment particularly in terms of cost avoidance of health services
- Application of an established service model, practice and systems to other areas
- Analysis and learning from comparator services

Section 9: Recommendations

1	Extend and expand the Home Support project in the four service areas as detailed below to March 31st 2021
Strategic	
2	Refocus the role of the Steering Group to future proofing and sustainability of Home Support beyond April 2021 – including working with related HS services in PCC, PHTB and community services to consider pooled budgets, commissioning opportunities and future intentions
3	Continue the project reporting and evaluation (6-monthly) to inform a business case going forward that is based upon research, the revised and implemented service specification, practices and documentation and data recording systems established in 2018 and with key stakeholders
4	Review service eligibility criteria particularly in terms of age and service user group
5	Evaluation to provide a clear picture regarding the added value of Home Support return on investment, including cost avoidance, cost saving and income generation
6	Evaluation to include analysis and learning from comparator/related services and research/evidenced base practice
Operational	
7a	Review service resourcing to ensure right sizing and right pricing for all service areas including pay and non-pay commitments
7b	Confirm capacity for project support, service reviewing/evaluating services and admin support across all service areas
7c	Review and optimise both in-house and commissioned Home Support workforce capacity and allocation to ensure parity and proportionality across the service areas
8	Establish full Home Support services in Llandrindod Wells. Ring-fence a dedicated workforce and separate recording, documentation and Data Management System from Rhayader Home Support
9	Progress the establishment of Llanidloes Home Support ensuring there is a distinction from Bodlondeb service and workforce. Ensure the service has access to Manga Elk equipment and that transferred Bodlondeb cases are reviewed. Consider alignment of service area with Health boundaries for Llanidloes
10	Continue the East Radnor service with reference to Recommendations 3 (including day time capacity), 7, 8 and 9
11	Continue the Rhayader service with particular reference to Recommendations 3, 7, 8 and 9
12	Review case work activity across all areas to optimise resources and consistency whilst also taking account of services/stakeholders/need in each locality (Inc. shopping and prescription collection, healthy lifestyles)
13	Early review and ratification of the current eligibility criteria
14	Clarify if CIW registration is a requirement for this service
15	Develop Home Support services (working with key partners) in response to the needs identified in the personal profiles/snap shot questionnaires) so interventions include proactive healthy lifestyles interventions (mental/physical health/wellbeing/isolation & loneliness/Technology Enabled Care)
16	100% completion of personal profiles/snap shot questionnaires/referral activity forms, one focus group questionnaire per annum and completion of the Data Management System across all service areas
17	Improved recording at the point of/during Home Support interventions regarding the involvement of other services to help determine whether Home support services were additional to people's support or used as an alternative.
18	Update the Data Management System and amalgamate all data recording/reporting requirements where possible to minimise duplication (including in-house operational reporting)
19	Refine revised Home Support documentation for continued application across all service areas
20	Promote and support specific and service focused workforce development through staff training and service meetings
21	Review and implement a Home Support marketing approach to optimise awareness, uptake and partnership/joint/integrated working practices

Section 10: Appendices

Appendix One: Abbreviations

Abbreviation	Reference
CIP	Corporate Improvement Plan
CIW	Care Inspectorate Wales
DMR	Data Management Record
DMS	Data Management System
DPB	Disability Partnership Board
ERHS	East Radnor Home Support
ICF	Integrated Care Fund
LHS	Llanidloes Home Support
OOH	Out of Hours
P/T	Part Time
PCC	Powys County Council
PHTB	Powys Health Teaching Board
R&LWHS	Rhayader and Llandrindod Wells Home Support
RHS	Rhayader Home Support
RPB	Regional Partnership Board
SSWB Act	Social Services and Wellbeing Act – Wales (2014)
SWW	Senior Support Worker
WTE	Whole Time Equivalent

Appendix Two: Home Support Service Specification



Home Support
Service Specification

Appendix Three: Powys Home Support Steering Group Terms of Reference



PHS Steering Group
TOR SH V5 (29.06.18)

Appendix Four: Project Finances

Project and service costs to be confirmed and authorised prior to publication.

Appendix Five: Indicative Return on Investments

Unit Costs to support cost analysis (to be completed):

Role/Service	Unit costs available 2016/2017 (costs including qualifications given in brackets)	Source	
Home Support Worker	TBC: Grade 5: WTE: 19,554-20,344/HRLY: 10.1354-10.5488. On-costs = approx. £17 HRLY rate/OOH? + £12.05 per call-out	Pay Scales for NJC Employees – 01/04/19/PCC	
Social Worker	£43 (£59) per hour; £59 (£82) per hour of client-related work.	https://www.psru.ac.uk/project-pages/unit-costs/unit-costs-2017/#sections	
Home Care Worker	Based on the price multipliers for independent sector home care provided for social services: £22 per weekday hour (£22 per day-time weekend, £22 per night-time weekday, £22 per night-time weekend); Face-to-face : £26 per hour weekday (£27 per day-time weekend, £27 per night-time weekday, £27 per night-time weekend). The average standard hourly rate is £25.62 for services provided in-house, compared to £15.52 for provision by external providers.		
LA own-provision day care for older people	£63 per client attendance; £14 per client hour; £48 per client session lasting 3.5 hours.		
Private sector residential care for older people (age 65+)	£659 establishment cost per permanent resident week; £708 establishment cost plus personal living expenses and external services per permanent resident week.		
Private Sector Nursing Homes	£806 establishment cost per permanent resident week; £831 establishment cost plus personal living expenses per permanent resident week; £115 establishment cost per permanent resident day; £119 establishment cost plus personal living expenses per permanent resident day.		
GP (HV/TC)	Per hour of patient contact: £242/£205 (Q/UQ); prescription costs per consultation (net ingredient cost) £29.203;		
District Nurse	Depending on AFC Band (5-7): £36/ £44/£53		
Ambulance Callout	Every emergency ambulance mobilised costs the Welsh Ambulance Service an average of £238.		www.healthcosts.wales.nhs.uk/news/35294
A&E Assessment	TBC		
Community Hospital Adm	TBC		
Day Hospital (per day)	TBC		
Community Hospital per night	TBC		
Pharmacy Prescription Delivery	Cost of worker TBC; Charge to individual - £1 per delivery	Current Powys Practice	
Police	TBC More detail required (101/999 response required?)		
Fire Service	On average, crews are tied up for 23 minutes, costing up to £300 per engine.	https://www.bbc.co.uk/news/wales-43726836	
Re-ablement	£23 per hour; £45 per hour of contact; £2,187 average cost per service user.	PCC	
PURSH	TBC	PHTB	
Red Cross	TBC	PHTB	
PCC Project Support Officer	TBC	PCC	
Project Admin	TBC	PCC	
Project Evaluator	TBC	PCC	

Delta Wellbeing	<p>Careline installation and programming charge: £48.00 (Inc. VAT)/£40.00; Home installation (alarm can be pre-programmed and sent in the post for individual/HS service to connect at home) recorded postal charge included: £30.00 (Inc. VAT)/£25.00; Rental and Monitoring charge per quarter: £59.50 (Inc. VAT)/£49.58; Rental and Monitoring Monthly Charge: £19.84(Inc. VAT)/£16.53; Weekly cost: £4.58(Inc. VAT)/£3.82</p>	Delta Wellbeing 2019/20 Charge Sheet
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Appendix Six: References

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<file:///Z:/EB%20Research/RuralProfile%20Wlaes.pdf>
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- IV. Accommodation for an ageing population Powys County Council. Market Position Statement March 2017.
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