

One Powys Plan 2014 – 2017

A plan for change between all partners in the Powys Local Service Board

(Powys Public Service Board from 1st April 2016)

Updated 2016-17

(Including Powys County Council's statutory Improvement Plan)

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This document is our 2016-17 update of the One Powys Plan 2014-17 that we published in April 2014. You can download the **One Powys Plan 2014 – 2017** at <http://one.powys.gov.uk> or read a copy at any Powys Library

Section 1: Message from the Chair of the Powys Local Service Board

I am pleased to present an update on the Open Powys Plan – the most important document produced by public bodies working together in the county as the Powys Local Service Board, to be known as the Public Service Board from June 2016.

The document is not a new plan but an update on priorities and principles included in the One Powys Plan 2014-2017.

It has considered progress made during 2014/16 and takes account of the many challenges still to come.

Since the launch of the One Powys Plan in 2014 we have seen a significant reduction in public spending as the country reacts to national spending plans. The changes have triggered some of the most radical changes in local public service delivery.

Despite the financial challenges facing the public sector, we are committed to the priorities and aspirations set out in the One Powys plan two years ago. We are determined to deliver on our commitments with an added focus on the county's communities.

This change of emphasis is captured in our clear commitment to create 'Stronger communities in the green heart of Wales'.

Our plans reflected the importance of the Social Services and Well-being (Wales) Act 2014 and Well-being of Future Generations (Wales) Act 2015, which came into force in April 2016. Although it is new legislation, we were aware of its emergence and its requirements are already part of our plans.

As part of this response we continue to develop partnership work with colleagues in the Powys Teaching Health Board and have incorporated work into our plans for 'Integrated Health and Adult Social Care and Children and Young People'.

The plan also sets out some additional considerations, challenges and issues facing public services in the in support of previous needs assessment work and business insight.

We hope you find the update, together with the original plan and previous updates, interesting and relevant, as I have said it is one of the most important plans produced by the public partners working together. It is our commitment to the citizens of Powys of the work that is done on their behalf.

The plan is available on the One Powys website <http://one.powys.gov.uk> (the shared website for all LSB/PSB partners)

Councillor Barry Thomas

Chairman of Powys Local Service Board

Section 2: Introduction

In early 2014, following consultation with a range of stakeholders, the Local Service Board (LSB) agreed eleven priorities to improve the lives of our citizens. Our **One Powys Plan 2014-17** explains how we identified these improvement priorities, what we plan to do to deliver them and how we will measure our success. We are about to enter the third year of the plan to deliver the changes required to improve outcomes for Powys citizens.

What is this annual update?

The LSB is committed to continually improving outcomes for Powys citizens and ensuring that public services meet customer needs. Regularly reviewing and updating our plan is important if we are to achieve this. It's important to ask, are our priorities still relevant and achievable? And are our commitments still the most appropriate and affordable way to achieve improved outcomes?

Our annual update gives us the opportunity to reflect, to ensure that we are on track to deliver our commitments and to consider any new issues and changes affecting Powys - these often create new needs, opportunities and pressures that we must address. Progress on delivery is reported in our Annual Performance Summary which is published every autumn and can be found on the One Powys Plan website.

The review of the One Powys Plan 2014-17 has given particular consideration to the following:

- Emerging sector pressures / challenges
- Financial pressures / savings requirements
- Business insight
- Assessment of progress to date

Who is this update for?

This update is for everyone who lives, works, visits or has an interest in Powys, including businesses, organisations, regulators and Welsh Government.

Our vision and values will continue to underpin all that we do.

Our Vision:

We will work together to meet the needs of Powys citizens

Our Values:

Accessibility, openness, respect, focus, engagement, learning, trust

Section 3: New challenges and issues

What new issues have been identified that we need to address?

- **Well-being Assessment - interim findings**

- The Powys economy**

- Potentially 10,000 jobs required over the next 10 years
 - No significant growth in current job market in comparison to Wales and UK
 - Larger than average proportion of working age population are self-employed
 - Young males are more vulnerable to unemployment
 - Large volume of part-time female workers
 - Large proportion of young people leave the county for study and do not return
 - Lower than average weekly earnings for Powys against Wales
 - Public administration remains the largest employer
 - Finance and business administration sector jobs are less prevalent than other similar rural authorities
 - The more rural the locality the higher self-employment rates
 - Nearly a quarter of the working age population are employed in hotels, distribution and restaurant sector
 - A larger than average volume of micro business in comparison to small businesses
 - Low GVA and GDP even in comparison to other rural authorities across UK
 - Residents are using the internet and are not digitally excluded except in terms of broadband connectivity through superfast or mobile providers
 - Tourism is worth £655 million to the Powys economy and has not grown as fast as south Wales in recent years
 - Growing trend to privately rented housing
 - Lack of provision in 1 and 2 bedroom properties either to rent or buy as affordable homes

- Elderly and frail residential care commissioning**

- There is sufficient provision for elderly frail residential beds within the county although some localities lack provision to meet current need
 - The availability of dementia provision is lacking across the County
 - We have more residential beds for the elderly and frail than we need in south and mid Powys
 - The “85 plus” population is expected to increase by 157% by 2036
 - If services continue to be provided in the same way, the cost of meeting this increased demand will be significantly more
 - The care industry is not a popular vocational choice in post 16 education

- Domiciliary Care Commissioning**

- The amount of people in the care industry in Powys is too small to meet demand

- There is growing population needing domiciliary care (according to national statistics)
- The cost of provision to homes in rural locations is higher
- There is a lack of providers in this sector

Equality – key challenges from ‘Is Wales Fairer?’*

- Close attainment gaps in education
 - Close attainment gaps by raising standards of children receiving free school meals, children with Special Educational Needs (SEN), looked-after children and gypsy and traveller children
 - Reduce exclusions from school and reduce bullying
- Encourage fair recruitment, development and reward in employment
 - Increase the employment rates of young people, disabled people, ethnic minority people and Muslim people
 - Close pay gaps focusing on young people, ethnic minority people and women
- Improve living conditions in cohesive communities
 - Reduce poverty especially amongst children, disabled people and ethnic minority people
 - Improve access to care for older people and children
 - Reduce homelessness, especially for people fleeing domestic abuse and people with poor mental health or learning disabilities
- Increase access to justice and encourage democratic participation
 - Ensure equal and effective access to civil justice for everyone
 - Improve political and civil participation and increase diversity in public life
- Improve access to mental health services and support to people experiencing poor mental health
 - Improve access to mental health services
 - Reduce the rate of suicide, especially amongst men
- Prevent abuse, neglect and ill- treatment in care and detention
 - Prevent abuse, neglect and ill- treatment of children and older people in hospitals and care homes
 - Protect human rights of people held in detention
- Eliminate violence, abuse and harassment in the community
 - Eliminate the incidence of violence, abuse and harassment particularly against women, disabled people, ethnic minority people, Muslim people and lesbian, gay, bisexual and transgender people

** Is Wales Fairer? Provides a short summary of evidence for Wales and based on this evidence, the key challenges that require action here. The report was published by the Equality and Human Rights Commission in December 2015.*

○ **Overview of financial situation**

As a result of the financial pressures on public services, we need to continue to make significant savings during 2016/17:

- Powys County Council has to make a minimum saving of £10.004m

The One Powys Plan outlines the county's priorities for improvement and sets out how, through working together within available budget constraints, these priorities will be met.

○ **Key legislation**

The primary focus of the One Powys Plan is to prioritise areas for improvement for the citizens of Powys and address local needs. However, we are also mindful of the need to satisfy legislation which places statutory duties on local public services. The plan for 2014-17 addresses key legislation and there is no change to these. We were aware of emerging legislation when pulling the original plan together and incorporated their key principles. This update has enabled us to further re-inforce the inclusion of those principles:

- [Wellbeing of Future Generations \(Wales\) Act 2015](#) - The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future. To make sure we are all working towards the same vision, the Act puts in place seven well-being goals:
 - A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A more equal Wales
 - A Wales of cohesive communities
 - A Wales of vibrant culture and thriving Welsh language
 - A globally responsible Wales
- [Social Services and Wellbeing \(Wales\) Act 2014](#) - The Social Services and Well-being (Wales) Act is a new law that will give citizens more of a say in the care and support they receive. The Act will be introduced in April 2016.
 - **Voice and control** - Putting the individual and their needs, at the centre of their care, and giving them a voice in, and control over reaching the outcomes that help them achieve well-being.
 - **Prevention and early intervention** - Increasing preventative services within the community to minimise the escalation of critical need.

- **Well-being** - Supporting people to achieve their own well-being and measuring the success of care and support.
- **Co-production** - Encouraging individuals to become more involved in the design and delivery of services.
- **Multi agency** - Strong partnership working between all agencies and organisation.

○ **Integration between PCC and PtHB**

Powys County Council in partnership with Powys Teaching Health Board have pledged to accelerate the integration of health and social care services.

Integration is a way of achieving seamless, co-ordinated working between a range of our teams and services in the best interests of those who use our services. Integration is not an end itself, but a way of working that ensures that people get the right care and support according to their needs.

By working closely together we can provide services that enable people to live more independent, fulfilled lives. When people do need us, we will provide responsive services in a way that meets their particular needs.

Our first priority is to enable our older people's teams to work more closely together, and work is well underway. These teams will work closely with local GPs to offer care in, or as close to people's homes as possible, and using technology, we can ensure quality, safety and cost effectiveness.

Integration makes good sense as both our organisations serve the same population and we experience many of the same challenges providing services in a large rural county. We know how effective integrated working is, but we recognise we are not currently doing enough. We know we must go much further and at a greater pace.

Organisational Development is key to enabling integration to succeed. We need to ensure our structures, processes and people are organised to deliver in the best way for people in Powys. We are developing an approach to support staff with the skills they need to be most effective.

By joining the teams, pooling resources and shared processes the organisations can tailor services to meet the needs of the individual in a more holistic way.

Section 4: Our priorities for improvement

What changes have we made to our plan and why?

Our One Powys Plan 2014-17 sets out eleven priorities for improvement, all of which contain a number of commitments that we agreed to tackle together to improve outcomes for our citizens.

Outlined below are changes and new additions we've made to our One Powys Plan 2014-17 to strengthen our commitments and address issues identified in further work on our needs assessment.

- **Integrated health and adult social care**

Older people: Older people will be supported to lead fulfilled lives within their communities.

We reaffirm that this is a priority in our plan and no changes have been made to our plans for its delivery.

The council's vision for supporting people within the community to live fulfilled lives and remodelling council services to respond to reduced funding align with this priority.

Carers: Carers have a good sense of wellbeing and are able to fulfil the caring responsibilities they choose to do.

We reaffirm that this is a priority in our plan and no changes have been made to our plans for its delivery.

The council's vision for supporting people within the community to live fulfilled lives aligns with this priority.

The council developed a vision that complements the priorities outlined in the One Powys Plan by committing to:

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

The council reconfirms that they will continue to pursue their vision through 2016-17.

Mental health and wellbeing: Powys citizens will lead fuller and longer lives, be resilient, have good health and be more able to participate and contribute to their communities.

We reaffirm that this is a priority in our plan and no changes have been made to our plans for its delivery.

The council's vision for supporting people within the community to live fulfilled lives aligns with this priority.

Learning Disabilities: People with Learning Disabilities lead meaningful and valued lives within their own communities.

We reaffirm that this is a priority in our plan with two minor changes to the measures of success

The council's vision for supporting people within the community to live fulfilled lives aligns with this priority.

The changes to the measures of success as follows:

The measure of '100% of Learning Disabilities (LD) service users with traffic light systems in place' is further defined as '100% of LD service users open to a Community LD Nurse will be offered a traffic light system'.

The measure of '100% of Learning Disabilities (LD) service users that are taken to a Welsh hospital has their care bundle implemented' will be removed on the basis that it fails to provide any tangible information in relation to the health and wellbeing of learning disability service users.

- **Children and young people**

Vulnerable families: The needs of vulnerable children, babies and their families are identified as early as possible so that they can enjoy safe and fulfilled lives.

We reaffirm that this is a priority in our plan and no changes have been made to our plans for its delivery.

The council's vision for supporting people within the community to live fulfilled lives and remodelling council services to respond to reduced funding align with this priority.

Healthy Lives: Powys citizens will be supported and empowered to lead active and healthier lives.

Lifestyle choices can be affected by many factors at individual, community and population level. The impact of lifestyle choices – particularly in relation to smoking - is also an important determinant of health inequalities.

We reaffirm that this is a priority in our plan and no changes have been made to our plans for its delivery.

- **Transforming learning and skills**

Education: All children and young people are supported to achieve their full potential.

We reaffirm that this remains a priority in our plan.

The council's vision for improving learner outcomes for all, minimising disadvantage and remodelling council services to respond to reduced funding align with this priority.

In the section 'What are we going to do' we have further refined "Ensure that a high quality of education is accessible to all, affordable and sustainable with a focus on high quality leadership, teaching and learning. This includes the development and implementation of a school transformation policy which provides a vision and infrastructure for 21st century schooling for a bilingual future". This now states 'This will include the implementation of a school transformation policy".

Due to the proposed change to school admission age from September 2017 the following commitment has been adjusted to "review and re-commission early years education provision across the authority to ensure a sustainable network of high quality provision for all 3 plus ages in Powys".

Training and jobs for young people: More young people in Powys will be in full-time education, gainful employment or employment related training within the county.

We reaffirm that this is a priority in our plan.

The council's vision for developing the economy aligns with this priority.

The following commitment has been further defined to “use our public service procurement to ensure that local young people, particularly the most vulnerable are given training and employment opportunities from our service providers”.

- **Stronger Communities**

Stronger communities: Bring people together in Powys so they feel that they matter, belong and can contribute to their community.

We reaffirm that this remains a priority in our plan.

The council's vision for developing the economy and remodelling council services to respond to reduced funding align with this priority.

The following changes have been made to the stronger communities programme following agreement with stakeholders:

What are we going to do?

- Where we previously stated we would ‘encourage communities to work with local organisations and groups to improve and sustain services at a local level’ we have changed ‘local organisations’ to ‘Local Service Board / Public Service Board partners’.
- The commitment to ‘promote the use of the County’s assets to help build a strong economy, create jobs and encourage community development and ownership’ has been changed to ‘Through enablement and facilitation, working with our public, private and third sector to help develop a thriving economy by:
 - growing Powys’ strategic business sectors
 - attracting new business to Powys
 - increasing visitors and visitor spend
 - increasing Powys’ economically active population’
- The commitment to ‘develop mechanisms to find and create job opportunities for young people’ has been changed to ‘Encouraging and facilitating the skilling of our young people and young adults for those sectors that will make a difference to Powys particularly for innovation, technology and enterprise.’

- The following commitment to ‘develop a clear agreement on how we will work with the third sector’ has been added to this programme during 2015/16.

What difference will we make?

The following statements have been defined more clearly

- Our towns and villages are more community focused, self-reliant and resilient
 - Services are retained and run by the community where they are important to that community
 - There is co-location of facilities where appropriate
 - Conditions have been created to support economic development

How will you know we’ve succeeded?

The following measures have been amended to better monitor the success of our work:

- The costs of delivering those services that have been transferred to the community will reduce by 60%, 65% and 70% over time

Transport: Improving passenger transport services to enable them to be affordable, accessible and efficient.

We reaffirm that this remains a priority in our plan.

The council’s vision for developing the economy and remodelling council services to respond to reduced funding align with this priority.

The following changes have been made to the Transport programme:

What are we going to do?

- Due to cuts in the transport budget, the commitment to ‘create an affordable transport system that helps to keep people mobile and connected, by reshaping the county’s transport services’ and ‘Re-developed bus interchanges to improve transport links at Newtown and (possibly) Llandrindod Wells’ has been better defined as ‘provide a transport system that helps to keep people mobile and connected and responds to changing needs. Re-developed bus interchanges to improve transport links at Newtown.’

What difference will we make?

These statements have been further defined due to cuts in the transport budget.

We aim to ensure there is a safe, efficient and reliable transport service and network that:

- Enables people and businesses to travel safely to their destination
- Makes the best use of the existing transport infrastructure and looks to enhance capacity where opportunities arise and changing needs require it
- Relies upon a well maintained highway network
- Utilises grant support and / or capital resources to deliver targeted improvements to the network
- Uses technology appropriately to deliver the above

How will you know we've succeeded?

The following new measure has been added to better monitor the success of our work:

- Implementation of a transport app that provides accurate actual time bus information

- **Financially balanced and fit for purpose public services**

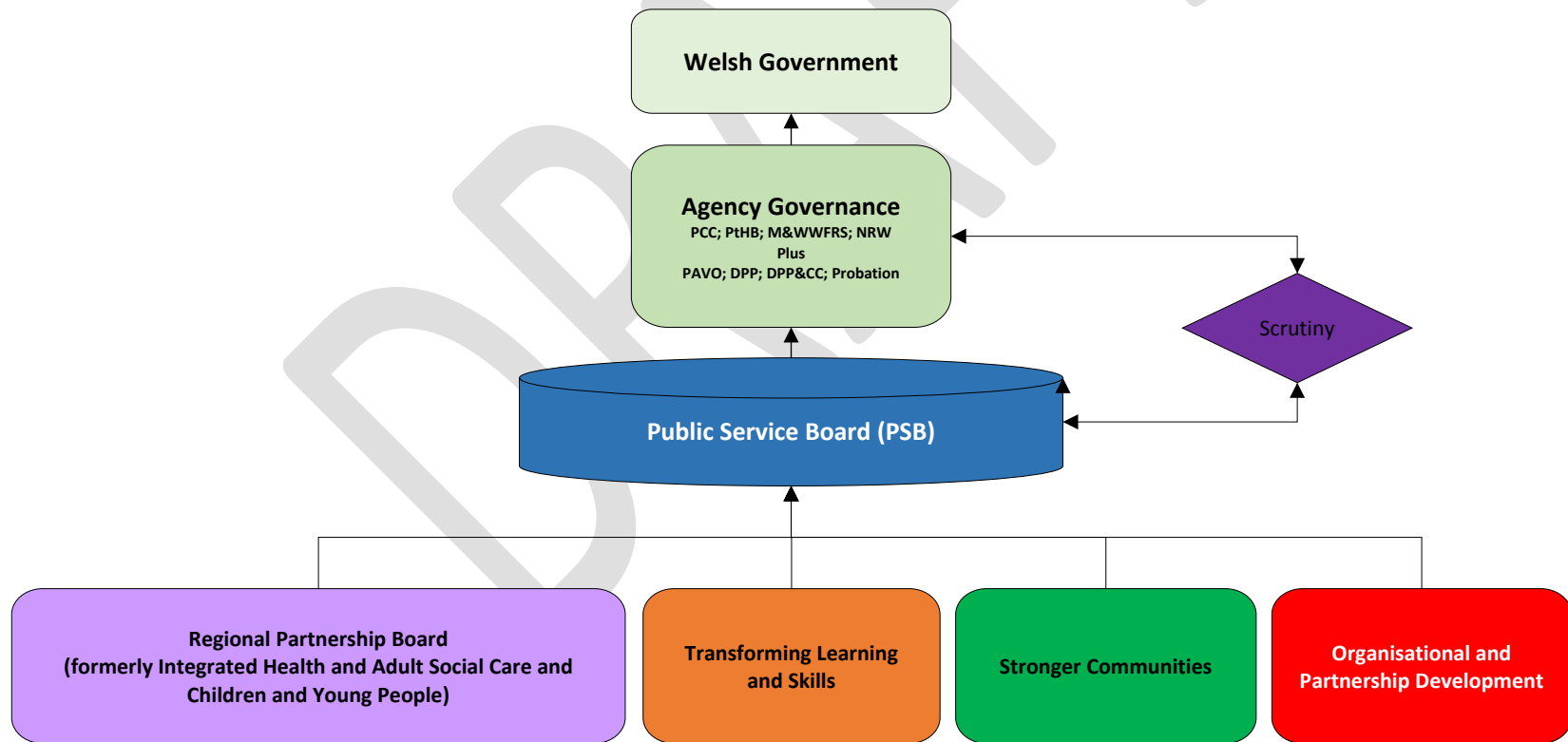
Organisation and partnership development: *Enable 'joined up' services for Powys citizens through public and third sector partnerships.*

We reaffirm that this is a priority in our plan and no changes have been made to our plans for its delivery.

The council's vision for remodelling council services to respond to reduced funding aligns with this priority.

Section 5: Governance arrangements

The governance structure established to deliver the One Powys Plan has been reasonably effective. However, the Social Services and Well-being (Wales) Act 2014 requires the establishment of a Powys Regional Partnership Board (RPB). So as to avoid over complicating governance arrangements, it has been decided to evolve the original 'Integrated Health and Adult Social Care' and 'Children and Young People' boards into the new RPB. This ensures in particular, that PCC and PTHB are compliant with the act. To ensure governance fits seamlessly with the requirements of the Well-being of Future Generations (Wales) Act 2015, the emerging Public Service Board (PSB) will review arrangements to ensure effective and statutory compliant governance.



Section 6: Listening to you

The following consultation has informed our update for 2016/17:

Over the past few years the council has sought to engage residents in the decision making process around setting its budget. The views of residents have been sought in a number of ways.

Three pieces of engagement and consultation were undertaken during 2015/16 that have helped inform the 2016 update:

Residents Attitude Survey - Summer 2015

- 385 telephone interviews conducted. Research is robust data at a county level.
- Just over half of residents (52%) were unaware that the council had had a 4.4% decrease in funding from the Welsh Government which equalled a £7.7m funding gap.
- Respondents were asked whether they felt it mattered who delivers services. Overall, 67% felt it didn't matter and 33% felt it did. *(In the 2013 survey 26% respondents felt it did matter so there has been an increase of 6%).*
- 52% of respondents would prefer the council to charge for services that were currently free rather than increase council tax, increase charges for things that residents already pay for, or increase charges for things that businesses pay for e.g. trade waste. *(There was less desire for this in the 2013 survey so there has been a subtle shift in resident view here).*
- 2/3rds of respondents did not feel that reducing our workforce further or only providing statutory services was a good way to reduce our costs.
- Residents were not keen for increases in council tax. Only a quarter opted for a 2.5% increase which is lower than that already proposed for 2015/16.
- When asked to consider what their current and future priorities might be, the analysis identifies some interesting differences. Respondents are twice as likely to identify environmental / street-scene type services as an immediate priority as opposed to a future priority (26% and 13% respectively). Conversely, caring for those in need (for example, elderly social care) is felt to be a priority for the future rather than now.
- Services relating to the development of the local economy are identified as the single key priority for improving quality of life and helping communities thrive.

Citizens Panel Survey - Autumn 2015

- 262 responses received. Profile of the panel is predominantly older residents who volunteer to take part in surveys.

- 59% citizen panel members said they were aware of current funding issue however a further 36% said they didn't really understand the background or why we were in this situation.
- 70% feel they have seen a difference and a reduction in the level of service provided over the past year. E.g. street cleaning, potholes, refuse collection, care.
- 92% are very or fairly concerned about the situation facing Powys.
- 80% of panel members stated they still tend to get their information about Powys via local media however 27% said they picked up flyers and posters and leaflets, 22% said they used the council's website and 22% said they got information from their town and community council.
- Over a hundred budget saving ideas were given by panel members and these were varied. They ranged from increasing council tax to selling the land and properties we hold and from boosting inward investment to protesting to Welsh Government about the current settlement.

Budget Simulator – Autumn 2015

- 476 residents submitted a budget that addressed the necessary savings targets. The number of responses should allow for a fairly robust resident overview at a county level although people self-selected (i.e. chose to take part in the exercise or not) and were not chosen at random to do so using a social research sampling plan.
- Figures show that the home web page created to promote the simulator exercise had over 2,000 'hits' and 1,438 unique page views. This means that a third (33%) of those viewing the page went on to submit a budget and 67% didn't.

Conclusions:

The research conducted over the course of this year suggests that residents have a growing awareness of the budget deficit facing the Council and the need to make savings over the next three financial years.

There is a definite appetite from residents for more outsourcing of services with a clear mandate around the importance of delivery of a service not who delivers it.

There is a reluctance to see the services that provide for the more vulnerable in our society being cut. In particular there was less appetite for budget cuts for children with disabilities, services for looked after children and home care services.

There was also a reluctance to jeopardise services by cutting budgets to the point where there may be difficulty in maintaining statutory requirements.

There is some acceptance that the council should be looking at charging for services that are currently free although there is little support for an increase to council tax, increased charges for things that residents are currently paying for or increased charges for services that businesses in Powys use. However some comments received supported an increase in council tax to sustain current levels of service delivery. Interestingly when the council conducted the Simalto budget simulation exercise a few years ago, respondents were asked if they would be prepared to pay more in council tax to sustain their chosen service priorities and the majority said yes. This implies that there is a link between a willingness to pay an increase in council tax and a resident's perception around their getting value for money services that meet their needs.

Residents are now seeing and stating that they have seen a decrease in the level of services provided by the council over the past year and satisfaction with the services that we provide overall as a council has decreased over the past five years.

Stakeholder Engagement Forums: A number of advisory groups have been established that enable users to inform and enhance service provision. These forums are able to comment on current services and topical issues, learn from good practice in other organisations and help with consultation on relevant initiatives of improvement. The forums ensure that we maintain a person centred approach and ensure service users have a voice in considering both current provision and options to shape future services.

Section 7: Listening to our regulators

The following feedback was received from regulators during 2015-16:

Wales Audit Office

The Council has strengthened its governance arrangements and is making progress in its priority areas, but faces significant challenges in commissioning and providing its adult social care services.

The Council has generally robust financial management arrangements, and it is further developing them to ensure they remain fit for purpose in the increasingly challenging financial climate.

The Council has undertaken a robust approach to strengthening its financial scrutiny and is well placed to drive improvement in relation to its medium-term financial planning.

The governance, accountability and management arrangements for safeguarding responsibilities to children are mostly adequate but some improvements could be made.

The Powys ICT partnership has improved service resilience and reduced IT risk, and section 33 arrangements provide a good basis for integrated working.

The Council has embedded a coaching approach to help address capacity and capability issues.

The Council's improvement plan and its evaluation of its performance comply with the requirements of the 2009 Measure.

The Council is facing significant challenges in the shaping and remodelling of its current and future social care provision and the robustness of its contracting and commissioning functions

The Council is delivering environmental health services at the required standard, but will find it a challenge to take on new statutory duties that protect the public and the environment

The Council has identified the Welsh-language needs of its citizens and its workforce and is integrating this information into the way it provides services

Proposals for improvement arising from the Wales Audit Office during 2014-15:

- *P1 Review its working practices against the recommendations in the Auditor General's 2014-15 Local Government Reports and implement improvements where appropriate*
- *P2 Extend its financial monitoring arrangements to include service performance data to ensure that expected service standards are not being compromised at the expense of securing financial savings.*
- *P3 Ensure appropriate and timely action is taken to manage risks and under performance in relation to safeguarding and ensure elected members are informed of risk management arrangements, and progress in addressing safeguarding risks is included in future scrutiny work.*
- *P4 Improve the work of the Council's Scrutiny Committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.*
- *P5 Ensure all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.*
- *P6 Identify and agree an appropriate internal audit programme of work for safeguarding.*

(Annual Improvement Report 433A2015)

Care and Social Services Inspectorate Wales

The approach taken by Powys County Council to the commissioning of domiciliary care services in 2013 and 2014 was flawed in concept, design, and delivery. The governance arrangements and decision making were not managed at a senior level and were not sufficiently rigorous or challenging, especially given the number of people reliant on these services and the risks associated with the transfer of care arrangements. The senior management team at the time were not experienced in social care commissioning and this remains an area of challenge for the Council, as it continues to rely on external consultancy and interim arrangements to support the delivery of these key functions. A number of key building blocks which would have underpinned a successful re-provisioning of care and support were not in place, for example a consistent reablement service across the county and up to date individual care and support plans. As a consequence, the decisions made during the procurement exercise were not always well thought through, especially in terms of the real costs versus benefits analysis and therefore sustainability.

The view that Powys is unique because of its demography is often articulated by people who live and work there and there are undoubtedly rurality factors that impact on the delivery of services. This can sometimes act as a block to thinking of solutions and has created an inward facing culture within the Council. However Powys is the sum of its parts, many of which share similarities with other communities in Wales. The strategic relationship with Powys Teaching Health Board does provide many opportunities in terms of service delivery and shared facilities, including information technology, but this has also meant that Powys does not naturally or easily look outside its borders for opportunities to jointly commission or to work collaboratively.

A key challenge for Powys County Council has been the recruitment of staff at all levels and they did not have in place a workforce strategy. We understand that this is under discussion with key partners such as the Powys Teaching Health Board and provider organisations and this will be a key component in the delivery of an integrated pathway for older people.

The pace of change has increased since the appointment of the permanent Director of Social Services in July 2013 and Head of Service in October 2013 respectively. They are facing a very demanding and ambitious schedule to modernise social services in Powys and the failure of the commissioning framework for domiciliary care has made this more difficult. The prospects therefore are uncertain and questions remain about the future arrangements, particularly in the context of budget reductions and in preparing for the implementation of the Social Services and Well Being (Wales) Act. However there are signs of improvement and the Council is following through on the recommendations within the IPC report including the development of a commissioning toolkit for all staff.

Recommendations:

- *The **corporate governance arrangements** for social care commissioning need to be clarified and strengthened in order to effectively challenge and test the design, planning and delivery of the demanding work programme that Powys is facing.*
- *The **commissioning strategy** for older people must be based on a rigorous analysis of need and demand at community level and include local infrastructure and innovative and collaborative solutions. It should also consider models of best practice used elsewhere.*
- *The approach to commissioning social care services should make greater use of **service user and carer experiences** and facilitate a wider conversation with its communities about what future service models might look like.*
- *Future commissioning and procurement exercises for domiciliary care services should be built on a **market development** and partnership approach. It must robustly test the tender submissions, the capacity and capability of organisations to manage the transition of services and deliver the service specifications.*
- *The **knowledge and skill base** for managers in commissioning and the management of contractual relationships needs to be developed through a range of solutions including training and mentoring opportunities.*
- *The Council needs to strengthen its **relationships** with and oversight of domiciliary care providers operating in Powys, including setting up regular meetings and clear lines of communication with the commissioning managers to address ongoing concerns and queries.*

- The Council needs to consider carrying out a review of the **grants and service level arrangements** to ensure they align with the Powys One Plan and the Integrated Pathway and provide the best value for money.
- The development of the **integrated pathway** for older people with Powys Teaching Health Board should be clearly defined and articulated to capture the projected demand and therefore capacity required at each stage, including reablement. The future integrated service model must be supported by clear governance arrangements that include financial commitments and management accountability.
- The **first contact** arrangements via the Powys People Direct should be further developed to ensure it can provide the appropriate level of response, advice, support and information for adult services and therefore reduce the need for an additional duty response at team level.
- The new adult **safeguarding** management structures and reporting mechanisms must be secured and established as a priority, to ensure that the Designated Lead Managers are supported in their responsibilities and there is consistent reporting, decision making and oversight at an appropriately senior level.
- The low uptake of **carer assessments** needs to be further investigated to understand the needs of this group of people and how they can be supported in their role.
- A **workforce strategy** which supports the establishment of the integrated pathway for older people should be developed across the wider health and social care workforce including domiciliary care. Opportunities to build workforce capacity such as care apprenticeships should be considered, as well as potential barriers such as housing and transport.

(CSSIW: Inspection of Adult Social Services - March / May 2015)

Review of the Letting of a Domiciliary Care Contract to Alpha Care Limited (Wales Audit Office)

Powys County Council had been concerned for several years that the development of domiciliary care services across Powys was inconsistent and that the quality and value for money of the service needed improvement. The Authority decided to look at alternative ways of commissioning the service. In late 2013 the Authority sought to progress quickly the development and implementation of new arrangements for the service.

In circumstances where timescales are compressed, ensuring that risk is effectively managed and proper accountability arrangements are in place is particularly important. We are of the view that in its haste to introduce the new domiciliary care service as quickly as possible, the integrity of the Authority's established governance arrangements was compromised. In consequence, the Authority and users of the domiciliary care service were exposed to unnecessary risk. We found that:

- the governance, management and scrutiny arrangements established for the procurement of the domiciliary care service were inadequate;
- weaknesses and ambiguities in the Invitation to Tender (ITT) meant that it was not conducive to the submission of robust tenders by potential providers;
- weaknesses in the processes adopted for the evaluation of tenders submitted by potential providers has resulted in the Authority being unable to demonstrate that contract award decisions were soundly based; and
- the Authority tried to support Alpha to deliver the contract, but these efforts proved unsuccessful.

In the light of the findings of this report, the Authority should review other major projects currently being progressed and assure itself that the concerns identified in respect of governance and accountability are not more widespread.

Recommendations:

- **R1 Domiciliary Care Provision:** The Authority should ensure that the weaknesses and/or deficiencies in the arrangements established to let the current domiciliary care contract are not replicated in any future domiciliary care procurement exercise. These include deficiencies in: ☐ governance and accountability; ☐ the way the contract was structured; ☐ information made available to tenderers; and ☐ the way in which tenders were evaluated.

- **R2 Wider Implications for the Authority:** *In order to meet the challenges of transforming its service delivery in the light of reduced financial resources and increasing demand, the Authority has adopted a clearly defined commissioning and procurement strategy. We recommend that the Authority consider whether the issues raised in this report have wider relevance for the successful delivery of its commissioning and procurement strategy, and undertake a review of its processes for developing and letting major contracts. Particular attention should be paid to ensuring that the governance arrangements for developing, scrutinising and approving contracting exercises are appropriate and are working in practice.*
- **R3 Document Retention:** *Audit work undertaken previously by the Auditor General in 2010 and 2014 on the Authority's whistleblowing policies identified that 'there was often a lack of an audit trail to support key decisions and events. Some key decisions were not documented and there were instances of key documents or supporting information not being found or not existing.' Similar issues are identified in this report. The review recommended above should also consider the extent to which adequate documentation is produced and retained to support key decisions made when developing and letting tenders.*

(WAO ref: 692A2015 – January 2016)

Powys teaching Health Board:

Wales Audit Office:

Following the injection of funding, the Health Board is likely to achieve financial balance in 2015-16 with good in-year management and scrutiny of performance. The Health Board needs to strengthen strategic financial planning to address the challenging financial environment.

The Board has set a clear vision, strengthened Executive capacity, and made improvements to governance arrangements. The challenge going forward is to further refine, sustain and embed these arrangements throughout the organisation.

Planning arrangements have improved, as evidenced by Ministerial approval of the IMTP. The IMTP sets a clear vision with scope to sharpen its content in the next iteration.

A comprehensive Governance Improvement Programme, strengthened Executive team and revised Executive portfolios better position the Health Board to deliver their strategic objectives. The challenge is now to ensure there is sufficient resilience, capacity and experience within the Executive team to maintain a sustainable pace of change, strengthen operational management capacity, and to ensure that it has the correct balance between locality specific and Powys-wide delivery arrangements.

The Board has made good progress strengthening its overall effectiveness with strengthened committee arrangements, improvements to internal controls and performance information that supports effective scrutiny and decision making. Further refinement is needed to assurance mechanisms with particular focus on risk management and embedding the quality assurance framework.

The Health Board has strengthened its information governance arrangements with an updated strategy and implementation plan and its Information Governance Committee is functioning more effectively although more pace is required to address persistent high risk issues.

The Health Board has good arrangements for managing local delayed follow-up outpatient appointments and arrangements to support service transformation but must do more to assess clinical risks, improve Board scrutiny and understand the situation for the majority of Powys patients who are treated out of county.

Dyfed Powys Police:

Her Majesty's Inspectorate of Constabulary (HMIC):

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing across activity from neighbourhood teams to serious crime and the fight against terrorism – in the public interest.

During 2014 -15 HMIC conducted a number of inspections into Dyfed Powys Police's operations, to provide authoritative information and evidence which is used to drive improvements in the service to the public. Key inspections included:

- **Core business: An inspection of crime prevention, police attendance and use of police time** - how well forces are preventing crime and anti-social behaviour; how forces respond to reports of crime, including investigating crime and bringing offenders to justice; and how well forces are freeing up the time of their staff so they can focus on core policing functions.
- **National Child Protection** - The aims of the inspection programme are to assess how effectively police forces safeguard children at risk.
- **Crime Data Integrity** - Inspection to assess whether there are systems and processes in place to ensure that; crime is correctly recorded in accordance with Home Office Crime Recording Standards.
- **Valuing the Police phase 4 (VtP4)** - how well the force is achieving value for money

To find out more about the findings of these and other inspections you can visit the HMIC website - <http://www.hmic.gov.uk/dyfed-powys/>

Powys Association of Voluntary Organisations:

As a non-statutory body PAVO is not subject to external regulation. However, the organisation is committed to continuous quality improvement, is regularly subject to external audit and evaluation and was the first in Wales to attain the PQASSO quality mark at Level 2.

- **Mindful Employer**
Following the review of PAVO's progress as a Mindful Employer, your charter membership (for employers who are positive about mental health) has been renewed for a further two years.
(Review 13th January 2015)
- **Investors in Volunteers**
The Investing in Volunteers UK Quality Assurance Panel met on 27th January 2015. I am delighted to tell you that your award was confirmed and will be valid for three years from that date.
- **Powys Befrienders**

A comprehensive administrative foundation of policies and procedures together with all the working documents facilitates consistency of service delivery and supports best practice. The project is working towards a quality mark in befriending, through Befriending Network Scotland, with the aim of providing confidence in the service to commissioners and future funders.

(Interim evaluation report December 2014)

The Charities Evaluation Service (CES):

To find out more about what they've said about Powys Association of Voluntary Organisation you can visit their website - <http://www.ces-vol.org.uk/> or visit PAVO's website www.pavo.org.uk

DRAFT

Section 8: How you can get involved

Your views and ideas on the delivery of the plan are important to us and you have a vital part to play in shaping our future priorities. If you would like any further information, have any questions about this plan or would like to propose new improvement areas throughout the year, there are many ways to get in touch with us and have your say:

By Post:

Powys Public Service Board
Powys County Council
County Hall
Llandrindod Wells
Powys
LD1 5LG

By Phone:

01597 826158

Further information can be found on the One Powys website: <http://one.powys.gov.uk>

By Fax:

01597 826546

By email:

one.powys@powys.gov.uk