



Powys Social Services Recovery

- Briefing for the Mid-Wales Joint Committee

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Introduction

This briefing presents a high-level overview of the recovery position of Powys County Council's Social Services following the COVID-19 public health crisis. While the majority of the Council revoked business continuity in early May 2021, social services remain working in Business Continuity and while staff continue to be redeployed (such as day care staff providing care and support in people's own homes while day centres are closed) this will stay unchanged, with the exception of the commissioning and contract management service which will move into recovery over the coming month with a programme of work to undertake the outstanding market management and procurement work.

Background

The impact of COVID-19 on Powys County Council has been and continues to be significant. This is shown on the 'on a page' graphic below:

Understanding the Impact of COVID-19 in Powys

'on a page'
January 2021

In order to consider how Powys may look in the future, it is necessary to clearly see the current situation, what has changed or stayed the same and what this might mean for the County **over the short (6 months), medium (1 year) and long term (5 years).**



Economy



Business Support - over **£66.7m** paid out to over **9,600** businesses with a further **support package** to be made available for small charities in Powys



Employment trends - At the end of October 2020 there were **4,300** total employments furloughed, **8%** of the eligible amount. From March to December 2020 claimant count increased by **131% (1,865 persons)**



Impact on key sectors - **Accommodation & food services** is believed to have been the hardest hit sector, running at only **15%** of normal in quarter 2 of 2020

- **Short, medium, long term**
- July - Dec 2020 compared to March and April 2020, it is estimated that:
- **Short term** Powys' GVA decreased by 20% and unemployment increased by 138%
- **Medium term** Powys' GVA has fallen by an estimated 9%
- **Long term** Powys' GVA is estimated to fall by 1.3%

Vibrant, connected & resourceful communities



Volunteers - **479** health and care volunteers across PCC and PTHB. **129%** volunteer increase on powys.volunteering-wales.net



Community provided services - **5,669** persons told to shield by Welsh Government in Powys communities



Environmental impacts - Powys declared a **climate emergency** (in September 2020 and joined Team Wales), aiming to be 'net zero' emissions by 2030. *We will build back better*

- **Short, medium, long term**
- **Short term** Communities with high numbers of vulnerable persons continue to need additional help
- **Medium term** A possible rise in the need for food banks in the most 'financially stretched and urban adverse' areas
- **Long term** Risk that smaller Environmental NGOs may be lost without additional funding

Residents start well, live well & age well



Referral numbers - Year to date figures (compared to the same period last year) show that referrals through Adult service front door have **increased by 21%**. Childrens services referrals have **increased by 19%** with more children identified as being at risk.



Homelessness and housing impacts - **152 households in temporary accommodation** as at 5th Jan 2021, **127% increase** compared to Jan 2020. **82% of those accommodated are single persons**

- **Short, medium, long term**
- **Short term** The Council developed new processes to support our COVID response to residents and those dealing with social isolation.
- **Medium term** Trend shows referrals will increase, this includes referrals into mental health services.
- **Long term** more Adult social care needs will be met in the community. Increase in homelessness for family groups due to unemployment

Capable, confident & fulfilled residents



Pupil and student trends - During January 2021 over **92%** of Powys learners engaged with their school. **1,413** devices and MiFi dongles distributed



Free school meals - **39% increase** in free school meal take up between April 2019 and Nov 2020



Well-being of pupils and students - Demand for children and young people's counselling service **increased by nearly 50%** since lockdown to **220** active cases

Short, medium, long term
The impact on children and staff is yet unknown but measures are being introduced to help combat this.



High Performing & well run council



Financial outlook for the council - **£1m** deficit forecast at year end and likely this could edge towards a break even position.



206 staff furloughed recouping £567k March - Dec 2020



Service Performance Impacts - Significant changes to the way the council is operating. **2000 daily connections to Office 365. (+10% active connections)**
Well-being staff survey - **872** staff have responded so far. **74%** staff reported they have **increased productivity** and **80%** juggle their **work/life balance well** and are **enjoying the flexibility**

Short, medium, long term
Short term Significant loss of income
Medium and long term Revisit our MTFs, austerity means we are likely to have a significantly worse financial settlement in future years

Headlines of Recovery Plans

The Council has identified three main priorities for recovery. These are:

1. Re-opening the Economy.
 - 🔍 Working with the Welsh Government and the UK Government in accessing the Levelling-up fund and other resourcing opportunities.
 - 🔍 Supporting care providers through the Welsh Government's Hardship Fund and by ensuring sustainability.
2. Re-opening Council Services.
 - 🔍 Social Services' component set out below.
3. New Ways of Working
 - 🔍 Proposal that staff who can work safely and effectively from home are designated as homeworkers, with associated agile working systems implemented.

Of more than a hundred service areas identified within the Council, the following areas of recovery areas have been identified within Social Services:

Adult Services

Business Mode	Theme	Activity	Service Area	Current arrangements	Current Position	Recovery planning actions to be taken	Related Risk(s)
Business Critical	Response	Adult Services - implementation of Social Services Business Continuity Plan	Adult Social Care		Green - Operational	To review lessons learnt from phase 1 and factor in to planning for phase 2 Support Care Homes and broader market to plan and prepare Continue work with PTHB on surge planning-including the field hospital plans	COVID0044 - Impact of COVID-19 COVID0050 - Increase in domestic violence COVID0064 - Sustained lockdown COVID0065 - Lack of PPE COVID0074 - WCCIS availability
Suspended	Suspended	Day Centres for older people and people with disabilities	Adult Social Care	Currently reliant on staff redeployed from this service area to maintain critical services to those in supported tenancies.	Red -On hold	Do not restart during this period All Service Users to be reviewed prior to reopening of Day Services and different models of care to be considered and community universal resources explored via a direct payment. Physical space in Day Services to be reviewed and consider how Social Distancing can be maintained and appropriate risk assessments for each Service User agreed to return	
Suspended	Suspended	Quality Assurance peer audits	Adult Social Care	Capacity to undertake work. Officer has been redeployed to undertake business critical work.	Amber - Action - Transition	Do not restart during this period Regular monitoring of staff capacity during business continuity Quality assurance processes have become more integrated into daily practice through initial response meetings and care practice forums. Quality assurance framework being reviewed and revised in light of virtual working and learning from new ways of working during the pandemic.	

Children's Services

Business Critical	Response	Children's Services - all services, including Safeguarding	Children's Services	Green - Operational	<p>Move internally redeployed staff back into their own teams and reinstate those areas of the service that were not identified as business critical</p> <p>Review the Services Improvement plan and continue the improvement work wherever possible during the COVID-19 pandemic to ensure the work taken place so far is not lost.</p> <p>Plan and prepare for the impact that returning to 'normal' life will have on children, young people and their families especially our care leavers eg, schools only partially opening, financial hardship and unemployment, risks and fear of still contracting COVID-19, increase in mental health difficulties in young people, increased domestic abuse in homes.</p> <p>Review risk assessments and use of PPE if the virus is still in our communities to ensure we are keeping staff and families safe.</p> <p>To be able to react quickly to changes in government legislation and guidance on social distancing and adapt our services appropriately.</p> <p>Staff wellbeing – the impact of COVID-19 for our staff has been in both their personal and professional life.</p> <p>Ensuring effective communications to all staff, children, young people and multi agency partners on all changes to the services we provide.</p> <p>To restart the workforce development project work and continue the development of 'Grow our own Social workers' with the overall aim of stabilising the workforce.</p> <p>Re-instate the Start Well board as a priority.</p> <p>Continue the work to become CIW inspection ready.</p>	<p>COVID0067 - Health and wellbeing of children and young people</p> <p>COVID0068 - Placement availability</p> <p>COVID0069 - Increased demand on Children's Services</p> <p>COVID0074 - WCCIS availability</p>
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Commissioning and Contract Management

Business Critical	Response	Market Management and Support	Commissioning and Contract Management	<p>Regular meetings held and communication with providers. additional roles adopted by the team regarding C19 testing, PPE logistics etc.</p> <p>Additional work required to provide Population Needs Assessments, Market Sustainability Reports, Market Position Statements, in the absence of Public Health support.</p>	Amber - Action - Transition	<p>Services are not yet in recovery and will not be able to fully recover until physical distancing requirements are removed/reduced. Supporting the market in this manner will continue while the services are in business continuity and are working with restrictions.</p>	<p>COVID0044 - Impact of COVID-19</p> <p>COVID0050 - Increase in domestic violence</p> <p>COVID0064 - Sustained lockdown</p> <p>COVID0065 - Lack of PPE</p> <p>COVID0074 - WCCIS availability</p> <p>COVID0067 - Health and wellbeing of children and young people</p> <p>COVID0068 - Placement availability</p> <p>COVID0069 - Increased demand on Children's Services</p>
Other Priority Activities	Response	Supported Living Contract Tendering	Commissioning and Contract Management	<p>Significant cumulative contract value.</p> <p>Providers aware of challenges and delay.</p>	Amber - Action - Transition	<p>Additional resources identified to support the tendering process.</p> <p>The tendering process will commence this year. The challenge is whether the providers will have sufficient capacity to respond to such a large competitive process.</p>	<p>COVID0044 - Impact of COVID-19</p> <p>COVID0050 - Increase in domestic violence</p> <p>COVID0064 - Sustained lockdown</p>
Reduced	Response	General Commissioning and Contracts - children & adults	Commissioning and Contract Management	Ongoing, but with several contract exemptions in place and competitive tendering minimal.	Amber - Action - Transition	<p>Most contracts have been extended with an agreed exemption. The exemption ended in April 2021 and we are currently considering which contracts should now be extended and which ones should receive our attention to tender appropriately.</p>	<p>COVID0044 - Impact of COVID-19</p> <p>COVID0050 - Increase in domestic violence</p> <p>COVID0064 - Sustained lockdown</p> <p>COVID0065 - Lack of PPE</p> <p>COVID0074 - WCCIS availability</p> <p>COVID0067 - Health and wellbeing of children and young people</p> <p>COVID0068 - Placement availability</p> <p>COVID0069 - Increased demand on Children's Services</p>

Business Critical	Response	Contract Monitoring	Commissioning and Contract Management	Undertaken virtually with daily continual contact with providers. Significant risks in not being able to visit properties/services	Amber - Action - Transition	Work is currently being undertaken to risk assess a return to visiting care homes etc as the WG Alert Levels are reduced.	COVID0044 - Impact of COVID-19 COVID0050 - Increase in domestic violence COVID0064 - Sustained lockdown COVID0065 - Lack of PPE COVID0074 - WCCIS availability COVID0067 - Health and wellbeing of children and young people COVID0068 - Placement availability COVID0069 - Increased demand on Children's Services
Reduced	Stabilise	Partnership & RPB	Commissioning and Contract Management	Has restarted to a certain extent. But not to previous levels.	Amber - Action - Transition	The meetings have re-convened, but are short and managed in order to make best use of time across PCC and PTHB management.	COVID0044 - Impact of COVID-19 COVID0064 - Sustained lockdown COVID0067 - Health and wellbeing of children and
Business Critical	Response	Substance Misuse Services	Commissioning and Contract Management	Work continues. Contract manager recently left the Council and recruitment underway.	Amber - Action - Transition	Recruitment is underway for a new officer. The Health and Care Change Manager - Live Well is currently taking responsibility for the work.	COVID0044 - Impact of COVID-19 COVID0050 - Increase in domestic violence COVID0064 - Sustained lockdown COVID0065 - Lack of PPE COVID0074 - WCCIS availability COVID0067 - Health and wellbeing of children and young people COVID0069 - Increased demand on Children's Services

Social Services has recovery and business continuity matrices aligned to the Welsh Government's alert levels. This enables moving the services to different levels of provision according to national developments and infection levels. The matrix for adult services is set out below:

LOCKDOWN

- Access to emergency or essential services only
- Schools are only open to vulnerable pupils and children of key workers
- people are advised to stay at home, only leaving home for essential travel
- to work from home if possible.

Level 4 / Very High Risk: Restrictions at this level would be equivalent to the 'firebreak' regulations or lockdown. These could either be deployed as a 'firebreak' by doing so in advance, or as an emergency 'lockdown' measure if advance notice is not possible

Undertaking of priority 1 care calls and other business critical work only. This includes:

- Safeguarding
- Care Homes (including Supported Living) & Domiciliary Care
- Substance Misuse
- Supporting people to transfer home from [hospital](#)
- Front door/information and Advice
- Supporting Unpaid Carers
- Financial support to providers
- Public/environmental health support to providers
- Deprivation of Liberty Safeguards.
- Statutory functions of the Deputyship Unit.
- AMHP provision
- Contract monitoring

- Day services and some commissioned services stopped & service users supported [through](#)
 - Redeployment of day care staff to work in supported living, domiciliary care and residential care and to provide support throughout the [day](#)
 - Assessment for additional care provision
- Regular telephone calls to vulnerable service users
- Urgent assessments for care and support
- Brokerage 7 day working (if required)
- Weekly (or more regular as required) calls with Providers - information exchange, staffing levels, [PPE](#)
- Personal Protective Equipment (PPE) provided 24/7 to all care [providers](#)
- Urgent respite only
- Safeguarding business as usual
- Enabling access for providers to emergency funding (Hardship Fund)
- Mental Health Act assessments
- Ongoing Forums – virtual meetings

- Regular Sitreps (up to daily) for ASC & associated statistical [returns](#)
- Regular (up to daily) MDT for disabilities
- Regular (up to daily) Care Home MDT
- Daily Sitrep for Live Well Commissioning
- Regular (up to daily) calls to care providers
- Weekly conference calls with care providers - supported by letters to all care [providers](#)
- Silver Command - regular meetings
- Gold Command - regular meetings
- Regular (up to daily) team meetings with inhouse service provision
- Workforce Risk Assessments
- All staff home working where possible
- Section 33 meetings stood [down](#)
- Stood down RPB, CCROG and subgroup [partnerships](#)
- Surge Accommodation Provision
- Senior manager (commissioning) cover 7 days per week - rota
- [Non essential](#) training stood [down](#)
- Rapid recruitment of care staff
- Regular meetings with Trade Unions
- Contract management – risk and well-being focused - no on-site [activity](#)

- Transfer checklist to ensure that information was passed to providers in relation to infection [risk](#)
- Step down bed monitoring process to ensure flow through the [system](#)
- Out of County (SATH & WVT) partnership call weekly to exchange information and [strategies](#)
- Patient letter explaining the need to vacate hospital beds and reduction in [choice](#)
- Regular patient flow calls (up to daily), timely planning.
- Creating capacity / additional resource [L&S](#) surge capacity / accommodation
- Social workers, brokerage team and inhouse reablement /domiciliary care working (up to) 7 days week and evenings
- Liaise with providers and act as conduit to information and financial support from [WG](#)
- CIW –change in RISCA legislation to support providers in capacity for recruitment [etc](#)
- Coronavirus Act
- Range of guidance issued by [WG](#)
- PAVO / Community Connectors / Third Sector
- PCC – Dedicated corporate support e.g., HR, Environmental Health, libraries, legal, [finance](#)
- Enhanced communication – briefings etc
- Committed deployed resources – internally within Adult Social Care and the wider [council](#)
- Training provision for deployed staff and volunteers
- IT resources and support
- Procurement exemptions – emergency awards
- Regular staff testing [offered](#)
- Enhanced workforce management

RED

- Increase the availability of public services gradually (e.g., waste and recycling, libraries). Increase scope of essential health and social care services.
- Schools enabled to manage increase in demand from more key workers and vulnerable pupils returning
- Local travel, including for click-and-collect retail allowed
- People allowed to provide or receive care and support to/from one family member or friend from outside the household

Level 3 / High Risk: These represent the strictest restrictions short of a firebreak or lockdown. This responds to higher or rising level of infections where local actions are no longer effective in containing the growth of the virus.

Undertaking of priority 1 care calls and other business critical work only. This includes:

- Safeguarding
- Care Homes (including Supported Living) & Domiciliary Care
- Substance Misuse
- Supporting people to transfer home from [hospital](#)
- Front door/Information and Advice
- Supporting Unpaid Carers
- Financial support to providers
- Public/environmental health support to providers
- Deprivation of Liberty Safeguards.
- Statutory functions of the deputyship unit.
- AMHP provision
- Critical partnership activity
- Contract monitoring

- Day services stopped & service users supported [through](#)
 - Redeployment of day care staff to work in supported living, domiciliary care and residential care and to provide support throughout the [day](#)
 - Assessment for additional care provision
- Regular telephone calls to vulnerable service users
- Urgent assessments for care and support
- Brokerage Monday to Friday
- Daily calls with Providers - information exchange, staffing levels, [PPE](#)
- Personal Protective Equipment (PPE) provided 24/7 to all care [providers](#)
- Urgent respite only
- Safeguarding
- Residential Colleges closed
- Access for providers to emergency funding
- Mental Health Act assessments
- Ongoing Forums – virtual meetings

- ASC Sitrep Monday, Wednesday, Friday & Check-in on Sunday & associated statistical return (shared with PTHB)
- Daily MDT for disabilities
- Daily Care Home MDT + twice weekly oversight group with PTHB
- Daily Sitrep for Live Well Commissioning
- Commissioning Sitreps Tuesdays and Fridays
- Revised frequency of calls to care home providers, based on BRAG rating (blue=one weekly update call; green=twice weekly calls; amber=3 weekly calls; red=daily calls).
- Weekly conference calls with care providers
- Silver Monday, Wednesday & Friday
- Gold Monday, Wednesday & Friday
- Daily team meetings with inhouse service provision
- Weekly WG statistical return
- Risk assessing all staff on social [distancing](#)
- All staff home working
- No section 33 meetings
- Re accreditation of AMHPS
- Qualifications Panel
- Stood down RPB and subgroup [partnerships](#)
- CCROG reconvenes for critical partnership decision [making](#)
- Surge Accommodation Provision
- Senior manager (commissioning) cover 7 days per week – rota
- Contract management – risk and well-being focused - no on-site [activity](#)

- Impact of schools [opening](#)
- Transfer checklist to ensure that information was passed to providers in relation to infection [risk](#)
- Step down bed monitoring process to ensure flow through the [system](#)
- Out of County (SATH & WVT) partnership call weekly to exchange information and [strategies](#)
- Patient letter explaining the need to vacate hospital beds and reduction in [choice](#)
- Increase in patient flow calls to daily, reviewing all patients whether medically fit or not to ensure early planning.
- Creating capacity / additional resource i.e. surge capacity / accommodation
- Social workers, brokerage team and inhouse reablement /domiciliary care working 7 days week and [evenings](#)
- Liaise with providers and act as conduit to information and financial support from [WG](#)
- CIW –change in RISCA legislation to support providers in capacity for recruitment [etc](#)
- Corona virus bill
- Range of guidance issued by [WG](#)
- PAVO / Community Connectors /Third Sector
- PCC - Corporate support e.g. HR, Environmental Health, libraries, legal, finance
- Enhanced communication – briefings etc
- Deployed resources – internally within Adult Social Care and the wider council
- Training provision for deployed staff and volunteers
- IT resources and support
- Procurement exemptions – emergency award
- Staff testing for people with symptoms and all frontline [staff](#)
- Terms and conditions of staff employment to meet business critical [work](#)

AMBER

- Continue to increase the availability of public services. Increase access to non-essential health and care services (e.g., elective surgery, dentistry)
- Priority groups of pupils to return to school in a phased approach
- Travel for leisure allowed together with meeting with small groups of family or friends for exercise
- People able to access non-essential retail and services
- More people travelling to work

Level 2 / Medium Risk: This includes additional controls to limit the spread of coronavirus. These may be complemented by more targeted local restrictions put in place to manage hotspots or specific incidents or outbreaks.


Undertaking of priority 1 care calls and other business critical work only. This includes:

- Safeguarding
- Care Homes (including Supported Living) & Domiciliary Care
- Substance Misuse
- Supporting people to transfer home from [hospital](#)
- Front door/Information and Advice
- Supporting Unpaid Carers
- Financial support to providers
- Public/environmental health support to providers
- Deprivation of Liberty Safeguards.
- Statutory functions of the deputyship unit.
- AMPH provision
- Small scale project work
- Reflecting on priorities and demand – analyse / reflect [phase](#)
- Critical and important partnership activity
- Contract monitoring

- Day services stopped & service users supported through
 - Redeployment of day care staff to work in supported living, domiciliary care and residential care and to provide support throughout the [day](#)
 - Assessment for additional care provision
 - Support service user through direct payments to access the [community](#)
- Regular telephone calls to vulnerable service users
- Urgent assessments for care and support
- Brokerage Monday to Friday
- Daily calls with Providers - information exchange, staffing levels, [PPE](#)
- Personal Protective Equipment (PPE) provided 24/7 to all care [providers](#)
- Urgent respite only
- Safeguarding
- Residential Colleges closed
- Access for providers to emergency funding
- Mental Health Act assessments
- Supporting care providers to recover
- Ongoing Forums – virtual meetings

- ASC Sitrep Monday, Wednesday & Friday
- Monday, Wednesday & Friday MDT for disabilities
- Monday, Wednesday & Friday Care Home MDT + weekly oversight group with PTHB
- Monday, Wednesday & Friday Sitrep for Live Well Commissioning
- Commissioning Sitrep Wednesday
- Weekly calls to care providers
- Weekly conference calls with care providers
- Recovery Coordination Groups
- Daily team meetings with inhouse service provision
- WG statistical return as [required](#)
- Risk assessing all staff on social [distancing](#)
- All staff home working
- RPB and CCROG reconvenes for critical partnership decision [making](#)
- Surge Accommodation Planning
- Senior manager (commissioning) - Monday to Friday
- Contract management – risk and well-being focused - some on-site [activity](#)

- Transfer checklist to ensure that information was passed to providers in relation to infection [risk](#)
- Step down bed monitoring process to ensure flow through the [system](#)
- Out of County (SATH & WVT) partnership call weekly to exchange information and [strategies](#)
- Patient letter explaining the need to vacate hospital beds and reduction in [choice](#)
- Increase in patient flow calls to daily, reviewing all patients whether medically fit or not to ensure early planning.
- Liaise with providers and act as conduit to information and financial support from [WG](#)
- CIW – change in RISCA legislation to support providers in capacity for recruitment [etc](#)
- Corona virus bill
- Range of guidance issued by [WG](#)
- PAVO / Community Connectors /Third Sector
- PCC - Corporate support e.g. HR, Environmental Health, libraries, legal, finance
- Enhanced communication – briefings etc
- Deployed resources – internally within Adult Social Care and the wider council
- Training provision for deployed staff and volunteers
- IT resources and support
- Procurement exemptions – emergency award, but longer-term commissioning restarts
- Terms and conditions of staff employment to meet business critical [work](#)
- Staff testing for people with symptoms and all frontline [staff](#)

<p>GREEN</p> <ul style="list-style-type: none"> • Access to all normal public, health and social care services under physical distancing where possible or precautions in other settings • All children and students able to access education • Unrestricted travel subject to ongoing precautions • All sports, leisure and cultural activities, as well as socialising with friends permitted, with physical distancing <p> Level 1 / Low Risk: This represents the level of restriction closest to normality which are possible while infection rates are low and preventative measures in place.</p>	<ul style="list-style-type: none"> • Establish new priorities / population demand – Reframe Health and Care Strategy / Vision 2025 • Full strategic and proactive procurement • Remodelling – reflect on lessons learnt • Revisit / reset staffing structures and commissioned service models • All partnership activity • Contract monitoring 	<ul style="list-style-type: none"> • Business as usual for adult social care, assessments, support and care provision • Risk assessment undertaken on practicality of opening day centres • Support service user through direct payments to access the community • Ongoing Forums – virtual meetings and/or physical meetings 	<ul style="list-style-type: none"> • Powys New Way of Working – home/agile working with IT support • General attendance at County Hall for monthly team meetings only • RPB, CCROG and subgroup partnership activity reconvenes 	<ul style="list-style-type: none"> • Influx of annual leave requests • Occupational health screening • Staff fatigue • Staff on social distancing/shielding returning to work • Management of changes HR • Terms and conditions of staff employment to meet the business-critical work • Wider role of PAVO / Community Connectors • Assistive technology – increase reliance • Commissioning and contract tendering business as usual
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