



Director of Social Services Annual Report 2018-2019



Director of Social Services Annual Report 2018-19

Contents

1. Director's summary of performance
2. Introduction
3. How are people shaping our services?
4. Promoting and improving the well-being of those we help
 - (a) Working with people to define and co-produce personal well-being outcomes that people wish to achieve
 - (b) Working with people and partners to protect and promote people's physical and mental health and emotional well-being
 - (c) Taking steps to protect and safeguard people from abuse, neglect or harm
 - (d) Encouraging and supporting people to learn, develop and participate in society
 - (e) Supporting people to safely develop and maintain healthy domestic, family and personal relationships
 - (f) Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs
5. How we do what we do
 - (a) Our workforce and how we support their professional roles
 - (b) Our financial resources and how we plan for the future
 - (c) Our partnership working, political and corporate leadership, governance and accountability
6. Accessing further information and key documents

1. Director's Summary of Performance

These past 12 months have been a busy time for social services in Powys as we continue our journey towards excellence. We are now in our second year of improvement following the Care Inspectorate Wales (CIW) inspection of both our adults and children's services, which highlighted several areas for Powys Social Services to address.

As an organisation, we have been achieving important milestones in our improvement journey since the inspection of Children's Services in 2017 – both those set areas identified through inspection regimes and also those areas of development set as part of our aspirations to deliver the best possible service to those Powys residents who require our service. It has taken a considerable amount of collective effort and collaborative working across the council and with partners. As the Director of Social Services, I am extremely grateful for the commitment and efforts of our colleagues and partners and that of our staff within the service, who have worked tirelessly to drive the improvements we have seen to date. In terms of outcomes, some children, families and adults who use services have seen real benefits. However, we are still in a relatively early stage of our journey. Our work to date has demonstrated that we were, in some areas, driving performance and professional practice from a very low starting point.

On the other hand, there have been encouraging signs about our capacity to deliver positive sustainable change while dismantling some of the obstacles that could get in the way. In Adults' Services we have learned from previous inspections and from best practice across Wales in applying the Social Services and Well-being Act along with other legislative requirements. I am pleased to report that that we have worked hard to ensure that:

- Individuals are engaged in a "What Matters" conversation at an early stage in their engagement with the service.
- Social care practice is becoming grounded in a more asset/strengths-based models including *Signs of Safety in Children Services*. This will be one of our key priorities to ensure that this is consistently being applied and fully embedded in to day to day practice.
- We are prioritising and extending our Information, Advice and Assistance services, (IAA) especially in rural areas. This includes ensuring that services, such as the library service, provide information and advice, as well as our plans for commissioning a virtual occupational therapy service online in 2019/20.
- We have improved coordination between our Safeguarding Team and Community Connectors to provide information, advice and assessment. Community Connectors are now integrated in to the ASSIST service in Adults' Services.
- Funding from the Welsh Government's Integrated Care Fund (ICF) has allowed us to commission pilot projects and develop new services which are more outcome focused, for the most part in the third sector. This approach to the IAA service encourages diversity and respect for communities through the

use of a wide range of third sector organisations, with an understanding of the local culture and requirements.

- During 2018-19, our Technology Enabled Care project has continued to add new services and expanded our outreach efforts.
- We continue to focus on stabilising the workforce and progressing the implementation of the Children's Services restructure following a period of consultation with staff. In February, we commenced a recruitment drive with several of the current agency staff applying for permanent roles. We have started a programme of promoting the council through attendance at careers fairs in Birmingham and, in the coming months, Manchester. This will be further developed by attending university open days throughout Wales and neighbouring counties during 2019-20 to further develop and strengthen the workforce.

Looking ahead, we have produced a work programme to improve our services over the next few years. This report is one way that we can be accountable to people in Powys for the steps we will make to reach our overall aims of:

- Supporting families to stay together wherever appropriate and reducing the need for children to be looked after by the council, by focusing on services which provide timely help, build on family strengths and preventing greater problems arising.
- Children First - A project called 'Raising Aspirations' is taking place in response to community feedback regarding futures for young people in Newtown. This is a monthly session where local inspirational people present their experience of work and talk about what they do, to Year 6 pupils.
- Managing risk confidently and effectively when providing support to families where children and young people need to be safeguarded or are deemed to be on the 'edge of care' by making sure that their needs are accurately assessed and met effectively, with positive outcomes for them. This includes supporting families to avoid children becoming accommodated unnecessarily and by making private arrangements within their wider family networks so that children become looked after by the council only where this is clearly in their best interests.
- Securing a flexible and affordable mix of high-quality provision for children who are looked after, adults who require care and support and their carers to meet the diverse range of their individual needs and circumstances;
- Giving children and young people clearly planned journeys through care and into adulthood which remain focused on achieving care and support plans, prevent drift, enable them to be reunited with family and friends where possible, have stable placements and exit the care system with good prospects for improved life chances.
- Children's Services have developed a Strategic Framework for our Children Looked After. The purpose of this framework is to improve outcomes for children looked after in Powys. This is underpinned by the following strategies and frameworks: Permanence, Closer to Home and Edge of Care, Leaving

Care Strategy, Sufficient Supply of High-Quality Care Placements, Participation and Voice of the child and Quality Assurance.

- Promoting independence and self-care wherever possible, to work alongside partners, especially health, to ensure that individuals with complex care needs have the assessment they require under legislation and ensure that appropriate provision is available to meet their needs if required and wherever possible the use of technology is used to mitigate risk, promote independence and enable individuals to remain in their own home for as long as possible.
- Supporting adults and carers who require care and support, with timely assessment and ensuring the right level of care and support is available to adults who require this support.
- 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 helping them to re-connect with their community networks and supporting carers to continue to care for their relative.
- 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 reconnecting 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.
- Continuing to improve staff engagement through channels for good practice and creative ideas to be shared across the service. We have already established an Employee Representative Group, which meets on a 6-weekly basis with senior management. Initiatives in the coming year will prioritise building staff engagement and well-being.

Everyone has worked hard over this difficult period and organisational change does not happen overnight. Our improvement plans are having tangible results and we will continue to invest in, and support, improvements to our service delivery. Thanks to the hard work of staff, corporate colleagues, partner organisations and political support, we are making significant improvements; albeit that there is still much to do to reach the standards we aspire to for the residents of Powys.



Alison Bulman

Director of Social Services

2. Introduction

This is the Director of Social Services' report for 2018-19 for Powys County Council. It provides an overview of how well the services achieved the intended outcomes as set out in 2017-18's report, what the major achievements and challenges were, as well as identifying new developments and aspirations for 2019-20 and beyond.

Powys County Council's Social Services Department is structured in to Children's Services and Adults' Services, both supported by a Commissioning team. Accordingly, during the year a senior management restructure saw this confirmed with two new Heads of Service being appointed to lead the services.

The Adults' Social Care service adopted new principles of working, as set out in its improvement plan. These included:

How We Will Work Together

We believe that everyone should be seen as unique individuals who have strengths, hopes and aspirations 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 the individual.

We will:	You can help by:
Listen, be open, honest, friendly and non-judgmental.	Having your say and telling us about your experience.
Ensure that children and young people's voices and opinions are heard and are visible in all aspects.	Making your voice heard, participate in children and young people's forums and panels.
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.

This report considers how people are shaping our services; how the service promotes and improves the wellbeing of those being helped; how the council undertakes its functions; and finally enables access to further key information and documents if required.

3. How Are People Shaping Our Services?

Communicating and engaging with the public is important to how we shape the services people need and collectively evaluate how well we perform in delivering care and support to those who need it. Engaging and consulting on service development and delivery is crucial to delivering what the people of Powys require.

We are eager to hear about the services we already deliver and how we can support adults and children better. This is important for all our services and those who access them. In some areas we have done well to engage adults but we need to improve how children are enabled to voice their opinions on the decisions that affect them.

Both service users and carers have been fully involved in the Carers' Steering Group, the Live Well and Age Well Partnerships and other service user forums. Carers and citizens' representatives are supported through commissioned Credu and PAVO services to enable their involvement and informed engagement at these groups, as well as at the Regional Partnership Board.

During the CIW Inspection of Children's Services in October 2018, improvements were found with renewed participation by senior managers in the Regional Safeguarding Board and reactivation of the local safeguarding operational group and Corporate Parenting Group. CIW found greater corporate oversight of Children's Services, including indications of improving challenge and influence via the scrutiny process through cross party membership, training has been and continues to be provided to Members. The Chair of the Corporate Parenting Group does note that further work is required to ensure consistent attendance by statutory agencies and the voice of the child is heard by the representation of young people.

We have re-established the Care Leavers Forum and in February we met at Broneirion in Llandinam. We spent some time looking at the young people's experiences of Pathway Plan Reviews and were also joined by Marc James who talked about traineeships. We then did the 'Escape Rooms' in the afternoon after having lunch, which everyone enjoyed. We had seven care leavers present.



In April we met at Bwlth Wells Sports Centre. We played a few different games including badminton and dodgeball, and again had lunch together.



Jan Coles arrived after lunch and spent some time playing badminton and dodgeball with the young people before we had a question and answer session with Jan. This went well and was well received by the young people.

We continue to have opportunities for young people to reflect and inform on service development through the Young People's Safeguarding Group and have had presentations by young people to the Powys local operational group.

Mid and West Wales Advocacy - Participation Groups

We run three safeguarding participation groups – Eat Carrots be Safe from Elephants (in Powys), Safe Stars (in Ceredigion) and CADW (which is a regional Junior Safeguarding Children's Board covering the counties of Carmarthenshire, Ceredigion, Pembrokeshire and Powys).

All groups are open to young people aged 11 years and above. The groups meet three or four times a year to talk about safeguarding topics important to them and they share this information with people like social services and the police to help inform their work.

The groups don't just meet and talk. They also organise and take part in some great activities, including residential weekends, making DVDs and raps!

Listen to CADW's rap via the link below:

<https://www.tgpcymru.org.uk/what-we-do/mid-and-west-wales-advocacy/>



We have developed a Strategic Framework for our Children Looked After. The purpose of this Strategic Framework is to improve outcomes for children looked after in Powys. We recognise

that there are a number of key challenges and areas for improvement. This Strategic Framework will act as the overarching strategy for the chapters that sit beneath it:

- Permanence Strategy - We recognise it is not possible to take a systemic or holistic approach to permanency planning without recognising that children's needs change over time. We recognise that the strategies and plans which set out the support for children, families and carers must work together to address the needs of those children who come into our care throughout their childhoods and on into adulthood.
- Closer to Home and Edge of Care Strategy - Wherever possible we will always try to keep children safe, and meet their needs within their home

communities or as close to their home communities as feasibly possible whilst also understanding that in some cases it may not be possible to meet their individual needs locally. Most children, as they get older, will express their wish to migrate home to their families. Keeping children closer to home enables us to maintain those links and stability wherever it is safe to do so.

- Leaving Care Strategy - We have high aspirations for all our care leavers, and we are committed to encouraging them to achieve their goals and their full potential. We do this by ensuring that these children and young people have the same opportunities that we would give to our own children and young people through access to high quality education, health and social care services.
- Sufficient supply of High-Quality Care Placements – Children's Services have implemented the Access to Resource Panel, the purpose of the Panel is:
 - To monitor and review IFA and external residential placements for children looked after;
 - To ensure that families receive the right resource that meet their needs;
 - Identify gaps in service provision and mould and change services once gaps have been found;
 - To provide packages of support which cost £2,000/week or more only (including; childminding, therapy, etc);
 - To use internal and external resources appropriately.
 - To give agreement for additional needs payments (foster carers for children who require additional support) In addition, with partner agencies, we facilitate the Multi Agency Approval Panel.
 - To ensure there is ongoing corporate support and commitment to improve services for all our children looked after. All out of county children placements are being reviewed to ascertain if children and young people can return to their own communities. Strategic partnership relationships are improving.
- Participation and Voice of the child. We have an Independent Reviewing Officer service which aims to provide consistency, stability, scrutiny and Quality Assurance for care planning for children and young people. The Quality Assurance framework is in place to ensure auditing of children's files to evidence what 'good' looks like. Children have access to an advocate from Tros Gynnal Advocacy Service. Children are visited by their social worker. Children have a voice through all these services.
- Our Quality Assurance Framework ensures that the safeguarding and welfare of children is the central focus in the delivery of our services to children and their families. In order to achieve this, we will ensure that children's needs are identified, so that they receive early help and the right service at the right time, to promote their welfare and protect them. Every child and young person should have the opportunity to reach their full potential and they are best supported to grow and achieve within their own families and their own diverse communities.



- Signs of Safety is a strengths-based approach which has been adopted by Powys Children's Services as the model for social work practice with children, young people and their families. This approach supports our aspiration to achieve permanence for our children and young people through its emphasis on working collaboratively and transparently with families. The approach can often act as the catalyst that initiates behavioural changes within families.



During 2019 we will create a new *Pledge for Children in Powys*, in conjunction with health, the third sector and the youth forum. Our work in 2018, including gathering feedback from 41 stakeholders and 140 young people and interested parties across the county. There have been delays in presenting the *Pledge* to Cabinet due in part to the Children's Services restructure and the changes in Children's Services Senior Management Team. Powys Teaching Health Board is also looking at adopting the *Pledge* in 2019-20.

Over 80 primary school children came together in June 2018 for a 'Have Your Say Day' event at Gregynog Hall, near Newtown, to learn about and share their views on issues such as health and healthy eating, reducing littering in our environment and how to stay safe at home, at school and in the community.

Alongside the lessons and workshops, Powys County Council's Cabinet signed the 'National Participation Charter' with colleagues from Powys Teaching Health Board in support.



This was one of two events with another event being held on the 6th October 2018 in Theatre Brycheiniog with 69 young people across the south of Powys in attendance.

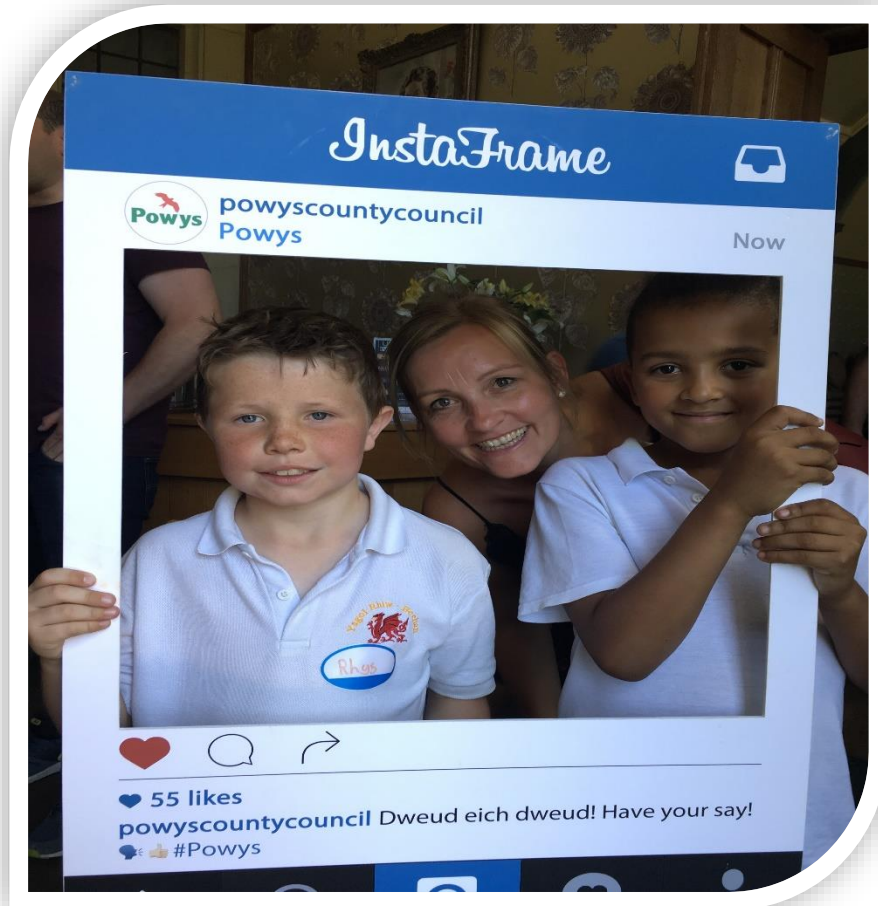


The Youth Forum is a representative body of young people in Powys to enable them to have their voices heard on decisions that affect their lives (as directed under the Article 12 of the Children's Right Convention and under the Children and Families measure 2010 strengthened by Annexe B of the Wellbeing and Future Generations Act.) In July 2018 the Youth Forum took part in the following activities

1. Youth Forum residential takes place, where members of the Start Well board came together to talk to young people about the Charter and develop a draft. This also included renaming the charter as a pledge;
2. The Youth Forum also talked about the Welsh Youth Parliament, the Make your Mark Ballot, discussed Brexit for a Children In Wales report, fed back on changes to the School Transport policy and started to look at developing a toolkit and training for school councils;
3. Young People were invited to be part of the Counselling Re-commission to look at a demonstration of potential new systems;
4. The Member of Youth Parliament for Powys also took part in the Leader's Young People's Celebration event on the Showground during the Royal Welsh Agricultural Show;
5. Young People also had the opportunity to help interview for the Head of Children's Services and - through the new Children's Services restructure interview process - Senior Manager and Manager posts.

Children's Rights has been well supported through 2018-19. The Cabinet received a report on adopting the National Participation Standards and the Children's

Commissioners for Wales' 'Right Way' Guidance, to seek to make Powys a Child-Friendly County and ensure that when we make decisions that impact on the lives of Children and Young People we have taken the appropriate and reasonable steps to engage with them and seek their views.



At a corporate level, the council itself has focused on developing a better understanding of how residents see social care contributing to wellbeing outcomes, gathering information through our Community Connectors. For example, identifying who is a good source of local intelligence, and undertaking a survey of our service users annually in order to discover their views on the services.

To help shape our service, we collect Compliments, Comments and Complaints and we discuss this feedback on a regular basis. We categorise them into Stage 1 and Stage 2 Complaints. Stage 1 complaints are dealt with by the team or senior manager of the department. If we are unable to resolve a complaint at Stage 1, then it escalates to Stage 2 where the investigation is undertaken by an external independent investigator. If the matter is still unresolved, the complaint escalates to the Ombudsman. In 2018-19, our Stage 1 complaints reduced by 64 (38%), while there was an increase of three Stage 2 complaints over the previous fiscal year. Compliments increased by 250% over last year, due in large part to asking happy customers to fill out the Compliment Form.

Table: Complaints, Compliments 2017-2019

	Stage 1 Complaints		Stage 2 Complaints		Compliments	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
Childrens Services	97	67	8	9	9	14
Adults Services	85	53	5	5	45	126
Total	182	120	13	14	54	140

According to an annual survey of people who access adult social care services:

63% of people reported that they live in the right home for them (this was 81% in 2017)

51% of people reported they have received the right information or advice when they needed it (this was 72% in 2017)

92% of people reported they have received care and support through their language of choice (this was 91% in 2017)

63% of people reported they felt involved in any decisions made about their care and support (this was 72% in 2017)

72% of people were satisfied with care and support that they received (this was 81% in 2017)

38% of carers reported they feel supported to continue in their caring role (this was 23% in 2017)

What are our priorities for next year and why?

Our Key Aims are:

- To provide excellent information, advice and assistance in easy to understand and accessible formats to enable people to make informed decisions about their own health and wellbeing including any support needs.
- To support individuals to live within their own communities and to enjoy fulfilled lives without requiring formal care whilst providing a safety net of services for those who do require our services.
- Improving the experience of those people who do use our services.
- Using a strength-based approach to work alongside partners, especially our health board colleagues, to ensure that individuals have timely assessment (if required).
- To provide and commission a flexible and affordable mix of high-quality support services for adults and children, where possible within Powys or Wales, to meet the diverse range of individual needs and circumstances.

- To provide opportunities for people of all ages to have their voice heard.

4. Promoting and Improving the Well-being of Those We Help

(a) Working with people to define and co-produce personal well-being outcomes that people wish to achieve

Understanding “what matters” in our conversations with people is paramount to successfully placing the individual at the centre of what we do. “What matters” is the *golden thread* that runs throughout our services and is an important guiding principle of the Social Services and Wellbeing (Wales) Act 2014.

What did we plan to do last year?

In last year’s Annual Report, we set out several priority actions to enhance how we work with people to help them achieve their outcomes, namely that we would:

- Address the difficulties in recruiting to specific posts.
- Develop a workforce strategy to enable us to support, train and retain our existing workforce.
- More fully support and embrace agile working.
- Provide consistent, dependable leadership across the service.
- Review our access arrangements promoting self-service and channel shift wherever appropriate. Ensuring we have the right model to meet the demands on the service. Promoting a culture of getting it ‘right first time’ for people who contact us.
- Streamline data collection as not all the information is in one place and the IAA service needs greater co-ordination across third sector organisations.
- Work with professionals to develop their understanding and respect for the importance of IAA in enabling the local population to make informed decisions and take personal responsibility for their health and wellbeing.
- Build a culture which routinely meets the expectations of the Social Services and Well-being Act and other legislation which encourages co-production and reduced dependence.
- Address the challenges of the WCCIS system.
- Examine how best to respond to demographic pressures in respect of significantly older adults who are generating additional demand.

How far did we succeed and what difference did we make?

- Both Children’s and Adults’ services have workforce recruitment and retention plans that have shown some positive results. We have successfully recruited to all senior leadership roles this year and now have a permanent Director, and all three Heads of Service in place, providing a stable leadership team which has been identified as important to our staff.
- Towards the end of 2018-19 young people from the leaving care team were involved in interviewing potential candidates for the Senior Manager and Team Manager position in the new structure for Children’s Services, work which will continue during 2019-20, and will be further embedded at all levels

across the service in the same year. Interviews during 2018-19 were also held for Head of Learning, Head of Children's Services and the Chief Executive, all of which included a young people's panel.

- While our service has embraced agile working and using Skype as a tool to reduce staff travel time and reduce our carbon footprint as an organisation, there needs to be more reflection on how to support our teams in feeling connected in this more virtual environment.
- Adult Services have worked closely with the newly appointed Joint Health and Social Care Workforce Planning Manager to inform a workforce strategy looking from a wider lens to include health, social care, volunteers and the independent sectors. The work which has been undertaken will also inform a national workforce strategy for Wales which is underpinned by the principles of *A Healthier Wales*.
- Expanded our home-based support services to East Radnorshire, Llanidloes and Llandrindod Wells. These early intervention and prevention pilots will be evaluated at the end of the 2019.
- In partnership with the Powys Teaching Health Board and PAVO, our total number of Community Connectors increased from nine to thirteen. The number of referrals also rose from 1,710 last year to 2,189 in 2018-19, an increase of 29% over last year. The percentage of people who said that the Community Connectors helped deliver 'what matters' to them increased from 85% to 89% during the last year.
- A thorough review of *Powys People Direct* (PPD) was undertaken for Adult Services to determine if the technology, branding and processes were fit for purpose. As a result, we replaced PPD with *Adult Social Services Information Support Team* (ASSIST). Now it is clearer for staff and the public that this service is for adults who require information, advice or assistance in relation to adult social care. The key role of the contact officers within the ASSIST team is to get to the heart of "what matters" to the person and identify the outcome they are looking to achieve. The team works closely with third sector partners so that prevention and co-production opportunities are identified early on. Staff have clear procedures to follow if safeguarding issues are brought up. New online forms have been created so that people can request help or an assessment from our website, an example of our efforts to implement the *Digital First* strategy to transform the way we offer public services.



Gwasanaeth Gwybodaeth Gofal Cymdeithasol i Oedolion
Adult Social Care Information Service

0345 602 7050

- We are providing a whole-system approach to *Information, Advice and Assistance* (IAA) to increase opportunities for people receiving information. Work has commenced to explore options to use existing information points, such as library services, to reduce the unnecessary use of *ASSIST*.
- *InfoEngine* and *Dewis Cymru*, our websites that help people find services, have been enhanced. Now, if we add or edit a service on one of the websites, the information is automatically updated on the other website.
- With our third sector partner, PAVO, we enhanced the role of 'Community Connectors' by adding their presence to our *ASSIST* team and thus include them at the front end of our contact with the public to provide information, advice and assistance at the earliest opportunity.
- Business Process Maps have been updated to ensure that our practice is consistent, efficient and that staff feel supported in understanding the processes that they are expected to follow.
- An expanded and improved WCCIS training has been developed with staff and ICT input. Training will be delivered to all WCCIS users in Social Services over the coming year.
- We introduced the *Message in a Bottle* scheme, which can help emergency services quickly know vital information should someone have a fall or become ill at home. A small plastic bottle is placed in the fridge with the resident's personal details rolled up inside. A sticker with a green cross is displayed to let responders know the vital information is in the fridge.
- What Matters conversations – a requirement of the Social Services and Well-being Act is that Adult Social Care focus on what matters to the individual. To support the workforce in focussing on this when talking to service users and

carers, strengths-based and outcome focussed collaborative communication training has been undertaken by staff. Joint training has also been undertaken with Ceredu to support their team in their approach with carers to enhance their understanding of collaborative communication.

Table
Carers Results from the Annual Social Services Well-Being Survey

	Carers reporting they feel supported to continue in their caring role		Carers reporting they felt involved in designing the care and support plan for the person that they care for	
	2017-18	2018-19	2017-18	2018-19
Yes	23%	38%	43%	77%
Sometimes	-	31%	-	15%

Much emphasis has been placed on increasing awareness and training staff and as a result the number of assessments of need for carers has increased from three in March of 2018 to thirty in March of 2019. The percentage of identified carers offered an assessment increased from 87% (11) in March of 2018 to 96% (67) in March of 2019.

Accessibility

As a rural county in mid Wales, we offer a broad range of information in both Welsh and English via our website and printed materials, however this didn't address the third language here in the UK; British Sign Language (BSL).

BSL was recognised by the government as a language in March 2003. It is the first or preferred language of an estimated 87,000 deaf people in the UK. In Wales, around 4,000 people are deaf. BSL is a visual-gestural language, with its own grammar and principles, which are completely different to the grammatical structure of Welsh or English.

To make it easier for people with hearing loss to access information on the Social Care website, we have created several BSL videos. We continue to expand the areas that Powys residents are most likely to want interpreted into BSL. Web analytics show Powys' most visited webpages are recycling and rubbish, applying for a job, applying for benefits and safeguarding pages.



The Active Offer

In order to implement the Active Offer, Powys County Council has:

- Amended systems and processes so that staff find out the service users' preferred language at the beginning of the conversation and that preference is recorded in WCCIS. This allows us to better serve Welsh speakers by knowing their preference and monitoring that we respond in their preferred language.

Our next step is to:

- Promote the allocation of Welsh speaking staff to work with Welsh speaking service users where possible.

Whilst the baseline data demonstrates that there is significant improvement required, this measure will be used to promote maximisation of the active offer and drive forward improvement in this area. The long-term aim is to provide the Active Offer to at least 90% of Welsh speaking service users.

Welsh language service provision is included in all new contract specifications, service level agreements and grant funding processes. This is regularly contract monitored.

- We have revised our forms and first point of contact (ASSIST) to capture preferred language need at the earliest possible moment. Operational managers are working to implement the Active Offer and allocate workers accordingly. The Disability Team continues to manage the Active Offer for individuals as a team on a county-wide basis.

Welsh Fluency in our Workforce

The council has adopted a revised Welsh Language and Recruitment Policy which places an emphasis on identifying roles that require Welsh language fluency. Frontline services should aim to reflect the language profile of the community served. If a new hire does not have the minimum skill level, they can undertake a 10-hour online Welsh language course as part of their induction. We continue to work with the health board to provide ongoing Welsh language skills assessment and support.

During 2018-19, we supported 8 individuals to undertake the Intensive Working Welsh training. Four of these were from Social Care. There are also three other Social Care staff attending community courses in Welsh.

Information, Advice and Assistance

Now in its second year, *Infoengine* and *Dewis Cymru*, our complementary websites to help people find services and support, continue to gain a following. The systems now allow for information entered in one system to be shared across to the other website automatically. This is an example of practical collaboration between the third sector and the public sector to provide the public with access to services and support at their fingertips.

To provide a whole-system approach to Information, Advice and Assistance (IAA) and increase the opportunities for people receiving information, work has started to explore the use of libraries as a means for delivering public services and thus reduce the demand on the ASSIST call centre. Community Connectors also support ASSIST in providing information, advice and assistance at the earliest opportunity.

Supporting People is working with the Library Service to understand how people use libraries and their staff to get information, advice and support to deal with issues of accessing housing, homelessness prevention and social isolation. The work currently with the librarians in Machynlleth, Llanfyllin and Knighton along with senior librarian in North Powys is to understand first, the variety and frequency of demand that comes into the libraries and secondly, the effectiveness of the response in delivery what matters to citizens. The team will shortly be presenting findings to the Principal Librarian along with the Cabinet Member and the Head of Service.

To date, however, it is clear that libraries are important to people because what matters to them is that they have a convenient, safe and neutral place to ask for information, advice and help over a range of issues. These include a significant number of problems to do with housing and housing related issues to do with social isolation. There is also significant evidence of the difficulties librarians have in delivering what citizens ask for if they need to go elsewhere in the Council for information or resources. This includes:

- Delays and extra help needed for people who are unable to access services online

- Long times spent waiting on the phone, causing other people who come into the library to have to wait
- Citizens having to come repeated times to the library to solve problems

The final presentation of findings should give us information on how a library acts as community hubs for the citizens living in the locality and the areas to work on to deliver an improved “what matters” response that will contribute to the prevention of homelessness and social isolation. The approach of the Supporting People “What Matters Project” is to deliver a right response at the right time in the right place at the first time of asking. The findings since the approach was first tried in 2009 is that cost of delivery reduces if this is achieved. The findings from the work with the libraries will enable us to reach conclusions about the potential for libraries for delivering a right first time approach that is accessible to people, the prevention of homelessness and social isolation and the reduction of cost for the Council.

Children’s Services Assessments completed within Statutory timescales (for March of 2019)

1. In March of 2019, the percentage of care and wellbeing assessments completed within timescale is at 90%.
2. Children with 3 or more placements was better than target and is currently at 7% which is better than the Wales average.
3. Percentage of children looked after statutory visits completed in timescale is 90%. Of the 176 visits due, 159 have been completed within timescale and 17 out of timescale. Of the 17 overdue visits, 2 were 1-2 days late; 1 was 3-5 days late; and 14 were more than 5 days late with the longest being 32 days overdue. 7 children are reported as not yet seen: 1 of these children is no longer looked after and has transferred to the Adults’ team, 4 children were seen in time but not recorded in time (March 2019).
4. Percentage of child protection visits undertaken within timescale was 83%. Of the 289 visits due for March, 242 have been completed within timescale and 47 out of timescale. 23 of the 47 overdue visits were 1-2 days late; 8 were 3 - 5 days late; 9 were more than 5 days overdue and 7 not completed within the month.

Active offer to include advocacy

Children’s Rights have been well supported through 2018-19. During May the Cabinet received a report on adopting the National Participation Standards and the Children’s Commissioner’s for Wales ‘Right Way’ Guidance, to seek to make Powys a child-friendly county and ensure that, when we make decisions that impact on the lives of children and young people, we have taken the appropriate and reasonable steps to engage with them and seek their views. Children’s Services have also developed a pledge for Children Looked After to outline what they can expect when in care, and how their rights will be supported. A separate pledge underpinned by the United Nations Rights on the Child has been developed jointly through the council, health board and third sector for all children and young people in Powys. This is a first step to developing a child-friendly county, we anticipate this will be adopted by

the council and health Board in early 2019-20, and by any other interested parties later that year.

In September a members' development session was held with councillors to look at how we increase participation throughout the council and key actions in developing the next steps of a child-friendly county. This also included how we further promoted children's rights and encouraged more schools to take part in the Children's Commissioner's Ambassador programme, which at the end of March saw 37% sign up of all primary schools and 29% of all secondaries. We will be working to see this increase during 2019-20.

2019-20 will also see further opportunities for staff to take part in Welsh Government-funded UNCRC training by University Trinity St David's. Staff will be encouraged to attend and we are currently looking at organising a specific session for Heads of Service, Directors, the Chief Executive and Cabinet, to help further understanding of children's rights and how this is ingrained in legislation.

Finally, the end of 2018-19 saw the Participation & Voice Strategy being drafted for the service, which covered the tools we expect to be able to use. It demonstrates how we should be participating on an individual and group work level to ensure the service continually looks to better itself. Whilst also providing consistency across the service in how we engage children and young people and ensure we are seeking their views and feedback on the services they receive.



Following a successful tendering exercise to address statutory and non-statutory advocacy requirements in a single contract, the DEWIS Centre for Independent Living has been commissioned to provide the Independent Professional Advocacy Service for all adults, except those in receipt of statutory mental health advocacy. This saw a change to how advocacy services for adults are delivered in Powys (as from 1st April 2019).

What are our priorities for next year and why?

As part of our priority setting for 2019-20, we recognise that there are a range of challenges to address and have identified the following priorities:

- Streamline information so that it is in one place and the Information, Advice and Assistance services are better co-ordinated across our third sector organisations. To develop our digital offer including virtual assessments and enquiries.
- Work with professionals to develop their understanding and respect for the importance of IAA in enabling the local population to make informed decisions and take personal responsibility for their health and wellbeing.
- Promote further engagement in the Children's Commissioners Ambassador Programme throughout Powys Schools.
- Continue to encourage staff to undertake the UNCRC training by University Trinity St David's and undertake training for Heads of Service, Chief Officers and Cabinet.
- Continue to encourage young people or adults and partner agencies to partake in the interview process for positions in Social Services.
- Work with partner agencies, particularly the health board, to adopt the *Children Looked After Pledge*.
- Stabilise the work force and drive down the reliance on agency staff.
- Drive up and maintain the performance across Children's Services.

(b) Working with people and partners to protect and promote people's physical and mental health and emotional well-being

What did we plan to do last year?

In the 2018-19 Directorate Plan we stated that we would:

- Put in place a more uniform approach to integrated assessment to improve how we address people's physical, mental health and emotional needs.
- Secure a more sustainable frontline workforce.
- Piloted a small grants scheme in 2018-19 to support community level groups to promote positive mental health and wellbeing. We received 107 applications from a variety of groups and 16 projects were successful in receiving funding. We were also able to signpost and support non-successful applications to other potential funding sources.

How far did we succeed and what difference did we make?

As a council we have a range of responsibilities to protect and promote the physical mental health and emotional well-being of individuals in our care, ensuring that they can be supported through community mental health services when needed and support access to services through local dentists and GPs. In the year 2018-19 the percentage of children seen by a registered dentist within three months of becoming looked after was 60% (60.32% in 2017-18) and 71.64% (77.9% in 2017-18) of children registered with a GP. In the past 12 months we have continued to support children and young people's emotional health and wellbeing through the joint-commissioning of counselling services for young people.

Reablement

This service supports individuals who have recently experienced a loss of function where they need support to either regain or adapt to become as independent as possible. The evidence suggests that 83% (up from 70% last year) of the people who receive a reablement service subsequently do not require ongoing care provision or have fewer care needs, therefore helping people to be more independent.

Home Based Support

Our 24/7 rapid response technology enabled care (TEC) and floating support service which also provides short periods of domiciliary care to those who need it. The service was piloted in three areas across Powys - Llanidloes, Presteigne and Rhayader/Llandrindod during 2018-19. A full evaluation of the service was conducted and it was agreed by the Regional Partnership Board that the pilots should be extended for one more year in order to ensure that the evaluation has sufficient sample size, and time for study. Further evaluation, therefore, will be prepared for April 2020.

Befriending Services

This service supports vulnerable and isolated individuals to help them access community activities with a trusted company for a short period of time until they are comfortable and confident in attending alone or with newly-made friends. In an evaluation report commissioned by PAVO of its Befriending Service, older people in Crickhowell described a positive impact on reducing loneliness and isolation.

Community-based dementia support (needs updating)

This is provided by a newly-established local Powys wide service called Dementia Matters Powys (DMP). It works with communities to set up their own self-help groups based on the 'Meeting Centre' model which is designed to provide early support to those who have dementia and their carers. DMP also supports the broader development work of the Alzheimer Society in establishing dementia friendly communities.

The Supporting People Funds have enabled community early intervention on a significant scale, which integrates with Adult Social Care. Of the 1627 people

reported as receiving support in the period from July-October 2017, 675 have been on a settled 'even keel' and haven't needed to make demands for active support.

What are our priorities for next year and why?

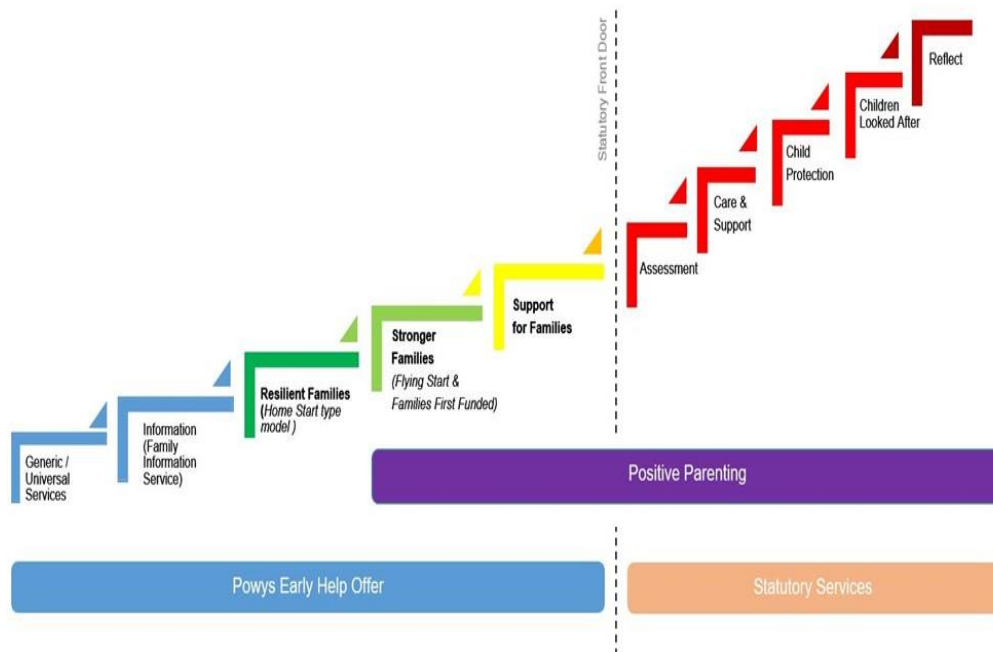
During 2019-20 we will:

- Implement the new Health and Wellbeing phone app to provide mobile access to Dewis, Infoengine and NHS111 all in one place.
- Support individuals to live independently, within communities of choice and where required deliver care closer to home.
- Ensure that individuals are supported to live in safe environments free from abuse and neglect.
- Continue to work with partners to enable integrated or co-located working. For example, the North Powys Wellbeing Programme will provide an opportunity for local communities to work together with health, social care, education, housing, leisure, the third sector and wider partners to develop and co-design a new model of care for north Powys. The plan will be to scale this up and rollout across Powys.

Start Well, Early Help

Children's Services is continuing to implement its new workforce structure with the formation of an Early Help and Assessment Team which has operational responsibility for the effective delivery of a Children's Services Front Door, and to lead on the development and implementation of a Multi-Agency Hub which will ensure that children, young people and their families receive the support they need at the earliest possible opportunity. We also ensure that services place high value on the views of children and young people and are focussed on delivering positive outcomes for them.

To promote the engagement of children, young people and their families and carers and ensure the voices of children and young people are promoted in the development of council policy and service.



In addition, within the Start Well Programme which sits under the Regional Partnership Board, we now have a multi-agency early help work stream in order to expand on the Children's Services early help offer.

The Newtown Integrated Family Centre moved into its new central location in July 2018, funding for the project came from a Flying Start capital bid, which allowed significant improvements to be made. Since the move, the centre has increased the amount of visitors to over 1,000 each month.



The Centre is a family-focused centre, based around the concept of a one-stop shop providing services such as health, early intervention groups and family support. We offer, for example, information, advice, parenting groups, weaning parties, get cooking, counselling. Also, after school activities - young carers, star group for children affected by domestic violence, youth club and supervised contact for families out of hours.

We also offer a collection point for the Newtown food bank, have a toy exchange and “donated clothes area” for anyone to access.

Our strengths would be our multiagency partnership approach along with the new central location, which has given families easy access to services and the joint multiagency arrangements, gives families a seamless approach to the support and services they need.

We have recommissioned counselling support for young people in Powys and the new service went live in October 2018. It is a blended service so that young people can access support on-line or face to face in school. Our young people were involved in the recommissioning process via the Youth Forum and we continue to work closely with colleagues in CAMHS and PTHB, we continue to scope out the potential for the integrated access for services and this will continue into 2019-20.

Kooth, from XenZone, is an online counselling and emotional well-being platform for children and young people, accessible through mobile, tablet and desktop and free at the point of use. Face to Face Quarter 4 report as follows:

This has been the busiest year since the service began. The new contract is now in place. Two associates have left for paid employment and two new trainees will be starting.

- We have had a total of 592 referrals this year compared to 586 in 2017-18, so the number of referrals has shown a slight increase. We have offered 2,934 counselling sessions this year, including two direct referrals to the CAMHs service.
- There have been 158 referrals of which 58 have been males. 202 young people have been offered appointments for a total of 863 Sessions With Again only 2% Did Not Attends.
- Newtown High School has referred the most pupils with the most young people waiting for counselling.
- The main presenting issues in the last quarter of 2018-19 are; family relationships and anxiety but the other issues are becoming more prevalent e.g. self-worth, confidence, friendships and “sense of belonging”.
- 100% would recommend the service to a friend and there is some lovely feedback in the KOOH report.
- The Counselling Service remains oversubscribed with a waiting list
- The Manager has been doing more work at triage level to reinforce the parameters of the counselling remit. Triage meetings take place monthly with some schools involving YIS and other agencies to manage waiting lists and to signpost to the online service
- 77% of children and young people who accessed our counselling services reported improved emotional and mental well-being.

Case Study

Ethnicity: White British

Location: Powys F2F

Gender: Female

Age: 14

YP's name has been changed to Chloe to protect her identity.

Background

Chloe was referred by the school head of year. Her referral spoke of her parents' separation, which included lots of arguments; of recent self-harm; and of friendship problems at school.

Chloe presented as confident in the counselling room with lots of eye contact and was able to speak about herself without difficulty. She told me how isolated and lonely she felt. Her Nan, the 'rock' of the family, had recently died. She said that she did not like her father, whom she saw twice a week and whom she felt did not value her and was dismissive of her. On her parents' separation, her older sister had gone to live with the father whilst she stayed with the mother. Chloe said that she thought her mother was suffering from depression and that she, Chloe, felt responsible for her because she had been 'hurt by so many people'. Her mum was preoccupied a lot of the time with her own life, trying to find a new boyfriend online, often introducing Chloe to them which made Chloe feel very uncomfortable. Chloe

as a result spent most of her time in her room on her own. It was late at night that she had thoughts of self-harm.

In school Chloe felt that everyone was against her and she had recently fallen out with her friendship group. To add to this, her best friend was leaving the school to go and live in another country. Chloe's elder half-sister lived with her and her mum with her baby. This meant that the house was always messy and noisy and Chloe never got to be with her mum alone. This elder sister was to be leaving home soon and Chloe was worried that she would be left to cope with the mum on her own and that things would fall apart.

Initial Risk Assessment

Chloe completed YP CORE at the end of the assessment session, with a score of 21, self-harm at 3. Chloe has had no suicidal ideation and has not self-harmed for some months. She told me that she no longer wanted to self-harm.

What intervention was provided by your service?

Chloe engaged well with counselling and the process of her thinking her situation through for herself.

Person-centred approach

Initially it was clear Chloe just wished to talk and so the counsellor, applying person-centred approaches, attended to her and allowed her *process* to take place. Chloe also clearly benefitted from the *holding* environment of counselling. The counsellor held back at this stage from trying to find any *solutions*. Chloe looked at all her relationships with her family and we did a memory chart to bring this out. Chloe seemed to have a natural ability to be self-reflective and various points such as her mother's emotional dependence on Chloe and Chloe's great need to not let her down, which also extended to other people, and her negative automatic thought cycles stood out to her.

Positive actions

Half way through our ten sessions, the deputy head of school popped in to tell me Chloe had been to ask if her counsellor could give her some concrete strategies. This I took as a positive sign as an ability to ask for outside help. We had previously looked at thought patterns and the keeping of a mood diary. This we tried again and although Chloe did not actually keep the diary, she said that she had become much more aware of her negative thoughts. We also covered at this time self-care and what Chloe could do to care for herself more. She would buy a paint set and start painting again and also to try and join some clubs to get her out of the house and take her mind off her mother's problems. She brought me one of her paintings to see and joined a drama club.

What was the impact and outcomes achieved?

In session eight Chloe appeared looking considerably more self-confident and happier. She said this was to do with her ability to notice her negative thinking and alter it, renewed confidence that her mother cared for her, her sister having moved

out, and her new-found knowledge that bad feelings are not permanent but can pass.

Conclusion/feedback

Chloe gave a CORE 3 score for self-harm on our last session, so we had an additional session where she told me she was relieved to have now told her mum everything.

Early Help model – As part of the Childrens services restructure we have put in place an early help service to increase the level of support which can be provided through early intervention. We reviewed the effectiveness of the Team around the Family every bodies business model and concluded that this was not sufficient to meet families needs in Powys. We therefore have doubled the number of FTE positions within Children's Services as part of our restructure working on Early Help. The TAF team have been moved into the operational Children's Services which has resulted in more families being supported through TAF team. This also strengthened the step up and step down arrangements between TAF and statutory services. We have appointed Senior Manager with responsibility for Early Help, Front Door and Assessment and have also appointed permanent operational managers to the Early Help Service. Edge of care - We piloted an Edge of Care and Family Group conferencing service during 2018-19. This has helped to inform how we will deliver an edge of care service as part of the Children's Services restructure. We made the decision to end the contract with the external provider and deliver services in house which will enhance our Family Support Services. Family Information Service – New outreach capacity has been developed through the recruitment of two part-time FIS outreach posts in the North and South of Powys. A Family Info Fun Day was held in Builth Wells Sports Hall on 18 August 2018 and was coordinated by the Family Information Service Outreach workers. Eighteen different organisations were present and 111 children attended, with around half of these accompanied by family members. Feedback from families and organisations was positive. A significant amount of work has taken place in relation to the Childcare Offer for Wales and the roll out of this in Powys. Adverse Childhood Experiences - We have developed an interactive tool that has allowed us to analyse information regarding Adverse Childhood Experiences (ACEs) within Powys. This analysis focussed on our Children Looked After and Child Protection population down to a locality level, and will help inform how we plan services to better support vulnerable families

Case Study – Early Help Model

B first came to my attention when I could hear crying in the toilet next to the Youth Intervention Service room in the school. B came into my room and we had a chat. B explained how her mum was diagnosed with terminal cancer. B felt she needed support and someone she could talk too. After speaking to B's Head of Year I completed a Child And Family Assessment and I started working with B. Work at first was all about dealing with B's concerns and worries around her mum's illness.

Unfortunately, B's mum took a turn for the worse and was admitted to hospital. However, at this point in time the family were confident that mum would return home.

After some weeks, mum was then taken to the hospice. This was a very difficult time for B and her family. B wanted to see her mum in the hospice however, each time B visited, it would cause distress due to her disorientated state of health.

(c) Taking steps to protect and safeguard people from abuse, neglect or harm

What did we plan to do last year?

During 2018-19 we said we would:

- Increase the percentage of initial core group meetings in respect of children on the child protection register, within timescale
- Ensure that statutory visits for those on the child protection register are undertaken at the right time with a compliance target of 95%
- Ensure that we achieve the 95% target for statutory visits to Children Looked After and understand any variation to this expectation
- Implement the Regional Child Sexual Exploitation (CSE) Action Plan in Powys and provide additional multi-agency training on CSE and children who are missing.
- Prioritise safeguarding throughout all services and systems, including the front door through the expertise available in the ASSIST.
- Ensure strong senior management involvement and oversight, and involvement with regional partners to develop consistent pathways.
- Strengthen the links between specialist safeguarding staff and care management teams.

How far did we succeed and what difference did we make?

Children's Services have developed an Early Help and Assessment team which will enable early identification of risk issues that may need to result in immediate safeguarding action. In order to ensure that the services were robust from a safeguarding viewpoint a multiagency safeguarding conference was convened which focussed upon high quality safeguarding practice and, specifically, on child sexual exploitation.

The Safeguarding Team (for Adults) is located within ASSIST, at the front end of service provision. This helps ensure a consistent approach to managing safeguarding alerts. A daily meeting now ensures that referrals are screened, and risk assessed in a timely manner. The response aligns to Part 7 of the Social Services and Wellbeing Act and facilitates a proportionate response to enquiries regarding Adults who are at risk of abuse, have care and support needs and are unable to protect themselves.

There has been renewed emphasis within the council on corporate safeguarding. Given the complex legislative context, it is essential that safeguarding activity be undertaken by different parts of the Council. Powys is committed to having a clear and comprehensive safeguarding policy that is well understood by all those who may need to apply it.

The council has adopted a Corporate Safeguarding Policy which:

1. Sets out the steps that the Council will take to protect and safeguard residents at risk; and
2. Provides guidance for all Councillors, employees, volunteers and contracted service providers on what to do if they suspect a child or vulnerable adult may be experiencing harm or is at risk of harm.

Our Corporate Safeguarding Group monitors the delivery of the policy and is chaired by the Director of Social Services and includes the relevant Cabinet members. In taking a robust and strategic approach to safeguarding it:

- Ensures that the council operates effectively in providing guidance and has robust management and assurance processes and controls for safeguarding children and adults at risk.
- Help the council carry out its statutory duties in relation to safeguarding at a corporate, service and partnership level.
- Drive improvements in safeguarding policy and practice.

The Corporate Safeguarding Group reports on a 6 monthly basis to Cabinet.

Quarterly reports on Adult and Children Safeguarding activity are submitted to the Regional Safeguarding Board. These demonstrate effective management oversight and are available to partners who may be interested in the statistics.

The ASSIST team works to a 'prioritisation framework' to assess referrals and have a clear process for prevention and co-production with third sector services. There are clear pathways for any concerns which are raised about safeguarding.

The council work alongside the Regional Safeguarding Board and have supported the development and implementation of the Safeguarding Threshold document. The purpose of this guidance document is to ensure that there is a regional and collective response to keeping people safe. The document was launched at a successful multi-agency safeguarding conference during National Safeguarding week called "see something ... say something".



Child Sexual Exploitation (CSE) is not limited to particular geographical areas and we should assume that it is an issue in Powys. Even in areas where there is no apparent, clear evidence of CSE, this is relevant in the context of awareness raising and preventative education. It is relevant for all professionals working with children, young people and their families. The All Wales Protocol 2008 defines child sexual exploitation as: Child sexual exploitation is the coercion or manipulation of children and young people into taking part in sexual activities. It is a form of sexual abuse involving an exchange of some form of payment which can include money, mobile phones and other items, drugs, alcohol, a place to stay, 'protection or affection. The vulnerability of the young person and grooming process employed by perpetrators renders them powerless to recognise the exploitative nature of relationships and unable to give informed consent.



Signs of Safety

Since September 2018 we have run a number of training events aimed at all practitioner's within Children Services. This has included most staff attending the 2-day training event and 40 staff attending the 5-day training event. As well as this we have provided additional training to specialist staff such as the IRO's and a number of workshops to our partner agencies.

We have a 3-year training plan in place and have recently put on additional 2-day training due to demand and to cater for new members of staff joining the service.

We have a Signs of Safety Board which meets monthly and provides guidance and oversight ensuring the implementation plan is relevant and progressing.

The aim within the last 6 months is to encourage those staff who have attended the training to be brave and to use the approach in practice. This has resulted in some practitioners achieving some excellent results such as helping some families to stay together (see case example) where previously the children would have been taken into care.

We will be holding a Signs of Safety Celebration Event in May 2019, where teams across the service will present their experiences of using this approach. The day is intended to share best practices and build on the energy and excitement from having

Signs of Safety as our approach to social care.



Positively, we have produced our first Signs of Safety forms and will start using these very soon. We are hopeful this will be a springboard to modify other important forms and is another important step in ensuring Signs of Safety becomes embedded in practice.

Signs of Safety is about changing the culture where we promote collaboration with children and families, encouraging staff at all levels to be brave and to promote a working environment where appreciative inquiry becomes standard practice. There are exciting opportunities with the creation of a new service structure, it is envisaged all teams will use Signs of Safety to supervise staff individually and as an aid for case peer reflection.

Signs of Safety is encouraging practitioners to celebrate success and to share examples of good practice to build momentum and confidence in the model as well as helping to create a more secure and valued workforce.

The Youth Justice Service whilst being accountable to the Youth Justice Board as required, ensures that wherever possible children are diverted away from crime and from the youth justice system and where children are caught up within the youth

justice system their wellbeing needs are met, also work closely with our partner agencies to obtain the best outcome for our children and young people.

Case Study – Supporting Families

Social worker and seconded CAMHS worker have worked with Young person (YP) and the period is now approaching 18 months. The original referral was for harmful sexual behaviour. The approach to the family has been investigative in nature and the hypothesis around YP's behaviour has developed over time, based on significant involvement with YP and his siblings, working directly with parents and establishing joint working relationships with children's services and IFST (Integrated Family Support Team)

The shift in focus away from YP onto the parents has been pivotal in the case, causing parents to acknowledge some difficult themes around their parenting and then responding to the services offered to try to address these. The Social Worker and CAMHS worker have taken the lead in producing safety plans for home, school and community, have been engaging both parents in the parenting programme, have undertaken a comprehensive assessment of YP and have conducted one to one work with him. As the work naturally draws to a close, both workers are passing the responsibility for safety planning back to children's services, the school and the family network. In their most recent parenting session, dad gave YP's behaviour a 9 out of 10 as opposed to a 2 out of 10 earlier in the process. Dad also recognises improvements in his parenting skills, as do other agencies and mother appears to be gaining confidence in her ability too. The absence of any reported harmful sexual behaviour by YP since the referral behaviour in July 2017 supports the hypothesis that the behaviour was a means of seeking attention from parents rather than meeting any more gratifying, intrinsic need. Through a focus on parental approaches, the home is deemed a far safer place and YP appears to be a happier child with his life chances much improved.

Child Protection Register & Section 47's

We have had a dramatic reduction in the number of strategy discussions held in March and the number of section 47 assessments commenced in March. This is due to a consistent, robust application of the threshold at the front door.

In the graph below, we see the number of children on the Child Protection Register has increased to 130 from 107 over the year. Our newly appointed Safeguarding Manager is now in post and will undertake a detailed review of all children placed on the register. This will include a review of the re-registrations which is reported as 50% (7 children) in March.

Number of Children on Child Protection Register



What are our priorities for next year and why?

During 2019-20 we will be focussed on delivering a range of outcomes, including:

1. To improve and maintain our practice with regards to safeguarding to ensure, as far as possible, that Adults at risk of abuse or neglect, who have care and support needs and unable to protect themselves of all ages are safe in Powys.
2. To embed strengths-based practice to support people to make informed decisions about living in, and engaging with, their own communities. This to include making the best use of Technology Enabled Care.
3. To support Powys residents (adults and children) who receive services elsewhere to return home where possible and to receive support in Powys.
4. To support our staff to achieve high standards and to promote Powys as an attractive workplace. Operational staff receiving case supervisions on a monthly basis will be over 85%.
5. Develop an Early Help Hub as part of the Children's Services restructure to increase the level of support which can be provided through early intervention.
6. To undertake a detailed review all Children placed on the Child Protection Register. The statutory timescales within Children's Services will be 95%.
7. Children Looked After (CLA) who have three or more placements in 12 months will continue to be below or in line with the Welsh National average at 10%.
8. The percentage of placements accommodated with in-house foster carers will be 70%.
9. The percentage of assessments completed with an outcome of no further action will be 40% or less.

(d) Encouraging and supporting people to learn, develop and participate in society

What did we plan to do last year?

During 2018-19 we said we would:

1. Better provide people with the right information and advice to enable them to make informed decisions.
2. Better support people to live as independently as possible and learn or relearn new skills, affording them every opportunity to reduce isolation and encourage re-connection / employment if wished.
3. Grow the use of technology to mitigate risk and promote self-directed support.
4. Expand offerings to support children leaving care.

How far did we succeed and what difference did we make?

Significant work has been undertaken during the year to review and create a new single point of contact which provides high quality information, advice and assistance. ASSIST is now functioning and is providing excellent results and is receiving positive feedback from users. The percentage of individuals who have contacted the service for information and advice, but who have not returned to the service in the following six months is 77% (as of April 2019). The key role of the contact officers within the ASSIST team is to get to the heart of “what matters” to the person or their carer and to identify the outcome they are looking to achieve. The team work to a prioritisation framework to assess referrals and have a clear process for prevention and co-production with third sector services. There are clear pathways for any concerns which are raised about safeguarding. A new online enquiry form and carers assessment form have been introduced.

Dewis and InfoEngine are now fully integrated in Powys and are embedded into the Powys County Council website. They are regularly used and statistically there is greater use of these sites in Powys than in any other county in Wales.



“Ro'n i'n poeni am fy nghymydog sy'n ei chael hi'n anodd delio â'r pethau beunyddiol yn y cartref. Cysylltais â CYMORTH a wnaethon nhw gymryd sylw o fy mhryderon a gwranddo arnaf.”

“I was worried about my neighbour who is struggling with daily living at home. I contacted ASSIST who took details of my concern and listened to me.”

Rydym yn darparu gwybodaeth a chynghor ar amrediad eang o fathau o gymorth i bobl ym Mhowys sy'n 18 neu'n hŷn.

Gallwch ddod o hŷd i ni ar-lein neu siarad ag aelod cyswllt ar y rhif isod.

We provide information and advice on a wide range of support for people in Powys who are aged 18 or over.

You can find us online or speak to a contact officer on the number below.

CYMORTH ASSIST
Gwasanaeth Gwybodaeth Gofal Cymdeithasol i Oedolion
Adult Social Care Information Service

0345 602 7050

FOR MORE INFORMATION CONTACT
cymorth@powys.gov.uk | assist@powys.gov.uk | www.powys.gov.uk

The commissioned services, provided by 3rd sector organisations, have an important role to play with providing information, advice and assistance. Organisations, such as CREDU, provide thousands of people with information on a regular basis. The number of people now registered with CREDU as informal carers and who received information regularly is 3,172 as of 31 March 2019.

We have focussed on developing strengths-based practice and enabling services over the year. All social work and occupational therapy practitioners have received training on asset-based working, with some areas of work receiving training on the progression model.

The Community Connectors service was developed significantly over the year and has received positive feedback from service users and all stakeholders. We intend to increase the numbers of community connectors and grow the service in future years.

The reablement service has been reviewed during the year and actions are planned to review further and to change the model to be more targeted at those with the greatest need.

Technology Enabled Care has continued to develop with new services being trialled. The number of unique individuals supported and technology enabled care prescriptions have continued to grow in line with targets. A cost avoidance calculator has been developed to estimate the projected costs which can be avoided with the investment of technology enabled care. Social Services have seen demand and great success in supporting unpaid carers to look after their loved ones with dementia in their homes for longer, some avoiding care home admission altogether or delaying the need for this.

Feedback captured has continued to evidence that individuals and unpaid carers are reporting positive outcomes. One such example is where a daughter has been able to support her father remotely despite them living in different areas of the country. A trial of Padbots will commence in 2019-20 which will enable social workers to undertake review assessment virtually via robotic assistance; the service user will be able to see and speak to the social worker via a screen.

Overall the number of unique individuals supported since April 2018 has continued to grow in line with Vision 2025 targets with a total of 563 individuals being supported using a total of 1,237 TEC items prescribed over the financial year.

What We Will Do Next Year:

- A trial of Padbots will begin in 2019-20 to enable social workers to undertake review assessments virtually via a robotic assistant. The service user will be able to see and speak to the social worker via a screen on a moveable base.
- We will increase the number of adult clients supported in their own home through assistive technology from 390 to 780 by 2020.

Case Study - Care Home Admission Avoidance

A 90-year-old woman living alone in her own home reached an advanced stage of Dementia. A carer called early one morning in January 2017 and discovered that she was not at home as expected. This led to a police search where fortunately the woman was found, and it turned out she was trying to catch a bus into town and lost her way. This was not the first time she had left the house with a purpose in mind, only to then lose her way. The Care Manager discussed admission into a local care home with the family, but the daughter had made a promise to her Mum to do all she could to keep her at home for as long as possible. The daughter wanted to consider other options. Six days later social services installed a Canary Monitoring System for the family to be able to keep a remote eye on Mum. In March of 2017, a social worker confirmed that the Canary system had prevented any recurrence of police being involved as the family was able to respond quickly on the occasions where Mum had left at inappropriate times.

In July 2018, the family reported that Mum was now housebound and that the Canary System could be returned. Mum passed away in October 2018 and, as was her wish, was never admitted into a care home.

Without the availability of the Canary Monitoring System, this woman would have most likely been admitted to a care home admission was likely to have occurred in March 2017. We can say with confidence that the use of Technology negated a care home stay from March 2017 – October 2018 (19 months).

Cost Avoidance

Care Home Fee avoidance estimate (87 weeks at £455pw)	£39,585
Actual Domiciliary Care Provision (13.25hr pw x 87 weeks)	- £21,563
Purchase of Canary Premium Package	- £ 260
Ongoing Canary Monitoring Fee (18 months)	<u>- £ 360</u>
Total Cost Avoidance	£17,402

Children Looked After Educational attainment

- According to data based on the January census, in the 2017-18 academic year, 44.4% (4 of 9) of CLA in Powys schools achieved the Key Stage 2 Core Subject Indicator. The end of academic year data is slightly different – it rises to 55.6% (5 of 9). The context of the four pupils who did not achieve the CSI is relevant:
- Two attend special schools and have significant learning difficulties.
- Two were coded School Action Plus and were of below average academic and cognitive ability.
- At Key Stage 4, 16.7% of Children Looked After pupils in Powys schools achieved the Level 2+ indicator (2 out of 12 Children Looked After pupils)
- Of the 12 Children Looked After pupils 3 had a statement of Special Needs and 4 were listed as School Action. However, 4 pupils (33.3%) achieved the Level 2 threshold with the average point score for Children Looked After pupils continuing to rise to 341 in 2017-18, an increase of 12 points since the previous year. The average 'Capped 9' points score for Children Looked After pupils in Powys schools in 2017-18 was 276 compared to 368 across the whole Year 11 cohort in Powys.
- The percentage of Looked After pupils attaining Foundation Phase Indicator was 25% compared to 66.7% the previous year.
- The percentage of Looked After pupils attaining the Core Subject Indicator at Key Stage 2 was 44% compared to 77.8% the previous year
- The percentage of Looked After pupils attaining the Core Subject Indicator at Key Stage 3 was 75% compared to 58.3% the previous year.

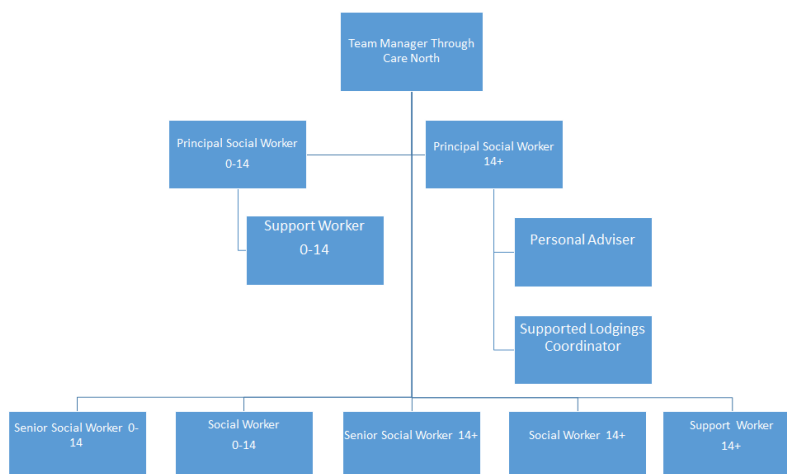
- The percentage attendance of Looked After pupils in primary schools was 94.3% and in secondary schools was 94.2%. This was 97.6% (primary) and 94.6% (Secondary) the previous year.

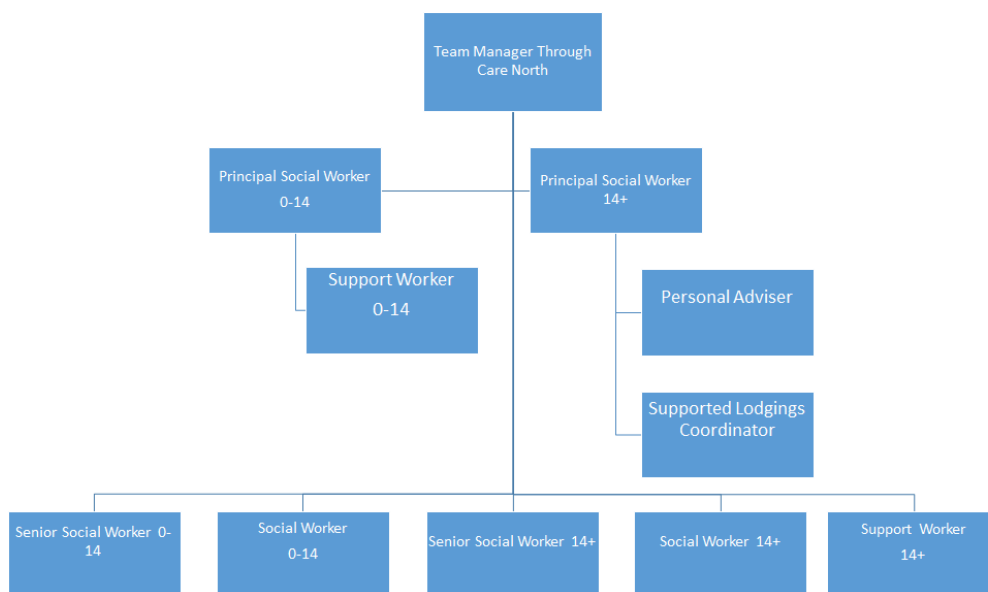
Providing stability in placements for Children Looked After is one way that the Council can help to support a key group of children and young people have access to stable placements in our school and participate in society.

In line with the Children's Services Leaving Care Strategy we are in discussions with PCC Housing Dept. for the planning of a Residential Unit which will be a new build 3 bedroomed property with training flat in the North of the County which will be incorporated into a new residential build plan, We will develop a range of accommodation that includes 'When I'm Ready', Supported Lodgings, enhanced Supported Lodgings, semi-independent with a variety of tailored support levels, and independent tenancy accommodation with additional floating support if needed.

Children's Services have commenced the re-introduction of a leaving care service with the Appointment of 2 Assistant Team Manager in the 14+ Through Care team. The Through Care team is to be split 0-14 years and 14+ to improve outcomes for children in need of care and support and protection and young people leaving care. The implementation of this service is part of the wider Children's Service restructure process from February through the summer of 2019. We will continue to review the 29 young people who are aged 17 plus and are currently looked after to ensure that robust and appropriate plans are in place for leaving care.

Structure of the Through Care Team for Children Looked After and Care Leavers





Children Looked After and Care Leavers

- The percentage of children with care and support needs achieving the core subject indicator at key stage 2 was 62.96% (48.15% in 2017-18) and was 8.11% (14.29% in 2017-18) at key stage 4.
- The percentage of Children Looked After who, during the year to 31st March have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements was 11% (20% in 2017-18).
- The percentage of Children Looked After at 31 March 2018 who have experienced three or more placements during the year was 14.3% reduced to as at the 31st March 2019 at 7%.
- 38% of placements were accommodated with in-house foster carers (not including placements with family and friends) which is less than the previous year (47.5% in Feb 2018)
- We increased the percentage of Children Looked After statutory visits carried out within timescales from 55% (Feb 2018) to 90.6%. This narrowly missed our target of 95%
- 6 children were supported to find permanent homes, including adoption
- We did not perform as well as we had hoped with reducing the number of out of county placements which instead increased from 70 in February 2018 to 78.
- 62% of initial health assessments were completed within 20 days, which is less than the previous years figure of 67%. We had aimed to reach 100%
- 76% of review health assessments were completed within 6 months (under 5 years) which is less than the previous years figure of 97%. We had aimed to reach 100%.
- During 2018-19 we had 14 care leavers, 64.29% of these were engaged in education, employment or training during the 12th month that they left care. During 2017-18 we had 17 care leavers, 64.7% of which were in education, employment or training in the 12 months after leaving care.

Powys has 124 identified care leavers aged between 16 and 24. 19 of our care leavers experienced homelessness during the 2018-19 period (16.24%.) 27 young people who were NEET. Highlighting that 19 of those young people were NEET but able to engage in Education, Training or Employment. We have 136 Care leavers aged 15.9 to 25 The number of NEETS remains the same.

In terms of the 19 young people who experienced homelessness in 2018-19 this is a breakdown of young people who were care leavers, presented as homeless age 16-17 and were subsequently offered CLA status. Homelessness in within these figures includes staying with friends, and temporary accommodation.

Accommodation status	Number of Young People
Living independently in their own accommodation	29
Living in semi- independent accommodation	2
In University halls/Independent accommodation connected to university.	12
Living in shared lives placements AWD	5
Residential Placements including residential schools	15
PCC WIR/Supported Lodging	6
PCC foster Placements	14
Independent Fostering Agency Foster placements	12
Special Guardianship Order carer	3
Living with Parents	10
Living with other relatives	3
Living with Partner in partners family home	2
Living in temporary accommodation/homeless	6
In Hospital, custody or unknown	5

Case Studies - Leaving Care

Case Study 1

CR is a young man who had been in his foster placement for 10 years, as CR was progressing towards adulthood the female foster carer was finding it very difficult to manage some of his complex behaviours. It was evident that she cared greatly for him and that she wanted the best for him. However, the placement was at risk of breakdown due to the impact CR's behaviour was having on her own emotional mental health. In order to prevent a breakdown a robust package of support was put in place which included, increased respite to allow some space between CR and the carer along with additional support from the PA. Supervision sessions with the Foster carer were increased to enable the Foster carer to be able to talk freely about her emotions.

As a result of the increased support prior to CR's 18th Birthday, it enabled the Social worker in the children's team along with the PA, to work with CR to provide him with a positive transition to his current Shared Lives placement. Rather than an unplanned move which may have caused untold damage. Alongside this CR was able to continue to have positive relationships with his previous Foster carer of 10 years and his respite carer meaning that there was a positive ending to what had been this young person's family. CR still has regular contact with the carers and his sibling who remains in placement and he is happy and settled with his Shared Lives carer.

Case Study 2

SP is a 16-year-old young man who came to our attention as a young man who was homeless and living a chaotic and worrying lifestyle. When I first met SP he was very unkempt, thin and was at real risk of becoming involved in County Lines due to his vulnerability. Initially SP was resistant to engaging with support however a team effort, between social workers, managers, wellbeing officers has meant that SP has agreed to come into Local Authority care voluntarily under Sec76 of the Care and Wellbeing Act Wales 2014. Initially it was evident that there was a lack of knowledge amongst SW, housing and teams around Southwark. Providing the knowledge about our duties as a Local Authority to colleagues has enabled SP to become a child looked after and now a Care leaver. He is flourishing since he has been in LA care he has been able to return to education, he has developing positive skills for independence. He is no longer going missing which was a real concern. Concerns around his substance abuse have decreased and he has goals and ambitions for the future. Sam has sat on interview panels for Senior managers and Managers as part of the recruitment drive in the restructure. As well as the positive work by the social work team credit needs to be given to Daldydir where SP is living who have supported and encouraged him to engage with work-based activities that they do on site. SP is a young person who we are currently considering for our shared house in Newtown.

Text message received from SP Monday 18th of Feb when the Team were working really hard to try and get him to engage. This was following engaging with him to support him financially and buying him food and encouraging him to think about allowing us to support him.

"Ok thanks so much for everything you've actually changed how I think about social"

St David's Day Fund for Care Leavers

The St David's Day Fund has this year been doubled to £54,000. We intend to use this as creatively as possible to ensure that our care leavers have access to opportunities and that their overall wellbeing benefits.

Examples of creative use may include things like supporting care leavers with managing debt, providing gym membership, household items, IT equipment and a whole range of other requests. We are encouraging our Personal Advisors, and

young people themselves, to apply to the fund for anything that could potentially be of benefit to them, which isn't covered within their existing allowances

Supporting People in the Community

Social Services continue to promote the use of direct payments. Towards the end of 2018-19 a project commenced with the Direct Payment Support Scheme provider to identify registered personal assistants who have spare capacity. This was specifically in areas where domiciliary care was not available giving individuals the opportunity to use a direct payment to purchase their own care and allow them to live independently. In consultation with service users of the day centre in Crickhowell, work has commenced to see if they could be better supported through direct payments to attend local social groups.

Supported Housing – following the success of extra care housing project in Newtown the strategic direction for other areas of the county are being reviewed to identify future opportunities. Sites have been identified in Ystradgynlais and Welshpool that will increase extra care capacity in the county by 2020; the council will work with external partners to take forward this change. Work has commenced on three units of accommodation in the Brecon area.

Supporting People, a programme to provide a 'Floating Support Service', has successfully been re-commissioned which will support the early help and prevention model and positively impact on avoiding demand for domiciliary care.

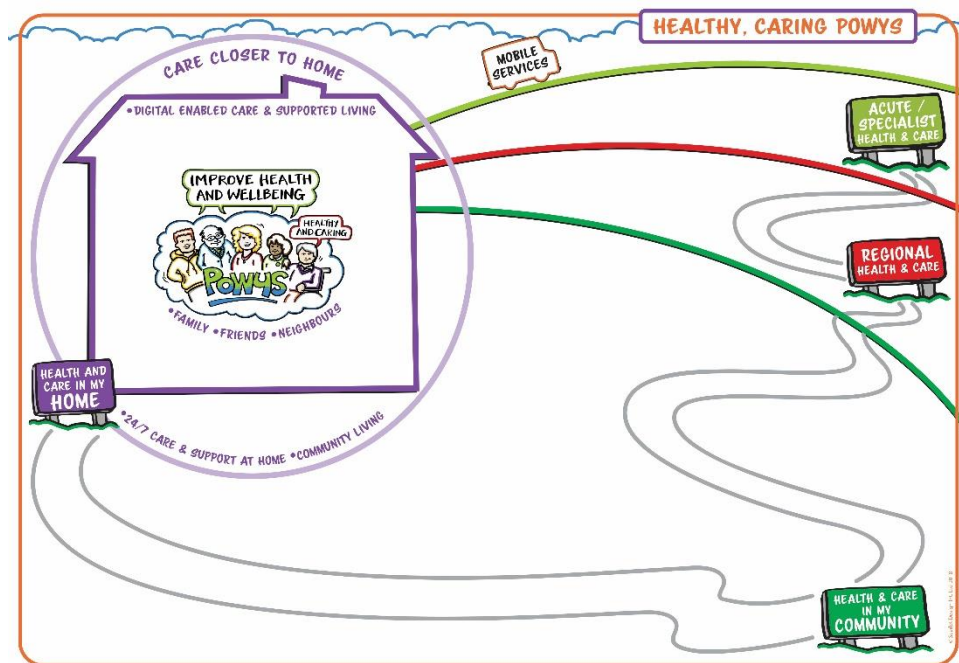
Cae Glas – Work has continued with partners on the development of specialised accommodation to support individuals with a learning disability. 6 individuals have been identified as potential future residents and individual plans are being developed to support and enable them to live within their community of choice. The project at Cae Glas not only supports individuals to return to the county but will also avoid some having to leave to live in other areas.

Research and Development - In order to help inform future planning of adult services we have undertaken a 'Whole System Review' which maps the journey adults currently take through the social care system. Through the analysis, we want to identify how we can make the process more efficient and citizen centred. In the North of the county a proof of concept has been undertaken in ASSIST which looked at a whole system response to individual's needs and assets through a multidisciplinary approach. This proof of concept will be evaluated in 2019-20.

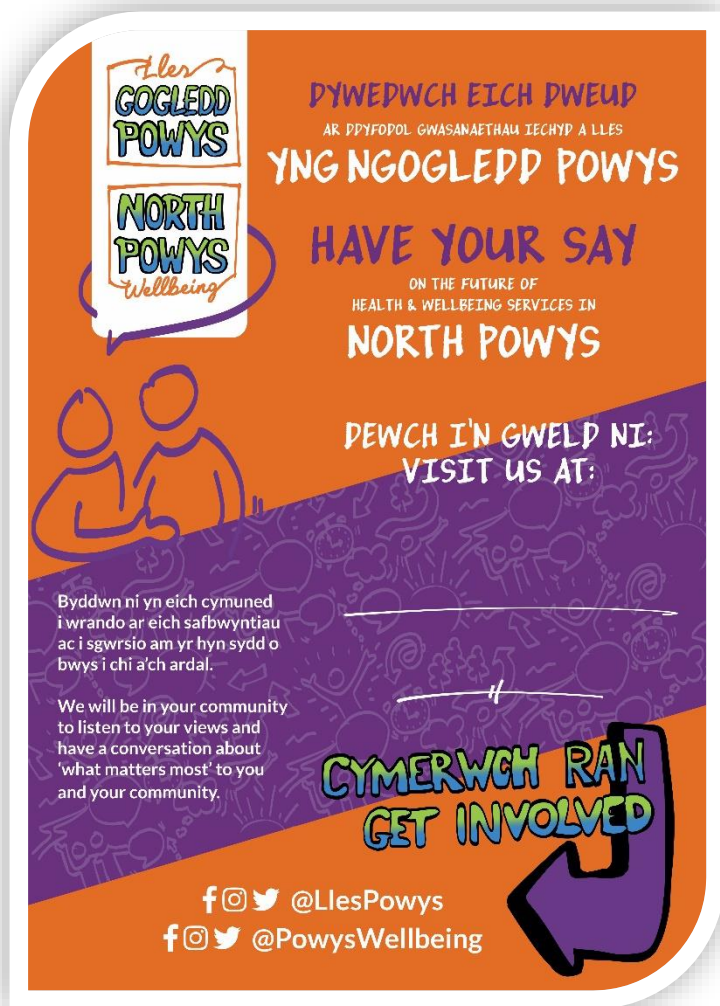
What are our Priorities for Next Year:

- Review our access arrangements, promoting self-service and channel shift wherever appropriate. Ensuring we have the right model to meet the demands on the service. Promoting a culture of getting it right the first time for people who contact us.

- Review the end to end customer journey/experience and ensure that each step adds value and that our systems are lean and agile
- Continue to promote a culture which routinely meets the expectations of the Social Services and Well-being Act and other legislation which encourages co- production and reduced dependence.
- Regional Rural Centre in Newtown – in partnership with health and social care professionals, a proof of concept work has been completed including identification of a preferred site for a multi-agency campus in Newtown. Work has commenced on the design of the new model of care which includes mapping of existing services and local population needs.



- The proof of concept work has been completed. This includes the identification of a preferred site for a multi-agency campus in Newtown and the testing of how the vision/concept could fit on the preferred site through different layout options. This external report and its recommendations were approved by PCC Cabinet on 19th February 2019. Further work is required to develop the multi-agency wellbeing campus model and this will be undertaken during spring/summer of 2019.



- Continue to work with PCC Housing Department and Associations on planning opportunities for Residential Units and training flats for Care Leavers.

This Programme is expected to deliver the following outcomes in line with the Corporate Improvement Plan:

- Positive partnerships which promote co-production in service design and delivery
- Significant investment in integrated health and social care facilities and infrastructure
- People have good access to information, advice and assistance
- Accessible and equitable services fit around people's busy lives
- We focus on what matters to the individual

(e) Supporting people to safely develop and maintain healthy domestic, family and personal relationships.

- Bid to Welsh Government to provide training so we can offer perpetrators a programme and to increase capacity to offer the “Star” programmes to children affected by domestic abuse.
- Working to include provision for two specialist DV staff to improve our assessments and to offer perpetrator programmes as part of our developing Early Help hub in Children Services.
- Ask me”, a scheme piloted and developed in Powys, has been rolled-out across the UK.
- White Ribbon display currently touring Powys libraries
- 2016 Domestic Homicide Review-Tracey Cockrell: Key recommendations: All organisations contracted to provide care services on behalf of Powys Council have a workplace domestic abuse policy and provide the same level of training as required of Council staff under the National Training Framework



What did we plan to do last year?

During 2018-19 we said we would:

- enhance our work with informal carers by providing awareness training, commissioning a carers' rights booklet, and increasing the proportion of identified carers who are offered an assessment
- work closely with Credu (Powys Carers) to support young carers and to provide effective respite where required
- double the number of individuals benefitting from TEC over the next two years.

We aim to support individuals to live their lives as independently as possible without social services' interventions and to support people to engage fully with their community. We will do this by investing further into home-based support, befriending services, and the community connectors.

In the 2017-18 Directorate Plan we stated that we would:

- Implement the key milestones in the Assistive Technology strategy
- Implement the Carers Strategy and improvement in carers support

How far did we succeed and what difference did we make?

We know that most children are most likely to thrive and achieve good outcomes if they are cared for within their own families. Preventative services and early help to support children in need and their families should be provided in ways that give them every chance to stay together. Where children cannot be supported within their immediate family, there will be help available for assisting them to make private arrangements within their wider family and friendship networks and, where necessary, to make these arrangements permanent.

621 identified carers were offered an assessment out of 657 (94.52%), compared to 321 out of 361 (88.92%) in 2017-18.

During 2018-19 we had 14 care leavers, 64.29% of these were engaged in education, employment or training during the 12th month that they left care. During 2017-18 we had 17 care leavers, 64.7% of which were in education, employment or training in the 12 months after leaving care.

Powys has 117 identified care leavers aged between 16 and 24. 19 of our care leavers experienced homelessness during the 2018-19 period (16.24%)

The percentage of children who were supported to remain living with their family was 70.8% (73.9% for 2016-17).

The percentage of Children Looked After children who returned home from care during the year was 37.8% (15.3% for 2016-17).

The same is true for adults in that maintaining the relationships that matter to them is important. Community, family and personal relationships keep people connected and help to keep people engaged.

Young Carers initiative - Credu (formerly Powys Carers Service) has utilised Integrated Care Funding to develop the Young Carers in Schools (YCiS) initiative which has been created jointly by Carers Trust and The Children's Society. The initiative aims to increase awareness, identification and support for Young Carers in our Powys schools. The programme will celebrate the good work already being done in some schools by recognising it in the form of an award, and will support other schools to become more Young Carer focused. Each school now has an identified Young Carers Operational Lead who is part of the senior management team.

What are our priorities for next year and why?

- Increase awareness and challenge attitudes of violence against women, domestic abuse and sexual violence across Mid and West Wales
- Increase awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong
- Increase focus on holding perpetrators to account and provide opportunities to change their behaviour based around victim safety
- Make early intervention and prevention a priority
- Relevant professionals are trained to provide effective, timely and appropriate responses to victims and survivors
- Provide victims with equal access to appropriately resourced, high quality, needs led, strength based, gender responsive services throughout the region.
- Ensure all organisations contracted to provide care services on behalf of Powys Council have a workplace domestic abuse policy and provide the same level of training as required of Council staff under the National Training Framework.

(f) Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

What did we plan to do last year?

In the 2018-19 we stated that we would:

- Clarify the 'offer' that will be made to children who are looked after and care leavers in line with the request from the Children's Commissioner for Wales. The total number of referrals to our Advocacy Service for children & young people in 2018/19 was 265 referrals.
- Work with the re-established Children and Young People's Partnership (CYPP) to engage in supporting a variety of initiatives to support children and care leavers

- Work to develop a pipeline of opportunities for supported employment for Adults

How far did we succeed and what difference did we make?

There has been a reduction in the use of long-term residential care and nursing home provision, as more people are supported at home to maintain their independence. Staff have responded very effectively to occasions where urgent action has been required, including closure of a residential care home, winter pressures and adverse weather.

Working in an integrated manner with the Powys Teaching Health Board, new joint services have been commissioned and a number are now operational. These include an 'intermediate care facility in Builth Wells called *Glan Irfon*. This is a short-term residential home where people receive rehabilitation and can be supported when leaving hospital or if they require short term support.

It is recognised that a prudent approach means a greater emphasis on prevention and early intervention models. We are using the Integrated Care Fund provided by the Welsh Government to support new developments in order to modernise our offer to the public.

There are promising signs that a more integrated approach to service provision is being developed at both strategic and operational levels in areas such as reablement, Ystradgynlais, Brecon and Machynlleth. In Ystradgynlais, for instance, there is anecdotal evidence that fewer people are moving into care homes and fewer people are requiring domiciliary care following intervention by the multi-agency multidisciplinary team. We intend to undertake an evaluation to understand whether this anecdotal evidence can be supported by qualitative data.

Other services which have been developed in Powys during the last few years include the extra care scheme at Newtown, Llys Glan-yr-afon, which has supported individuals to live independently with care if required. There is some evidence of a reduction in people needing to live in care homes in Newtown following this extra care scheme becoming operational. We have been working also with colleagues in the housing service to develop more extra care schemes and to ensure that there are accommodation options available which provide a home for life.

We have also supported the Shared Lives scheme in Powys and intend, over the coming year to invest further into this scheme to support its further expansion. This service supports individuals who need support to live with families in the community, rather than going into care.

- As part of our 'What Matters' conversations we can ensure that a person's outcomes and wishes are translated into positive actions to support them to live their lives in a way that maintains their access to their community, families and work. Many people need help in supporting them to live at home and working with our partners we can secure a range of assistance to achieve this.

- To support the workforce in this new way of working, we have provided ongoing training in how to talk to service users and carers from a strengths-based approach. Staff have also received 'outcome focussed' collaborative communication training. Joint training has also been undertaken with Ceredigion to support their team in their approach with carers to enhance their understanding of collaborative communication.
- Adult Services experienced pressures within the domiciliary care market including Providers having to hand back their work due to financial pressures. The pressures also resulted in delayed transfers of care for people who were in hospital. In the fourth quarter of 2018-19, new providers entered the market, thus reducing the number of people waiting for a care package. The council and other providers continue to successfully deliver 11,000 hours of domiciliary care weekly.
- *Shared Lives* is an adult placement scheme where carers open their homes to a young person or adult that needs extra support to live well. The council has 21 *Shared Lives* carer households and during 2018-19 we supported 29 individuals. *Shared Lives* was featured on the ITV news with a carer and service user from Powys interviewed.
 - <https://www.itv.com/news/wales/2019-04-21/charity-urges-more-people-to-open-up-theirhomes-to-those-in-need/>
 - https://www.youtube.com/watch?v=sO_7whSfDhI
- Care Home Commissioning – the Council have commissioned a new provider to run the 12 council owned care homes and Glan Irfon, a joint integrated intermediate care facility with Powys Teaching Health Board. The new provider, Shaw healthcare is a Welsh based company whose goal is to deliver the type of care that we would want for our own loved ones. There are also plans to modernise the provision and to develop services with the new provider. Work is underway with BUPA, Shaw Healthcare and Care Inspectorate Wales to enable a smooth and safe transfer of the service on 1st June 2019. The Council and Powys Teaching Health Board have reviewed requirements and a pooled fund post has been created which will be advertised in the new financial year 2019-20.
- A pilot of a new electronic system for the purchase of domiciliary care called a Dynamic Purchasing System (DPS) has commenced in Ystradgynlais. The purpose of a new system will help ensure our supply pool of providers are able to grow sustainably and flexibly to deliver domiciliary care as well as ensuring that the Council secures best value in terms of cost and quality of service whilst providing equality of opportunity to external providers. An evaluation of the pilot will be undertaken in 2019-20 before any decisions are taken on next steps.
- 1.49 persons (per 1000 population) aged 75 and over experienced a delay in return to their own home or social care setting following hospital treatment, compared to 1.78 in 2017-18



What are our priorities for next year and why?

As part of our planning for 2019-20 we will:

1. In 2019-20, the council will work with partners and providers to support their sustainability and find innovative solutions to reduce the numbers of delayed transfers of care.
2. Continue to increase the capacity of carers and number of participants in the Shared Lives Service.
3. Work with the housing service and housing associations to develop better accommodation options for older people in Powys. This will include the development of extra care schemes in Welshpool, Ystradgynlais and Brecon.
4. Reduced numbers of persons (per 1000 population) aged 75 and over who experience a delay in return to their own home or social care setting following hospital treatment. (this was 1.5 in 2017-18).

5. How We Do What We Do

(a) Our Workforce and How We Support their Professional Roles

Powys is fortunate to have dedicated and hard-working social care staff who routinely demonstrate commitment and care for the individuals they serve. Despite that, Powys faces a significant long-term challenge because demographic change is leading to an increase in older people (75+) and a decline in the number of people of working age (see table below).

Age Group	2014	2019	2029	2039
Working Age (16-64)	77,200	73,500	65,200	56,900
75+	15,100	17,600	24,000	28,200

(Welsh Government Population Projections (2016))

This is causing recruitment and retention problems for the council. As part of a “One Council” approach, we acknowledge the need to have the right numbers of people in the right roles with the required capabilities to deliver improvement. To achieve that goal, we are investing in the following:

- Workforce planning
- Attracting and recruiting staff
- Leadership and management development
- Performance management of people
- Workforce development
- Pay reward and recognition
- Professional progression
- Workforce health and wellbeing.

The workforce in Powys are highly skilled and demonstrate an eagerness to improve services. They are also supported by the agile working arrangements which are unique to Powys because of the need to respond to issues around size and rurality. The use of technology to meet staff’s needs is good and we will continue to build on this.

It gives me such job satisfaction to see children blossom and turn into superb teenagers and young adults"

Catherine
Social Worker - Fostering

#CaringCareer
www.powys.gov.uk/jobs

Supporting you to care for children



Recruitment Events

Compass Careers Fair attended by representatives from Social Services in Birmingham in early March. A high proportion of visitors were either Newly Qualified Social Workers or Student Social Workers currently in their final placement. Around 20 visitors to the Powys stand showed genuine interest in working for the local authority. A meeting has been scheduled to support one visitor who was looking into returning to practice requirements.

Social Care were represented at the Careers Event in Builth Wells in early March. There was representation from the Occupational Therapy Service and from the Sensory Loss Service. The Sensory Loss Team set up a guided sight area, Braille machines so that children and young people could learn to write their name and take part in a water challenge. The interactive exercised proved very successful. There were also social work staff and a student in attendance to provide information, advice and guidance regarding more generic discussions around working in social care and training to become a social worker. The team spoke to in excess of 200 people at the event.

Consequently, in overall terms the in-house social care provider workforce is stable, suitably qualified and competent. The quality of their practice shows that they are intent on improving the lives of people who need support and care. Managers are committed to leading professional practice. Training and support provided to staff at all levels is critically important. The Social Services and Well-being (Wales) Act has led to better strengths-based assessments in partnership with individuals, assisting them to look at all options. Resources (including policies and fact sheets) developed by Powys to support staff in providing quality assessments are complemented by access/links in place to the Social Care Wales Learning Hub.

During 2017-18 we planned to:

- introduce a staff charter
- ensure that staff comply with their mandatory training requirements
- deliver training qualification opportunities
- secure more effective succession planning



What we Achieved

- To increase our staff engagement, the Director of Social Services established an employee representative meeting which provides an opportunity for staff to be briefed on current issues within the Service and to have the opportunity to raise issues and ideas for discussion or escalation. The group is working collaboratively to support the wider engagement and build a stronger culture within Social Service.
- A staff survey is in process, the results of which will be analysed and discussed at a staff conference in July 2019.

- Engagement with partners continues through the Regional Partnership Board and as required in respect of service developments.
- Adult Services have also continued to engage with the learning disability, physical disability and sensory loss forums with positive feedback received.
- We have also engaged with communities where significant service changes have been proposed such as day services.
- Children's Workforce Restructure has been presented to and accepted by Cabinet. In conjunction with the Unions and HR colleagues the staff consultation has been completed and the recruitment process is progressing at pace.
- Grow your own – During 2018-19 the council has continued to support the development of existing staff. Adults services have 5 students on the Open University Degree in Social Work, all of whom are on Level 2 of their degree and have commenced their practice learning opportunity. There are also 4 members of staff undertaking their practice assessor qualification. The Adult Services Disability Team provided a Level 3 placement for a Chester MA student, who has gained permanent employment within the team having passed their degree.
- Occupational Therapy – Whilst the waiting list for occupational therapy in the South of the county is significant, work has commenced to reduce this with the aim of not having a waiting time for a service. The following case study is an example of how an individual was supported through the service to remain independent in their own home.

<https://www.youtube.com/watch?v=QkkoJUcsyHA>

Securing a Stable Workforce

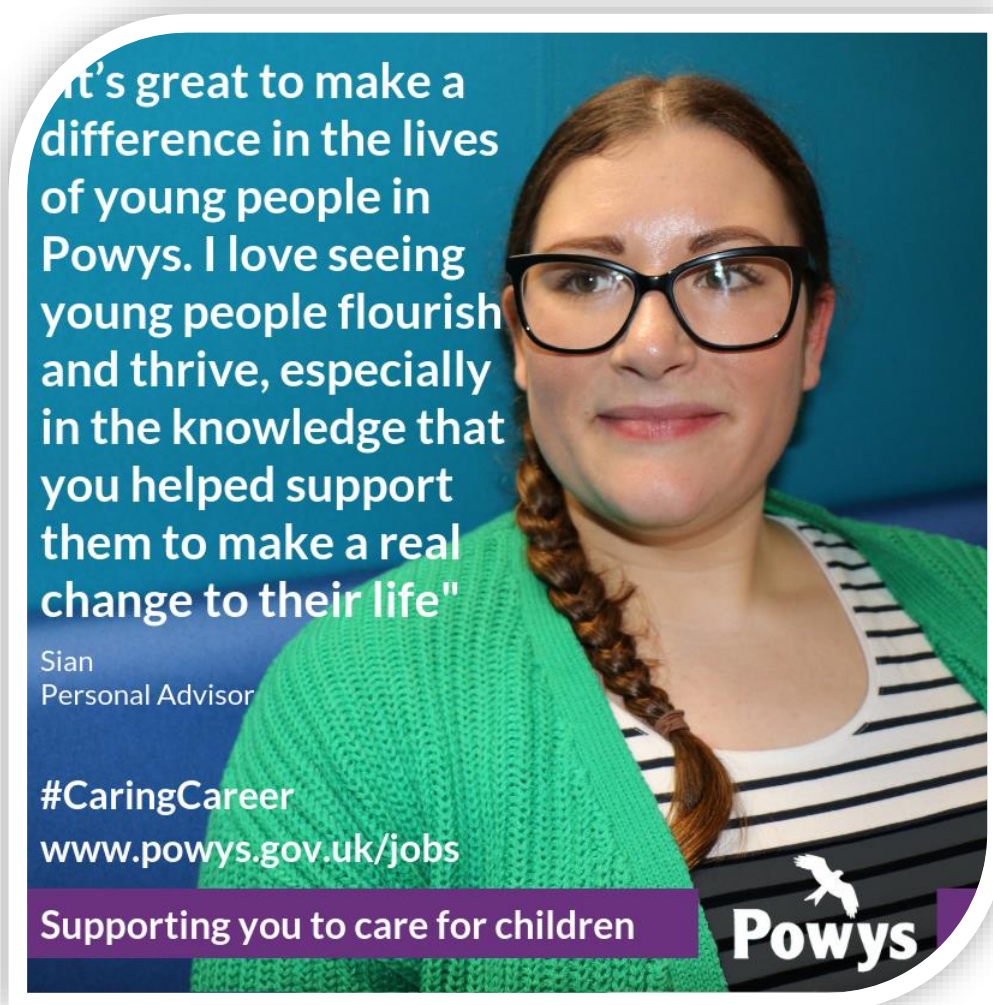
Children's services have commenced work on the new workforce restructure. After a period of consultation and staff preferencing we have completed the process of matching our permanent staff to positions. We still have a high number of agency staff to cover vacancies, maintain caseloads and stabilise the workforce whilst we are in this period of recruitment, with several of our agency staff applying for permanent positions, 4 having been appointed to the end of March, interviews will be held throughout April and May 2019. The Council continues to be committed to provide additional support staff so that front line practitioners and managers can focus on delivering safe and high-quality services to children and their families.

A workforce plan is being followed, in both children's and adult's services, to recruit talented people, provide excellent training and support all staff in their professional development.

Two agency social workers in mental health were appointed into permanent positions in 2018-19.

The authority has appointed an experienced additional senior manager in Children's Services to add leadership capacity on behalf of the Head of Service. The focus for this role will be to support practice in respect of assessments and in ensuring that:

- children's plans are 'SMART' and effective;
- visits are undertaken in accordance with the child's plan; and
- reviews are undertaken according to the relevant timescales.
- we provide continued leadership at a senior level, a new Head of Adult Services commenced in April 2019, following the departure of the previous officer. In addition, following retirement, 2 new Senior Managers have commenced in post for Mental Health and Disabilities and Older People. In Mental Health, Adult Services have experienced difficulties in recruiting and retaining Approved Mental Health Practitioners and continue to review how to overcome this issue.



(b) Our Financial Resources and How We Plan for the Future

Many local authorities are experiencing budget challenges and Powys has received one of the worst settlements in Wales every year for ten years. The large variation in

our expenditures makes resource management especially challenging. Decisions which affect the type and cost of services to be provided are often outside of the council's control and thus are uncontrolled and unpredictable (e.g. decisions taken by the court in child care cases).

Some individual services are very expensive, where placements for children or adults with especially complex needs can easily exceed £150,000 a year and some will cost substantially more. Expenditure incurred in one year may lock the council into financial commitments for many years to come. To balance the competing priorities of managing service demand, improving quality, meeting higher expectations and reducing expenditure is especially problematic in situations where safeguarding children and adults from harm must be the key factor in decision-making. Additionally, there are many factors making the task even more difficult in recent years: increasing demand for services; new requirements from the Welsh and UK Governments; and the need to achieve budget savings in the face of reducing revenue.

Headline capital investments:

£172k Community Equipment to enable clients to live in own home longer and facilitate discharge from hospital.

£126k Refurbishment of Substance Misuse Premises in Welshpool

Headline savings:

£1.468m achieved, which was £0.037m over target, down to right sizing of care packages, early intervention and prevention e.g. Reablement, TEC enabled care and outcome based care plans.

Across Wales, social services have received a large measure of protection during austerity. The end of year position for the Social Services Directorate in Powys in 2018-19 is an overspend of £3.704m, on a net budget of £84.522m. There was an underspend in Adult Services of £1.936m and Children's Services expenditure exceeded budget by £5.64m. The savings target for Adults set of £1.432m was overachieved by £0.0369m and £2.298m in full remains unachieved within Children's, of which £2.2m has been reinstated as part of the budget setting process. The numbers of Children who are Looked After (CLA) are at a five-year high (246 children), with a 18% increase in 2018-19 and contributes to £3.55m of the over spend. Demand continues to grow, as does case complexity and use of external placements.

The Council has agreed to significant investment in Children and Adult Services for 2018-19. In setting out our strategic direction we have a range of plans to improve services over the next 12 months and beyond.

Initiatives are planned in key areas such as carers services, substance misuse, telecare, older people, Learning Disability, prevention and early intervention. Other work is being developed in respect of domiciliary care, physical disability and sensory loss.

Operationally we have examples of services strongly grounded in analysis of community need (e.g. Llangynog Day Centre and Llanfyllin Mencap Service). There is good practice in relation to community engagement and planning for change, such as the population needs assessment and a review of accommodation options. However, we recognise that more is required and that all services need to be grounded in community need analysis.

At a corporate level we know that our Council needs to address a range of challenges to improve how we use our resources and plan, including:

- The significant budget difficulties in the next few years where the Council does not yet have the plan in place to respond
- Savings and staff reductions in key areas that have not been underpinned by a long-term strategic plan for the nature and shape of the Council and the services people need;
- Undergoing a full contract review to identify future commissioning options to better address supporting individuals with disabilities having paid employment opportunities.

(c) Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

Working in partnership our Area Plan identifies which services will receive greatest priority in respect of integrated working between the Council, the health service and others, including:

- Older people with complex needs and long-term conditions, including dementia
- People with learning disabilities;
- Carers, including young carers;
- Integrated Family Support Services;
- Children with complex needs due to disability or illness

In line with the requirements of the Social Services and Well-being Act, the Regional Partnership Board (RPB) provides cross sector leadership through a strong and shared commitment to providing seamless and integrated health and social care services for children, young people and adults living in Powys, with a primary emphasis on prevention and early intervention.

To this end, we have developed a high-level, overarching plan called the Health and Care Strategy which sets out the strategic vision and approach to be taken in Powys. The Area Plan will outline the priorities to be delivered over the first 5 years and identify the lead agency for delivery.

The Health and Care Strategy priority areas are:

- Wellbeing;
- Early help and Support;
- Tackling the Big Four;
- Joined up Care.

The RPB will also address the key strategic enablers outlined in the Health and Care Strategy which will help us to develop and deliver the proposed model of care including:

- Workforce
- Innovative environments
- Digital First
- Transforming in Partnership.

Our renewed focus on our corporate leadership and governance through our vision 2025 plan sets out many challenges for us to respond to:

- The Council's vision for the future is currently insufficiently shared and understood by the Council's officers, partners and residents;
- The Council, members and officers, have too often failed to tackle difficult issues. There is a need to be even more open about what the most important issues are and focus on addressing them;
- The Council needs to create a mutually supportive leadership culture. There are examples of blurring of roles between members and officers. The respective roles need to be clear;
- There is a need for the council's corporate centre to provide stronger, more enabling delegated leadership;
- Whilst there are some good operational partnerships, joint commissioning, improvement and rationalisation work should focus on ensuring that all are focused on improvement priorities and securing impact from their planned work programmes.
- Integrated Disability Service – We established the Integrated Disability Service (IDS) to include co-located multi-agency teams and a single management structure. An Integrated Disability Service triage process has been started. What were monthly physical meetings are now weekly meetings using Skype where needed. This gives quicker and more informed advice and action for children with disabilities or complex health needs.

6. Accessing Further Information and Key Documents

In publishing this annual report, we have relied upon a substantial amount of information, data, progress reports including those that have featured heavily this year following our recent inspections, and surveys.

The annual report identifies the progress of the Council in responding to the wellbeing of those people who need our help and support. This report however is not the only source of information available to members of the public, key partners and service providers.

We have a significant amount of background information that sits behind this report that provide additional detail about what we do and how we do it. Importantly if something is not mentioned in this report as a key priority it doesn't mean we're not doing it, as there is a lot of activity across social services that plays a part in helping us to provide for some of the most vulnerable groups in our community. It's not possible to capture everything which is why we are keen to signpost people to further information.

To access further information about what we do then these are some of the documents that will provide more detail:

- Powys County Council Corporate Leadership & Governance Plan 2017- 2020
- Healthy Caring Powys – Delivering the Vision (Area Plan)
- The Children's Services Improvement Plan 2017- 2020
- The Adult Services Improvement Plan 2018-2023
- The Powys Population Needs Assessment
- The Powys Wellbeing Assessment
- CIW Inspection Reports 2018 and 2019

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