POWYS COUNTY COUNCIL
Adult Services
RE-SHAPING PLAN 2018-23

Improvement Plan Version 100.4

23/05/2018

Table of Contents

Introduction

This is the Adult Social Care Improvement Plan for 2018 onward which was reviewed in light of the Care Inspectorate Wales inspection report of 1st May 2018.

We anticipate that the plan will continue to be developed based on feedback from staff, adults who require care and support and carers, external review, audit and challenge. Immediate and longer-term actions are described within the plan, the former in greater detail as this is where changes are required most urgently. Delivering all the changes promptly and effectively will mean we can provide the people of Powys, at the earliest possible time, with realistic reassurance that adults are being safeguarded effectively and that adult services is fulfilling all of its statutory responsibilities to the highest possible standard.

Accompanying information and information on the wider context can be found in the Appendix and associated web-links.

If you have any comments or suggestions on this plan or on the service and its development please contact us either via the Adult Social Care Have Your Say page on the Intranet (for staff) or by e-mail on ???@powys.gov.uk

Alison Bulman

30 May 2018

Adult Social Care

How We Will Work Together

We believe that everyone should be seen as unique individuals who have strengths and hopes as well as needs or problems. We want to support people to live the best life they can, helping them to find solutions that fit.   We will focus on what matters to you.

We will:	You can help by:
Listen, be open, honest, friendly and non-judgmental.	Having your say and tell us about your experience.
Work with our partners to protect you from abuse and exploitation.	Being aware and raising concerns about people who may be at risk of being harmed.
Support you to maintain your personal dignity, self-respect and to focus on what matters to you.	Staying safe, being healthy and active.
Support you to make informed decisions so that you can do what's important to you.	Engaging with us and taking responsibility for your health and keeping well.
Provide good, accessible information and advice.	Using online services where possible.
Help communities to be inclusive and supportive to minimise loneliness and isolation.	Be aware of what is available in your community and getting involved.
Be open to new ways of working and to embrace technological solutions, enabling a focus on getting value for money.	Providing ideas and trying new ways of working together.

Key Aims

1. **To promote independence and self-care wherever possible.** To work alongside partners, in particular health, to ensure that individuals with complex care needs have the assessment they require under legislation and ensure that appropriate placements are available to meet their needs if required.
2. **To support adults who require care and support. To ensure that timely assessment and the right level of care and support is available to adults who require this support;**
3. **To provide care and support for carers which will enable them to be supported to continue their caring role;**
4. **To identify risk positively and effectively when providing support to adults** by making sure their needs are accurately assessed and met effectively, with positive outcomes for them. This will be in a strengths based approach which will involve re-connecting with their community networks and supporting carers to continue to care for their relative. Risk management needs to take into account the capacity of the individual to make specific decisions in terms of their lives, and decisions need to be made in compliance with legislation in terms of best interest where deemed appropriate;
5. **To provide and commission a flexible and affordable mix of high quality support services for adults who require care and support and their carers** to meet the diverse range of their individual needs and circumstances;

These aims are underpinned by the following principles

a. Most adults can live independent lives and can make decisions in relation to how they wish to live their lives. Good outcomes can be achieved if individuals are supported and reconnected within their own communities, close to their families and friends;
b. Preventative services and early intervention to support adults and their carers should be provided in ways that give them every chance to remain in their communities if this is their choice or wish;
c. If remaining in their own home is not possible then it is essential that adults are supported to meet their care and support assessed needs. That affords them every opportunity to reduce isolation and encourage re-connection / employment if wished;
d. Where appropriate, adults should be supported into employment or undertake roles which are of interest to them, to increase independence;
e. Multi-agency arrangements to assessing and managing risk to adults need to be robust;
f. Care services to be local wherever possible, enabling adults to remain in their communities, maintaining networks and minimise disruption;
g. The responsibility for meeting the needs of adults who require care and support and their carers rests across all services for adults, including statutory and independent providers.

Abbreviations used in Cross References

Abbreviation	Meaning	Comments
CIW	Care Inspectorate Wales' Report on Powys County Council's Adult Social Care Services – Numbers refer to Recommendations within the report	Published May 2018
Area Plan	Powys Regional Partnership Board's Joint Area Plan	Health And Care Strategy 2017 – 2027 Delivering The Vision Includes Priority Areas: Digital / Partner Engagement / Transforming in Partnership / Wellbeing / Workforce / Workforce Futures / Joined Up Care / Innovative Environment
Vision 2025	Powys County Council's Corporate Improvement Plan 2018-2023	Includes Priority Areas: The Economy / Health & Care / Learning & Skills / Residents & Communities
Towards 2040	The Powys Well-being Plan The numbers refer to 'Well-being Steps' set out in the Plan	Includes Priorities: - People in Powys will experience a stable and thriving economy - People in Powys will enjoy a sustainable and productive environment - People in Powys will be healthy, socially motivated and responsible - People in Powys will be connected by strong communities and a vibrant culture

Success Measures Guide

MEASURE NUMBER	SUCCESS MEASURES
M1	Whole system review of financial commitments and projections completed for accurate budget forecasting to year end
M2	Base budget review of Older People Services undertaken by December 2018
M3	Percentage attendance at Scrutiny meetings
M4	Following development sessions to ensure they can discharge roles appropriately, survey of elected members results in increased perception of engagement with service
M5	Effective business intelligence and performance management reporting is accessible and timely to support service delivery and planning
M6	The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over
M7	The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later
M8	The percentage of adults who have received support from the information, advice and assistance service and have not contacted the service again during the year
M9	The percentage of assessment reviews carried out within 4 weeks of expected review date
M10	The percentage of carers identified offered an assessment
M11	Percentage case review quality audits meeting required standard
M12	Outcome of the Social Services and Well-being Act Annual Survey Improved perceptions from people who access social care responding to an annual survey regarding the following statements: • People reporting that they live in the right home for them (this was 81% in 2017) • People reporting they have received the right information or advice when they needed it (this was 72% in 2017) • People reporting they have received care and support through their language of choice (this was 91% in 2017) • People reporting they felt involved in any decisions made about their care and support (this was 72% in 2017) • People who are satisfied with care and support that they received (this was 81% in 2017)

	• Carers reporting they feel supported to continue in their caring role (this was 23% in 2017)
M13	Average days sickness absence per FTE
M14	Percentage of supervisions held
M15	Percentage of workforce completed mandatory training requirements
M16	Number of placements provided for Social Workers and Occupational Therapy students
M17	Reduction in agency staffing within the service
M18	Percentage of Welsh speakers who are assessed by Welsh speaking practitioners
M19	Percentage of leavers who receive an exit interview
M20	Percentage staff turnover
M21	Average length of time to recruit to posts
M22	Local measure: The number of adult clients supported in their own home through assistive technology will increase
M23	All invoices are paid to providers in a maximum of 30 days
M24	The average length of time taken to broker a service from the market and providers
M25	A single visible contract register for all care with external providers which is linked to contract monitoring and contract management is in place
M26	Procurement for care services will be compliant with regulations
M27	Co-production and engagement in developing Commissioning Strategies
M28	The number of service users with Learning Disabilities receiving residential care or supported tenancies outside of Powys will reduce by 5 by 2023
M29	The percentage of adult protection enquiries completed within statutory timescales will increase from 62.33% to 95% by 2021
M30	A year on year increase in the number of staff providing people with integrated social and health care services (this was 10.5 full time equivalents in 2017)

Evidence Guide

Evidence Number	Evidence
A – A1	Signed off Improvement Plan
A – A2	Portfolio Holder Meetings Held
A – A3	Scrutiny Committee Minutes
A – A4	Cabinet Meeting Minutes
A – A5	Regional Partnership Board Minutes
A – A6	Monthly Performance Management Reports
A – A7	Regional Safeguarding Board Minutes
A – A8	Evaluation of Information Advice and Assistance
A – A9	Council Meeting Minutes
A – A10	Departmental Leadership Team Minutes
B – B1	Quality Assurance Audit Report
B – B2	Powys People Direct Performance Data
C – C1	Workforce Strategy
C – C2	Recruitment Strategy
D – D1	Dynamic Purchasing System Documents
D – D2	Commissioning Strategies and Documents
D – D3	Library of Existing Strategies and relevant documents online
D – D4	Transition Strategy
D – D5	Physical Disabilities and Sensory Loss Strategy
D – D6	Home Based Support Evaluation
D – D7	Adults Monthly Monitoring Compliments and Complaints Report

Priority Area A – Leadership and Governance

Sponsor – Chief Executive

Work-stream Lead – Director of Social Services / Head of Strategic Policy and Performance

CIW SUCCESS CRITERIA

Leadership, management and governance arrangements together establish an effective strategy for the delivery of good quality services and outcomes for people. Meeting people's needs for quality services are a clear focus for councillors, managers and staff. Services are well-led, direction is clear and the leadership of change is strong. The authority works with partners to deliver help, care and support for people. Services are designed and commissioned to: improve outcomes for individual people; reflect community need; and address key priorities within the local population. Work with partners in shaping the pattern and delivery of services is informed by the views and experiences of people who use or may need to use services. Services are delivered by a suitably qualified, experienced and competent workforce that is able to recognise and respond to need in a timely and effective way.

Social Services and Wellbeing (Wales) Act 2014

– *Part 7 Statutory Guidance Working Together to Safeguard People Volumes 3, 4 and 6*
– *Part 8 Code of Practice on the Role of the Director of Social Services (Social Services Functions)*
– *Part 9 Statutory Guidance (Partnership Arrangements)*
– *Part 11 Code of Practice (Miscellaneous and General)*
– *Code of Practice on Measuring Social Services Performance*

RELEVANT CIW INSPECTION RECOMMENDATIONS

- *Senior leaders within the local authority must continue to provide strong political and corporate support for adult services to ensure service improvements are prioritised and sustained with pace.*
- *The local authority should strengthen the existing adult services improvement plan to ensure specific, clear and time-bound actions to improve access arrangements. This should include objectives to ensure sufficient management and staff capacity, contingency and expertise is in place to manage demand and to support good quality and timely decision making.*
- *Senior managers should refresh and re-invigorate their commitment to regional and local safeguarding arrangements.*
- *Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that elected members and managers at all levels have timely, appropriate and accurate performance and quality information.*

- *Senior managers and elected members should maintain an up-to-date understanding of the complexities and risks involved in delivering adult services, underpinned by accurate, timely performance management information, to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect.*
- *The local authority must strengthen the oversight of their response to complaints to improve reporting and analysis and ensure there is a mechanism to capture lessons learned.*

IMMEDIATE (BY 1ST SEPTEMBER 2018)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
A1	**Powys County Council corporately own and support successful delivery of Adult Social Care.**	Chief Executive	CIW 1 & 12, Vision 2025	M1, M2, M3, M23 A – A1, A6, A10
A2	**The Improvement Plan for Adult Social Care reviewed and strengthened for delivery, in line with the recommendations of the Care Inspectorate Wales inspection report.**	Head of Operations & Head of Transformation	CIW	A – A1

SHORT TERM (BY 1ST DECEMBER 2018)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
A3	**Cabinet, Council and Scrutiny provide strong political oversight and challenge supporting the development and delivery of sustainable Adult Social care to meet legislative requirements.**	Portfolio Holder / Director of Social Services	CIW 1, 7	M3, M4 A – A1, A2, A3, A4, A9
A4	**Accessible, timely and effective business intelligence and performance management support service delivery and planning.**	Head of Strategic Policy and Performance	CIW 4 & 5 & 12, Area Plan Digital Priority 2 & Partner Engagement Priority 5, Towards 2040 2, Vision 2025	M1, M5 A – A6

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
A5	Improved trust and effectiveness of Regional Partnership Board enables integration.	Director of Social Services in association with Chair of the Regional Partnership Board	**CIW 13, Area Plan Early Help and Support Priority 2, Towards 2040 11, Vision 2025**	A – A5
A6	**The Regional Safeguarding Board is supported by regular attendance from Senior Managers at Powys.**	Director of Social Services	**Area Plan Transforming in Partnership Priority 1, Vision 2025**	A – A7

MEDIUM TERM (DECEMBER 2019)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
A7	**An early intervention and prevention focussed Information Advice and Assistance across the Council and partners is evaluated.**	Health and Care Change Manager – Living Well	**CIW 10, Area Plan Digital Priority 1 & Early Help and Support (Other), Towards 2040 4 & 12, Vision 2025**	M8, M12 A – A8 B – B2
A8	**Cabinet, Scrutiny, EMT and DLT have oversight of quality assurance to support the development and delivery of sustainable Adult Social care to meet legislative requirements.**	Director of Social Services	**CIW 1 & 12**	M3, M4 A – A1, A2, A3, A4, A9, A10

LONG TERM (2020 +)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
A9	**Exploration of opportunities around an integrated data warehouse to provide predictive analytical models undertaken.**	Strategic Head of Policy and Performance	**CIW 4 & 10, Area Plan Digital Priority 2 & Early Help and Support Priority 2 & Innovative Environment Priority 5 & Partner Engagement Priority 5, Towards 2040 4 & 11**	M1
A10	**Sustainable strong political and corporate support enables effective adult social care.**	Portfolio Holder	**CIW 1, Vision 2025**	M3, M4 A – A1, A2, A3, A4, A9

Priority Area B – Practice Quality and Assurance

To include Information, Advice and Assistance, Assessment, Care and Support, Review, Safeguarding and Protection

Sponsor – Head of Operations for Adult Services
Work-stream Lead – Senior Manager – Older People / Senior Manager – Mental Health & Disabilities / Head of ICT / Professional Lead – Business Support Resources

CIW SUCCESS CRITERIA

Information, Advice and Assistance

The authority works with partner organisations to develop, understand, co-ordinate, keep up to date and make best use of statutory, voluntary and private sector information, assistance and advice resources available in their area. All people have access to comprehensive information about services and get prompt advice and support, including information about their eligibility and what they can expect by way of response from the service. Arrangements are effective in delaying or preventing the need for care and support. People are aware of and can easily make use of key points of contact. The service listens to people. Effective signposting and referring provides people with choice about support and services available in their locality, particularly preventative services. Access arrangements to statutory social services provision are understood by partners and the people engaging with the service are operating effectively.

Assessment

All people entitled to an assessment of their care and support needs receive one in their preferred language. People experience a timely assessment of their needs which promotes their independence and ability to exercise choice. Assessments have regard to the personal outcomes and views, wishes and feelings of the person subject of the assessment and that of relevant others including those with parental responsibility. This is in so far as is reasonably practicable and consistent with promoting their wellbeing and safety and that of others. Assessments provide a clear understanding of what will happen next. Recommended actions, designed to achieve the outcomes that matter to people, are identified and include all those that can be met through community based or preventative services.

Care and Support

People experience timely and effective multi agency care support to help and protection where appropriate. People using services are supported by care and support plans which promote their independence, choice and wellbeing, help keep them safe and reflect the outcomes that are important to them people are helped to develop their abilities and overcome barriers to social inclusion.

Safeguarding and Protection

Effective local safeguarding strategies combine both preventative and protective elements. Where people are experiencing or are at risk of abuse neglect or harm, they receive urgent, well-coordinated multi-agency responses. People are not left in unsafe or dangerous environments.

Case Management

Regular auditing, to ensure management oversight of the quality of work being undertaken. Independent oversight in respect of care planning for adults.

All staff will have access to policies and procedures which will can be used to effectively guide their practice. Appropriate referrals are made by all agencies based on an agreed threshold.

Management information is analysed at all levels of the Service and plays a key role in decision making. Evidence that Management Information is informing Decision Making. Performance against key performance indicators is readily available.

Complaints are responded to in a timely manner. Independent investigation of all complaints. Learning from complaints shared across the service and leading to improvements in practice. Analysis of complaints to inform planning and delivery of services.

Social Services and Wellbeing (Wales) Act 2014
– *Part 2 Code of Practice (General Functions)*
– *Part 3 Code of Practice (Assessing the Needs of Individuals)*
– *Part 4 Code of Practice (Meeting Needs)*
– *Part 4 and 5 Code of Practice (Charging and Financial Assessment)*
– *Part 7 Statutory Guidance Working Together to Safeguard People Volumes 3, 4 and 6*
– *Part 9 Statutory Guidance (Partnership Arrangements)*
– *Part 10 Code of Practice (Advocacy)*
– *Part 11 Code of Practice (Miscellaneous and General)*

RELEVANT CIW INSPECTION RECOMMENDATIONS

- *The local authority should urgently improve systems to ensure the management and prioritisation of allocation, assessment and service delivery to prevent delays in people receiving services.*

- *The local authority must ensure all safeguarding enquiries are undertaken within statutory timescales to ensure all adults at risk of harm or abuse are adequately protected.*
- *An assurance mechanism should be implemented immediately to ensure a clear management oversight and understanding of demand, capacity and prioritisation of workflow within the adult safeguarding system.*
- *Effective, multi-agency quality assurance systems, education and training arrangements should be established to ensure the quality of referrals to PPD are consistently aligned with the requirements of the SSWBA.*
- *The quality of assessments and care plans must be improved to ensure they are consistently of a good quality, with a clear focus on well-being outcomes, risks, and risk mitigation ensuring clear timescales and accountabilities for actions.*
- *The quality, consistency and timeliness of record keeping must be improved; all staff and managers must ensure records are of good quality, up to date and systematically stored.*

IMMEDIATE (BY 1ST SEPTEMBER 2018)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
B1	Timely, high quality, outcome focussed assessments undertaken by appropriate and competent professionals aim to discover what matters to individuals and that outcomes are related to those matters.	Senior Manager Older People Services / Senior Manager Mental Health Services / Contact and Safeguarding Senior Manager	CIW 5 & 8 & 9, Area Plan Joined Up Care Priority 1, Vision 2025	M9, M10, M11, M12, M18, M29 B – B1

SHORT TERM (BY 1ST DECEMBER 2018)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
B2	People have efficient access to appropriate information, advice and support.	Contact and Safeguarding Senior Manager	Area Plan Digital Priority 1, Vision 2025	M8, M12 A – A8 B – B2
B3	Systems and processes for assessment and care & support planning enable practitioners to undertake their role effectively.	Senior Manager Older People Services / Senior Manager Mental Health Services	CIW 3 & 5 & 9 & 11, Area Plan Well-being Priority 2	M1, M14, M15 A – A7, B – B1, D – D3

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
B4	Quality Assurance is at the centre of Adult Social Care practice.	Senior Manager Older People Services / Senior Manager Mental Health Services / Quality Assurance Manager	CIW 9, Vision 2025	M5, M11, M 14 B – B1

MEDIUM TERM (DECEMBER 2019)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
B5	Information, Advice and Assistance is accessible, effective and used as a part of early intervention and prevention.	Health and Care Change Manager – Living Well	CIW 5 & 8, Area Plan Digital Priority 1 & Early Help and Support (Other), Towards 2040 4 & 12, Vision 2025	M8, M12 A – A8 B – B2
B6	Care and Support is available, effective and mitigates risks, whilst promoting independence.	Head of Transformation for Adult Services	CIW 5, Area Plan Wellbeing Priority 2, Vision 2025	M6, M7, M12, M22, M24, M26, M28 D – D1, D2, D6
B7	Efficient and effective embedded safeguarding processes meeting legislative requirements support people in need.	Contact and Safeguarding Senior Manager	CIW 2, Area Plan Transforming Partnerships Priority 1, Vision 2025	M9, M18, M25, M29 A – A7 D – D3
B8	Response framework for prioritisation of allocation service delivery used consistently.	Senior Manager Older People Services / Senior Manager Mental Health Services / Contact and Safeguarding Senior Manager	CIW 3, Vision 2025	M6, M8, M9, M10, M12, M18, M29, M30
B9	A culture that learns from complaints and celebrates success is embedded.	Head of Operations for Adult Services	CIW 15	M27 D – D7

LONG TERM (2020 +)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
B10	Integrated multi-disciplinary teams across the County in place.	Director of Social Services	Area Plan Early Help and Support Priority 2 & Joined Up Care Priority 2 & Workforce Futures Priority 1, Towards 2040 11, Vision 2025	M30 A – A7

Priority Area C – Workforce

Sponsor – Professional Lead Culture & Leadership Development

Work-stream Lead – Head of Operations for Adult Services / Senior Officer – Culture & Leadership Development

CIW SUCCESS CRITERIA

Services are delivered by a suitably qualified, experienced and competent workforce that is able to recognise and respond to need in a timely and effective way. The Council is able to ensure that staff and services meet the standards that have been set for them. Services and support improve outcomes for people.

Social Services and Wellbeing (Wales) Act 2014

- *Part 3 Code of Practice (Assessing the Needs of Individuals)*
- *Part 4 Code of Practice (Meeting Needs)*
- *Part 4 and 5 Code of Practice (Charging and Financial Assessment)*
- *Part 9 Statutory Guidance (Partnership Arrangements)*

RELEVANT CIW INSPECTION RECOMMENDATIONS

- *The local authority should strengthen the existing adult services improvement plan to ensure specific, clear and time-bound actions to improve access arrangements. This should include objectives to ensure sufficient management and staff capacity, contingency and expertise is in place to manage demand and to support good quality and timely decision making.*

- *A robust workforce strategy should be produced to include short, medium and long term plans for recruitment and retention of the adult services workforce. Permanent appointments are required in key posts to provide resilience and stability within the service.*

- *Senior managers should take steps to improve the frequency and consistency of supervision for front line staff.*

IMMEDIATE (BY 1ST SEPTEMBER 2018)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
C1	**Work on workforce Strategy which includes short, medium and long term plans for recruitment and retention of the adult services workforce commenced.**	Head of Operations & Professional Lead Organisational Development	**CIW 6, Area Plan Workforce Futures Priority 1, Towards 2040 6, Vision 2025**	**M13, M16, M17, M18, M19, M20, M21 C – C1**

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
C2	**Work on Social Services Recruitment Strategy commenced.**	Professional Lead Organisational Development	**CIW 6, Area Plan Workforce Futures Priority 1**	**M13, M16, M17, M18, M19, M20, M21 C – C2**

SHORT TERM (BY 1ST DECEMBER 2018)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
C3	**Front line staff receive regular supervision.**	Senior Operational Managers	**CIW 16, Vision 2025**	**M14, M19**
C4	**Consistency and Quality of supervision for front line staff.**	Senior Operational Managers	**CIW 16, Vision 2025**	**M14, M19 B – B1**
C5	**All posts within the service are either appointed or recruitment in process.**	Senior Operational Managers & Business Manager	**CIW 6, Area Plan Workforce Priority 1, Vision 2025**	**M17, M20, M21 C – C1, C2**
C6	**Transformation Team structure aligns to Regional Partnership Board governance arrangements.**	Head of Transformation	**Area Plan Workforce Priority 2**	**A – A10 D – D2**
C7	**Work commenced on overarching Powys wide workforce strategy in reference to the working age depopulation within the county.**	Head of Organisational Development	**CIW 6, Area Plan Workforce Futures Priority 1 & Transforming Partnerships (Other), Towards 2040 6, Vision 2025**	**M13, M16, M17, M18, M19, M20, M21 C – C1 C – C2**
C8	**All staff are appropriately supported in line with professional accountability and can evidence continuous professional development.**	Professional Lead Business Support	**CIW 4, Vision 2025**	**M13, M14, M15, M16, M19**
C9	**Plan in place for ensuring availability of sufficient Welsh speaking professional staff to maximise use of the _Active Offer_**	Head of Transformation	**CIW 4, Area Plan Transforming Partnerships Priority 5, Towards 2040 6, Vision 2025**	**M12, M18 A – A6**

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
C10	**Staff holistic wellbeing strategy, including physical health and safety at work and morale surveys, implemented.**	Head of Organisational Development	**CIW 6, Area Plan Workforce Priority 1, Towards 2040 12, Vision 2025**	**M13, M14, M15, M19, M20 C – C1**
C11	**Workforce Strategy which includes short, medium and long term plans for recruitment and retention of the adult services workforce implemented.** **Separate Social Services Recruitment Strategy implemented.**	Head of Operations & Professional Lead Organisational Development	**CIW 6, Area Plan Workforce Futures Priority 1, Towards 2040 6, Vision 2025**	**M13, M16, M17, M18, M19, M20, M21 C – C1, C2**

MEDIUM TERM (DECEMBER 2019)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
C12	**Integrated roles with the health board which increase service capacity in place.**	Head of Organisational Development & Head of Operations	**CIW 4, Area Plan Joined Up Care Priority 2 & Early Help and Support Priority 2 & Workforce Futures Priority 1, Towards 2040 6 & 11**	**M27, M26, M30 A – A5**
C13	**Future service delivery and capacity mapped and used to deliver the changes necessary to deliver outcomes for people.**	Head of Transformation for Adult Services / Head of Operations for Adult Services	**Area Plan Workforce Futures Priority 1, Vision 2025**	**M9, M18, M24, M29 C – C1**
C14	**All managers have completed the Management Induction Programme and are supported to undertake their role.**	Business Manager - Adult Social Care	**CIW 16, Area Plan Workforce Priority 1, Towards 2040 6**	**M14, M15, M19 C – C1**
C15	**Increased number of people are supported to undertake professional training in social work, OT and other roles, as well as supporting apprenticeships and other similar programmes. – Grow Your Own**	Professional Lead Business Support & Business Manager – Adult Social Care	**CIW 4, Area Plan Joined Up Care Priority 2 & Workforce Futures Priority 1, Towards 2040 6, Vision 2025**	**M16, M17 C – C1**

| C16 | Welsh speaking individuals who require assessment are allocated to Welsh speaking staff. | Head of Transformation | CIW 4, Area Plan Transforming Partnerships Priority 5, Towards 2040 6, Vision 2025 | M12, M18 A – A6 |

LONG TERM (2020 +)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
C17	Health and social care academy in Powys to support with future workforce availability developed.	Director of Education	CIW 6, Area Plan Workforce Futures Priority 1, Towards 2040 6, Vision 2025	M16, M17 C – C1
C18	Powys wide workforce strategy in reference to the working age depopulation within the county is ensuring adequate workforce in place across a range of health and care roles in both the public, voluntary and private sector.	Head of Organisational Development / Director	CIW 6, Area Plan Workforce Priority 1 & Transforming Partnerships (Other), Towards 2040 6 & 12, Vision 2025	M13, M16, M17, M18, M19, M20, M21 C – C1 C – C2

Priority Area D – Reshaping and Reforming

Sponsor – Head of Transformation for Adult Services
Work-stream Lead – Health & Social Care Change Manager (Ageing Well) / Commercial Services Lead

CIW SUCCESS CRITERIA

Regular auditing, to ensure management oversight of the quality of work being undertaken. Independent oversight in respect of care planning for adults.

All staff will have access to policies and procedures which will can be used to effectively guide their practice. Appropriate referrals are made by all agencies based on an agreed threshold.

Management information is analysed at all levels of the Service and plays a key role in decision making. Evidence that Management Information is informing Decision Making. Performance against key performance indicators is readily available.

Complaints are responded to in a timely manner. Independent investigation of all complaints. Learning from complaints shared across the service and leading to improvements in practice. Analysis of complaints to inform planning and delivery of services.

Social Services and Wellbeing (Wales) Act 2014
   – *Part 2 Code of Practice (General Functions)*
   – *Part 4 Code of Practice (Meeting Needs)*
   – *Part 9 Statutory Guidance (Partnership Arrangements)*
   – *Part 10 Code of Practice (Advocacy)*
   – *Part 11 Code of Practice (Miscellaneous and General)*
   – *Code of Practice on Measuring Social Services Performance*
   – *Statutory Guidance on Area Plans*

RELEVANT CIW INSPECTION RECOMMENDATIONS

- *The local authority should improve performance and/or contract management arrangements to inform their evaluation of the effectiveness of commissioned services to ensure people referred to community support services are not subject to drift and delay.*
- *The local authority, jointly with partners, should take steps to ensure the speed of transformation is accelerated and undertaken in a way that fully engages staff and supports the meaningful involvement of service users and carers.*

SHORT TERM (BY 1ST DECEMBER 2018)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
D1	**Agreement on safe governance and management of the Powys County Council owned residential care homes to meet the standards required.**	Health and Care Change Manager – Ageing Well	**CIW 10, Area Plan Transforming Priority 3, Vision 2025**	**M26 A – A3, A4 D – D2**
D2	**A safe, robust domiciliary care commissioning and procurement system that is effective and efficient is used.**	Health and Care Change Manager – Ageing Well	**CIW 10, Area Plan Innovative Environment (Other) & Transforming Partnerships (Other), Vision 2025**	**M23, M24, M26 D – D1, D2**
D3	**An effective and efficient technology enabled independence and care services to support individuals to live within their chosen environment independently is consistently used.**	Health and Care Change Manager – Living Well	**Area Plan Digital Priority 3, Towards 2040 4, Vision 2025**	**M22 A – A6**

MEDIUM TERM (DECEMBER 2019)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
D4	**In conjunction with Powys Teaching Health Board, Third Sector commissioning that enables residents to live independently and engage with their communities is undertaken in an integrated manner.**	Health and Care Change Manager – Ageing Well	**CIW 10, Area Plan Transforming Partnerships Priority 2 & 3 & Well-being Priority 1 & Early Help and Support Priority 2 & Big Four Priority 1, Towards 2024 5 & 11, Vision 2025**	**M23, M24, M25, M26, M27 D – D2**
D5	**All commissioning and contracting practices are outcomes focussed, meet legal requirements, provide excellent outcomes and are managed and monitored effectively.**	Health and Care Change Manager – Ageing Well	**CIW 14**	**M23, M24, M25, M26, M27 D – D2**

D6	**The engagement strategy is implemented, resulting in meaningful involvement of service users, carers and staff.**	Head of Transformation for Adult Services / Communications Officer	**CIW 10,** **Area Plan Workforce Futures Priority 2 & Well-being Priority 2,** **Towards 2040 1**	M12, M27 D – D2, D3
D7	**Library of existing strategies, and relevant documents available online.**	Head of Transformation		M25, D – D3
D8	**Strategy published for Transition and implemented.**	Health and Care Change Manager – Living Well and Health and Care Change Manager – Start Well	**Area Plan Joined Up Care (Other)**	M12, M27 D – D4
D9	**Statement of Intent published for Physical Disabilities and Sensory Loss.**	Health and Care Change Manager – Living Well	**Area Plan Well-being Priority (Other)**	M12, M27 D – D2, D5
D10	**Transformation of Daytime Opportunities for Older People completed.**	Health and Care Change Manager – Ageing Well	**Area Plan Well-being Priority 1 & Innovative Environment (Other)**	M12 A – A3, A4
D11	**Home Based Support Pilots Evaluated and decision made on further development.**	Health and Care Change Manager – Living Well	**Area Plan Innovative Environment (Other), Vision 2025**	M6, M12, M22 D – D6
D12	**Technology Enabled Care at the heart of all care planning.**	Health and Care Change Manager – Ageing Well	**Area Plan Digital Priority 3, Vision 2025**	M22 D – D3
D13	**Dewis and Info-Engine both available and appropriately populated.**	Health and Care Change Manager – Living Well	**Area Plan Digital Priority 1, Vision 2025**	M8, M12 A – A8 B – B2
D14	**Preferred model of ownership/management of the Council's residential homes implemented.**	Health and Care Change Manager – Ageing Well	**Vision 2025**	M26 A – A3, A4 D – D2
D15	**Joint commissioning undertaken for care home accommodation with the Powys Teaching Health Board.**	Health and Care Change Manager – Ageing Well	**Area Plan Transforming Partnerships Priority 2&3, Vision 2025**	M25, M26, M27 D – D2
D16	**Intermediate Care review completed and short term support through reablement and 'home from hospital' strengthened.**	Head of Transformation	**Area Plan Joined Up Care Priority 1**	M6, M7 D – D2

LONG TERM (2020 +)

No	Outcomes	Lead	Cross Ref.	Success Measure and/or Evidence Ref.
D17	**People have access to good quality accommodation within communities in order to support independence. This could include lifetime accommodation, technology enabled housing, Shared Lives, repatriation home to Powys, as well as other options.**	Health and Care Change Manager – Ageing Well / Health and Care Change Manager – Living Well	**Area Plan Innovative Environment Priority 4 & Joined Up Care Priority 6 & Digital Priority 3, Towards 2024 5, Vision 2025**	**M12, M22, M28 D – D2, D6**
D18	**All actions in the Area Plan will have been delivered**	Chairs of Age Well, Live Well Disability, Live Well Mental Health	**Area Plan, Towards 2040**	**M6, M12, M18, M25, M27, M30 A – A7 D – D2 D – D3**

APPENDIX

Accompanying contextual information which includes the following can be found in the appendix at:

<mark>WEB ADDRESS</mark>

1. Powys Profile
2. Strategic Context
3. The Regional Partnership Board and Area Plan
4. Prudent Social Care
5. Vision 2025
6. Governance and Performance Management
7. The Council's Performance Management Framework
8. Communications

Additional Links:

Regional Partnership Board: https://customer.powys.gov.uk/article/1741/Powys-Regional-Partnership-Boardcommodation-Our-vision-for-the-future

Powys County Council's Vision 2025: http://www.powys.gov.uk/en/democracy/plans-for-powys-county-council/vision-2025-our-corporate-improvement-plan-2018-2023/

Powys County Council Performance: http://www.powys.gov.uk/en/democracy/plans-for-powys-county-council/performance/