

Annual Director's Report on Social Services in Powys 2015/16



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Introduction and commentary from the Director of Social Services

I am pleased to be able to present to you my third report as the Statutory Director of Social Services. This report is being written at such a pivotal point in the development and delivery of social services with the Social Services and Wellbeing (Wales) Act becoming law on the 6 April 2016. This primary and historic legislation with its values and key principles underpins all that we need to take forward in 2016/17 and much of what we have been focused upon in 2015/16 in preparation for the implementation of this Act.

The Act underpins collaborative leadership in action; motivated by citizen focussed values and aspirations to improve people's lives with us ensuring that people have a greater voice and control over the care and support they receive and in any decisions that are made. All individuals with whom we work 'must' feel that they are an equal partner in their relationship with professionals. Much of what I have described we would wish to be progressing through a model of good practice, but the Act enshrines this further and brings together legislation for adults, children and carers into one legislative framework.

The Act requires us to promote the wellbeing of people who need care and support and carers who need support. At the heart of this is the need to focus upon 'what matters to you', what are the outcomes that are important to you and how we build a new relationship through empowering people to have a different relationship with social services that enables individuals and families to co-produce solutions.

We have been working hard to improve the robustness of our Powys People Direct service. This is a vital platform from which we can provide our citizens with information, advice and assistance to enable people to have greater control over their day to day lives and achieve what matters to them. Whilst I am pleased with the progress we have made, we know there is much more to be done particularly in relation to developing our online assessment and digital provision.

I am pleased to be able to tell you that good progress has been made in addressing the challenges that I described in my last report, particularly in relation to domiciliary care. We remain passionately committed to building a sustainable model for the future and this area of service delivery remains critical to us in Powys. We have had a total of three reviews completed that include the Institute of Public Care, Care and Social services Inspectorate Wales (CSSIW) and the Wales Audit Office (WAO). These reviews, along with the feedback from our service users, providers and staff, have substantially changed both the council and the service approach in relation to our planning and preparation for transformational change and service redesign, particularly in relation to the oversight of decisions, good governance and resourcing of any future change projects. We completed a learning document which was presented to the Cabinet in January 2016 and which has been shared both across Powys services and all local authorities across Wales, through the Association of Directors of Social Services (ADSS) in conjunction with CSSIW.

We recognise that whilst there are challenges which are reflected across Wales as a whole, it is important to stress that the scale of our rurality, small pockets of population and the impact this has upon growing and developing our workforce, require us to create bespoke methods to overcome these challenges.

We have made positive progress on our integration work with Powys Teaching Health Board (PTHB) over the last 12 months. We have established our Joint Executive Management Team which meets regularly and we have reviewed and consolidated our Joint Partnership Board, made up of members of our Cabinet and PTHB's Board, to drive forward with pace and determination our integration plan. This will be supported through the recent appointment of a

Director of Transformation role. In December 2015 both the council's Cabinet and Powys Teaching Health Board's Board committed to a detailed options appraisal to determine how best to progress our integrated agenda, the scale that would most benefit Powys citizens and exploration of the most effective delivery vehicle to take this forward. This will be a key piece of work for 2016/2017.

As part of our integration agenda we have appointed a joint Director of Workforce and given some of the challenges I have previously described in relation to our workforce and the importance and value we place upon our staff, this is a key role to assist us progressing joint approach to behaviours, values and our workforce strategy.

The council continues to face unprecedented financial pressures and this has been sustained over a prolonged period. The Cabinet has sought to support service areas in their planning to respond to these pressures through the agreement of a three year budget strategy. It is imperative as we progress our commissioning journey as a council, and based upon our learning in relation to domiciliary care, that we carefully evaluate the resource requirements to enable us to transform the model of delivery for the people of Powys before embarking upon any change programme.

In order to assist Social Services in managing the scale of the financial pressures which include a 20% budget reduction in Children's Services over the next three year period and a 27% budget pressure in Adult Social Care, given cost pressures, budget reduction and demographic changes, we have commissioned two separate external reviews across Children's Services and Adult Social Care to contribute to the savings plans and manage the demand of the cost pressures. Both reviews support the need for transformational change through remodelled services and investment in our information, advice and assistance along with early help and support if we are to manage the demand for social services especially from our growing older population.

Both reviews, along with service plans, have not been able to close the gap in terms of delivering services safely within the financial envelope we have available to us. We are currently working through these challenges with Cabinet and corporate colleagues.

This report, and the evidence that sits behind it, contribute to the way we manage our own performance for people who use our social services. We are committed to continuous improvement and to an approach of self-scrutiny and evaluation to support us in this improvement. This report will also be used by CSSIW to contribute to its independent evaluation of Powys and its inspection plan for the coming year.

Our commitment to partnership remains as strong as ever, given all that we do must be delivered in partnership with a wide range of people. This includes our service users, their carers, statutory bodies, private and third sector organisations, amongst many others. I am delighted that this is reflected in our newly formed Powys Regional Partnership Board. Through our community delivery project and through public consultation we believe it is essential that we have conversations with our communities about our collective priorities and plans for the future.

We have progressed with determination, pace and good governance to deliver our priorities outlined in my previous report, but we recognise the need to sustain this approach if we are to meet the ambitious agenda that we have in place. Our Service Improvement Plans and One Powys Plan have all been revised to reflect our priorities based upon our assessment of need, messages from our regulators, partners and, most importantly, those people who use our services.

We must ensure we have robust ways of evaluating and managing the performance of the services we provide to determine if we are making a difference, and to ensure our services are delivering to the highest standard possible. We know we have more work to do in some areas of our service and this is described in detail within this report. To ensure future sustainability we must continue to challenge ourselves to think differently, to use evidence based practice, to create an organisation that is committed to learning effective self-analysis which can adjust and respond to risk and changes in need accordingly.

As I said last year and has been further evidenced in my discussions with service users, partners and communities, we are fortunate in Powys that we have a strong foundation of viable yet different communities all of whom have in common a desire to flourish into the future. We have committed individuals, volunteers, partnerships and a strong and determined professional workforce. Making changes over a sustained period, thinking and doing things differently is not an easy task. However, we have a strong platform to build upon and a real opportunity to make a difference to create a positive and sustainable future for the people of Powys.

Delivering improved social services through a period of immense change and unprecedented financial pressure relies on a motivated and enabled social care workforce. The success of our social services is dependent upon the hard work and commitment of our staff; this report is another opportunity to pay tribute to their determination and professionalism and express my thanks for their efforts and dedication. I was delighted that at this year's Powys Staff Awards ceremony so many of their efforts were recognised and I have been fortunate enough to shadow staff within our domiciliary care and reablement services to listen to their concerns and see first-hand their dedication to the service users they support.

As I have said previously we continue to be supported in our role through a number of support services that are key to our service delivery, along with the support of Corporate Management Team, the respective Portfolio Holders for Children's Services and Adult Social Care, Cabinet, Scrutiny and Members of Powys, whose support, challenge and encouragement we greatly appreciate.

We want to deliver people-centred services, involving people so they can contribute directly to their own wellbeing – you will be the most important judge of this and I hope that this report provides an effective appraisal of our work over 2015/16.

We welcome feedback both on the services we provide and on the specifics of this report. Please do contact us on 01597 826906 or email us via acrf@powys.gov.uk

Context

This report outlines the journey, impact and evaluation of change in Powys' Social Services but also within the wider context of change for the whole of Powys County Council and its key stakeholders in 2015/16.

The council remains committed to its vision of:-

“strong communities for the green heart of Wales”

This reflects the changing relationship with the citizen and our commitment to leading, facilitating and supporting communities to take on what has historically been provided for them. This vision is underpinned by the Social Services & Wellbeing (Wales) Act 2014, which comes into force on 6 April 2016 and ensures that people have control over what support they

need and can make decisions about their care and support as an equal partner. In order to deliver on its vision, the Cabinet has retained the following priorities:

Our priorities are:

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

By focussing our efforts on these four priorities we can begin to get a clear picture of what Powys, its communities and the council will look like in the future.

This has been both an exciting and challenging period with considerable change having taken place. We expect change will continue through the foreseeable future given the extreme financial challenges including: demographic pressures, significant budget reductions, the implementation of the Social Services and Wellbeing (Wales) Act 2014 and our commitment to an ambitious service improvement agenda.

There has been a political change for Social Services with Children's Services and Adult Social Care split into two portfolios from mid-2015, which has ensured increased focus and continued political leadership and accountability within Cabinet.

As reported in previous Director of Social Services' Reports, there is a continued need for further change in order to deliver effective services to meet the needs of our citizens; furthermore the Social Services & Wellbeing Act represents the most fundamental change to social care in a generation. The Act puts individuals and their needs at the centre of their care, giving them a significant voice in, and control over, the help and support they need to achieve good well-being. It also places legislative responsibilities on our partners to ensure that services are available to support the full spectrum of needs of our citizens, as well as continuing to support the most vulnerable in our community.

The immense challenge for Powys, as for every other social services authority in Wales, is to design and create tomorrow's services today, whilst continuing to maintain and improve current delivery so that people who need social care services are helped to live fulfilled independent lives, safe from abuse and neglect. Significant changes are required in the way some services are delivered, and much of this work has already started. To co-ordinate this work, the council is working with Powys Teaching Health Board and third sector organisations, will work alongside the people of Powys to develop sustainable services through a co-production approach.

We are continuing to plan for the introduction of the Wellbeing of Future Generations (Wales) Act which comes into force in 2016 and have aligned the requirements of the Population Assessment for the Social Services and Wellbeing (Wales) Act with the Wellbeing Assessment process for the Wellbeing of Future Generations (Wales) Act. Powys Local Service Board is already well positioned to deliver on the requirements of the Wellbeing of Future Generations (Wales) Act and will become Powys Public Service Board, with revised membership, in April 2016.

It is within the context of these major transformational shifts that Powys Social Services continues to operate and provide services to people who are vulnerable and most in need.

Taking a strategic approach

We continue to strategically plan and deliver key areas of work through the One Powys Plan 2014-17 which was produced in line with the Welsh Government's guidance *Shared Purpose Shared Delivery*.

In 2015/16, the One Powys Plan has continued to be delivered under the five programmes of work:-

1. Integrated health and adult social care
2. Children and young people
3. Transforming learning and skills
4. Stronger communities
5. Organisation and partnership development

The majority of social services' work is concentrated within two programmes, namely the integrated health and adult social care and children and young people's programmes, and these boards have been meeting on the same day with cross-cutting projects discussed between the two board meetings.

We have also worked with colleagues in Powys Teaching Health Board to align our programme and project management documents and methodology to support cross-cutting work.

The One Powys Plan can be found at www.powys.gov.uk/onepowys

On entering the third year of the plan, the council recognises some tensions arising from integrating the council's statutory improvement plan within the One Powys Plan (OPP). The council has, at times, found it difficult to use the One Powys Plan to easily identify and communicate the council's vision (as opposed to the Local Service Board's vision). This is necessary for engagement with staff, elected members, the public and stakeholders such as regulators. In addition, it is not always possible to easily see the links to the council's medium term financial strategy (MTFS). The council also recognises that other partners retain their own corporate planning frameworks.

The council will continue to work towards the current integrated approach to achieve statutory compliance for 2016/17. The council will however, develop a standalone Corporate Improvement Plan (CIP) for 2016-17, in parallel with the OPP Update 2016/17. This CIP will clearly define the council's vision, priorities and intended outcomes, clearly making links to the OPP, the MTFS and workforce strategy.

The journey towards becoming a commissioning council

Social services is central to the ambition of the council becoming a 'commissioning council', not least of all because the total expenditure of social care activity is in excess of £71million

(29% of the council's total budget). We continue to move away from traditional methods of service delivery to an approach of 'doing with and not doing to or for'. The focus remains on providing the right service for the citizen, at the right time, in the right place, by the right provider and at the right price and quality for the taxpayer.

Within Adult Social Care and Children's Services, we have continued to develop and implement commissioning strategies with our local and regional partners by using the council's commissioning toolkit and checklist to underpin our processes. This year, 33 of our staff have also completed commissioning training, with 16 working towards accreditation to enhance their commissioning skills. This has been supported by a social services' commissioning development group, where staff from within and outside the council have shared good practice and worked together to solve commissioning issues. This group has more recently been widened to include other non-social services commissioners to enable shared learning across the whole of the council's commissioning teams.

What are our values?

We are determined to create public services of the future that are enabled by the right culture and behaviours. We want to deliver high quality performance and value for our communities by listening to, and working with, the public, private, voluntary and community sectors and we recognise that our staff are key to transforming how we provide services to the people of Powys.

We have adopted a Staff Values & Behaviour Framework to ensure our culture and working environment is:-

- Professional – whatever role we play in the Council, we act with professionalism and integrity
- Positive – we take a positive attitude in all we do
- Progressive – we take a proactive and responsible approach to planning for the future
- Open – we keep each other informed, share knowledge and act
- Collaborative – we work constructively and willingly on joint initiatives

Having a clear set of values underpins all our work and guides the behaviours that are expected of everyone engaged in our work, or working with us.

Working together with our citizens

The current reality for all public services is that we can no longer deliver all the services we traditionally have in the same way that we have done in the past.

The Social Services & Wellbeing (Wales) Act requires us to collaborate with our citizens to ensure that they have a strong voice and control over reaching the outcomes that help them achieve wellbeing. The focus will be on doing what matters to the citizen and how they can do this themselves or with support from their family, friends and community. In many cases, much

of our current practice already places the citizen at the centre and, as we prepare for the Act, we will be ensuring that we continue to have the '*what matters to you*' conversation with all of our service users.

We remain committed to safeguarding the most vulnerable in our communities and to supporting and promoting independence. Evidence shows people's lives are improved when they are confident and able to do more for themselves. That is why we are transforming our services around the needs of the individual. By continuing to provide early intervention and prevention services within the community, we can ensure that our citizens are supported to deal with needs before they escalate.

We will also encourage individuals to become more involved in the design and delivery of services. To do this we need citizens and groups to actively engage in communities, using skills, time, energy and ideas to become lively contributors in the places where they live. By working together we can build a stronger and sustainable future for our county.

Working together with our staff

Delivering improved public services through a period of immense change and unprecedented financial pressure relies on a motivated and enabled workforce.

We are empowering our staff through Institute of Leadership and Management and Association for Project Management training and we are committed to building leadership at all levels by developing the right skills and behaviours and simplifying structures to allow individuals across our organisations to exercise their leadership skills.

We are delighted that 24 individuals and teams from Children's Services and Adult Social Care were nominated for the council's Staff Awards in 2015, with one of our Strategic Commissioners being awarded runner up in both the Leadership and Professional Excellence Award categories, and one of our Youth Inclusion workers being runner up in the Young Employee Award.

We have held Networked Managers' workshops to enable our staff to raise their concerns and feedback about the barriers that managers face on a daily basis. The workshops were led by senior managers and a working group is being set up to take forward the appropriate suggestions.

Both Adult Social Care and Children's Services have continued to hold staff development sessions: within Children's Services, there have been area-based staff sessions, as well as a whole service staff development day to enable us as a team to receive and share information, validate our progress and continue to test our direction of travel.

We are committed to engaging with all our staff to share information and take forward ideas for innovative service transformation. We will expect leaders to share accountability and will rely on exceptional commitment from our entire workforce in making our vision for the future a reality. We continue to work closely with our colleagues at every level across the wider health

and social care workforce. As part of this, the council and Powys Teaching Health Board held their first joint leadership conference in November 2015, the theme of which was staff engagement.

The People Directorate (Adult Social Care, Children's Services and Housing)

Adult Social Care and Children's Services also sit alongside Housing in the People Directorate within the council. Across all three areas, we are focussed on sustaining and improving our citizens' wellbeing, promoting independence and safeguarding the most vulnerable in our communities.

As a team, we work towards the council's values as detailed on page 8 and have continued to develop further our staff engagement, particularly in relation to shared values, behaviours and leadership at all levels.

Our shared ethos across Adult Social Care, Children's Services and Housing has meant we have collaborated on various projects, which are detailed throughout the body of this report. Much of this work fits under our early intervention and prevention approach as we integrate our services to sit within a continuum of care from low level need such as advice and guidance, through to targeted short-term support, up to higher levels of critical and substantial need.

Listening to our regulators

The Care and Social Services Inspectorate for Wales (CSSIW) has identified areas for improvement for the council – the key issues are summarised below:

- *Progress made on the recommendations of the inspection of adult social services March/May 2015*
- *Stabilisation and development of the domiciliary care market*
- *Impact of ongoing budget cuts on service delivery*
- *Progress in developing and embedding the new single point of access*
- *Progress on new safeguarding arrangements for both children and adults*

(CSSIW - Annual Review and Evaluation 2014-2015: Powys)

Our response to managing these areas for improvement is described throughout this report.

In the last Director's Report, we specifically referenced the challenges we had experienced in relation to the commissioning of our domiciliary care services in Powys. In August 2015, the Care and Social Services Inspectorate for Wales (CSSIW) published an inspection report on Adult Social Care Services. The inspection was carried out between March and May 2015 and interviews were undertaken with a number of staff and support services within the council, as well as with citizens who access services, partner organisations and providers who deliver care and support on behalf of the council. Following the conclusion of the inspection, CSSIW issued an inspection report containing twelve recommendations.

We entirely accept the recommendations contained within the CSSIW report and are fully committed to taking these forward; we have produced a detailed action plan responding to these recommendations (and to the earlier Institute of Public Care report that we commissioned in November 2014) and we have made significant progress on delivering the action plan in response to the inspectorate's findings.

During 2015/16, Children's Services received regulatory feedback following last year's Performance Evaluation and from various visits and reviews. The feedback we received was in the main very positive and the majority of the areas for improvement we had already started to address such as the Gwynedd Risk model and the stabilisation of the Children's Services' workforce. The remaining action was to improve the performance within Children's Services' assessments. An annual inspection of our Fostering Service also took place and no areas of non-compliance were identified, although it was recommended that the Fostering Panel should have business meetings scheduled.

Preparedness to respond to the requirements of the Social Services and Wellbeing (Wales) Act 2014

As we have outlined above, both Adult Social Care and Children's Services have been preparing for the introduction of the Social Services & Wellbeing Act (Wales) on 6 April 2016. In order to prepare we have delivered a training programme to raise awareness of the Act for a range of practitioners and stakeholders from all sectors, and have delivered a set of higher level training modules prioritising the attendance of social services staff in the first instance.

We have already started to develop our approach to the Population Assessment and will be integrating it with the Wellbeing Assessment to avoid duplication. We will build upon the previous Joint Strategic Needs Assessment and using other work, such as mapping of current and future need for residential care and day time activities.

We have reviewed our assessment documents and processes to ensure they measure the distance travelled towards identified outcomes. We have commissioned training from the Welsh Government framework to provide our front line staff with in depth knowledge about the changes brought about by the Act. Five members of staff from social services have also attended a 'train the trainer' course so that we can locally train other key staff from partner agencies in the requirements of the Act.

In January 2016 we completed a self-assessment of our current position and tested this in a workshop with a wide range of stakeholders from across the county to ensure that our judgements were accurate. We also asked stakeholders to identify the next set of priorities, resource implications and any foreseen risks in order to produce a second action plan. The workshop also helped to strengthen the view that the Act is everybody's business and that stakeholders have a responsibility to support social services to deliver the Act.

Summary of the budget for 2015-16

We continue to face unprecedented financial difficulties arising from a combination of increased service demand, inflationary pressures, new responsibilities and a 4.4% reduction in funding from Welsh Government in 2015/16. The settlement was the second worst in Wales and the position would have been worse if the council had not benefited from a “floor” which had provided £2.2million funding protection. This floor was discretionary and determined by the Minister for Public Services and cannot be guaranteed for future years. This reduction in funding follows a 3.4% cut in 2014/15 and we anticipate that this increased budget gap will continue for a number of years.

In the council’s Statement of Intent (2015 Update), Cabinet outlined a set of budget principles which will inform the allocation of resources:

- Valued Services
- Supporting the Vulnerable
- Local Delivery
- Personal Responsibility
- Value for Money
- Improving Productivity

The scale of the financial challenge facing the council dictates that Cabinet must review the historic allocation of resources to services and re-allocate funds based upon these principles.

The council’s 2015/16 budget was agreed on 6 March 2015. It included £11.634million of savings and anticipated further savings of £35.503 million by 2017/18. A shift in cost of this magnitude cannot be achieved through an annual budget process of targeting services with making savings so led to the development of a Medium Term Financial Strategy to enable more effective planning.

In 2015/16, £1.945 million of cost reductions were required from Adult Social Care, (including the outstanding requirement from 2014/15) and £203,480 of savings from Children’s Services during the same year. At the end of the 2015/16 financial year, Adult Social Care was £1.84million overspent due to the costs of bringing the domiciliary care service back in-house (£750k), unachieved corporate third party savings (£604k) and unachieved savings within the Medium Term Financial Plan (£530k) in relation to Day Centre reconfiguration and the implementation of a policy to rationalise the cost of some care packages. The cost pressures from demography, changes in service users’ needs and Learning Disabilities transitions are being managed within the baseline budget.

In Children’s Services, a total of £203,480 of savings were required during 2015/16 and in all, £25,540 of efficiencies were made. The savings which were not met were third party spend efficiencies of £177,940; this target was given to the service in late May 2015. In recognition of how challenging the timing was and the savings plans that were already in place for the overall 20% budget reduction for the next three year period, it has been agreed £104,670 of these savings will be carried forward to be achieved in 2016/17.

Progressing our plans for the integration of health and social care services

Following the publication of the Williams Commission on the Future of Public Service Delivery in Wales, Powys County Council, in conjunction with Powys Teaching Health Board, submitted an Expression of Interest to Welsh Government in late 2014. From this document and with Welsh Government's approval, we identified priority areas to develop a Powys Integration Plan. In June 2015, the council and local health board's Joint Management Team agreed to prioritise two key work streams as part of the 2015/16 Integration Plan:-

1. Implementing "One Place" approach to integrated services for Older People. This project aimed to develop integrated pathways and, through developing a detailed understanding of the local population, inform the operational structures required. Two early implementers (one in South Powys and one in North Powys) were originally chosen, however having listened to our staff, we agreed to focus on Ystradgynlais first so that we could consolidate our learning and be clear as to the benefits before implementing in other areas.
2. Developing a single organisational development approach - including a joint leadership and management framework; team working and joint scrutiny and governance. This also included the development of a Joint Management Team and revised Joint Partnership Board.

We have appointed a Joint Director of Workforce & Organisational Development across the council and the health board to provide direction and expertise to align workforce strategies across the two organisations.

We have also developed a joint programme and project methodology to ensure consistency of approach, especially as many projects now span both health and social care.

In order to progress our integration work further, we will be appointing a dedicated Programme Director to align our different governance and leadership structures to ensure that each organisation still fulfils its statutory requirements. The Director will also be supported by the formation of an expert reference group to provide support and challenge to the integration agenda.

These arrangements will take forward our high-level, large scale integration plans for the future.

The establishment of Powys' Health and Adult Social Care Integrated Leadership Board has strengthened the joint working which had already taken place between social care and the health board for many years. During 2015/16, we have completed, in conjunction with our colleagues in PTHB, joint commissioning strategies for people with learning disabilities, mental health, substance misuse issues and for older people. We have also worked with PTHB to recommission our Community Equipment Service and submit an Invest to Save bid for additional resources.

Both Children's Services and Adult Social Care staff, in collaboration with our partners in health, have been involved in the commissioning of a new care management database that

will ensure one system exists for both organisations and will be ready for implementation in 2016/17. Powys will be the first area to implement the Wales Community Care Information System across a joint local authority and health board area.

We have held workshops with staff from our older people's teams in Ystradgynlais and north Powys to allow staff to listen to the plans and discuss future working arrangements for integrating health and social care teams in these areas. By joining teams, pooling resources and sharing processes, we can tailor services to meet the needs of the individual in a more holistic way.

Our social services in Powys

This section describes the changes and events that have affected our Social Services throughout 2015/16 and demonstrates the strength of determination and our continued commitment to deliver the best outcomes for our citizens.

We recognise that as a service we are working within a challenging, complex and changing environment and must respond to:-

- Significant budget pressures
- The implementation of the new council operating framework
- Sustainable social services – a framework for action and its implementation plan
- Changes to the legislative framework as part of the Social Services & Wellbeing Act (Wales) 2014 which will be implemented from April 2016

Within social services we are committed to:-

- Providing high quality efficient and effective services that are purposeful and focus on impact and outcomes
- Engaging with the citizen by building social capacity both in the individual and community
- Developing effective and efficient care pathways from universal services through to acute provision, through managing demand for the whole population
- Ensuring equity of access so that the resource requirements and true service cost is fully understood
- Working in partnership and collaboration with key partners
- Generating income where enhanced services can be delivered
- Understanding the 'market' i.e. the range of agencies that can provide quality services in a sparsely populated county and the impact of this on how we price our services
- Understanding the unit cost of an individual accessing social care

These are built around the fundamental principles of the Social Services & Wellbeing (Wales) Act to support people to achieve their own wellbeing, by putting the individual and their needs as the centre of their care and by allowing them to be involved in the design and delivery of services, whilst also increasing preventative and early intervention services available in the community.

This report can only give a flavour of the work of our services, but is the result of an ongoing and continuous assessment of progress and evidence gathered from a wide range of sources, including consultation with service users, carers and key partners.

The level of detail contained in this report is made up from:-

- Statements by the individual Heads of Service of Children's Services and Adult Social Care
- "Analysis grids" which give a more detailed analysis of services and which have been open to challenge from partners and stakeholders via a challenge day event held in March 2016.

Priorities for improvement identified from the analysis and evaluation have framed our 2016/17 Service Improvement Plans and have informed the updated One Powys Plan.

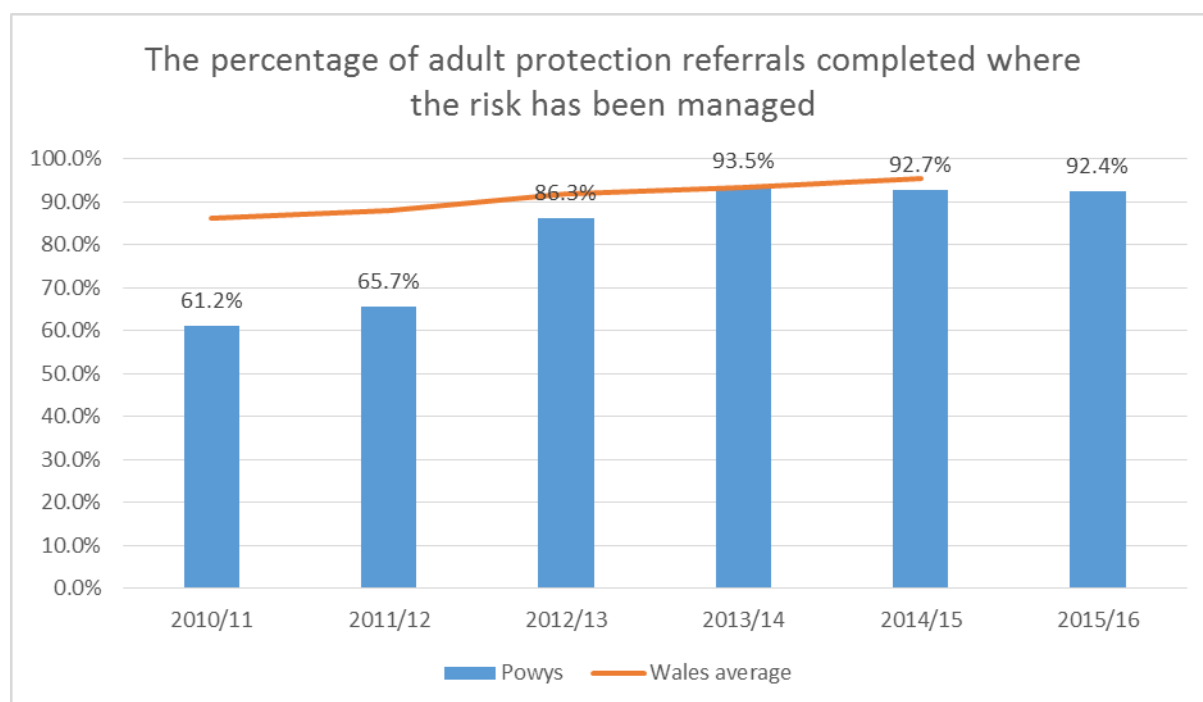
We have worked hard with our partners in order that, where transformational change is required, we are doing this in partnership, recognising we can achieve more through an integrated approach.

Safeguarding

Safeguarding remains our critical priority and we will continue to focus on local operational arrangements as the development of the regional boards become embedded. We have continued to develop our joint Adults and Children’s Safeguarding Service and during 2015/16 have made permanent appointments to the posts of Children’s Lead Safeguarding Manager and Adult Lead Safeguarding Manager.

Safeguarding in Adult Social Care

We have strengthened our supervisory body arrangements for the management of Deprivation of Liberties Safeguarding: we have combined this team alongside our Appointee and Deputyship Unit in order to provide an improvement in the management and performance of the unit.



Last year we reported that the volume of Adult Protection referrals had increased following the domiciliary care contract award and that this had led to delays in some parts of Powys in completing investigations and recording our interventions. During 2015/16, we have worked intensively to close historic adult protection cases and have made significant progress on this. This closure of historic cases has impacted upon ‘the percentage of adult protection referrals

completed where the risk has been managed' and this has resulted in a slight decrease in performance in 2015/16 compared to the previous year. Powys Local Operation Group (PLOG), our local multiagency safeguarding group, continues to monitor the trends in Adult Protection referrals.

Following the appointment of our Adult Safeguarding Lead Manager earlier in the year, we will now be recruiting to specialist Designated Lead Manager roles to enhance our teams.

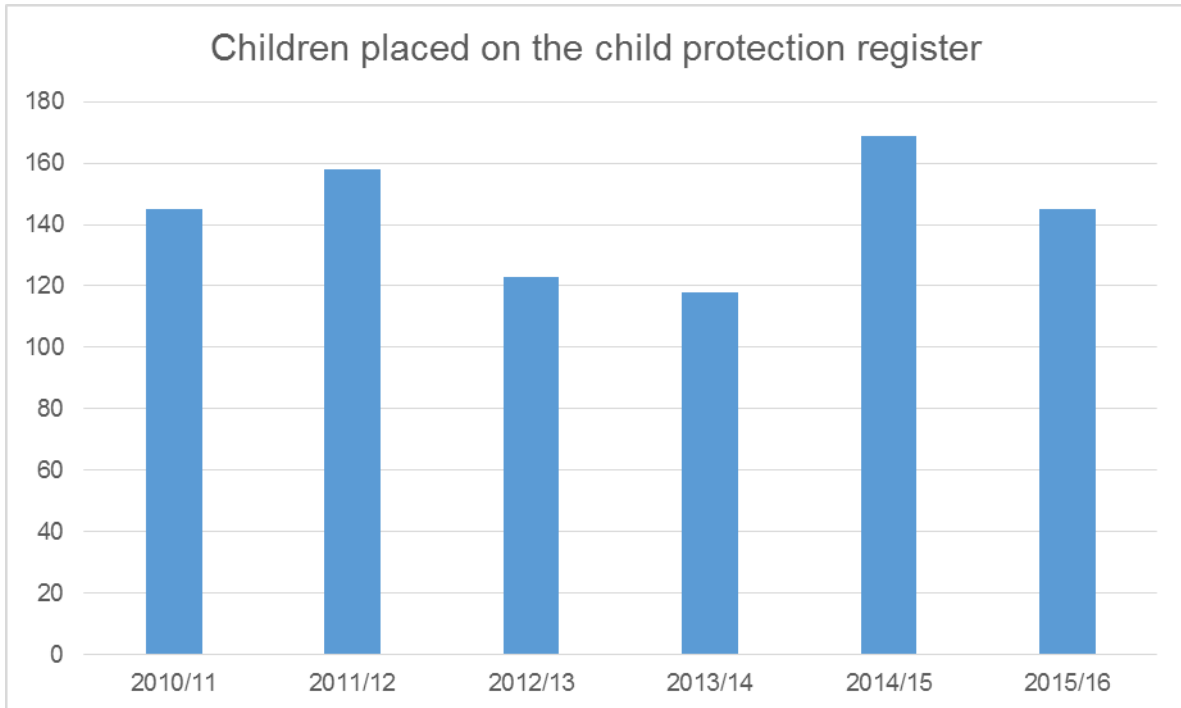
Safeguarding in Children's Services

In June 2014, Children and Young People Safeguarding and Unifying the Region (CYSUR), the Mid and West Wales Regional Safeguarding Board, took on the overarching safeguarding responsibilities of the region. We have worked with our regional partners to develop a regional CYSUR website and to agree a regional approach to safeguarding from the Social Services & Wellbeing Act (Wales) 2014. We have a regular safeguarding training programme and have been members of the regional training task and finish group to deliver regional training. Within Powys, we have a multi-agency group which is committed to delivering the safeguarding training to a wide and varied audience. The training is delivered by this group and this is extra to their work commitments. The programme is regularly updated so that all information is relevant, topical and is supported by colleagues in the Council's Training Unit under our Integrated Training programme.

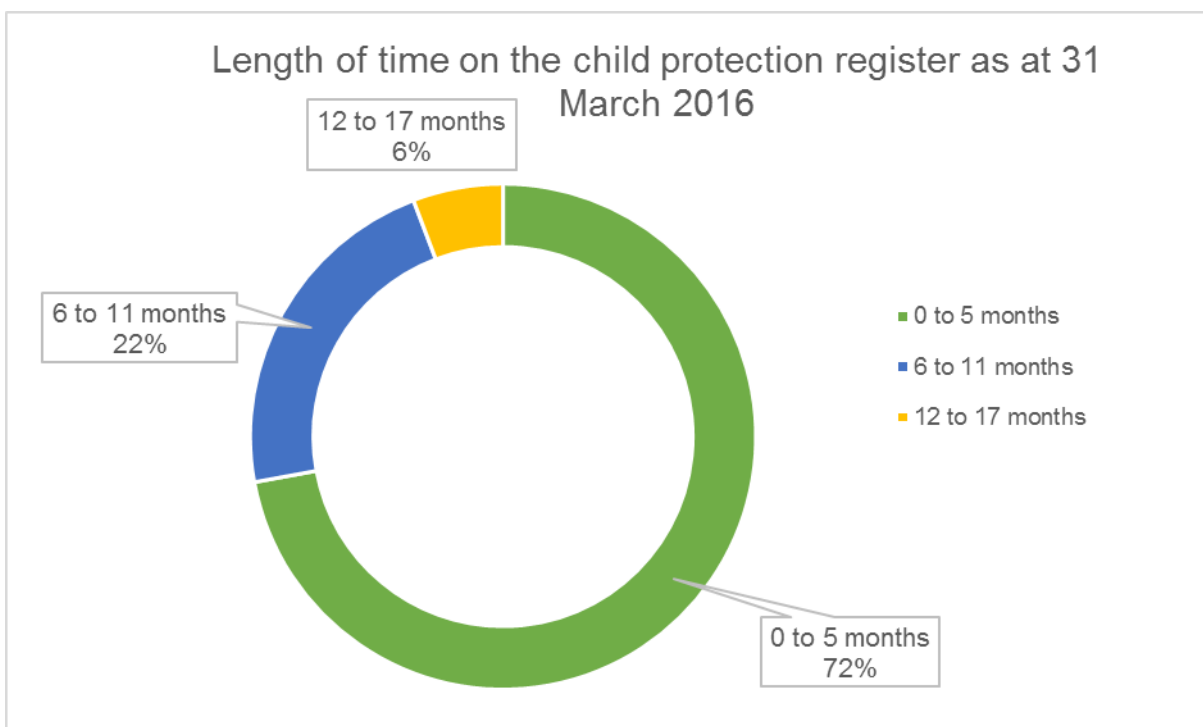
We restructured our previous Local Safeguarding Children's Board sub groups to undertake delivery of and the continued development of local safeguarding arrangements. Our Powys Local Operational Group (PLOG) assures the functioning of children's safeguarding within Powys. PLOG remains strongly committed to safeguarding children as does Children's Services through robust decision making, assessment processes and interventions. PLOG supports the running of regional child protection fora which are now held in three regions of Powys twice a year. The fora continue to provide advice and information to frontline staff from a wide range of agencies, and in some cases have been oversubscribed during the year. Feedback forms from the fora sessions show that staff have appreciated and enjoyed the sessions.

Young people from our Eat Carrots, Be Safe from Elephants Group (Powys' Junior Local Safeguarding Board) have taken part in events with young people from Pembrokeshire, Carmarthenshire and Ceredigion to prepare and give input to the Regional Board (CYSUR). The views of our young people have also fed into the Missing Children review, part of the All Wales Child Protection Procedures. Members of our Junior Local Safeguarding Children Board have also been involved in interviews for the Safeguarding Manager, Safeguarding Lead and Independent Reviewing Officer posts.

Safeguarding and the protection of vulnerable children is our core business. We are establishing a proactive approach to our quality assurance process looking at the quality of a child's journey through the child protection process during 2016/17.

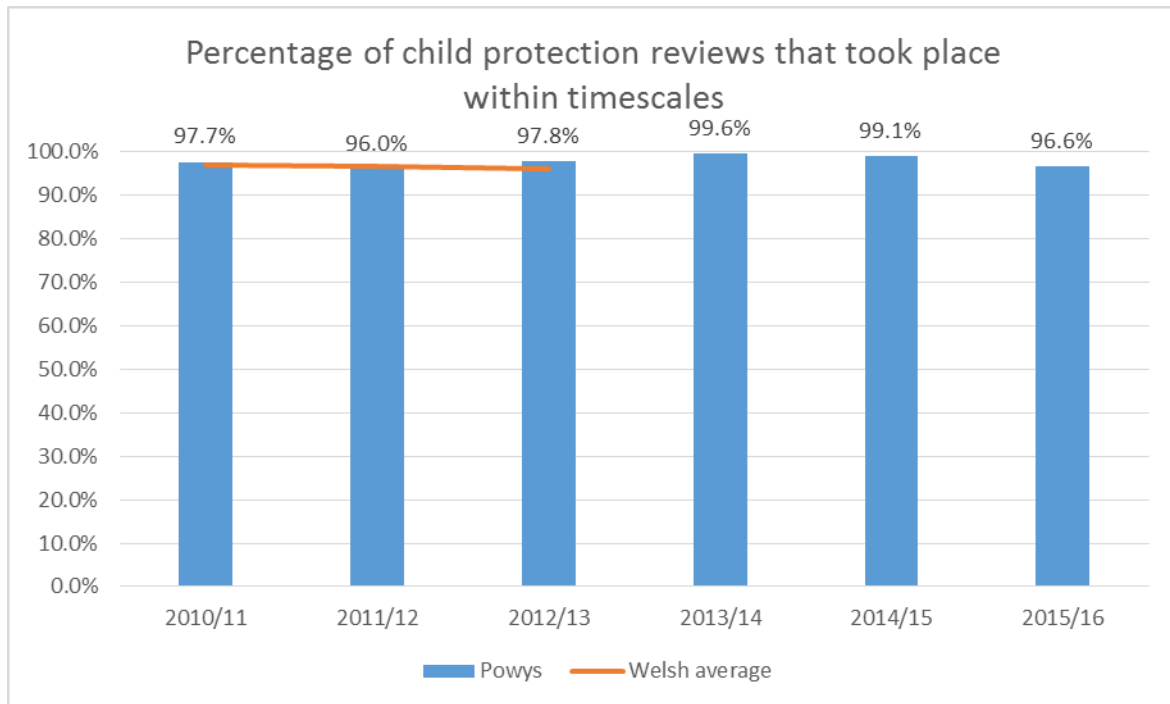


As we reported in last year's Director's Report, we saw an increase in child protection referrals in 2014/15 which was in the main due to an increase in the number of domestic abuse referrals from Dyfed-Powys Police. The number of children placed on the child protection in 2015/16 has fallen but still remains relatively high and we are investigating this further.

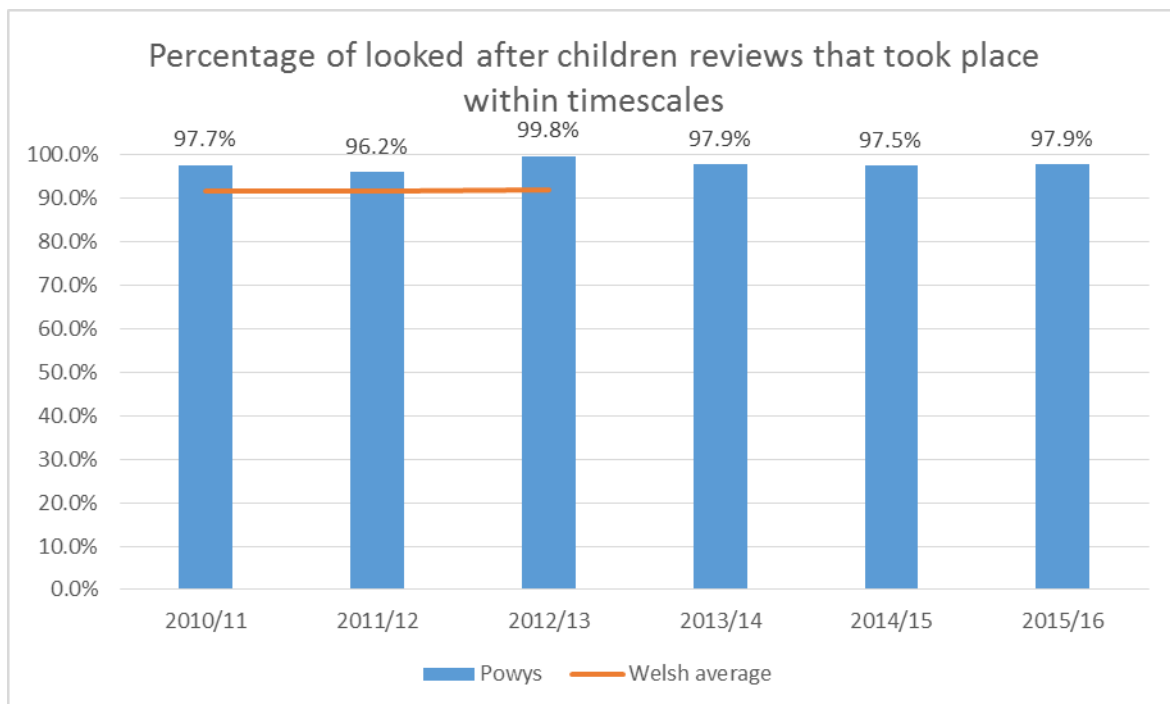


We have seen a reduction in the length of time that children have been on the child protection register; on 31 March 2015, four children had been on the child protection register for over 18

months, whereas on 31 March 2016, there were no children who had been registered for 18 months or over.



We have seen a small reduction in the percentage of child protection reviews that took place within timescales. This was due to ten reviews, of which four reviews were undertaken within 7 days of the due date, and the remaining six were slightly longer. We are clear about the reasons why these reviews were delayed and safeguarding actions were taken accordingly.



Our performance for LAC reviews within timescales has improved. For the eight reviews which did not take place within timescales, four occurred within 2 days of the due date and the remaining between 5 and 17 days over timescale.

Looked After Children: the quality & effectiveness of our approach to support Looked After Children and our success in securing ‘permanency’ for children

All children who become ‘looked after’ have a care plan in place and 97.9% of all Looked After Children reviews have taken place within the required timescales. We are pleased at the five children for whom we have achieved permanency in adoptive settings.

All of our Looked After Children continue to have their care plans reviewed by an Independent Reviewing Officer (IRO) and there are mechanisms in place for the officers to raise any issues through the escalation protocol that we have in place.

When focussing on the legal planning around our Looked After Children proceedings, we continue to conclude proceedings within 26 weeks. This places us as one of the best performing councils in Wales.

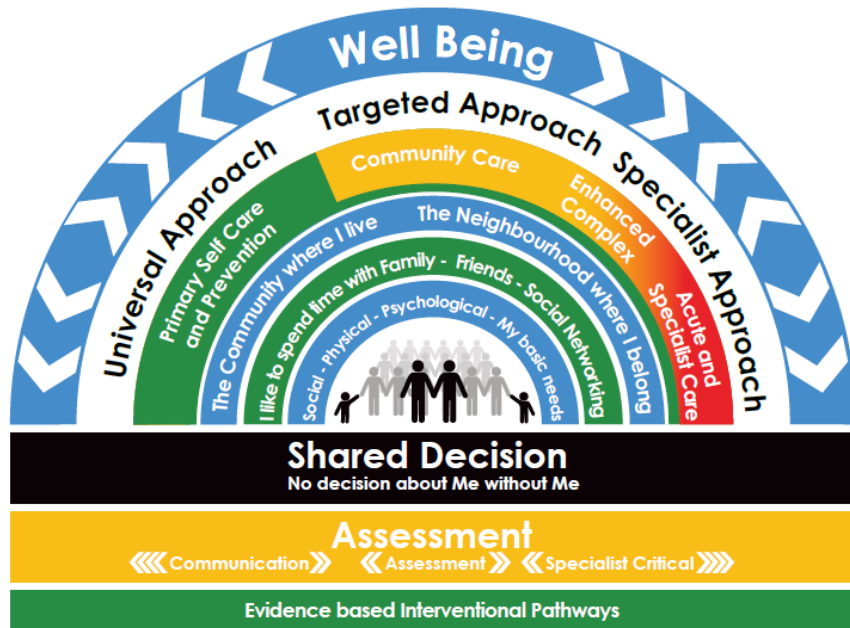
Our Leaving Care Service continues to perform well, providing excellent and innovative support to young people with 99% of care leavers having a personal advisor and 93% having an up-to-date pathway plan. For the five individuals who did not have an up-to-date plan, there are a number of reasons all of which have been examined and there is a clear reason why a delay has occurred and a plan is in place to address this. Our trainee programme continues to develop, with four trainees currently in the scheme.

Preventative and early intervention services

The development of an early intervention and prevention approach is key to enabling the delivery of effective social services. We have a well-developed model under the umbrella of the Children and Young People’s Partnership (CYPP) for children, young people and families and we are seeking to develop and strengthen our approach for Adult Social Care as part of the Social Services and Wellbeing Act.

Our services for adults

Our service model is outlined below and we are working with our partners in Powys Teaching Health Board and Powys Association of Voluntary Organisations to translate this model into a strategic document.



At a local level, services will be developed through the integration agenda to achieve a seamless and coordinated system for our adult population and to ensure they get the right care by the right person at the right time. The service model will promote independence through active management of risk and has three core elements:

1. Universal approach: Primary self-care and prevention. Services developing and maintaining individuals' independence through supporting the development of a strong community network and services at home.
2. Targeted approach: Community care and enhanced complex care. More care through community services. This will enable more people to be cared for and treated at home and will reduce unnecessary admissions to secondary care and facilitate timely discharge from services outside of Powys and avoidance of their use where possible.
3. Specialist approach: Acute and specialist care. Services will continue to be available for people with complex needs, who need specialised care. This will mainly be delivered in an acute hospital, residential/nursing home or hospice setting where it is not appropriate to provide these services locally within the home or community. Individuals requiring end of life care will have more flexibility and be able to choose a setting of their choice.

Our services for children and families

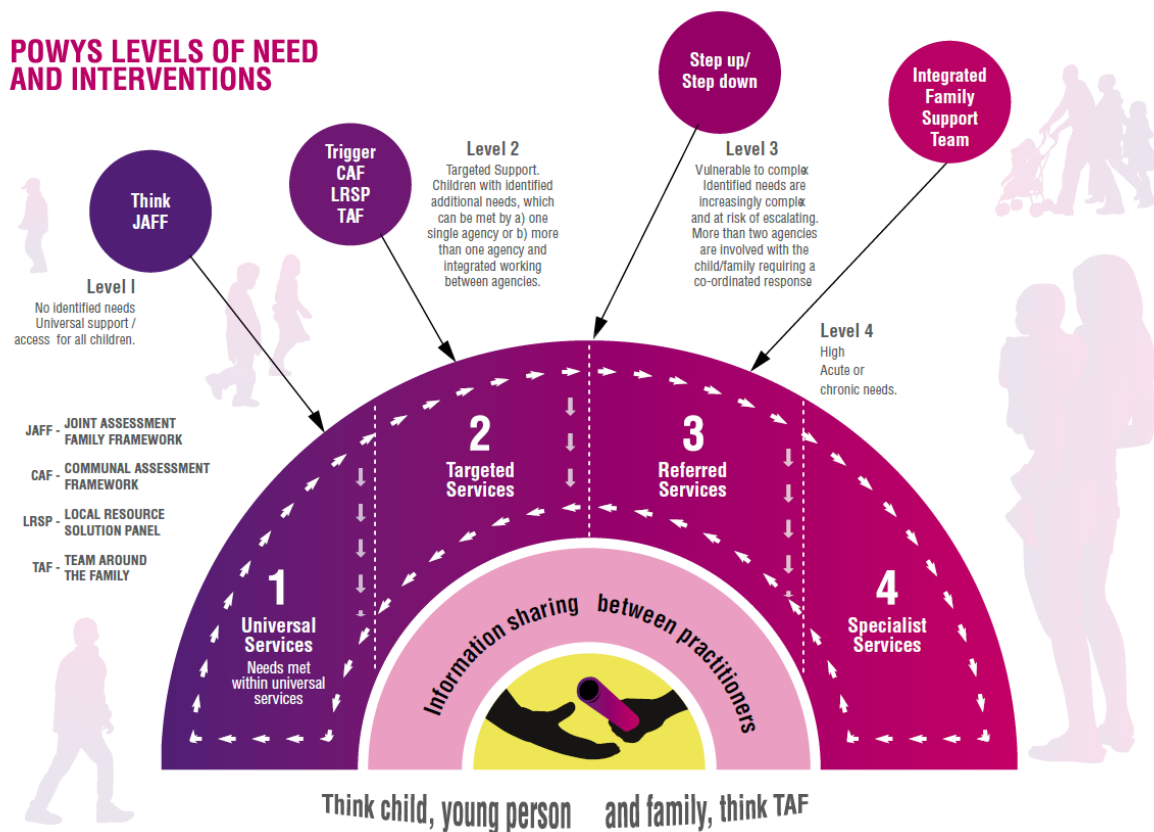
Our Children's Services has utilised the Families First and Flying Start grants, in addition to other funding sources, to commission services strategically in areas identified by our assessment of needs:

- Family and behaviour support
- Emotional health and wellbeing
- Disability
- Infrastructure

There are also strong links to the Integrated Family Support Team, Together A New Start Team, and Substance Misuse services within the county.

The key features of our strategic commissioning approach in Powys include:

- A clear focus on early intervention and prevention
- A child and family centred focus
- Strategic alignment of a range of resources to deliver against priorities
- A whole system change approach – working on both services and processes
- A commitment to commissioning evidence-based approaches and interventions where possible
- Implementing strategic workforce development programmes to support multi-agency professionals across the whole spectrum of need
- Providing collaborative Leadership and Governance at every level
- Building capacity and embedding progressive universalism – everybody’s business
- Clear contract monitoring and performance reporting (using Results Based Accountability) with a focus on delivering outcomes



A family may come into contact with our service at any point. Where possible, families with additional support needs should be identified as early as possible. Our response to them should be graduated and in line with need to enable them to manage and cope effectively in caring for their children.

In February 2016, we invited our partners to come together to review our current early intervention and prevention services for children and young people. Following this event, it was clear that partners are keen to develop multiagency teams across Powys that are flexible

in their approach to local needs; we will be working with our partners to develop this approach further.

We continue to develop all age projects which cut across both Children's Services and Adult Social Care; in last year's report, we discussed the launch of Powys People Direct, our 'front door' for both Adult Social Care and Children's Services and during 2015/16, this service has dealt with an average of over 1,000 calls per week. We have reviewed this service to explore how it can meet our requirements to provide information, advice and assistance as part of the Act and to explore further potential for other partners to join the service.

As our early intervention and prevention services continue to develop and deliver improved outcomes, over time, we are confident that there will be a shift from specialist services to early intervention and we need to ensure that we resource these services appropriately. The continuation of Welsh Government funding streams for this important work is uncertain and so we have started work to develop a more sustainable approach to early intervention and prevention beyond 2017.

Our services for adults

The delivery of Adult Social Care continues to be a complex and challenging business with significant risks associated with working with very vulnerable adults and their families.

This year has been a year of overall performance improvement for our Adult Social Care team, specifically in relation to domiciliary care, as we continue to deliver our improvement objectives that were outlined in our last Service Improvement Plan. Key areas of improvement have been:

- Improved performance in relation to completion of reviews, reduced delayed transfer of care (DToC), and the numbers of service users we support to successfully live independently in the community.
- Service redesign of our supported living service, community equipment service and respite services.
- Improved performance and improved stabilisation of domiciliary care in Powys.

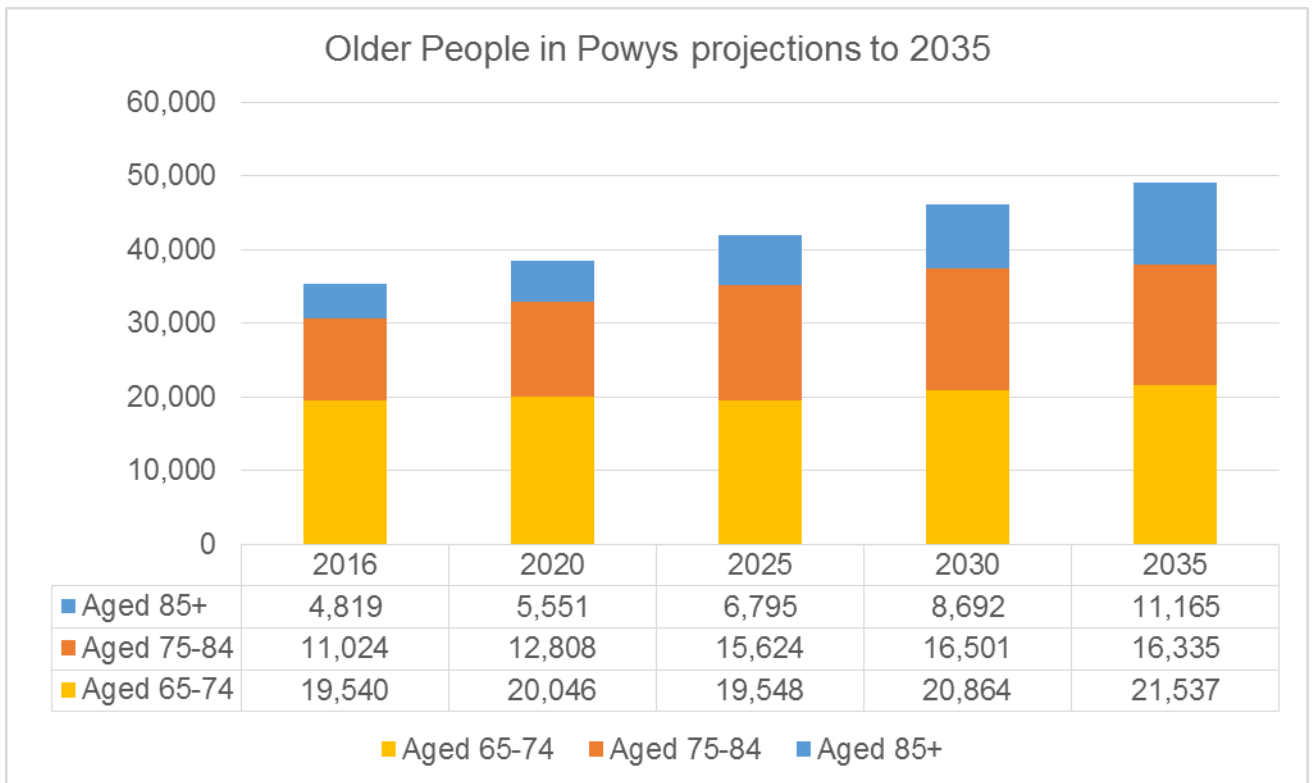
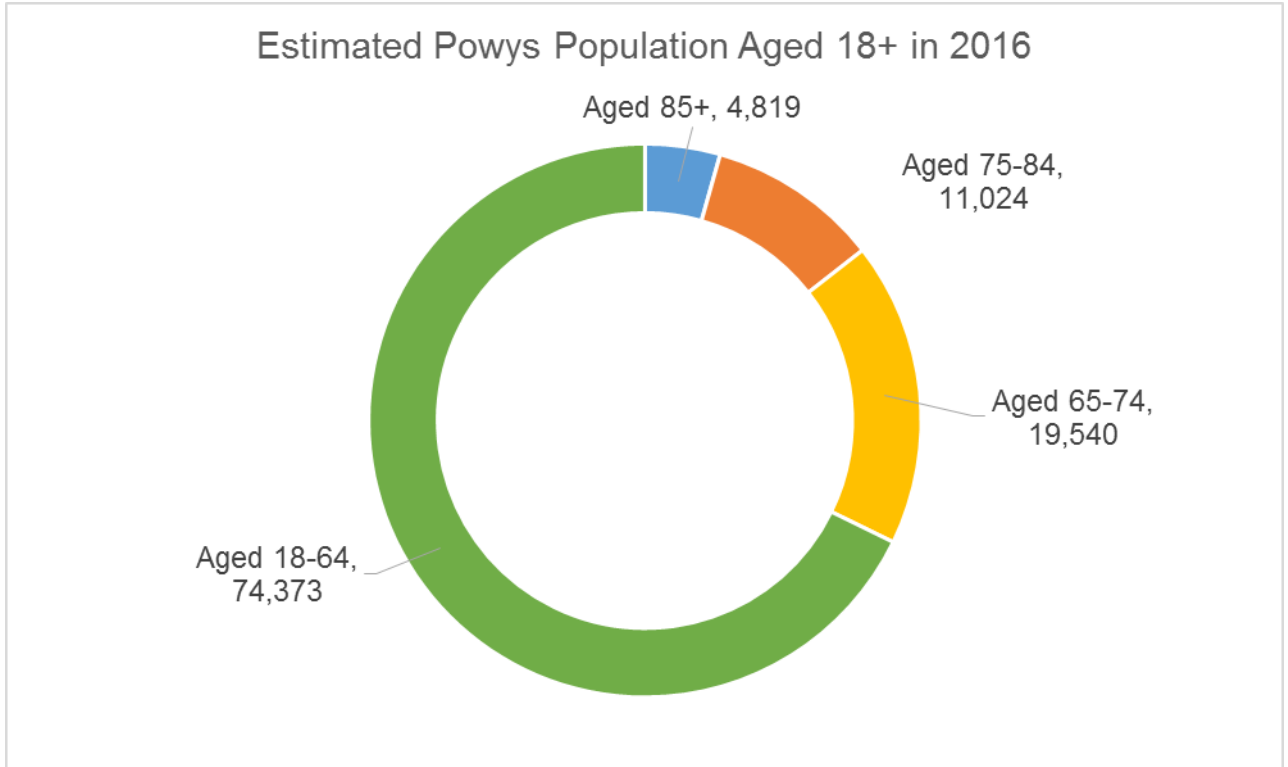
As a service we wish to celebrate our improvement in these areas, however, we are not complacent and recognise that the improvement journey ahead of us is significant as we continue to transform our services, implement the new Social Services and Wellbeing (Wales) Act and redesign services within the constraints of the decreasing financial resources available to us.

What services do we provide?

Our service response is focused on assessment of service users' needs, providing care management, social work interventions and delivering service responses for:

- Older people
- People with physical disability and sensory loss
- People with learning disabilities
- People with mental health difficulties
- Carers

What does our adult population look like?



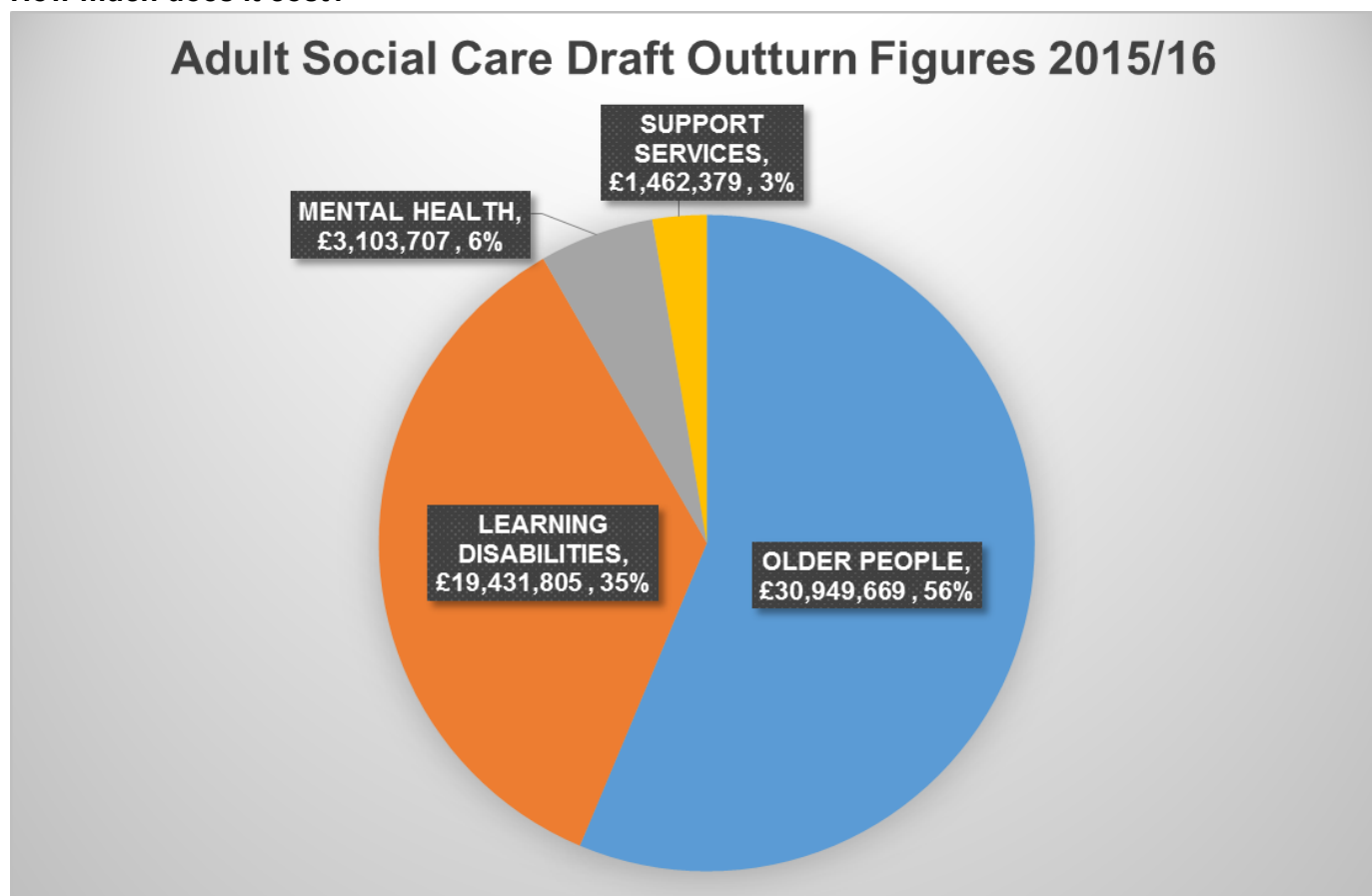
The estimated current population of Powys is 134,600, of which 109,756 are aged 18 or over and 4,819 are aged 85 plus.

Population projections suggest that we will see a 132% increase in those aged 85+ between now and 2035 and a 48% increase in those aged 75-84 over the same period.

This dramatic shift in the composition of our population will bring significant challenges to the way we deliver Adult Social Care in the future.

Source: StatsWales website <https://statswales.gov.wales/Catalogue/Population-and-Migration/Population/Projections/Local-Authority/2011-Based/PopulationProjections-By-LocalAuthority-Year> accessed February 2016. The figures quoted are population estimates based from the 2011 Census. The most up to date mid year population estimates available at the time of publication are for 2014. The 2011 population estimates have been used as the base for the local authority projections. The projected population is for 30 June each year. The base population estimates are based on the usually resident population. Note that the projections become increasingly uncertain the further we try to look into the future.

How much does it cost?



What we have achieved during 2015/16 - Adult Social Care

“People will get the best value possible from a range of council-run, private and voluntary services”

What we said we would do

- To reduce the cost base of the service by a further £1.46m by March 2016.
- Facilitate the Powys residential & nursing care market to ensure quality, capacity and financially sustainable services.

What difference have we made?

We have carried out surveys to inform our residential and nursing care project and found that:

- 97% of residents would recommend their care home to others
- The Residents’ Satisfaction Survey reported that 83.9% of residents aged over 65 feel satisfied that Powys is a place where people look out for and support each other
- 91% of residents felt that they were always treated with dignity and respect (9% said sometimes) whilst 88% said that if they needed help someone always attends to them quickly (12% said sometimes).
- All of those surveyed said that they are involved in decisions (either sometimes or always) and are encouraged and supported to do what they are able to.

We also received feedback and

“Care homes can be wonderful places, but need to be well run and affordable.”

comments as part of the survey:

“Care Homes should be part of the community, and a possible base for older people rather than just a home. Older people should be encouraged / allowed to leave the care home during the day to interact with the local community.”

“Link them in with the community, and encourage children in school to do voluntary work as part of their learning and insight. Ensure people in homes are not invisible.”

“More purpose built care homes are definitely needed. There is not enough choice in the area around Builth Wells. They need to be run with imagination as well as caring management/staff. Individual rooms need to be larger.”

- We have successfully redesigned and retendered our supported living accommodation and respite services for People with Learning Disabilities, redesigned the community equipment service and completed its retender and the commenced commissioning of an extra care scheme in Newtown. One provider gave feedback about the process:-

“The feeling we now have is very positive and we look forward to a long and successful relationship with the council over the life of these contracts. Most importantly we believe that for the individuals and staff in the services this has been handled in a way that was sensitive to their concerns and that the future for them is a good one.”

How did we do it?

- We aimed to achieve the cost reductions set out in our Service Improvement Plan and the Medium Term Financial Strategy. Bringing the domiciliary care service in house and achieving our third party savings has impacted on us delivering the efficiencies required. The remainder of the efficiency savings for 2015/16 were relating to Older People’s Day Time Activities and our pre-consultation on the introduction of a ‘Fair and Affordable Care’ policy to assist the authority to manage the cost of community care packages. We have held an informal Listen & Learn consultation to gain initial feedback about Day Time Activities for Older People in preparation for full consultation in summer 2016. Similarly, we have held a Listen & Learn consultation with residential care homes to inform the next part of the project.
- In conjunction with Powys Teaching Health Board, we have commenced a Residential & Nursing Care commissioning project and have started to engage with relevant stakeholders to inform the project, as detailed above.
- Adult Social Care is changing significantly; following a complete restructure of Adult Social Care and commissioning we have invested in a number of new posts, particularly in transition and mental health, and have undertaken a large scale commissioning skills development programme amongst our staff.
- Our preparations for the implementation of the Act are underway as we deliver a programme of staff development, particularly among our care managers and social workers. We are moving to outcomes focused, strengths based assessment and care planning that places our citizens’ individual needs and aspirations at their core.
- We continue to experience difficulties in recruiting to some of our social worker, team manager and specialist mental health vacancies. Through our development of a workforce strategy and our integration plans, with Powys Teaching Health Board, we

will be able to address workforce capacity challenges and attract dedicated and skilled practitioners into the Powys workforce.

What do we still need to do?

- The budget available to Adult Social Care continues to present the service with a significant challenge to achieve service remodelling and reducing service whilst managing service user demand and achieving compliance with the new legislative requirements of the Social Services and Wellbeing (Wales) Act.
- Our capacity to deliver sustained service transformation continues to be a key pressure within Adult Social Care and we continue to work with the Senior Management Team and Cabinet to identify ways to increase the capacity of the department to respond to our significant change agenda. The appointment of two new head of service roles (Heads of Operations and Transformational Change) within Adult Social Care will provide much needed additional capacity and 'invest to save' applications have been prepared to increase our capacity to manage and deliver programmes of change.

“People will be supported to remain living in the community for longer”

What we said we would do

- Stabilising the delivery of an effective domiciliary care in Powys
- Working with our partners in Powys Teaching Health Board to reduce delayed transfers of care (DToC) for social care reasons.

What difference have we made?

- As detailed below, we have made changes to our domiciliary care service and this has resulted in fewer complaints and positive feedback about the carers, with one service user describing his domiciliary carers as “a breath of fresh air” and very efficient.
- We have changed our policies and procedures to ensure that when service users leave Powys and close their direct payment account, we work with service users to determine what amounts of unused funding are returned to the county.

How did we do it?

- We have commenced consultations on the future service models for older people's day time activities, and those for people with learning disabilities.
- We held a joint reception with Care Council for Wales to challenge the stigma of dementia in rural communities at the Royal Welsh Agricultural Show and the National Eisteddfod.

During 2015/16 the key improvement priority for the service has been the stabilisation of domiciliary care in Powys.

In April 2015 we terminated our contract with Alpha Home care and TUPE transferred the staff to the council and have delivered the service 'in house' since. Significant work has been undertaken since April to improve this in house service, achieve compliance with the care standards act and to improve the quality of care provided.

In Montgomeryshire a very stable and successful domiciliary care service has been operational for almost eighteen months. This is evidenced in reduced delayed transfers of

care, high levels of service user satisfaction, very low numbers of complaints, good CSSIW inspections of the primary provider (Abercare) and our other agencies operating in the north. The original framework contract is still in place and has achieved good quality service delivery through successful partnership working with the principle contractor. The framework has successfully ensured good quality care, including in some very rural areas where under the previous commissioning arrangement the council was unable to source care provision.

In Brecknockshire and Radnorshire the framework contract has been disbanded and spot contracting with a wider pool of providers has taken place since early April 2015. New providers have entered the market, including some organisations that are based in neighbouring counties and who have introduced a new workforce to Powys. These actions have reduced Delayed Transfers of Care (DToC), improved quality and complaints from service users have also significantly reduced.

Alongside the improvements to domiciliary care, significant additional work has been dedicated to improving our performance in relation to DToC. Effective management of DToC in Powys is a challenge given our configuration of eight geographically dispersed community hospitals and patients receiving services from eight out of county neighbouring district general hospitals. The appointment of hospital discharge coordinators by PTHB, working in partnership with our social work teams, is improving the timely discharge of patients from neighbouring district general hospitals.

DToC performance has improved since quarter four 2014/15 when the rate of DToC was 15.56 (for social care reasons per 1,000 population aged 75+) to 8.48 in quarter three. Much of this improvement is due to better flow into, and from, reablement and domiciliary care.

What do we still need to do?

- We appreciate that our domiciliary care progress needs to be consolidated and that the original commissioning intentions of the framework were unsuccessful in the south of the county (in terms of raising the standard of care and gaining full coverage of provision – including in very rural and upland areas). There is a project team progressing our longer plans for domiciliary care in line with the timeline and agreement given by Cabinet in November 2015. Monitoring of care providers has increased, as additional staffing resources have been placed in the commissioning unit (from other areas of Adult Social Care) and this has enabled enhanced monitoring, engagement with providers and feedback from service users to drive up standards of care.
- Further work is ongoing with the health board to improve DToC performance in relation to care home choice, including joint commissioning and brokerage of care home beds with PTHB.

“People will benefit from closer working between health and council services in the community”

What we said we would do

- Establish joint health and social care commissioning strategies and commence the process of consultation and the development of an action plan translating the longer term vision.

- Through the Health and Social Care Integrated Leadership Board, implement the forward work programme focused on achieving service user outcomes through service redesign and integration.
- Develop and implement an Early Intervention and Prevention Strategy for Health and Adult Social Care Services in Powys.
- In conjunction with Powys Teaching Health Board undertake a review of business process to ensure consistency of approach to practice, systems and quality assurance including the implementation of the new Community Care Information System care management database.

What difference have we made?

- We have continued to enable service users with disabilities to gain and maintain sustainable employment, whilst enabling people with a disability to lead meaningful and valued lives within their communities. Our team has been using a specific technique whilst training service users in the work place, breaking down tasks to enable the job role to be achieved and learned. As of January 2016 there were 32 service users with disabilities in paid jobs – 6.2% of the total.
- Following the Fit for Purpose Older Persons' Accommodation project, we have received the following feedback:-

"I have lived in the complex for 11 years. The flats are lovely but the pathways were uneven and very hard to walk on. The grassed area was very bad with uneven manholes. Now we have an amazing garden, new handrails on the landings and stairs. Wonderful walkways where people with frames can walk safely and access for wheel chairs, places we can sit and chat. So grateful for somewhere so wonderful to live. Thank you so much."

Under our Health and Social Care Integrated Leadership Board, we have continued to gather feedback from our service users to inform our projects:

"It's important to have your voice heard because if you don't like something but want it changed you can't just expect it to happen. You need to have the confidence to do something about it yourself. As Young Carers, because our lives are that bit tougher, we sometimes need help so that we aren't ignored and fall through the cracks."

Young Carer from Powys

How did we do it?

- We have completed our Older People’s Commissioning Strategy (and accompanying accommodation plan), Learning Disability Strategy, Assistive Technology Strategy and all Carers Strategy and Substance Misuse Commissioning Strategy.
- Our Adult Social Care service has worked with colleagues from Housing Services and Highways, Transport and Recycling Service to improve housing and grounds so that tenants and home owners have improved access and services to their homes, and can live more independently in their community.
- An Assessment on the requirements for early intervention and prevention under the Act has been undertaken and discussions have taken place across Adults and Children’s Services to agree our future strategy.
- Adult Social Care held a number of meetings and discussions to agree critical outcomes and priorities that need to be achieved over the coming years to form the basis of our Adult Social Care’s Early Intervention and Prevention strategy.
- Work to develop integrated care pathways for Older People has commenced. The referral pathway, referral form, and assessment form are all in final draft and are due to be tested with service users, carers and GPs in 2016/17.
- Commenced the integration of older people’s services with Powys Teaching Health Board and appointed our first joint Community Mental Health Manager for the Brecon Area

What do we still need to do?

- We will continue to commission services in line with our commissioning strategies.
- We will implement the changes required in order for us to meet the requirements of the Social Services and Wellbeing Act.
- We will continue to develop our early intervention and prevention project which will be looking to align a variety of resources from across the council to create an integrated and co-ordinated community based wellbeing and support service that takes a whole system approach to meeting people’s (all age) needs within a universal and preventative service framework. For older people this will address key themes emerging from the Listen and Learn such as social isolation / interaction, respite and services for people with dementia and their families.

“To ensure that internal processes support improvement across Adults Services”

What we said we would do

- Assess readiness for the Social Services and Wellbeing (Wales) Act and prepare and implement an action plan and accountability framework to meet requirements including statutory safeguarding adults work.
- In line with the council’s Organisational Development framework design and implement a team development and engagement programme that establishes shared values, behaviour and strong capable leadership at all levels of the service.

What difference have we made?

- We continue to ensure that all referrals are dealt with in a timely manner, our decision-making is robust, and our interventions are responsive to service user need. We are

confident that our citizens are able to find information and advice when they require it and the commencement of the Powys People Direct service has supported this priority.

- We recognised the improvements made to date by our Reablement Service during 2015/16 and value the positive feedback received from our service users who have accessed the service:

“Thanks for enormous kindness and support during a difficult time, wonderful.”

“Deep gratitude to the team, professionalism, reassurance, encouragement and friendliness been so important in aiding my recovery. Overwhelmed by kindness and support.”

“It did help to have the team come in, they encouraged me and gave me the confidence to try harder. Being home, with your warm surroundings you get better quicker.”

- During 2015/16:-
 - The percentage of reablement service users where outcomes have been achieved has been maintained (79.87%).
 - The percentage of service users receiving no ongoing support following reablement has increased from last year’s outturn at 69.11% to 70.81% this year.
 - The percentage of service users who are supported in the community (aged 18-64) has fallen slightly to 90.31% and the percentage of service users who are supported in the community who are 65+ has also fallen to 83.21% from 85.74 (2014/15).
- Our performance in relation to completing care plan reviews has improved since last year. In 2014/15, 75.56% of reviews were completed within the year, this has improved to 85.63% in 2015/16.

How did we do it?

- Using the training provided by Welsh Government, Adult Social Care prepared and developed a plan for how the service would implement the codes of practice and regulations when they were released in November 2015. The service has worked with other corporate services as different parts of the Act have been released. Since the regulations and codes have been released (late November 2015) the leads identified

in the plan covering the 11 key areas, undertook a self-assessment and are now working on actions from the self-assessment.

- Although some reablement performance figures above have fallen compared to last year, it should be noted that the Reablement Service now operates an intake model, allowing everyone across Powys the opportunity to regain or maintain their independence and as a result, more people have accessed the service; the service has also supported our in-house domiciliary care service during 2015/16.
- The improvement in reviewing care plans has been achieved by dedicating a team of reviewing officers to our review functions to ensure that we review and reassess service users' needs in a timely manner.

What we still need to do

- Following the strategic review of Adult Social Care by PricewaterhouseCoopers (PWC), we will implement the findings of the Workforce Review to establish shared values, behaviour and strong capable leadership at all levels of Adult Social Care, led by the jointly appointed Director of Workforce and Organisational Development.

Our services for children and families

The delivery of children's social services continues to be a complex and challenging business with significant risks associated with working with very vulnerable children and their families.

However, the Children and Young People's Partnership (CYPP) and the Regional Safeguarding Children Board (CYSUR) and local safeguarding arrangements continue to provide a robust strategic framework for Children's Services to work within and alongside our key partners. We remain clear as to the shared vision and principles that underpin our work and activity and we remain active members, leaders and contributors to both the early intervention and prevention agenda as well as the safeguarding agenda.

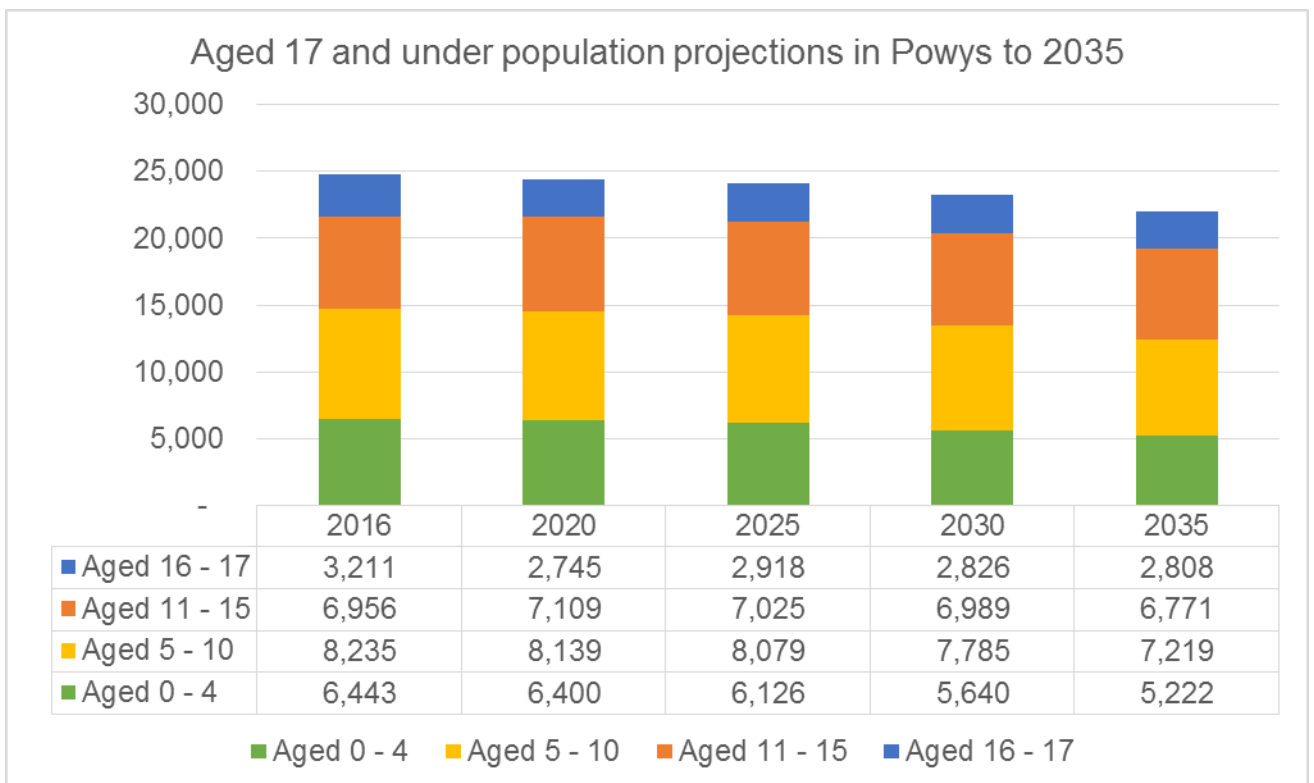
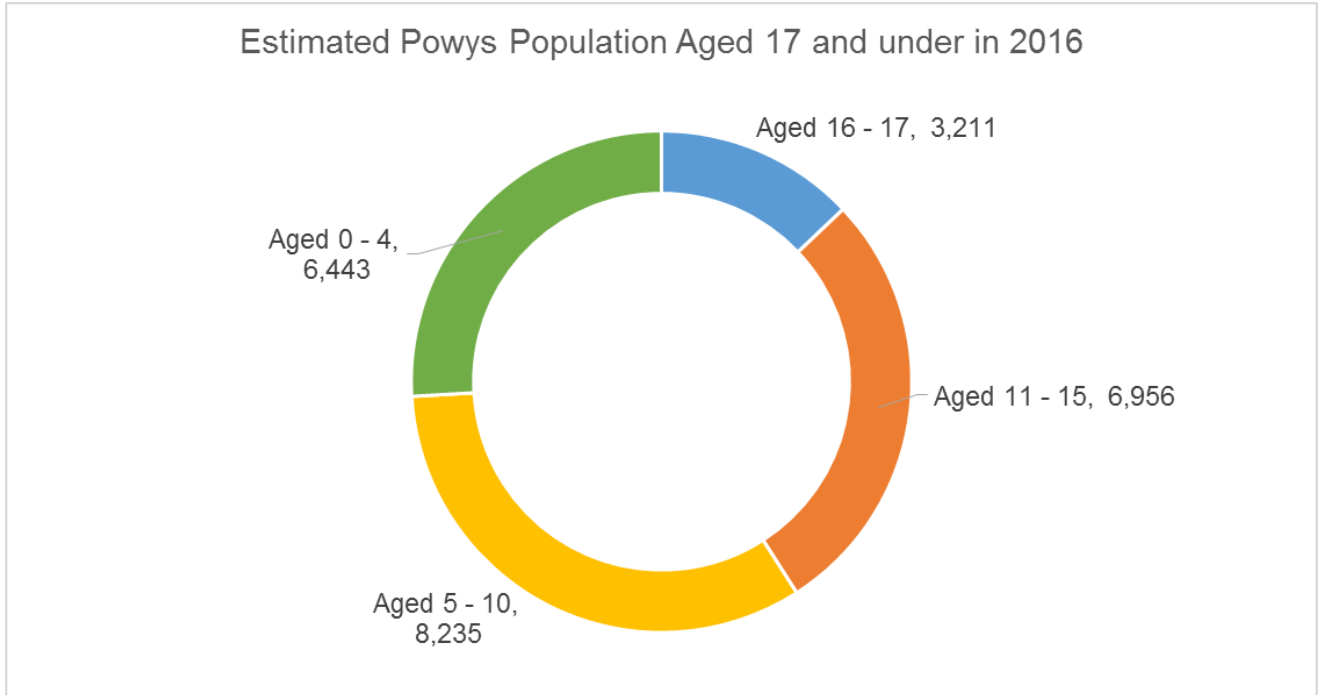
A partnership approach is fundamental to all that we deliver, as children and families receive services through universal providers of health, community provision and education as well as the more specialist service provision commissioned across the levels of need.

What do we provide?

We are clear that as a service our purpose is to:

- **Protect:** play a lead role in protecting children from significant harm
- **Promote Wellbeing:** strive to ensure that our Looked After Children have the same life chances as others and that children in need and children with a disability have the opportunity to reach their full potential by having access to the services they need
- **Prevent:** through engagement with partners and through the partnerships, commission, develop and participate in the preventative services for vulnerable children and families

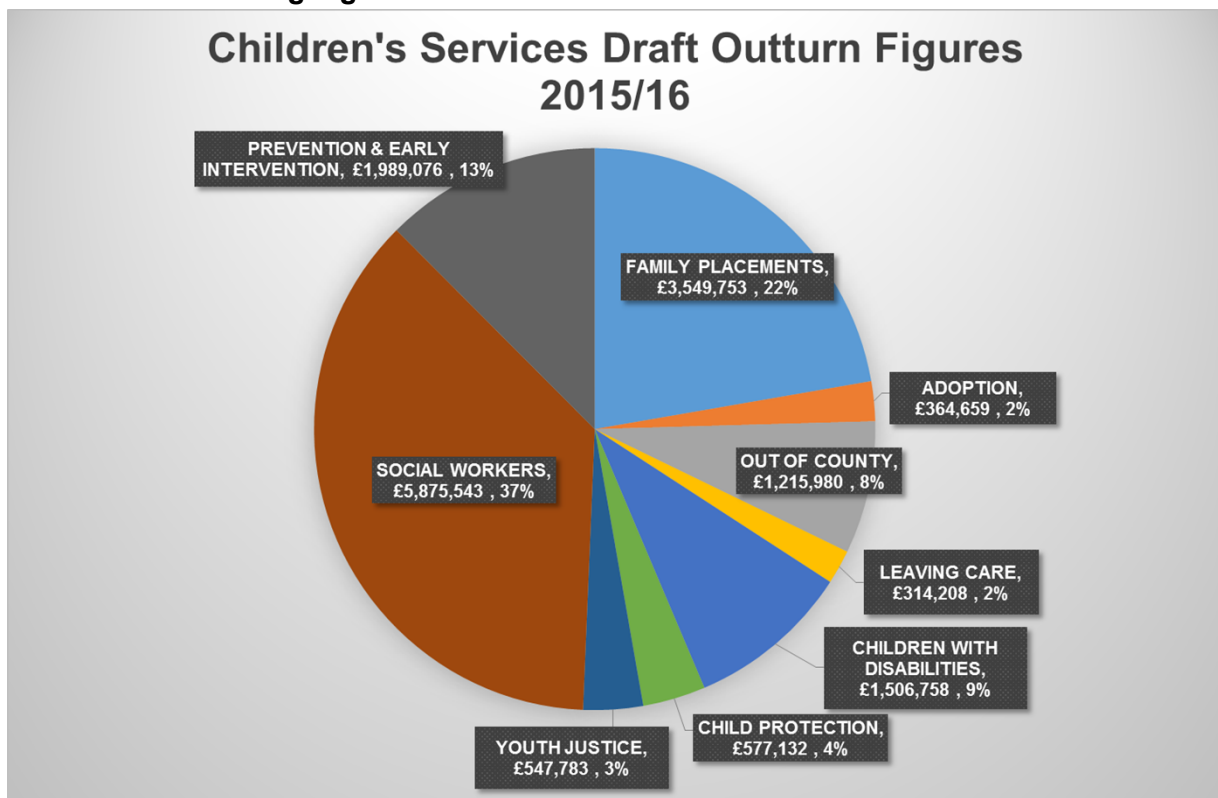
What does our children's population look like?



There are estimated to be 24,845 children and young people aged 17 or under in Powys, representing 18.5% of the county's total population. By 2035, it is predicted that there will be 2,825 fewer children and young people in the county, with the population of 0-4 year olds seeing the greatest reduction.

Source: StatsWales website <https://statswales.gov.wales/Catalogue/Population-and-Migration/Population/Projections/Local-Authority/2011-Based/PopulationProjections-By-LocalAuthority-Year> accessed February 2016. The figures quoted are population estimates based from the 2011 Census. The most up to date mid year population estimates available at the time of publication are for 2014. The 2011 population estimates have been used as the base for the local authority projections. The projected population is for 30 June each year. The base population estimates are based on the usually resident population. Note that the projections become increasingly uncertain the further we try to look into the future.

Where does the budget go?



What we have achieved during 2015/16 – Children's Services

“We will improve front line services to our citizens”

What we said we would do

- To commission an integrated response to domestic violence prevention and early intervention including a response for families who are victims of domestic violence.
- To provide a transitions arrangements which meets the needs of our vulnerable young people moving into adulthood.
- To review and implement a new model of delivery to ensure the safeguarding of children and adults.

- To review and implement changes to support improvements in the outcomes of our Looked After Children.
- To complete and implement our strategy to support the needs of our young carers.

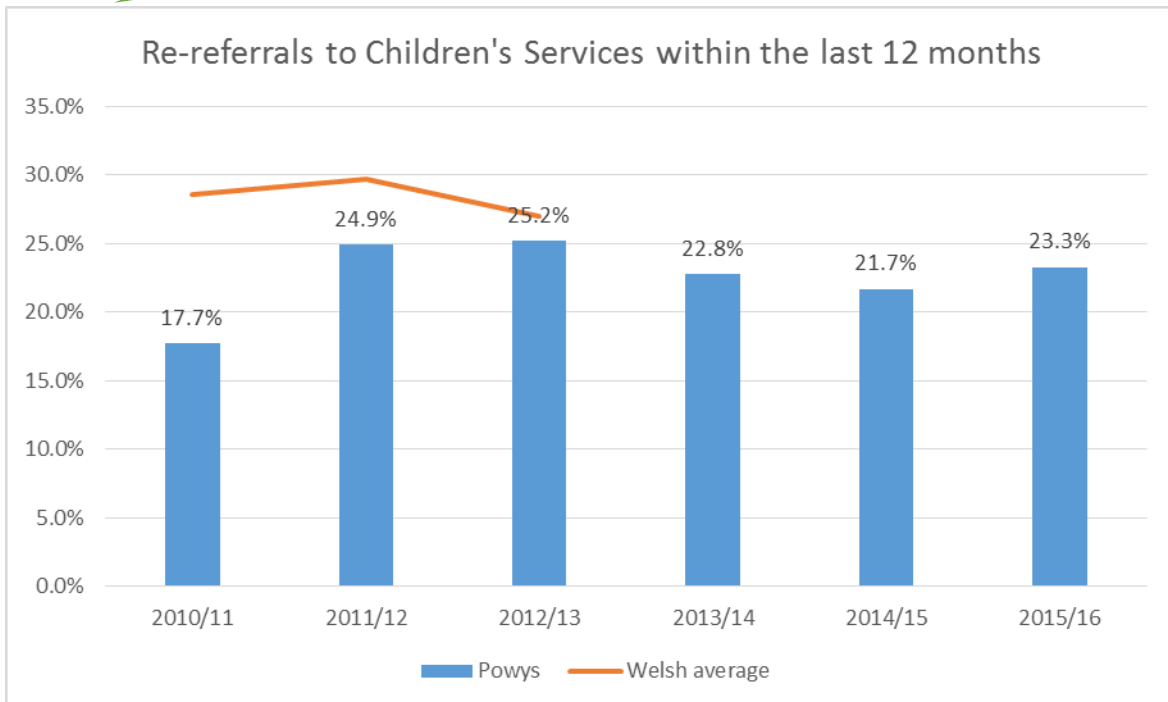
What difference have we made?

We have received the following feedback:

"We especially thank [Social Worker] nothing has been too much trouble for her and she has been the best social worker we have had"
Feedback about one of our Fostering Social Workers

"Realistic, helpful and efficient support, very human not just a tick box exercise"

"Thanks for the detailed, comprehensive and accessible care plan for our daughter, received empathetic and professional support"



We have seen a small percentage increase in our re-referrals in 2015/16 compared to previous years. In the main, this is due to a lower overall number of referrals to Children's Services in

2015/16, whilst the number of re-referrals has remained comparable to 2014/15 which has resulted in a larger percentage in 2015/16.

How did we do it?

- We have continued to establish a multi-agency response to domestic violence. We have commissioned a Needs Assessment and Commissioning Strategy to be produced during 2015/16. The strategy will allow us to develop service specifications with partner agencies before entering the procurement stage.
- We held a workshop to discuss transition arrangements and this work will now be considered as part of the Peopletoo strategic review of Children's Services. We have also developed and piloted a combined support service for children with additional needs to make our short breaks service more seamless for the children using it.
- As detailed in the Safeguarding Section, we have successfully appointed a permanent Safeguarding Lead for children.
- We are working with our School Services colleagues to reorganise the delivery of Personal Education Plans for our Looked After Children. This change linked with the introduction of the Pupil Deprivation Grant should lead to improvements for the attainment of our Looked After Children.
- We have worked with colleagues in Adult Social Care and other partners to develop an all-age carers commissioning strategy which includes young carers. The strategy builds on the Early Intervention and Prevention models established in Children's Services and seeks to make identifying and supporting carers 'everybody's business.' We have also developed new service specifications for a carers' information and advice service.

What do we still need to do?

- We will be consulting on our domestic abuse commissioning strategy in 2016/17 and developing service specifications for new services ready for delivery later in the year. We will be recruiting to a newly created post, Strategic Commissioning Manager for Gender Based Violence, Domestic Abuse & Sexual Violence, in order to provide a dedicated strategic lead for these areas in line with new legislation.
- While we have continued to achieve improvements around our Safeguarding and Looked After Children performance measures, we have been unable to complete assessments in a timely manner as a result of staffing pressures within the childcare teams. This will remain a key priority with action plans in place across the teams monitored by the Area Manager.
- We will be retendering our carers information and advice service in line with the requirements of the Act.

“We will work more efficiently “

What we said we would do

- To review the financial model used within Children's Services.

What difference have we made?

- There has been stability within the senior management team since July 2015 following an appointment to a permanent position. This leadership has allowed us to continue to support our frontline staff and provide as much opportunity to ensure practitioners are well placed to undertake as much direct work as possible. We remain strongly committed to the delivery of high quality social work interventions as a means of safeguarding children and facilitating long term change within families.
- Following a complaint received during the year, we have changed our policies and procedures to ensure we improve how we administer and review potentially risky adults.

How did we do it?

- During 2015/16 we have commissioned Peopletoo, an independent consultancy firm, to undertake a full strategic review of Children's Services to assist us with delivering transformational change that will:
 - a) Deliver sustainable efficiencies to the value of £2.7m
 - b) Build on the transformational progress to date within the department in developing a whole system, multi-agency approach to meeting need
 - c) Continue to develop our focus on early intervention and prevention and provide a continuum of intervention and support commensurate with individual family's needs
 - d) Maximise opportunities provided by new and innovative models of service delivery
 - e) Ensure we are compliant with our duties under the Social Services and Well Being Act

The review concluded in February 2016 and a Transformational Board has been established to build the detail of the proposed model further and to progress the implementation plan including, most importantly, engagement and consultation with our staff.

- We took the decision to temporarily disband the Radnor Children's team due to the turnover of social work staff. The Service worked constructively to ensure service provision to children, young people and families in the Radnor area was safely maintained. The outcome of the strategic review will determine the future structure of teams. The current staffing situation across the service has continued to create some instability. This is however under continual review and is being monitored by the senior management team.
- We have developed a learning and skills-based culture including the Operational Management Meeting (OMT) which has been effectively used to deliver a range of specialist workshops alongside a strong training plan for the workforce. This is of particular importance given the responsibility managers and social workers have for exercising professional judgement and managing complex levels of uncertainty and risk in many family situations. It is a vital opportunity for managers to come together given the large rural area and subsequent isolation that can occur in an area the size of Powys. We are seeking through our operational managers to promote, recognise, celebrate and share learning from best practice examples. This will enable us to develop and build on our learning from a strengths-based approach and mirrors the model of service delivery we are seeking to embed with families.

- We have reviewed and updated our Children’s Services website to ensure that information is readily available to the public in line with the Information, Advice & Assistance requirements of the Social Services & Wellbeing Act.

What do we still need to do?

Our Emergency out of Hours Team has been operational since 2014 and receives approximately 85 calls per month. We are planning to review the outcomes the service has been able to deliver within the next 12 months, as well as introducing a performance reporting framework.

“Participation and Service User Engagement”

What we said we would do

- We will increase our engagement with service users and citizens to gain feedback in order to shape service delivery and to ensure we are listening to the ‘child’s voice.’

What difference have we made?

- We have developed a bridging Participation Strategy to ensure that momentum is maintained in the Children and Young People’s Rights and Participation agenda within Powys, whilst we await development of the Public Service Board engagement strategy and further guidance from Welsh Government.
- Our Youth Forum members gathered the votes of 2,367 young people from within Powys to decide on the five issues to be debated at the UK Youth Parliament in November 2015.
- One of our Youth Forum members was elected to represent Powys in the UK Youth Parliament House of Commons sitting in November 2015:

“Going to the House of Commons was a fantastic opportunity – the day was organised to be as close as possible to the real thing, with John Bercow as Speaker, so it really felt as if we were taking part in something important that had the power to make lasting change.

I really enjoyed getting to hear the views of people from all over the UK and representing Powys Youth Forum.

- Our Participation Team has co-ordinated multiagency training on the work of the National Assembly for Wales and democratic process in Wales. Verbal feedback from this ‘train the trainers’ session confirmed it was well received.
- Our Young Inspectors have assessed two organisations under the National Participation Standards and awarded the kitemark to CAIS, the current provider of drug and alcohol support for young people in Powys.

How did we do it?

- We have held two residential events for our care leavers as part of our engagement and participation work.
- We have also held four residential events for our Youth Forum which has led to the development of our current Participation Strategy as well as other consultation activities,
- We have developed a “You Said, We Did” template to ensure that we can provide consistent feedback to those who take part in our consultations. It will also enable us to collate consultation findings in a better way.
- Our Participation Team has continued to promote children’s rights and provide a bridge between children and young people and strategic decision makers and commissioners.

What do we still need to do?

- We are continuing our participation and engagement programme to gain feedback in order to shape service delivery
- We need to develop further our client feedback surveys.
- Although we have achieved several of our actions, our Participation Team has lost some key members of staff which has meant that we have not been able to progress our Young Commissioners programme yet, nor enable it to be accredited.
- We will also review the links between the various participation groups (e.g. Powys Youth Forum, Eat Carrots Be Safe From Elephants and the Junior Corporate Parenting Group).

“We will work in partnership”

What we said we would do

- In conjunction with the health board, we will undertake a review of business processes to ensure consistency of approach to practice, performance and quality assurance in preparation for the implementation of the new Community Care Information System (CCIS) management database.
- To embed a leadership and commissioning culture within staff at all levels.

What difference have we made?

- The following is an example of our Team Around the Family (TAF) team’s work:
Joseph, aged 13, had been finding school life difficult for a long time and was becoming increasingly unhappy. He disliked being indoors and struggled with social skills, feeling that he just didn’t fit in. His behaviour in school was very challenging and had been worsening since primary school. Both Mum and the school were concerned about his future as Joseph was facing possible exclusion. His behaviour at home could also be hard to handle.
After the TAF Co-ordination Team received Joseph’s Child And Family assessment form (CAF), they put Joseph’s case forward for a discussion at the TAF Panel. Joseph’s mum felt that the role of the TAF Panel was key for her family.

“Attending the Panel made me feel that I wasn’t alone. They knew exactly where you were coming from. They were on the ball. I found the CAMHS worker particularly useful“

Mum says that the panel helped her to recognise Joseph’s issues and empowered her to support him. With the support of the TAF Co-ordination Team, a senior teacher at the school offered to be Joseph’s Family Contact. She worked hard with the family to find solutions to help Joseph to stay in school, such as an adapted timetable. Joseph began to receive 1-1 support from members of his Team Around the Family, including the CAMHS counselling service and a Youth Intervention Service worker. This work enabled him to cope better in school and the family were also offered behavioural support to help improve home life.

“It’s given him a window to carry on with education. I’m sure he would have been excluded permanently (without the intervention)”

Measure	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Number of first time entrants to youth justice	394	317	201	44	10	13
Number of children placed on the child protection register	145	160	125	118	169	145
Number of Looked After Children as at last day of period	168	172	151	152	137	148
Number of open CIN cases as at last day of period	721	716	660	748	739	489
Number of open CIN cases under 5 as at last day of period (open 3 months plus)	102	94	81	104	89	87

We have seen a reduction in the number of open children in need cases in 2015/16 due to a specific piece of work to close appropriate cases.

How did we do it?

- We have appointed a programme manager to ensure that the CCIS is developed and implemented in Powys to enhance the work between health and social care staff.
- In November 2015, we established a multi-agency panel as part of the development of our Fostering Service to scrutinise our placement process and ensure the focus remains on the children or young person.
- Our Team Around the Family (TAF) Service continues to build capacity across all services (including education, social services, health, the police, voluntary sector) to identify, assess and meet the needs of vulnerable children and their families. The number of TAF cases continues to increase.

What do we still need to do?

- We will continue to work with our partners and develop and refine our early intervention and prevention approach in line with the Social Services and Wellbeing Act.
- We will continue to progress our important work to provide a joint information system (CCIS) in partnership with PTHB to prepare for implementation in November 2016.
- We will continue to work with our colleagues in Schools Service to address the high levels of exclusions in particular areas of the county.

Our regional work and activity

We have continued to be active partners of the Mid and West Health and Social Care Collaborative and much of this year's work has focused on the preparations for the Social Services and Wellbeing (Wales) Act. A Regional Implementation Plan was developed and approved in September 2015. Some actions within the plan were to be delivered across the Mid and West Wales region, whilst others were specific to the Hywel Dda University Health Board and Powys Teaching Health Board areas. A review of the regional governance arrangements was undertaken by the Institute of Public Care between September 2015 and January 2016 to support the transition to the new structure.

When the Social Services & Wellbeing (Wales) Act comes into force on 6 April 2016, Powys will become a region in its own right. In order for the council to fulfil its requirements in relation to the Act, we have formed a Powys Regional Partnership Board. The board will be made up of key officers and members from the council, local health board, third sector organisations, private provider representation and members of the community who access services or who have a caring role. Some of the work of the board will include:

- Producing a population assessment to analyse the needs of local citizens who have care and support needs and carers who have support needs
- Ensuring sufficient resources are available for key priority areas identified through the population assessment
- Encouraging greater early intervention and prevention to give greater citizen control and ownership for their health and wellbeing
- Ensuring that the voice of the local citizen is not only heard, but acted upon in equal partnership
- Encouraging innovative new practices
- Integrating services that relate to health and social care

The board's purpose will be to ensure the council and other organisations engage with service users, families and carers to co-design services around their needs, and what matters most in their lives. The collaborative board will have strategic oversight and a shared commitment to ensure the requirements of the Act are followed and actioned across an all age agenda.

However, we will continue to work with our regional colleagues in Hywel Dda University Health Board and Carmarthenshire, Ceredigion and Pembrokeshire county councils in specific areas, namely:

- Safeguarding (across Children's Services and Adult Social Care)
- Adoption Services
- Integrated Family Support Team, where Ceredigion will continue to manage the business support for the regional teams

During this year, we have also taken the lead on the recommissioning of advocacy services across the Mid & West Wales region to ensure equity of service across the four local authority areas.

More than just words: the strategic framework for Welsh language services in health, social services and social care

Powys has a population in the region of 133,000 with 18.6% of our residents who speak Welsh. We are committed to delivering our services through our service user's language of choice, recognising how essential and integral this is to an individual's wellbeing.

As detailed in last year's Director's Report, we developed a Welsh Language Promotion, Challenge and Support Group and a launch event was held in July 2015. We were very pleased that Welsh Language Commissioner, Meri Huws, attended the launch event to give attendees an overview of the requirements of the Welsh Language (Wales) Measure 2011 and this linked well to other presentations in relation to the More Than Just Words framework. Feedback from the launch event was overwhelmingly positive, including that from the Commissioner, who was very impressed with the enthusiasm and level of engagement from a range of partners.

Following the launch event, the Welsh Language Promotion, Challenge and Support Group has met quarterly, with meetings running bilingually, with simultaneous translation being provided. We continue to have a Welsh language cabinet lead who has been involved with the group to provide a strategic link to Cabinet. The group has developed terms of reference and has established a single workplan which includes the actions required under the Welsh Language compliance notice served on the Council, as well as those required under More Than Just Words This has ensured consistency and avoided duplication.

Our social services Welsh Language Champion has continued to attend and feed into the development of the second More than Just Words Follow On Strategic Framework 2016-19. The Social Services & Wellbeing Act training has also given us an opportunity to remind staff of the requirements under the Active Offer.

Our priorities for improvement for 2016/17 and through the lifetime of the One Powys Plan

Our priorities will be delivered through a strong focus on three approaches:

- Continuous improvement in our 'business as usual' as part of team business plans, performance reporting and supervision
- Service improvement through our Service Improvement Plans
- Transformational change that has been identified as essential from service user consultation and our Population Assessment which will be progressed through the One Powys Plan 2014-17 (Please see Appendix One)

Our priorities also link to the Corporate Improvement Plan which the council is developing.

As part of preparations for the Wellbeing of Future Generations (Wales) Act, we have started to collate and analyse data for the Wellbeing Assessment and to inform our Population Assessment under the Social Services & Wellbeing (Wales) Act. During 2016/17, we will continue to analyse the data to inform how we deliver and commission our services in line with this new legislation.

Adult Service improvement objectives

- Implement the identified priority action plan to ensure the Council is compliant in respect of Social Services and Wellbeing Act
- In conjunction with PTHB undertake a review of business process and to ensure consistency of approach to practice, systems and quality assurance including the implementation of the new CCIS management database
- Implement the Powys Integration Plan (PTHB & PCC) in order to provide seamless and co-ordinated working across health and adult social care to enable people to live more independent, fulfilled lives
- To deliver the service within the 2016-17 budget allocation by March 2017
- To establish a stable Domiciliary Care Service which is effective and sustainable and delivers the outcomes our service users most value
- Develop and implement an Early Intervention and Prevention Strategy for Health and Adult Social Care Services in order to design services that promote independence and intervene at the earliest opportunity thus preventing or delaying an escalation to a crisis and / or critical levels of need
- Implement the joint health and social care commissioning strategies to ensure that there is an integrated approach to meeting adult service users' needs

- Deliver Adult Safeguarding improvements to ensure that Safeguarding Adults becomes everyone's business and that seeking advice, information and action where concerns exist is done efficiently and effectively
- In line with the corporate organisational development framework, design and implement a team development and engagement programme that establishes shared values, behaviour and strong capable leadership at all levels of the service.

Children's Service improvement objectives

- To implement a transformational programme of change for Children's Services which will focus on a locality based model with emphasis on early intervention prevention and working with partners to meet need at the earliest point possible
- Undertake a strategic review of Bannau and Camlas residential / respite unit - to identify an alternative model looking at outsourcing and / efficiencies
- To meet identified efficiency saving for 2016/17
- To commission an integrated response to domestic violence prevention and early intervention including a response for families who are victims of domestic violence
- Deliver the Social Services and Wellbeing Act (2014) implementation plan
- In conjunction with PTHB undertake a review of business process to ensure consistency of approach to practice, performance and quality assurance in preparation for the implementation of the new CCIS management database
- Implement the action plan to strengthen and enhance the effectiveness of Powys People Direct

What you can do / useful links

To view more of the strategies and plans which set out our priorities, please visit www.powys.gov.uk or phone 01597 826906 for staff assistance.

If you want to see any underpinning analysis not available on the website, contact us on 01597 826906. A small part of the available material may be confidential because it refers to individuals or other issues which are protected under Data Protection Legislation. However, the vast majority is open to those who wish to see it.

Glossary

Active Offer	Health and social care services should be proactive and provide a service to those who speak Welsh with individuals having to ask for it.
CAIS	The current provider of substance misuse support services to young people in Powys.
Care and Social Services Inspectorate in Wales (CSSIW)	The organisation which inspects and reviews social services in local authorities. It also regulates and inspects social care and early years settings and agencies.
Child and Family Assessment (CAF)	A tool to help practitioners understand the strengths and needs of a child or young person and their family.
Children and Young People's Partnership (CYPP) www.cypp.powys.gov.uk	A group of organisations that work together to improve the lives of children and young people in Powys.
Children and Young People Safeguarding and Unifying the Region (CYSUR)	A group of organisations from Powys, Ceredigion, Carmarthenshire and Pembrokeshire that ensures there is collective accountability for those children and young people who are subject to child protection processes as well as to safeguard and promote the welfare of children and young people who fall outside this group.
Children Looked After/Looked After Children (LAC)	A child or young person who is in the care of the local authority.
Wales Community Care Information System (CCIS)	A computer database being developed across health boards and local authorities to enable the safe sharing of information to help deliver improved care and support for people in Wales.
Corporate Improvement Plan (CIP)	The Council's plan which sets out our priorities and aspirations and summarises our plans for the coming year.
Delayed Transfer of Care (DToC)	When an inpatient in a hospital is ready to move onto the next stage of their care but is prevented from doing so.
Eat Carrots be Safe from Elephants	The Powys Junior Local Safeguarding Children's Board (JLSCB) is made up of young people from all over Powys between 11 – 18 years to look at safeguarding issues. The group works with the Powys Local Operating Group (PLOG) and Children and Young People Safeguarding and Unifying the Region (CYSUR).

Independent Reviewing Officer (IRO)	An impartial individual who chairs reviews for all children and young people who are looked after
Institute of Public Care (IPC)	A part of Oxford Brookes University which supports and works with local authorities and health boards to develop health and social care practices.
Junior Corporate Parenting Group	The group gives looked after children in care and care leavers a chance to have their say about issues that matter to them and reports these to the council's senior Corporate Parenting Group. Everyone aged over 11 in foster care or a care leaver is invited to each meeting.
Listen & Learn Event	An informal event where people are able to provide feedback about the services they use.
Local Service Board (LSB)	This body brings together leaders from Powys County Council, Powys Teaching Health Board, Dyfed Powys Police and Powys Association of Voluntary Organisations. Its role is to improve the way the main public service organisations work together to tackle challenging issues, so that the people of Powys receive better services and see improved outcomes. From April 2016, this group will no longer exist – see Public Service Board below.
Medium Term Financial Strategy (MTFS)	A document which sets out how the council will spend its finances over the next three year period.
Outcomes/Outcome-focussed	An outcomes based service is one which is geared towards the achievement of the goals and lifestyle priorities which have been identified by the person who needs the service.
One Powys Plan (OPP)	This is the integrated plan detailing priorities for public service delivery over the next three years, developed in partnership with the Local Service Board, which is now known as the Public Service Board.
People Directorate	The group of services which make up the remit of the Director of Social Services. These services are Adult Services, Children's Services and Housing.
Powys Local Operational Group (PLOG)	A group of different organisations which works to safeguard children and young

	people in Powys.
Powys Youth Forum	Powys Youth Forum is made up of young people aged 11 to 25 from across Powys. Forum members are elected young people from a variety of groups and organisations such as school council, Young Farmers Clubs, young carers, local forums, youth clubs and many other groups.
Public Service Board (PSB)	This statutory body brings together the leaders of the local authority, the health board, the fire and rescue authority and National Resources Wales, as well as inviting other members such police and third sector. Its role will be to prepare and publish a plan setting out its objectives and the steps it will take to meet these. This body will be formed from April 2016 and replaces the Local Service Board.
Reablement	A time-limited service which provides intensive support for adults within the community enabling them to restore or maintain independence.
Results Based Accountability (RBA)	It is a controlled way of thinking and taking action that is used to improve the quality of life in communities.
Powys People Direct (PPD)	A county wide duty service which is hosted in one location and deals with all incoming correspondence to Social Services.
Social Services & Wellbeing (Wales) Act	Often referred to as 'The Act', you can find out more http://www.powys.gov.uk/index.php?id=1719&L=0
Spot contracting	The purchase of support services for individuals, usually on a demand or an emergency basis.
Statement of Intent	The document which provides the explicit strategic direction and expectations for Powys County Council and Powys Teaching Health Board.
Team Around the Family (TAF)	A team working to support the family with a lead professional identified to coordinate support.
Team Around the Family Panel (TAF Panel)	The objective of these panels is to help achieve better outcomes for children and young people in the community .
Welsh Language Champion	An individual with social care who is responsible for developing Welsh language

	services.
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