



Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru
Care and Social Services Inspectorate Wales

Performance Evaluation Report 2013–14

Powys County Council Social Services

October 2014

This report sets out the key areas of progress and areas for improvement in Powys County Council Social Services for the year 2013–14

Annual Review and Evaluation of Performance 2013 - 2014

Local Authority: Powys County Council

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Summary

The council is facing significant budget reductions, this together with the implementation of the Social Services and Wellbeing (Wales) Act 2014 and an ambitious service improvement agenda will present significant challenge. The council has now recruited its senior leadership team for social services which has included the appointment of a statutory director and heads of adult and children's services. This change of leadership has been alongside a number of political changes, including to the portfolio holders for social services.

The council, in agreeing its 2014-15 budget, has identified the need to make significant savings of some £40m over the next three years. The total savings for 2014 -15 to be found for adult social care is £2.7m and for children's services is £675k. This is a challenging situation especially in the context of service delivery and modernisation in adult social care.

The council submitted its statement of intent for the delivery of integrated health and social care services for older people with complex needs to the Welsh Government in March 2014. This provides an assessment of current arrangements and sets out the position for the delivery of integrated services and a series of commitments for building on these in the future.

The council recognises the need to deliver services to people in a language of their choice. In responding to *'Mwy na Geiriau', 'More than Just Words'*: the strategic framework for welsh language services in health, social services and social care, this is being embedded into commissioning contracts, and the requirement to provide services through the medium of Welsh. The children and young people's partnership is also establishing a Welsh language standards challenge and scrutiny group, which will be led by the Welsh language officer in order to support the children and young people's partnership

The council has progressed the development of its county wide reablement service, to the extent that it is now fully operational within a large part of the county.

A real challenge for the council this year has been the re-tendering of its domiciliary care provision. The negative impact of this on a large number of vulnerable adults in the community has been significant. The council intends to undertake an independent review of its commissioning and retendering process and is working with the Social Services Improvement Agency to progress this.

Response to last year's areas of improvement

Area for improvement identified last year	Progress in 2013 – 14
Progressing the older people's joint commissioning strategy.	This is nearing completion.
Development of the county wide reablement service. Corporate and political support will be vital to achieve this.	The roll out of the reablement service has been impacted by the domiciliary care tender exercise. However, in the south of the county the service is operating a full intake model..
Capacity issues within the contracts and commissioning team.	Capacity has been increased, together with the appointment of a commissioning lead.
Progress on developing services to younger people with a physical disability and for older people with dementia. The council should ensure it has sufficient capacity to move these service areas forward	These developments are being taken forward, with the establishment of a partnership stakeholder group, led by a lead commissioner. New opportunities within supported employment have also been created for people with a physical disability and sensory loss.
Roll-out of the communications hub across the county following the pilot study, ensuring that staff who are based in the communications hub are knowledgeable and skilled enough to offer a county wide service for people wishing to access a service.	Full roll out is yet to be achieved. However, an interim manager has been appointed , with the council expecting that the hub will be fully operational by January 2015.
Consistency of recording of a people's eligibility to receive a service	The importance of this is recognised and work to improve practice continues.
Performance in offering and recording of carers' assessments.	Performance is being maintained.

<p>Progress in reducing delayed transfers of care.</p>	<p>The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over has deteriorated, from 6.3 last year to 9.2 in 2013-14. This is well above the Wales average figure of 4.7. The council attribute this to the lack of staffing capacity within the domiciliary care market. Four new providers were appointed in March 2014, and significant recruitment activity has subsequently taken place.</p>
<p>The capacity and ongoing sustainability of the reablement team in Ystadgynlais. As the council also intends to roll-out this model across the other shires, this would seem to be a priority.</p>	<p>The council intend to roll out this model across the council during the year, in order to improve capacity and provide a sustainable service.</p>
<p>Progress in expanding the means by which people can access and make referrals via a single point of access.</p>	<p>Progress is being made. A single point of access is planned to be launched this year.</p>
<p>Evaluation of the effectiveness of its partnership arrangement with Powys Carers and its communication and consistency of with carers organisations across the county.</p>	<p>It is hoped that the siting of carers development work within commissioning will improve partnership working.</p>
<p>The timeliness of investigations and improvements in the recording of adult protection referrals, investigations and case closure.</p>	<p>The council have restructured their safeguarding arrangements and appointed a lead adults and children's safeguarding manager.</p>
<p>The council should continue to address high staff sickness levels within the department, and review the decision not to fill staff vacancies.</p>	<p>Staff vacancies are being recruited to. Staff sickness levels remain a cause for concern.</p>
<p>Ongoing supervision for AMHPs needs to be put in place as does the provision of specialist training.</p>	<p>Improvements in the service are reported, with the provision of training and specialist support.</p>
<p>Better feedback from the work steams and work groups to staff would be</p>	<p>The follow up inspection of March 2013 highlighted the need to ensure that</p>

welcomed.	communication regarding departmental changes and developments was communicated to staff at all levels within the adult social care service. This will continue to be necessary as departmental priorities are re-focused.
The council should carry out further work to ensure staff are able to see the link between meeting the department's top 10 objectives and improved service delivery for users.	The council has reshaped and refocused its service improvement plan and as such this will be an area of continuing work as departmental priorities are re-focused.
The council needs to test, via their scrutiny arrangements, whether the improvements already brought in have made a positive impact on people using the service.	Improved scrutiny arrangements are evident.
Ensuring strong political and corporate support to deliver the improvement plan corporately and to maintain improvement.	The changes to portfolio leads will support the change agenda.

Visits and inspections undertaken during the year

CSSIW have undertaken a number of site visits this year. These included consideration of the progress made by the council in the implementation of the carer's measure and the implementation of the mental health measure in both adult and children's services.

CSSIW carried out a thematic review of deprivation of liberty safeguards under the Mental Capacity Act 2005, together with a national inspection of 'Safeguarding and care planning of looked after children and care leavers who exhibit vulnerable or risky behaviours ('looked after children inspection').

These visits are in addition to meetings with heads of service and quarterly engagement meetings with the senior leadership team in social services and the annual programme of regulatory inspections carried out on the councils regulated care settings.

Areas for follow up by CSSIW next year

- Review of the tendering process and commissioning of domiciliary care.
- Progress on the modernisation and integration of adult social care.

- Early intervention and preventative services in child and family's services.
- Overview and scrutiny arrangements.
- Outcomes and recommendations of the looked after children inspection and the review of deprivation of liberty safeguards.
- CSSIW will contribute to a WAO led review to examine whether councils are effectively supporting older people to live independently, including through joined up working across health and social care.

Performance

Shaping services

Adults

The council's view is that commissioning is a state of mind and it is moving away from traditional methods of service delivery to an approach of doing with and not doing for. As a result of this, the council has moved towards a new operating model through a self-evaluation process which identified that the council's commissioning functions were not fit for purpose and did not have the capacity to meet its aims of being a commissioning council. In response to this, an organisational development plan has been drafted and implemented over the past 12 months in which the council outlines the requirements for commissioning and the behaviors, skills, competencies, systems and processes to facilitate and support its implementation. While having identified the elements and attitudes necessary in the workforce and organisation to achieve this, the challenge remains as to how it re-focuses, re-shapes, and re-educates the workforce to deliver this significant shift.

In order to plan more effectively for the future delivery of care and support, the council continues to work on budget analysis and forecast models to more accurately understand and respond to the growing demand for adult social care. This is based upon the changing demographic profile of the Powys population and is central to the council's planning. The development of the council's commissioning strategies has been slow. The council has been hampered by a lack of capacity in the organisation, and the need to draw on external expertise to develop its strategies. A permanent appointment to the post of senior commissioning manager has now been made. This is seen as a key role within the adult services management structure in order to make progress with commissioning. Joint commissioning strategies, in partnership with health, in relation to carers, older people's accommodation and learning disability remain in progress.

The council have struggled in further developing their assistive technology services, however, it is hoped that with the appointment of an assistive technology manager, the promotion of this vital support service to people living in the

community will make some progress this year. Good partnership working with the local health board will be crucial to the success of this project.

The council is a partner of the mid and west health and social services collaborative board. A regional programme manager was appointed in September 2013, hosted by Carmarthenshire County Council, to provide strategic support to the board in delivering an ambitious programme of collaboration and integration across mid and west Wales.

Children

The council are developing more effective models of working in order to strengthen their preventative strategy and reduce statutory intervention; it is evident that this is beginning to have an impact with the reduction of the looked after children population and numbers of children on the child protection register.

The council has developed an effective whole system approach to the commissioning and delivery of their early intervention and preventative strategy with preventative services being delivered by the children and young people's partnership. The strategy is beginning to have an impact on families and children and some analysis has been undertaken to ensure that there is a seamless transition through services.

The Powys One Plan identifies how services will be developed to reduce child poverty and improve outcomes for children by the delivery of an integrated community approach of family support services. The Mid and West Wales families first consortium continue to build on the development of early intervention services through this collaborative approach with the intensive family support service (IFSS team), team around the family (TAF) and the joint assessment family framework (JAFF) supporting families. The council need to consider how this approach can be strengthened through greater collaboration with education to ensure vulnerable children's educational outcomes are improved.

The Flying Start programme continues to be showing an improvement to the outcomes for children in flying start areas and this is to be rolled out to further areas within the council.

The council has strengthened the arrangements for services to children with disabilities and their families through the development of a Multi Agency Disability Pathway. The integrated children's disability service is a multi-agency integrated team, providing a services for children with a range of needs using the team around the family model of intervention. Referrals to the service are through a single point of access, providing advice, guidance and information. The common assessment framework is used to inform plans, aiming to provide a seamless flexible and innovative service that focuses on improved outcomes for children and

their families through a range of supportive services. It is also the intention to ensure an integrated transition policy model of service delivery is implemented to ensure a seamless transition from children's services to adult services is delivered.

Areas of progress

- Future scoping of need in adults services.
- Appointments to the posts of commissioning manager and assistive technology lead.
- Development of the early intervention and preventative strategy.
- A multi agency disability pathway across health, education and children services.

Areas for improvement

- Increase the pace of delivery in developing sound commissioning strategies.
- Develop an effective assistive technology service.
- Deliver an effective workforce plan, which embodies the changes identified.
- Children services plans identify how the early intervention and preventative services will be delivered to improve outcomes for children.

Getting help

Adults

Through its inspections in 2011 and 2013, CSSIW identified the need to make improvements to consistency, quality, and improved accessibility for users of adult social care across the county. A major development to address this was the delivery of a single point of access for both adult and children's services, which still remains a priority. The development of the communications hub and the involvement of health and third sector improved and provided a consistency of response and improved access to advice, information and provision of services within Radnorshire, and this model was hoped to be rolled out across the county.

A further response to this was the new commissioning approach in domiciliary care. Through a tendering process the council identified four lead providers with whom they would directly commission domiciliary care services, in order to improve consistency and establish quality of service delivery. Through the initial stages of handover of care from the outgoing providers to the new lead providers, CSSIW were made aware of a number of problems encountered. The transfer of staff from one agency to another, the transfer of care packages, the delivery of care, the ability and capacity of some of the lead providers to deliver the care required and the subsequent safeguarding referrals following missed calls, poor care, and poor quality and delivery were amongst the issues raised.

CSSIW have received direct contact from a large number of relatives and users of domiciliary care services, together with contact from both lead agencies and those outgoing, expressing a range of concerns regarding the pre and post tendering process, and the subsequent delivery or non-delivery of care. The council continues to liaise closely with CSSIW and regularly provides updates as to the progress of its intervention and actions. CSSIW will continue to monitor how this situation is addressed and will follow up any residual concerns about the council's performance where indicated.

In its implementation of the Mental Health (Wales) Measure 2010, the council has faced a number of challenges. The need to work with four health boards, incompatible ICT systems, which affect joint working and integration are amongst them. However, the council with its partners have successfully implemented all parts of the measure, has engaged well with users and carers, works well with GP surgeries and has seen an increase in people using services.

Children

The council has a range of systems in place to inform children, young people and their families of services, options and choices that are available in a range of accessible formats. However, it was noted that some information available through web site access requires review and updating to reflect current service delivery. The multi-agency work is increasingly effective in ensuring that preventative work is better co-ordinated and focused upon delivering better outcomes at an early stage of contact.

The council has undertaken some work to ensure there is consistency in the application of thresholds and decision making in referrals to the department. Clearly this has had an impact, with a reduction of the re referral rates. The council's performance with assessments has consistently been good with performance indicators for this area amongst the best in Wales.

The arrangements for access to statutory services will be improved with the development of a single contact hub; this will strengthen decision making processes and ensure thresholds are consistently applied. The council need to consider how they develop quality assurance systems to ensure the work of this service is measure effectively.

The annual inspection of the council's fostering service had mainly positive findings however, it found that not all foster carers had an annual review of their approval as required. The council need to ensure that foster carers reviews are completed on time, to ensure that carers continue to have the skills and competence to meet the needs of the children placed and that good outcomes for looked after children are achieved.

The council are developing systems to support the participation of children and young people in decisions that affect them, and a number of initiatives have taken place during the year. The sixteen plus service has been awarded the national participation kite mark for their engagement with young people. The council now need to ensure that consultation with children and young people becomes a systematic process across all services for those who are at risk and vulnerable.

Areas of progress

- The implementation of the mental health measure
- Improvements in the re referral rates in children's services.

Areas for improvement

- To deliver the single point of access for both adults and children's services.
- To complete the planned review of the pre and post tendering process of the domiciliary care service.
- Timeliness for annual reviews of foster carers.

The services provided

Adults

The response of the council to the inspection of adult social care in October 2011 and the subsequent follow up inspection in March 2013 has been the establishment of a number of meetings and boards, in particular the adult social care service programme board which was set up to ensure corporate ownership and leadership to address the concerns that had been highlighted.

Following the appointment to the post of director and heads of service it is timely that the council has made the decision to review the existing governance and reporting model to ensure that the necessary improvements to the provision of social care to people are embedded and further developed.

People are now able to benefit from an integrated health and social care centre in Builth Wells. Glan Irfon became operational this year and is able to provide people with both primary care and intermediate care within one location. The reablement service achieved ISO9001 certification for its practice in relation to quality and standards of care. A significant part of the modernisation of adult services, alongside the roll out of the communications hub, was the planned launch of the county wide 'intake' and reablement service. This has yet to be fully achieved. Its roll out across the county has been delayed following the need to hold back the final transfer of its domiciliary care packages from its internal service, because of the concerns regarding the capability and capacity of the newly tendered lead

providers involved. The council hopes to make further progress with its reablement service in 2014-15.

There has been an increase this year in the rate of services users having delayed transfer of care from hospital for social care reasons. The council state that this is as a result of a lack of staffing capacity within the domiciliary care market. Four new providers were appointed in March 2014, and significant recruitment activity has subsequently taken place.

is has been as a result of the impact of the domiciliary care re-tendering process as highlighted above. The lack of availability and supply of domiciliary care capacity in some areas of Powys, has clearly affected hospital discharge into residential care.

The review of out of hours provision has now been completed and it is hoped that improvements to the quality and consistency of service to people will now be more effective.

In order to continue to support people in their communities and to ensure their voice is at the centre of this delivery in the future, the decision to review the delivery of older people's day centre's was taken.. The council is now working with the third sector and town councils to develop models of service delivery for the future

Children

The children and young people's partnership and the local safeguarding children board continue to provide a strategic framework for the delivery of children's services. In doing so it has strengthened its delivery of early intervention and preventative services and has developed better services to support local communities. The focus of the work is to develop a coordinated approach to the delivery of services through an outcome focused model of intervention. Services such as the local resource solution panels, the integrated family and behaviour support service, and the integrated emotional health and wellbeing service will strengthen the services available. This will ensure that the council is able to fulfil its responsibilities in delivering services that address the child poverty strategy and meet the obligations laid down by Welsh Government. In the development of these preventative services the council need to ensure that there is closer alignment with their partner agencies.

Children's services had been identified as a corporate priority for the council and there is a strong commitment to support both preventative and statutory services. The authority has effective mechanisms in place to share information with partner agencies. However, this could be improved specifically with education to ensure

that outcomes for vulnerable groups of children are targeted and that there is a focus on improving outcomes for looked after children.

The council's looked after children population has been reducing with a number of new foster carers approved to the service during the year. However, there are a number of children with complex needs that are placed with independent fostering agencies and in out of county residential placements. The council as part of their corporate parenting responsibilities, need to ensure that the placement strategy can respond appropriately to the needs of looked after children and meet the Welsh Government's requirements of Stable Lives Brighter Future.

The performance data for looked after children could be improved as in some areas the council is performing below the Welsh average. The number of school moves for looked after children, is a concern as is the educational attainment across the key stages and the attendance rate. Whilst, some of this data can be attributed to a small cohort of children, the council need to scrutinise the outcomes for this group of children and ensure their corporate parenting responsibilities support good outcomes for all looked after children.

The council commissions services for young carers through an integrated service between children's and adult social services from the Powys carers' service. Strategic arrangements are good, with effective corporate support in place, data information is provided quarterly to the council on the performance of this service. A range of activity based services are provided to children and young people and it is evident that they are benefiting from this valuable support service. However, the council need to look at how they improve access to this service as the percentage of young carers being provided with a service has dropped from just above 86% to almost 72% during the past twelve months.

Areas of progress

- The delivery of an integrated community service;
- Increased clarity around the modernisation and integration agenda;
- Work with communities in the delivery of local services;
- Out of Hours service;
- Increase in the number of approved foster carers.

Areas for improvement

- Delayed transfer of care;
- Launch of the reablement service;
- Outcomes for looked after children.

Effect on people's lives

Adults

This year saw a significant increase in adult safeguarding referrals, a 30% increase on last year. This has provided the council with another significant challenge. CSSIW inspectors were heavily involved in a number of investigations and whilst they were confident vulnerable adults in those cases, were not placed at risk, the timeliness of these investigations and the subsequent reporting were affected. The lack of a consistent method of referring a case into safeguarding is also reported. CSSIW inspectors report that this has led to some delays and confusion as to who a referral should be made to, and how this should be logged.

The impact of the retendering exercise in domiciliary care services led to a further and very significant increase in concerns being raised with CSSIW and the number of adult safeguarding referrals due to the rise in missed calls to vulnerable people living in the community. In response to the issues raised and the impact on the continuity of care for service users, the council is working with the Social Services Improvement Agency to scope an independent review of the commissioning and retendering process. The council recognises that a review of adult safeguarding practices and structures is now required, and this will be a key area for improvement and follow up this year. In order to address this shortfall the council made the decision to establish a joint safeguarding unit during 2014/15 which will be led by a single safeguarding manager who will be responsible for the provision of safeguarding across both adults and children services.

The council took part in the CSSIW national review of deprivation of liberty safeguards under the Mental Capacity Act 2005 in May 2014. A key priority for the council is to implement the recommendations of this report and to strengthen local safeguarding arrangements.

The council's work with carers is predominantly provided by the Powys carers' service, together with a number of smaller locally based third sector groups. Work with carers is now fully embedded into the commissioning functions of the council and is seen as a vital resource. Supporting this is the introduction of the e-learning package for use with council staff. Carers report increased engagement and consultation with the carers' service, but improvements are needed in direct engagement in order to more directly ensure that the carers' service is meeting needs effectively. The council is responsible for the carrying out and recording of carer's assessments, where it is recognised that improvements are still required.

Children

The council plan to strengthen their safeguarding arrangements and to develop services in line with the Social Services and Well-being (Wales) Act 2014,

therefore during the coming year will develop a joint adult and children safeguarding unit. The aim is to ensure an integration of service where there is a timely response and an alignment between adult and children's safeguarding issues specifically in cases of domestic abuse and mental health concerns. Key to the delivery of an effective integrated service will be to ensure threshold are applied consistently that risk is minimised and that where children are moving through the continuum of care that risks do not fall between the two service structures of adults and children. CSSIW experiences of regulated services has identified that these areas have been an issue which has led to delays in responses and poor judgements being made regarding risk factors.

The local safeguarding board has continues to work with its partner agencies in developing effective strategies to minimise risk and to ensure safeguarding remains a multi agency priority. Professional meetings are regularly held to share learning and improve safeguarding arrangements for children and young people. An effective junior local safeguarding children's board has been operational for some time and has been nationally recognised as offering children and young people with a strong voice in safeguarding matters affecting them. Safeguarding training has been provided for elected members and school governors which has included ensuring that members are aware of their corporate parenting responsibilities. The council has been working with its regional councils on the development of a regional children's safeguarding board. The governance arrangements have been agreed, which provide a robust framework to ensure that the regional and local issues are monitored and reviewed effectively.

The national inspection safeguarding and care planning for looked after children and care leavers who exhibit vulnerable or risky behaviours found many areas of good practice and areas where further development was required. Specifically it, found that child protection processes were being used appropriately to manage risk, with a shared understanding and commitment from staff to safeguard young people and improve their outcomes. However, risk assessments could be strengthened to be more consistent and it was not evident that young people had engaged in the process or were aware that an assessment had been completed.

The number of children whose names are on the child protection register at the end of March 2014 has decreased by 22.5%, with the preventative strategies being sighted as a key factor. Performance indicators for this area remain within and in some areas above the national average. However, there has been an increase in the number of conferences being held that are not within fifteen days of the strategy discussion.

The council has been involved with its regional partners in the development of the regional adoption agency in line with the Welsh Government policy of an adoption service for Wales. The regional adoption service became operational in April 2014.

Areas of progress

- Implementation of the carers measure.
- Embedding the work with the carers service in commissioning.
- Regional adoption agency.
- Regional children's safeguarding board.

Areas for improvement

- Consider lessons learned from the commissioning and retendering process in domiciliary care to ensure the safety and wellbeing of service users.
- Adult safeguarding, its structure, processes and delivery.
- Direct engagement with carers receiving a service.
- Improved communication between adults and children safeguarding to ensure risk is managed appropriately.
- Timely process for child protection case conferences.
- Risk management of children who present with risk taking behaviours.

Capacity

Delivering Social Services

A performance management framework is included in the new operating model which it is hoped will reinforce accountability across staffing by the use of team balance scorecards and ninety day action plans. Management capacity and robustness will be necessary, as will the commitment and understanding of the workforce in moving toward this transformation. An awareness at all levels as to clarity around the direction of service delivery and the part the individual will play in this is paramount to its ultimate delivery and success. A lack of connection between the higher level aims and objectives of change and the worker delivering this change was commented upon in the CSSIW follow up inspection of March 2013.

The changes required in adult social care remain evident, with the review and re-design of service and management structures, including, where appropriate the review of the delivery of community services, the progression of early intervention and prevention initiatives, and collaborative work not only with health, but the third sector and the motivation provided by good regional working.

There is still a need, again highlighted in the March 2013 follow up inspection, for the council to have in place clearer eligibility criteria, which will enable the council to recover cost and promote direct payments. The council have embarked upon a consultation process with regard to eligibility criteria. These shifts in service delivery and approach will require meaningful consultation and both political and corporate support.

The council is facing substantial budget cuts in children services with a reduction of budget by £675K; this will have significant impact on service delivery. Whilst independent assessment have concluded that the current service delivery plan places the council in a stronger position it will remain a significant challenge. Further challenge is that there have been changes in its senior officers following the decision that the merge with Ceredigion Council would not continue, and a new director and heads of service within adults and children have been appointed. In addition in children services there has been a restructure of the senior management team with a significant reduction in capacity both in senior staff and areas of responsibility. The configuration within the children and young people's partnership of the early intervention and preventative strategy will give some capacity, however, there are potential risks in statutory services being managed and delivered effectively. It is recommended that this is monitored closely to ensure that this does not have any adverse impact on effectiveness of service delivery. This will be monitored during the forthcoming months.

The leader of the council has recently made the decision to align the portfolio responsibilities for education and children services, this decision should support the council's preventative strategy and ensure better integrations of services to children and their families. It is hoped that this improves the education outcomes for looked after children and this should be a priority for the portfolio leader.

The children and young people's partnership are developing a Welsh language scrutiny group to ensure the department delivers on its responsibilities of the Welsh Government Policy *'More Than Just Words'*.

Performance management systems are effective with effective mechanisms in place within adults and children's services to monitor performance; senior officers maintain good oversight of performance.

Areas of progress

- Improved performance management.

Areas for improvement

- Clarity and the consistent application of an eligibility criteria.

Providing direction

The council report that their preparedness to respond to the requirements of the Social Services and Wellbeing (Wales) Act 2014 is evidenced through their transformation programme. There has been awareness raising with elected members to understand the core requirements of the Act and the requirements that this places upon the council. The council is facing significant budget reductions.

This together with the implementation of the Act and an ambitious service improvement agenda will present significant challenge for the council.

The council in agreeing its 2014/15 budget has identified the need to make significant savings of some £40m over the next three years. The total savings for 2014/15 to be found for adult social care is £2.7m and for children's services is £675k. This is a challenging situation especially in the context of service delivery and modernisation in adult social care going back some years. Where in an effort to deliver the improvements required costs have increased which has resulted in over-spends year on year. The sustainability of the current delivery model, and the improvements identified to future proof the council, as demand for services increase in line with an ageing population, would indicate that further investment will be required.

The council has now appointed to its senior leadership team for social services which has included the appointment of a new statutory director and heads of both adults and children's services. This change of leadership has been alongside a number of political changes to the portfolio holders for social services, with the one portfolio holder being across both children's services and education.

In the previous evaluation report CSSIW highlighted that the need for considerable change within social services was necessary in order to deliver effective services. The recommendations of CSSIW were reflected in the council's transformation plan, the Powys change plan 2013-2016. However, this year has seen the development of a single integrated plan, the one Powys plan 2014-2017. It is hoped that this plan will ensure that the council will work alongside other partner organisations to deliver services, more locally focused and targeted to the community's needs. Powys is the first authority to integrate the council's change plan into a single integrated plan. This reflects the commitment to collaborative working and the need to develop community involvement and leadership, in order to establish more sustainable models of support for people.

Areas of progress

- Appointment to the senior positions of director and heads of service.
- Appointment of portfolio leads to support change.