



A HEALTHY, CARING POWYS

JOINT AREA PLAN 2023 – 2028



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Section 1: Introduction / Purpose

This document is the Powys Regional Partnership Board's second Joint Area Plan for the five-year period 2023/24 -2027/28. It incorporates a Mid Term Review of the shared health and care strategy, A Healthy Caring Powys (2017 – 2027) and will deliver the final stages of that ten-year ambition.

Much has changed since the original Area Plan and Health and Care Strategy was published in 2017. The Covid-19 pandemic has impacted on the wellbeing of the population of Powys, and the delivery of health and care, as it has worldwide. The evidence base is still emerging about the consequences of both the direct and indirect harms caused by the pandemic and the implications for health and wellbeing.

Resources and delivery during this time was refocused on the immediate response to this public health emergency. Whilst this meant that some work was suspended or delayed, other areas of ambition were accelerated, with enormous progress in a short time in digital ways of working and great innovation across health and care teams to keep Powys safe.

The Health and Care Strategy has therefore been reviewed in the light of this much changed context. The socio-economic landscape is more complex, and the health and care challenges are heightened. There is significant pressure in the healthcare system, social care, and wider care market in Powys, as there is across Wales, the UK and internationally. There is an even more pressing 'case for change' and a firm commitment in Powys to build a sustainable model of health and care.

There is a recognition therefore that joint priority areas for partners must both build on the areas of accelerated change and progress made under the first Area Plan to support the continued transformational aspiration required, and yet, remain grounded and connected to the real challenges being experienced across the health and care environment and impacting on people's health and wellbeing opportunities here and now.

The ambition, intention and evidence base set out in the original Area Plan is still very much relevant today. This second iteration of the Area Plan therefore builds on the ambition, reaffirming the principles and objectives shared across partners in the Regional Partnership Board and refreshing their joint priorities.

An important piece of work has recently commenced focusing in particular on the development of an Accelerated, Sustainable Model for health and care in Powys. This work is being taken forward in three phases. The initial Discovery phase will be complete in time to inform this plan and the Design and Delivery phases will shape and refine implementation.

In this context, the priorities for the next five years have been outlined in the plan however it is recognised that given the complex challenges ahead, further work will be carried out with partners and delivery groups to refine the detail of action plans in the first part of this financial year.

Section 2: Strategic Context

The *Social Services and Well-being (Wales) Act 2014* was introduced on 1st April 2016 and provides a legislative framework for care and support in Wales. It is aimed at improving the well-being of people who need care and support, carers who need support, and for transforming the way in which services are commissioned and delivered.

A number of core principles underpin the Act:

- Voice and control – putting the individual and their needs, at the centre of their care, and giving them a voice in, and control over reaching the outcomes that help them achieve well-being.
- Prevention and early intervention – increasing preventative services within the community to minimise the escalation of critical need.
- Well-being – supporting people to achieve their own well-being and measuring the success of care and support.
- Co-production – developing ways of working whereby practitioners and people work together as equal partners to plan and deliver care and support.
- Cooperation, partnership, and integration – improving the efficiency and effectiveness of service delivery, providing coordinated, person centred care and support and enhancing outcomes and well-being.

Part 9 of the Act requires local authorities and health boards to establish Regional Partnership Boards (RPBs). (It is currently under review in order to strengthen partnership arrangements. Any agreed changes will need to be incorporated into how the RPB operates.)

RPBs manage and develop services via secure strategic planning and partnership working and ensure that effective services and care and support systems are in place to meet the needs of their population. This Act, in effect, is a framework for both planning and delivery with a key focus on improving outcomes for citizens.

Powys Regional Partnership Board brings together a range of partners including the local council, health board, third sector, care providers and other key people, including citizens, to ensure that people work together, better, to improve health and wellbeing in Powys.

The RPB oversees the delivery of this in Powys via a thematic lifecycle approach in its programmes: Start Well, Live Well, and Age Well as well as other work which cuts across all of these.

The Regional Partnership Board (RPB) and wider partnership structures continue to provide a vehicle to drive forward integration opportunities and collaborative approaches to working together with cross sector leadership and a strong shared commitment to providing seamless, integrated health and social care services, to support people across the life course.

What RPB Area Plan does:

- The plan sets out high level principles, outcomes and priorities for **regional working** across health and social care in Powys through the reaffirmed Powys Health and Care Strategy, A Healthy Caring Powys (2017 – 2027).

- Priority areas within the Area Plan focus specifically on the system and collective leadership that is enabled through the vehicle of the Powys Regional Partnership board governance and working arrangements to help deliver transformative change across the health, care and wider system to improve outcomes for people in Powys – this is underpinned by the Social Services and Well-being (Wales) Act 2014 and sets a framework for health and social care partners to work together to a common agenda.
- The Area Plan demonstrates the complexity of the current planning landscape and highlights opportunities for strategic alignment across a multitude of national, regional and local strategies and plans as part of delivering this plan to maximise collective efforts and resources across partners and people.
- The plan recognises there is further work required to draw a ‘golden thread’ through all key current and emerging plans. This work will continue into the first year of implementation.

What the area plan does not do

- It does not contain all health and social care priorities as the plan would be too large, instead it focusses on areas of work that require **partnership** working.
- It is not a complete collection of detailed actions from partner’s work plans as this would be duplication.

Strategic Planning Alignment – Overview

This section includes key strategic planning alignment - specific alignment to national, regional, and local plans will be considered against the relevant themes considered later in the document.

The work of the Regional Partnership Board sits within a broader national, regional, and local planning landscape, and links with organisational planning and strategic partnerships are key to ensuring alignment, avoiding duplication and maximising impact.

The plans in the Powys region have always been closely aligned to national and wider regional planning such as the ambition set out in A Healthier Wales and the strategic intent of the Mid Wales Joint Committee for Health and Social Care. Together, these plans harness collective efforts to recover and move forward from the impacts of the pandemic.

The Health and Care Strategy has been reviewed in the past year in the light of a much-changed context and new and emerging national policy and ministerial direction, as part of the development of the Regional Partnership Board’s Area Plan. The ambition, intention and evidence that forms this long-term strategy is still very much relevant today despite this changed context, and it continues to form the basis of other partners’ plans.

The wider Public Service Board Wellbeing Plan has also been reviewed and refreshed. This plan tackles much wider social, economic, and environmental factors to improve people’s wellbeing. It has been updated in parallel with the RPB Area Plan and work has been undertaken to maintain and strengthen the ‘golden thread’ across both plans.

The 'golden thread' seeks to provide links across all key planning arrangements, including the Council’s Corporate and Strategic Equality Plan and Powys Teaching Health Board’s Integrated Medium-Term Plan, with a focus on highlighting the specific shared priorities across RPB partners and supporting alignment across the distinct planning arenas.

There is a local focus on alignment with other national and regional plans. However, it is a complex landscape and further refinement is necessary, at all levels, to bring greater coherence across these wider plans for the health and care system.

There are significant opportunities to be investigated through the alignment with the Accelerated Cluster Development, for example, in relation to planning in the natural community geographies within Powys.

Key National Strategies and alignment

During the development of this Area Plan, the region has considered the Welsh Government Policies including:

- **A Healthier Wales: Our Plan for Health and Social Care,**
- **Six Goals of Urgent and Emergency Care**
- **Welsh Government Six Models of Care linked to the Regional Integration Fund (RIF)**
- **Accelerated Cluster Development and Strategic Programme for Primary Care**
- **Further, Faster – Integrated Community Care Service for Wales (*emerging policy area*)**

A Healthier Wales

A Healthier Wales sets out the plan for a long-term future vision of a “whole system approach” to health and social care, focusing on health and well-being and preventing illness. The Regional Partnership supports the delivery of these national goals through the delivery of its programme and has been used as a tool to ensure that each priority for the region contributes to the aims of the nation.

Vision, guiding principles and priority areas for transformation have been mapped and aligned with A Healthier Wales to the strategic vision and ambition within the Powys Health and Care Strategy.

Six Goals of Urgent and Emergency Care

The six goals, co-designed by clinical and professional leads, span the urgent and emergency care pathway, and reflect the priorities in the Programme for Government 2021–2026 to provide effective, high quality and sustainable healthcare as close to home as possible, and to improve service access and integration.

- **GOAL 1: Coordination, planning and support for people at greater risk of Urgent and Emergency Care:**
- **GOAL 2: Signposting, information, and assistance**
- **GOAL 3: Clinically safe alternatives to admission**
- **GOAL 4: Rapid response in Crisis**
- **GOAL 5: Optimal hospital care and discharge practice from the point of admission**
- **GOAL 6: Home first approach and reduce risk of admission.**

An important piece of work has commenced on the development of an Accelerated, Sustainable Model for health and care in Powys, supporting the delivering of the next phase of the Health and Care Strategy 'A Healthier Caring Powys' via this Area Plan. This work is being taken forward in three phases: the initial Discovery phase has been completed in time to inform this plan and the Design and Delivery phases will shape and refine its implementation. The priorities, aligned to each of the six goals, have been considered as part of a whole-system and integrated approach and will be aligned to the accelerated sustainable model programme once this reaches the design / delivery phase. Specifically in relation to goals 5 and 6, collaborative efforts will continue to ensure a joined-up approach and robust communication to enable timely restart of packages of care and improve accessibility to packages of care and residential placements.

Welsh Government Six Models of Care linked to the Regional Integration Fund (RIF)

The Health and Social Care Regional Integration Fund is a five-year fund from April 2022 to March 2027. It builds on the progress made under the previous Integrated Care Fund and Transformation Fund. The fund is a major resource for the Regional Partnership Board to help integrated health and social care services.

Regional Partnership Boards have the flexibility to determine which projects and services align to which model of care but essentially all RPBs need to ensure that they:

- invest in the development and embedding of the six priority models of care.
- are able to demonstrate that they are meeting the needs of all the priority population groups within each of the models of care.
- are maximising the use of key enablers to ensure their models of care are innovative, integrated, and transformative.
- seize every opportunity, across all population groups to increase the 'active offer' of integrated services through the medium of Welsh and that,
- all partners are able to 'shift' core resources to invest in match funding to ensure sustainable long-term delivery of the new models of care.

The strategic vision and intent of the Powys Health and Care Strategy fully aligns to the new National Models of Care and wider commitments of A Healthier Wales.

Accelerated Cluster Development and Strategic Programme for Primary Care

In 2021/22, the *Strategic Programme for Primary Care* introduced an Accelerated Cluster Development (ACD) Programme to ensure more rapid implementation of the Primary Care Model for Wales (PCMW) and to address system barriers. The programme aims to bring together and develop all previous primary care strategies and reviews at an accelerated pace and scale, whilst addressing emerging priorities highlighted within *A Healthier Wales*. To achieve success, the programme looks to all health, social and wellbeing providers, health boards and other stakeholders to work collaboratively in sharing local initiatives, products and solutions that could add value to the delivery of primary care services on a 'once for Wales basis'. Ministerial expectations for cluster development to be accelerated and for clusters and RPBs to align respective planning and partnership working have been made clear. The [Community Infrastructure Programme](#) will be particularly important in supporting further development of placed based models.

The Powys Clusters are working more collaboratively on the planning and delivery of care and creating further opportunities to accelerate the sustainable model of care as part of this Area Plan.

The Pan Cluster Planning Group in Powys is being delivered through the Regional Partnership Board Executive Group. There is alignment with the Area Plan Wellbeing Objectives with a 'Focus on wellbeing,' 'Tackling the Big '4'', 'Early help & support', and 'Joined up Care', reflected in the Cluster priorities and projects. There is strong connectivity in relation to Health & Wellbeing, Frailty, and Urgent & Emergency care.

Some important innovations have taken place over the past year and further roll out of these across clusters will support improved access and experience in relation to primary and community care.

Whilst progress has been significant, there are opportunities for primary care and community services to work more cohesively together to meet the needs of the population, whilst creating greater efficiencies and value within the system.

Recognising the ministerial priorities and alignment with the area plan and health board plan, and taking into account local population needs, the Powys Clusters have developed priorities and actions for 2023/24 in five areas:

- Improving Access to Primary & Community Services
- Pathways of Care, essential services, and business continuity
- Urgent & Emergency Care
- Mental Health and Wellbeing
- Workforce & Wellbeing

The RPB will work closer with Primary Care Clusters and, under the banner of 'Transforming in Partnership', take a broader system-based approach to understanding population need to inform the planning and delivery of the health and social care model and further integrate primary care with community-based services to ensure focus on well-being, equity, early help and support, sustainability of services and joined up care.

Further, Faster – Integrated Community Care Service for Wales (*emerging policy area*)

Welsh Government ministers have made their intentions clear that to strengthen community capacity steps are needed towards establishing a stronger, more integrated community care service for Wales. This would not be a new organisation, but rather an ambitious agenda to build a stronger web of support to give people a better quality of life. It means going further, faster, building on recent progress. It will need the whole system to jointly develop, agree and put in place a community care service and workforce model. This must consolidate current activity, rather than add another layer. The intention is to make a significant positive impact on our system ahead of Winter 2023/24.

Whilst the planning landscape remains complex and fluid (see later chapters '**Planning Landscape**'), a number of key national strategies and policy initiatives are crystalizing around a common theme that will support the region to rapidly develop an integrated service offer that meets the needs of people within their own communities, prevents escalation of need, and alleviates pressures on the acute health and care system.

Under the Further, Faster agenda and ambition to establish an Integrated Community Care service for Wales, partnership working with the local authority, health board, third sector and local people will continue to develop integrated care communities to help:

- Health and care services and local people work better together.
- Forge a web of local support from advice about wellbeing through to end-of-life care.
- People live in or close to home, with more care out of hospital where possible.

The integrated care communities will focus on the needs of people in specific areas, including cross-boundary care when necessary.

The emerging integrated community care model fully aligns with the key building blocks established within Powys that has progressed through the oversight and cross sector leadership provided through the Powys RPB and targeted investment in wellbeing; community prevention and development; early, help and support initiatives; and efforts to better join-up care across the system.

The development specifically of a blueprinted Powys Integrated Health and Wellbeing Model under the North Powys Wellbeing Programme (see later chapter **(Integrated Model of Health and Wellbeing in Powys- Blueprint)**) demonstrates the potential of the region to further build on this model and upscale the already heavily community and locality-based service offers that exist to deliver an integrated community offer for people in Powys.

Powys County Council Corporate and Strategic Equality Plan

The new Corporate and Strategic Equality Plan 2023-2027 was approved by full council in February 2023. The document sets out the well-being objectives and priorities for Powys County Council for the next five years and what action is needed to deliver them. There is a strong read across and alignment of individual service areas business plans into delivery the Council's new Corporate Plan, and how elements of this deliver against the wider partnership plans of the RPB and PSB.

There are also key Alignment opportunities with the Councils Transforming Portfolio including:

- Transforming Education
- North Powys Well-being Programme
- Transforming where People Live
- Supporting our Communities
- Climate and Nature
- Growing Mid Wales

Enabling programmes include:

- Digital Powys
- Insight and Intelligence
- Recruitment and Retention

Key Strategic Partnerships

The importance of oversight with other strategic partnerships is also recognised to ensure planning and delivery alignment as much as possible. Key partnerships include; the Powys Shared Prosperity Local Partnership, the Area Planning Board for Substance Misuse, the Community Safety Partnership, and Housing Support.

Mid Wales Corporate Joint Committee (CJC)

CJCs created following Local Govt. Elections Act 2021 supporting regional collaboratives around main functions:

- Strategic development planning
- Regional transport planning
- Economic wellbeing (includes Mid Wales Growth Deal)

Within this, the **Local Shared Prosperity Partnership** has objectives to build people's pride in their communities and to increase opportunities for residents and businesses. Priority areas for investment include:

- Communities and Place
- Supporting Local Business
- People and Skills
- Multiply (improving numeracy skills across the county).

The [Mid Wales Regional Investment Plan](#) outlines the strategic intent and investment areas, many of which support the ambition outlined in the Health and Care Strategy. The RPB will strengthen links across the Partnerships to maximise effort and ensure oversight.

Powys Area Planning Board

The purpose of Powys' APB is to provide advice and support to responsible authorities in order to “plan, commission and monitor delivery of high-quality treatment and prevention services that are based on the need to improve the lives of substance misusers, families and communities”.

The APB does this by making available a range of evidence based, effective and value for money services starting from education and prevention through to treatment and rehabilitation.

Safeguarding

Partners of the regional partnership board are committed to safeguard people and recognise the importance of developing strong effective joint working relationships with each other so that Powys residents can live their lives free from violence, abuse, neglect, and exploitation.

Strategic linkages will be strengthened with key strategic safeguarding boards for children and young people (CYSUR Mid and West Wales Regional Safeguarding Children Board) and adults (CWMPAS Mid and West Wales Regional Safeguarding Adults Board) in recognition that system leadership across this agenda is fundamental to delivering safe and good quality health and care for people.

Powys Housing Support

Regional working forms an important part of improving Housing Support service delivery. Local authorities must work with neighbouring authorities to form Regional Housing Support Collaborative Groups (RHSCGs) co-terminus with Health Boards. RHSCGs role is to provide a forum for collaborative working.

It will be important for the RPB to strengthen links with the RHSCG so that services can be jointly commissioned, designed, or focused to optimise the complementary purposes of supported Housing, Health and Social Care.

[Powys Housing Support Programme \(HSP\) Strategy 2022-26](#)

sets out the strategic priorities of Powys Council and its partner agencies for homelessness prevention and housing related support services. The Housing Support Grant (HSG) forms a key element of the overall strategy.

Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)

Within Mid and West Wales there are two groups dedicated to VAWDASV: a Strategic Group and a Delivery Group. The Strategic Group agrees on high-level arrangements which are then implemented at Delivery Group level. Both groups consist of membership from all four Local Authorities, both Health Boards and Dyfed Powys Police, along with a number of other key agencies including specialised VAWDASV charities and organisations.

Further work to draw a 'Golden Thread' through all the planning arrangements and shared priorities will continue as part of confirming delivery and resource plans into year one of the RPBs Area Plan.

Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental, and cultural well-being of Wales. The Act established public services boards (PSBs) for each local authority area in Wales. Each PSB must improve the economic, social, environmental, and cultural well-being of its area by working to achieve the well-being goals within the Act.

There are RPB linkages and alignments throughout the wellbeing goals, but particularly in regard to 'A Healthier Wales.'

- **A PROSPEROUS WALES** - An innovative, productive and low carbon society which recognises the limits of the global environment.
- **A RESILIENT WALES** - A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
- **A HEALTHIER WALES** - A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
- **A MORE EQUAL WALES** - A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio- economic background and circumstances).
- **A WALES OF COHESIVE COMMUNITIES** - Attractive, viable, safe and well-connected communities.

- **A WALES OF VIBRANT CULTURE AND THRIVING WELSH LANGUAGE** - A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
- **A GLOBALLY RESPONSIBLE WALES** - A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

There are also clear linkages to the Acts' Sustainable Development Principles

Long Term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

Collaboration - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Involvement - The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

Powys Public Service Board

Powys Public Services Board (PSB) ensures that public bodies work together to create a better future for the people of Powys. The Well-being of Future Generations (Wales) Act 2015 requires all PSBs across Wales to prepare a local Well-being plan setting out plans to improve the social, economic, environmental, and cultural well-being of our communities.

Powys PSB is responsible for developing a local Well-being Plan for the area to help the residents of Powys achieve their well-being goals. To achieve the ambition of a "Fair, Healthy and Sustainable Powys", the objectives below have been set as the core aims of the plan:

- People in Powys will live happy, healthy, and safe lives
- Powys is a county of sustainable places and communities
- An increasingly effective Public Service for the people of Powys

Alignment across the PSB and RPB planning space is key. An agreement has been reached that the Powys RPB will deliver on a key part of objective one around people in Powys living a healthy life via its strategy and this Area Plan. The Community Safety Partnership will deliver on the 'being safe' element.

Exact delivery mechanisms will be developed and the reestablishment of the strategy to support alignment across the partnerships will support joined up efforts through plan delivery and implementation.

Net Zero 2030

Welsh Governments Net Zero Strategic Plan sets out the way forward for responding to the climate emergency and aligning with Welsh Ministers’ ambition for the public sector to be collectively net zero by 2030. It also demonstrates delivery against the requirements of the Wellbeing of Future Generations (Wales) Act 2015, which directs us to consider long-term persistent problems such as poverty, health inequalities, and climate change.

Alignment opportunities can be also identified within:

Net zero carbon status by 2030: A route map for decarbonisation across the Welsh public sector

<p>Achieving our goal 2026-2030</p>	<p>We embed value over cost. By doing so, society understands, accepts and expects that sustainability and climate action is integral to public services.</p>	<p>Staff and citizens demand zero tolerance of unsustainable behaviour as it is socially unacceptable.</p>	<p>Self-regulate and feedback processes across the public sector. Sustainability is part of life.</p>	<p>Value all resources including people’s time and the natural environment. Account and profile all resources for a no waste approach.</p>	<p>Tailor citizen-centred, low carbon services. The public sector, society, and the individual work together to reduce inequalities and improve well-being.</p>	<p>Require and expect low carbon technologies to be incorporated in all public sector services and products.</p>
<p>Well on our way 2022-2026</p>	<p>We integrate action on climate change into our public facing engagement. We show how we appreciate the value of low carbon products, services and places.</p>	<p>Staff and citizens expect to be able to make choices based on sustainability and well-being criteria when considering services and products.</p>	<p>Account for climate change future impacts in all decision-making processes. Life cycle costing is the norm in the public sector.</p>	<p>Model business decisions so entire resource impact is accounted for. All resources need to include full life cycle carbon costings.</p>	<p>Collaborate with cross sector partners to prevent disadvantage, promote well-being and develop sustainable joint service plans.</p>	<p>Enable and support technology to allow the empowerment, equality, and well-being of individuals.</p>

Moving up a gear 2021-2022	We engage with the climate change debate. The public sector explains its case for taking sustainability seriously and considers how it can impact on the wider society.	Staff and citizens understand what you can do. You know you should act. You know you can make a difference.	Agree on responsibilities, mechanisms and measures including legislation, regulation and public reporting and progress.	Research how to use all types of resources better to enhance health and minimise waste. Identify, prioritise and address gaps in knowledge.	Explore sustainable models. Increase investment to prevent disadvantage and improve well-being. Optimise benefit from nature.	Adopt and invest in sustainable technologies. Reduce the risk of investment in new technology. Welcome innovation.
	Society	Individual	System Governance	Uses of Resources	Models of Service Delivery	Technology
	Behaviours		Standards		Innovation	

Further opportunities will continue to be explored across the health, care and wider system around how climate and nature can support people’s health and wellbeing, such as green spaces, particularly in relation to health inequalities.

Planning landscape

An analysis was carried out with internal and external stakeholders over Autumn/Winter 2022. The analysis sought to examine the complex and changing health and social care environment in order to further the development and subsequent delivery of this plan. This was a shared exercise, and it has informed both the health board and regional partnership plans. The table below shares the key points in relation to the main political, economic, social, technological, legislative and environmental factors.

Political issues.

- Changes in UK Government including a new prime minister and in monarchy with the passing of Her Majesty the Queen and accession of King Charles III
- Impact of Russia's action in Ukraine, in particular humanitarian needs and refugee support, impact of sanctions / consequential of the conflict on supply chain (in addition to changes in supply chain in relation to EU exit)
- Differences in approaches between UK and Welsh governments in relation to covid/ health and care backlogs and recovery of access
- Inequality exists where there are variations in the pace of recovery
- Changes in Powys County Council leadership and portfolios and changes in management posts following local elections in 2022.

Economic issues.

- Global and UK economic challenges; inflation and associated interest rate increases, fluctuating position of sterling in response to UK Government changes and policy directions
- Complex factors driving cost of living and energy cost increases – impacts for businesses, public sector, consumers and domestic costs
- Particular impacts for rural communities with comparatively low household incomes
- Changes in the employment landscape, fragility and scarcity across workforce for all sectors in health and care
- Emergence of multiple trade union industrial actions across health and care and other sectors such as transport
- Opportunities exist for new schools which are training the doctors of the future and partnership work focused on rural health and care
- Value Based Healthcare opportunities across health and care.

Social issues

- Evidence of growing inequality arising from the impact of Covid and cost of living
- Increases in excess mortality and reductions in life expectancy across Europe
- Evidence of syndemic impact for those with existing health conditions and chronic illness
- Evidence of greater impact for those who are already disadvantaged economically
- Certain groups experiencing specific impacts such as children, young people and families where education and the first 1000 days were disrupted
- Changing population behaviours in relation to Covid and associated prevention measures / transmission
- Complexity of public perception / experience with public and healthcare sector.

Technological issues

- Opportunities and challenges presented by new technologies and significant innovation, accelerated during the pandemic
- Whole population vaccination approach; becoming more targeted endemic response with surge potential
- Legacy issues with infrastructure, equipment and connectivity with newer issues arising from increased scale of use
- Need to ensure equitable and value-based use of high cost /resource intensive technologies / medicines, for greatest benefit and improved outcomes
- Syndemic impact of covid will require innovative evidence and value based responses
- Difficulty in modelling health and care demand medium and longer term; significant increases in demand being seen currently.

Legislative issues

- Existing (pre covid) legislative requirements remain and require action including the Future Generations (Wales) Act, Social Services and Wellbeing (Wales) Act, A Healthier Wales and the National Clinical Framework
- Major legislative reform in England with Integrated Care Systems following implementation of Health and Care Bill
- New legislation in Wales including Quality and Engagement Act (new Citizens Voice body; Duty of Candour and Quality)
- NHS Wales ministerial priorities include joint working and alliances across health and care
- Complex system architecture: new NHS Executive, Regional Fora, RPBs and PSBs, Accelerated Cluster Development
- Emerging policy around regional collaboration (e.g., regional diagnostic centres / centres of excellence) presents opportunities and challenges for Powys.

Environmental issues

- Growing urgency on climate change is a key focus in UK and Wales governments
- Challenging set of targets and efforts required to achieve decarbonisation by 2030
- Opportunities in relation to sustainability and carbon zero approaches
- Growing evidence base in relation to environmental sustainability and high impact changes
- Infrastructural development and investment needed to support greater scale and pace of environmental changes such as electric vehicle charging
- Changes to infrastructural requirements also to be taken into account in health care settings with changing covid response and changes in associated funding
- Challenge of balancing environmental impacts, staff wellbeing, productivity and agility as workplaces are able to return to office-based working.

Given the complexity demonstrated here, it was recognised that there is an urgent need for change. An important piece of work has commenced on the development of an Accelerated, Sustainable Model for Health and Care in Powys (see later chapter). This work builds on the renewal and response efforts of partners following the impacts of the pandemic and will help set the next phase of recovery in the short term, whilst reaffirming continued commitment to the transformational ambition in the Health and Care Strategy, 'A Healthy, Caring Powys.'

Section 3: ‘A Healthy, Caring Powys’ - Powys Health and Care Strategy 2017/18 – 2027/28

Strategy Overview

The Health and Care Strategy provides the future vision and direction of travel for integrating health and social care services for Powys. Despite huge upheaval, the Powys Regional Partnership Board have recommitted to driving forward its ambitious plans in line with the strategic framework, objectives and priorities of the strategy. It demonstrates the high level of commitment from the Health Board, Powys County Council and its partners to provide one seamless health and care system for Powys residents.

The Social Services and Wellbeing (Wales) Act for Wales 2014, the Wellbeing of Future Generations (Wales) Act 2015 and A Healthier Wales: Our Plan for Health and Social Care 2018- 2030 represent the strategic drivers for health and social care transformation in Wales. Powys has taken this forward with A Healthy Caring Powys: A Vision to 2027 and Beyond, published in 2017. This strategy was developed after extensive public and professional engagement.

It was informed by the Powys Public Service Board Well-being Assessment (WBA), the Regional Partnership Board Population Needs Assessment (PNA) and extensive engagement and research as to what Powys residents and partners have said about health and care in Powys.

Given the changing planning landscape (as covered in previous chapters) the strategy has undergone a mid-term review and refresh which was informed heavily by the updated Powys PNA and Wellbeing Assessment (2022) and other emerging evidence and insight from a continuous engagement approach. New and emerging national and local policy and strategies have also been considered. This has all helped shape the forthcoming Area Plan to ensure agreed joint activity is prioritised to ensure the biggest impact and meet the changing population needs. The strategy and high-level objectives will remain recognisable as they still set the right strategic framework for driving forward health and care integration and delivering better outcomes for people of Powys.

The long-term vision identifies the importance of enabling people to ‘Start Well’, ‘Live Well’ and ‘Age Well’ through a focus on well-being, early help and support, the big four health challenges and joined up care. It also recognises the importance of key enablers that will improve the future of health and care. By 2027, people in Powys will receive the right care and support, at the right time, and in the right place.

Strategy Principles

Six principles were identified through extensive engagement. These will guide how we create a healthy, thriving future for the people and communities of Powys. Achieving the vision means finding the right balance between these principles.

1.) Do What Matters

We will focus on “what matters” to people. We will work together to plan personalised care and support focusing on the outcomes that matter to the individual.

2.) Do What Works

We will provide care and support that is focused on “what works” based on evidence, evaluation and feedback. We will have honest conversations about how we use resources.

3.) Focus on Greatest Need

We will focus resources on those with greatest need for help and support, in a way that looks ahead to future generations.

4.) Offer Fair Access

We will ensure that people have fair access to specialist care and to new technologies, helping to deliver a more equal Powys and recognising rural challenges.

5.) Be Prudent

We will use public resources wisely so that health and care services only do those things that only they can and should do. Supporting people to be equal partners and take more responsibility for their health and care.

6.) Work with People and Communities

We will work with individuals and communities to use all their strengths in a way that maximises and includes the health and care of everyone focusing on every stage of life – Start Well, Live Well and Age Well.

A Healthy, Caring Powys – Outcomes / ‘I-Statements’

The following co-produced outcomes or ‘I-Statements’ remain relevant to what Powys citizens should be able to expect in 2027 and will continue to drive priorities against the key wellbeing and enabling objectives for the duration of the revised Area Plan.

Focus on Well-being

- I am responsible for my own health and well-being.
- I am able to lead a fulfilled life.
- I am able and supported for make healthy lifestyle choices about my mental and physical health and well-being, for myself and my family.
- I have life opportunities whoever I am and wherever I live in Powys County Council
- My environment/community supports me to be connected and maintain health and well-being.
- As a carer I am able to live a fulfilled life and feel supported

Provide Early Help and Support

- I can easily access information, advice and assistance to remain active and independent.
- As a child and young person, I have the opportunity to experience the best start in life.
- I have easy access, advice and support to help me live well with my chronic condition.

Tackle the Big Four

- I have easy access to support, information and early diagnosis.
- I have early intervention and appropriate treatment.
- My treatment and support are high quality, evidence based and timely as locally as possible.

Ensure Joined Up Care

- I have timely access to equitable services as locally as possible
- I am treated as an individual with dignity and respect
- My care and support are focused on what matters most to me
- I receive continuity of care which is safe and meets my needs
- I am safe and supported to live a fulfilled life
- I receive end of life care that respects what is important to me.

Develop Workforce Futures

- Those who I need to support me are able to make decisions and respond because they are well informed and qualified. If they can't help me directly, they know who can
- As a carer, I and those who I care for are part of "the team"
- I can access education, training and development opportunities in Powys that allow me to secure and develop my skills and opportunities
- I am enabled to provide services digitally where appropriate
- I am engaged and satisfied with my work.

Promote Innovative Environments

- I am part of a thriving community which has a range of opportunities for health and social care, social events and access to advice and guidance services to support my well-being
- I have access to a Rural Regional Centre providing one stop health and care shops – diagnostic, advice and guidance, day treatments, etc. which reduces unnecessary out of county travel
- I am encouraged and supported to use the great outdoors to support my well-being and care
- I am able to have my home adapted to help me to live independently and make me feel safe
- I have care in a fit for purpose environment that enhances my experience
- I am able to have my home adapted to help me to live independently and make me feel safe
- I have care in a fit for purpose environment that enhance my experience.

Digital First

- I am able to find and do what I need online, such as make or change appointments, pay my bills, self-assess or reach or consultant without having to travel
- I am helped to use technology and gain access to resources to allow me to be digitally independent.

Transforming in Partnership

- As a Powys resident I "tell my story" once and I am confident that those looking after me are working together for my best interest
- The services I receive are coordinated and seamless
- I am able to access buildings and resources shared for multiple purposes, by multiple organisations
- My community is able to do more to support health and well-being.

Integrated Model of Health and Wellbeing in Powys- Blueprint

The strategic vision for an Integrated Model of Care and Wellbeing in Powys is embedded within the longer-term vision of Powys Health and Care Strategy which seeks to identify opportunities for people to improve their health and wellbeing.

The Integrated Model of Health and Wellbeing seeks to identify opportunities to transform health and care services, in part, by focusing on delivering more services in-county and bringing care closer to home.

It offers a once in a lifetime opportunity to transform health and care services for the population in the rural heart of Wales, as well as harnessing and accelerating the opportunities for digital advances that Covid-19 has presented. In order to enable residents in Powys to live longer, healthier and happier lives, services need to shift the focus of the model of health and care away from delivery in acute and specialist hospital settings and towards a more holistic, integrated approach with a heightened focus on wellbeing, prevention and early help services delivered closer to people's homes and communities.

The model forms part of a Wales-wide response to the increasing demands and new challenges facing the NHS and social care. These include an ageing population, lifestyle changes, public expectations and emerging medical technologies as articulated and evidenced within the updated Powys RPB Population Needs Assessment and other emerging evidence.

Section 4: Progress and learning under first Area Plan

The creation of a Health and Care Strategy, A Healthy Caring Powys was key to creating ownership of a shared ambition.

This has allowed the partnership to work together towards creating a future where everyone in Powys has the best opportunity to live healthy, full, and independent lives.

Flagship programmes have been progressed including the North Powys Wellbeing Programme and Workforce Futures.

North Powys Wellbeing

Once in a generation opportunity to radically transform and improve the way health, care and wellbeing services are provided for people of all ages (see next page).

Workforce Futures

Significant progress made towards delivering against the outcomes stated in the Workforce Futures Strategic Framework.

The Powys Health and Care Academy building is now complete with state of art facilities supporting launch of numerous joint workforce offers.

The **Start Well, Live Well and Age Well groups** have delivered complex, multi-agency programmes of work, some examples of which are listed below.

Start Well - Edge of Care

The partnership has provided intensive support to improve the current living arrangements for children and young people so that they can remain living with their families rather than entering care, where it is safe.

Live Well - Closer to Home

The partnership continues to help people who live out of county due to their specific support needs, to live closer to home. New accommodation developments have been opened, enabling people to live independently, closer to their home communities.

Age Well - Extra Care

The partnerships extra care plans have progressed well, with work underway to deliver 66 affordable one- and two-bedroom extra care apartments in Welshpool, and 41 in Ystradgynlais.

Further information can be found in respective Powys RPB Annual Reports on the [RPB website](#).

North Powys Wellbeing Programme

The North Powys Wellbeing Programme was initiated prior to the Covid19 pandemic, to accelerate the transformation needed to deliver against the shared long-term Health and Care Strategy, 'A Healthy Caring Powys'.

This is a once in a generation opportunity to improve population health outcomes and wellbeing, delivering integrated care, closer to home in line with the Health and Care Strategy.

The key ambitions are to:

- Strengthen people's ability to manage their own health and wellbeing to make healthier choices
- Increased focus on prevention and health promotion
- Increased independence and participation within communities
- Increased emotional and behavioural support for families, children, and young people to build resilience and support transition into adulthood
- Improved integration of services, partnership working and confidence in leadership
- Improved accessibility to services and community infrastructure that meets the needs of the population
- Improved the opportunity for people to access education, training and learning opportunities.

The programme was suspended during the initial response to the pandemic to enable resources to be diverted into delivering core services to support the public health emergency. It has been recommenced and is progressing several accelerated areas of change, in addition to longer term work in relation to the campus model for North Powys, which is the least developed of the three Rural Regional Centres in Powys.

Welsh Government endorsed the Programme Business Case for the campus model and a Strategic Outline Case has been submitted to Welsh Government, followed by the Business Justification Case for Infrastructure later this year.

This programme has been co-produced from the outset and has adapted to respond to changing circumstances, most notably the impact of the pandemic. The work on the Accelerated Sustainable Model has built on the innovations already achieved through this programme. The synergy between the Pan Powys whole system work and the new campus model in the North Powys area will be key to leveraging the change needed to sustain health and care services for the Powys population.

The Covid-19 pandemic re-routed efforts from Spring 2019, delaying some programmes work but expediting other areas of prevention and partnership working.

Whilst we faced many Covid-19 related challenges:

- We saw huge numbers of people come forward to volunteer in response to Covid.
- Services developed different systems of working to continue to meet the needs of people.
- Significant innovation and upscaling of digital took place during the response to the pandemic with an acceleration in virtual methods for the delivery of care and ways of working.

We will continue to build on the lessons learnt from Covid-19 and continue to work closely together as part of partnership efforts to renew, re-set and reflect on the pandemic, and use this to help strengthen partnership arrangements going forward. This presents a unique opportunity to harness the joint working that was accelerated and maximise on those benefits.

The RPB has gradually restored its work over the past year and a half, reinstating the delivery mechanisms and refreshing programmes of work.

Updated and more agile governance arrangements are now in place in line with the learning from covid for:

- Winter / system resilience planning
- A range of resilience measures, system wide contingency plans and surge plans have been developed and utilised which provide valuable learning and helped shape priorities.

Connection points were established between the RPB Area Plan and the PSB Wellbeing Plan in particular on 'Steps 11 and 12' relating to transformation of health and care for population wellbeing, which helped strengthen planning and delivery oversight across the two strategic partnership – these arrangements are being reviewed and renewed together for the iteration of the second Area Plan (*see Strategic Partnership Linkages chapter*).

Section 5: Key Evidence and Insights

Key Insights – Wellbeing and Population Assessments

The **Powys Population Assessment** and **Powys Wellbeing Assessment** have been updated and provide a refreshed understanding of life in the county. The insights from these two core sources of analysis have been used to inform the refresh of the Powys Area Plan, among other partner Plans. **A Powys Market Stability Report** was published in July 2022 which highlighted the sufficiency and stability of the social care market and wider supporting provision to help shape priorities for addressing these key findings. Equally, other emerging evidence, research and insights from engagement have been used.

- There are around 133,000 people in Powys which covers a quarter of the landmass of Wales.
- Powys is at the forefront of the issue of ageing population. The average age is higher than Wales and the UK, with 28% of the population over 65 years old and this is predicted to increase.
- 75% of areas in Powys are in the top 30% most deprived in Wales. This is in the context of a rural economy with low-income employment. 79.2% of people are economically active and 17.8% are self-employed, but unemployment has grown and 5% of working-age people are unemployed.
- The average household income is lower in Powys at £33,458 (compared to Wales £34,700, UK £40,257). 55% of households in Powys earning below the County average. Most concerning is that 4,088 families live in absolute poverty.
- In relation to the quality of housing, 48% of homes have a poor energy rating. The Housing Demand register indicates unmet need for affordable housing of the right size and geographies. Powys has the worst quality of broadband coverage in Wales.
- Surveys of wellbeing often show high levels of people feeling happy and in good health. There is an increasingly thriving Welsh culture with 19% able to speak Welsh in Powys.
- Life expectancy for men and women is higher than the Wales average but there are variations in the county. People in Powys live longer in good health than the population of Wales and the UK overall, however there are inequalities between groups.
- A third of households are single occupants; this is predicted to rise by 4.2% over ten years.
- 20% of those seeking support from PAVO (Powys Association of Voluntary Organisations) described loneliness and isolation. 12% of the population are unpaid carers.
- Powys has a low population density of 26 people per square km (compared to Wales 153 per km² and Cardiff 2620 per km²).
- All of Powys is within 300m of greenspace; half of residents live within 10km of accessible greenspace.
- However, there are energy efficiency issues with a reliance on solid fuel and multiple car use linked to rurality and limitations of public transport.

The full reports can be accessed by clicking on the relevant document above.

Key Insights – Market Stability Report (MSR)

The MSR identifies key commissioning priorities in relation to the Rebalancing Care and Support Programme to rebalance social care sector away from cost to quality, from outputs to outcomes and from profit towards social value. The Social Value Forum will continue to support the RPB to engage with providers of care and third sector partners to ensure engagement and co-production with partners.

The key high-level challenges regarding stability and sufficiency across all provision highlighted by the Powys MSR are that:

- Funding for the public sector in general and social services in particular has been under significant pressure since 2010 and the austerity measures taken by successive governments after the financial crash in 2008/9 have taken their toll on budgets and the ability to fund services and manage rather than react to markets.
- Preventative services were amongst the first to suffer significant challenges and these have reduced over time in line with the budget pressures.
- The pandemic has contributed to an already rising demand for services for older people and children; it is understood that many people are now presenting to Councils and the NHS with conditions which have worsened due to people not seeing their GP or specialist services, thereby their needs having become greater and more complex.
- Informal/family carers have been working tirelessly, especially during the pandemic to look after their relatives, friends and neighbours. However, many carers have returned to work, leaving significant gaps in provision.
- Communities have come together to support vulnerable people where paid services were and are not able to deliver the often called 'low level' support. In fact, this support provides the bedrock for vulnerable people, but it has to be understood that this support comes at a cost.
- The Council and the health board have seen significant pressures to provide domiciliary care to older and vulnerable people in the community. Unfortunately waiting times for new packages of care have increased over the last year. This inevitably can lead to people experiencing delays in leaving hospital with a package of care once they are medically fit for discharge.
- Care Providers and also the Council, Health Board and Third Sector providers have struggled for some time to retain and recruit staff. This trend became even more apparent during the pandemic and especially since the middle of 2021 staff have left their roles, sometimes for less challenging roles in social care front line services or through early retirement. Whilst this trend is felt across the UK, Powys as a very rural county sees particularly challenging times.
- The impact of the 'cost of living' crisis is still emerging with inflation running at levels not known for a generation, pushing many individuals, families and also businesses into very challenging situations.

It is important to note that since the publication of the MSR, the market continues to change and is subject to significant pressures. Working together across all partners, including with care sector

providers and people working in this area in recognition they have unique strengths and insights, will be crucial to collectively respond to the identified challenges.

The full MSR report can be accessed by clicking on the document above.

Key Insights - Health Inequalities

Recent evidence provided by Public Health Wales, indicates that health inequalities have been worsening over recent years. There is evidence that even in the decade before the pandemic, there was a stalling of life expectancy improvement.

A growing evidence base demonstrates that health inequalities have been worsened by the impact of the pandemic and other global and domestic issues. A [Senedd research report](#) notes for example, that 30,000 extra cases of cancer can be attributed to socio economic deprivation. The [NHS Confederation](#) have raised the threat posed to public health by energy price increases and fuel poverty and pointed to 'the unequal impact of Covid-19'.

The World Health Organisation have published research on the impacts of the pandemic on mental health. Whilst some have adapted and there have been positive innovations, others have experienced serious issues and is concerned about a rise in suicides.

There are specific areas of note for Powys:

- There are significant variances between the least and most deprived areas and variation in life expectancy in Powys. There are issues of inequity of access, exacerbated by the impact of the pandemic on waiting lists. There is variation in different geographies in Powys, both for those services provided in the county or those accessed from neighbouring providers. There is a faster pace of recovery in backlogs in England than Wales.
- The number of elderly people in Powys is projected to rise by 15%, whilst at the same time the working age population is projected to fall by 3,200 (4%). The population change in the next 10 years will create a gap between those who will need help and support in their later years, and those of working age who will be providing it.
- The key causes of illness and deaths of Powys people are the 'big four' of cancer; circulatory conditions (cardiac conditions, diabetes and stroke); respiratory illness; and mental illness. Given the ageing population these are growing concerns. Physical frailty and frailty of mind, muscular skeletal conditions and eye care are also significant.
- There is known to be under-reporting of conditions when compared to expected rates, with a mismatch between expected demand and the capacity of services to respond.
- A growing proportion of children are suffering challenges as a result of successive lockdowns. There has been a significant increase in instances of anxiety and other mental health issues and an increase of 64% in counselling referrals. Powys has the seventh highest rate in Wales of children receiving care and support and a concentration of vulnerable children placed in the county by other local authorities, in addition to the children looked after by Powys County Council.
- There are also great assets and opportunities in Powys. There was a huge strength shown in the community response and resilience to the pandemic. The co-operation between organisations, the ability of community and voluntary groups to wrap support around their local areas and the rapid adaptations made by essential services was enormous.

There are a number of overlaying and unprecedented pressures noted on the previous pages, in particular a rural and ageing population with a third of residents living alone.

Key Insights – Accelerated Sustainable Model Discovery

An important piece of work has commenced on the development of an Accelerated, Sustainable Model for health and care in Powys, delivering the next phase of the Health and Care Strategy 'A Healthier Caring Powys' (RPB Area Plan).

This work is being taken forward in three phases. The initial Discovery phase has been completed in time to inform this plan and the Design and Delivery phases will shape and refine its implementation. The Regional Partnership Board (RPB) will have a key role in taking forward this work as part of the commitment to sustainable development made in the Health and Care Strategy, with the ambition for seamless, integrated health and social care services, across the life course.

Key Insights from the Discovery phase include:

- The equivalent of 1 in 5 of the population of Powys are on a waiting list for planned care, including diagnostics, in or out of county. And the number of people delayed in hospital is causing severe difficulties across the system. Older people are at risk of harm from deconditioning (losing muscle strength and confusion) when delayed in hospital and of not being able to maintain or return to living at home.
- Powys has had one of the lowest levels of emergency admissions per 100,000 population in Wales for the last two years. However, patients are delayed in ambulances outside Hospitals and ambulances cannot get to new patients quickly enough. Emergency departments are overcrowded as new patients cannot be admitted to wards swiftly and patients are delayed in hospital, including community hospitals, for assessments which should take place outside hospital. Powys County Council, other local partners and other NHS organisations are facing similar challenges in terms of the need in the population and workforce gaps, requiring a shared approach working at pace across organisational boundaries.

There are a number of key areas arising from the Discovery phase which indicate particular issues to be addressed in Powys:

- 50% of patients in Powys hospitals also have some form of cognitive impairment.
- Research shows that 42% of people over the age of 70 who had an unplanned hospital admission have dementia.
- Approximately 10% of people over the age of 65 and 25- 50% of those over the age of 85 are living with frailty. There can be adverse consequences if frailty goes unrecognised.
- Loneliness and the need for home support are amongst the key reasons for seeking third sector services.
- Most Powys people are still dying in hospital (and mainly in out of county District General Hospitals).
- There are gaps in capacity for home support, domiciliary care and some types of residential settings. Not only does this risk a poor experience and outcome but it is a poor use of resources.

- There are people in community hospital beds out of county and this is one of the key areas to improve value, outcomes, experience and use of resources.
- There are significant pressures in primary care, but stronger collaboration is also forging new innovations.
- There is variation within community and community hospital services across Powys, including minor injury units. There have been some temporary closures of some wards due to staffing difficulties.
- The health board's expenditure on District General Hospitals and specialised services is growing at a faster rate than areas such as primary care, making it harder to balance needs and priorities across the whole system.

Core to the next stage of development of the model of care is:

- Integrated health and care services to meet holistic needs of individuals.
- The needs of those suffering frailty, who are predominantly older people, need to be met holistically addressing both physical and memory frailty.
- It is essential that inequalities are tackled in relation to pregnancy, severe mental illness, cancer, circulatory diseases and respiratory conditions. The physical health needs of mental health people must be addressed.
- There is a need to prevent exacerbations; reduce emergencies and prevent unnecessary referrals and admissions with systematic case finding approaches and earlier intervention.
- Reduction in lengths of stay where hospital admission is necessary, to avoid deconditioning and timely discharge so that a full assessment can be made in usual home.
- Moving services where safe and effective from out of county hospitals into Powys Regional Rural Centres in line with Getting It Right First Time (GIRFT) recommendations, optimising diagnostics earlier, more treatable stages
- Strengthen resilience in primary and community services, improving multidisciplinary working and skill mix, access in and out of hours; addressing the sustainability issues created by the current dispersed, small, teams.
- Provision of adequate supported living accommodation and nursing homes.
- Work with communities and the third sector to help develop alternative and local networks of support, given the number of single households in Powys.
- Utilising digital technology and one stop services to create a wellbeing offer as locally as possible within Powys.
- Inter-generational Community Well-being Hubs providing a means for alternative approaches to service delivery.
- Creating an opportunity to bring communities together to enable people to address the well-being issues which matter most to them.

Section 6: Continuous Engagement

Continuous Engagement

Powys RPB recognises the importance of a continuous engagement approach to ensure that we engage with Powys citizens across RPB partners to develop services based on 'What Matters' to people. Continuous engagement with groups, service users and Powys citizens has continued to influence the development of this document and helped shape the priorities (*specific key engagement insights are captured in later chapters of this plan against relevant life course chapters*).

A strong foundation of engagement underpins the work of the RPB from the creation of the Health and Care Strategy and in the delivery of the Area Plan through:

- Engagement with over 1,000 people to develop the future vision for health and care in Powys to 2027
- Engagement events across the North of the county to help shape and inform the new integrated model of care and wellbeing for Powys.
- A range of partners working to encourage all stakeholders to share their thoughts and ideas as part of the Population Needs Assessment
- Development of the Workforce Futures Strategic Framework in partnership with over 300 colleagues from across the Health and Care sector in Powys and considers whole system working.
- Ensuring citizens, carer, third sector and care provider voice continues to be supported via engagement forums and broader engagement mechanisms. We have continued to build on digital enhancements and opportunities around engagement. The Powys RPB website and associated social media continue to reach a wider audience. Further development and training across all partners on Engagement HQ in the region to support digital engagement approaches for key RPB partners and partnership programmes.
- Through the Engagement HQ platform, the partnership can access the latest engagement tools such as quick polls, social subscribing, and online focus groups, to help capture people's thoughts in a timely manner.
- The Social Value Forum (acting as a funnel for PAVO, third sector, locality and community / voluntary networks across Powys) helps act as a key mechanism to harness and share collective issues and 'gaps' to inform priorities for the RPB.

Engagement and Insight Group

Alongside the use of the shared Engagement Platform, Engagement HQ, the Powys Engagement and Insight group was established in 2022 to ensure that how we engage with Powys citizens across the partnership is joined up and to enable citizens to be more meaningfully involved in shaping policy, service design and delivery.

54,637 visits to the 'Have Your Say' Powys Engagement HQ site with 12,425 visitors taking part in engagement activities since the launch of the Engagement HQ platform in May 2021

The engagement carried out to review and produce this updated Joint Area Plan builds on the extensive engagement work which shaped the objectives and priorities in the original Area Plan and Health and Care Strategy in 2017. It is built on what the people of Powys have said about their health and care in various ways including in surveys, complaints, compliments, focus groups, workshops and development sessions, and service user forums.

The views and evidence gathered throughout 2021 and 2022 as part of the Population Needs Assessment (powysrpb.org) and Well-being Assessment have been drawn on to inform the updates to this refreshed strategy.

In addition, we launched the 'Your Big Ideas for Powys' engagement campaign in the autumn of 2022. We asked people to read the Powys Well-being Assessment and the Powys Population Needs Assessment and then reflecting on this and on their own experiences of living or working in Powys, to answer one question:

“What is your top priority for improving the wellbeing, care and support of people in Powys over the next five years and beyond?”

We received responses via the survey and Ideas Map. The feedback was varied covering topics across health services, social care and the third sector.

Co-Production

Looking forward, we will build on this foundation of engagement to embed a clear and consistent approach to citizen involvement. One that actively seeks the views and involvement of seldom heard groups and people of Powys meaningful opportunities to contribute to plans, proposals, and decisions about services.

There will be a focus on embedding best practice methods such as those established by the [Coproduction Network for Wales](#)

There is work to be done to enable opportunities for co-production – doing 'with' local communities and not doing to'. Building more equal relationships of shared power and shared responsibility with our communities, based on understanding and respect'.

Section 7: RPB Area Plan Priorities 2023/24 – 2027/28

Overview

The following chapter describes the high-level strategic intent and priorities for the RPB framed around the four wellbeing objectives:

- Focus on Wellbeing
- Early, Help and Support
- The ‘Big Four’
- Joined Up Care

and four enabling objectives:

- Workforce Futures
- Digital First
- Innovative Environments
- Transforming in Partnership

The subsequent chapter will outline how these priorities set a clear framing for the Strategic Partnerships and Programmes under the RPB to deliver on the ambition of the Health and Care Strategy through a life-course approach, that seeks to enable all people in Powys to ‘Start’, ‘Live’, and ‘Age’ Well.

The summary at the start of this chapter offers an ‘at a glance’ overview of all the priorities across all objectives. Additional detail is offered for each objective within the ‘Refresh Parameters’. These are the agreed parameters in which the priorities have been refreshed and considered. They build on the first Area Plan in line with the continued strategic direction set by the Health and Care Strategy and remain recognisable to partners, communities and people in Powys.

Key progress and learning under the previous Area Plan have been considered, alongside any key strategies, policies and planning alignment considerations in relation to the specific objectives.

This helped establish a refreshed set of priorities that built on what had been achieved under the first Area Plan, as well as offering key areas of delivery to drive forward under this new second Area Plan via the life course approach.

A Healthy, Caring Powys – RPB Area Plan Priorities ‘At a Glance’ 2023/24-2027/28

Wellbeing Objectives:

1. Wellbeing

1.1 Community Development

1.2 Supporting Carers

1.3 Population health Improvement, including health inequalities.

2. Early Help and Support

- 2.1 Emotional health and wellbeing
- 2.2 Early, help and prevention models of care.
- 2.3 Supporting families to stay together.

3. Tackling the Big Four

- 3.1 Mental Health
- 3.2 Cancer
- 3.3 Respiratory
- 3.4 Circulatory

4. Joined Up Care

- 4.1 Care Co-ordination
- 4.2 Unscheduled care
- 4.3 Care Closer to home.

Enabling Objectives:

5. Workforce Futures

- 5.1 Designing, planning and attracting the workforce.
- 5.2 Leading the workforce.
- 5.3 Engagement and wellbeing
- 5.4 Education, training and development
- 5.5 Partnership and citizenship

6. Digital First

- 6.1 Information, advice and assistance (inc. non-digital)
- 6.2 Digital information systems (WCCIS)
- 6.3 Digitally enabled environments

7. Innovative Environments

- 7.1 Accommodation based solutions.
- 7.2 Rural, regional centres
- 7.3 Community Wellbeing Hubs

8. Transforming in Partnership

- 8.1 Effective and efficient partnership governance and culture
- 8.2 citizen participation
- 8.3 System wide learning to support innovation, improvement and adoption of sustainable models.
- 8.4 Primary and Community Care
- 8.5 Develop alternative delivery models, including social value.
- 8.6 Welsh language

Wellbeing

A focus on emotional health and well-being is the essential foundation for ensuring a healthy, caring Powys. Promoting, supporting and facilitating the physical and mental well-being of people across the life course is about reducing ill-health and enabling people to manage their health and ill-health.

Refresh parameters

The priorities have been refreshed in light of the Population Assessment, Wellbeing Assessment and other evidence including the 'Accelerated Sustainability Model Discovery Report (January 2023). Whilst Powys has a relatively healthy population, there are growing and complex inequalities, compounded by the impact of the pandemic and the rurality of the County – this has driven reaffirmation and refreshing of many priorities.

Key Strategic alignment

- PSB linkages to emerging objectives around people living healthy lives; sustainable places and communities / Community Safety Partnership
- RIF Model of Cares *Community Based Care and Prevention and Emotional Health and Wellbeing* / All Wales Dementia Care Pathway of Standards
- National Social Prescribing Framework and development of social value agenda / Powys County Councils Corporate Plan
- Tackling loneliness and social isolation through connected communities / Powys Volunteer and Carers Strategy
- National Rebalancing and social value agenda / National Healthy Weights Strategy / National Strategy for unpaid Carers and accompanying delivery plan.

Progress and Learning

- RPB to retain and build on its role to provide system leadership to drive the ambition of 'A Healthy Caring Powys' in a changed context.
- Community development even more important to build 'community resilience' and community capacity in light of the experience and impact of the pandemic.
- Carers included across all objectives and considered in impact assessments in same way as other vulnerable and protected groups.
- Prevention and health improvement approaches key to the social model of health and wellbeing
- Strength of Community / voluntary response and partnership working demonstrated during pandemic response.

Refreshed Priority Areas

PRIORITY 1.1 COMMUNITY DEVELOPMENT

Working with strongly connected local communities to develop and strengthen resources to feel safe, live healthily for longer and contribute to their communities for the benefit of all.

PRIORITY 1.2 SUPPORTING UNPAID CARERS

Ensuring the well-being of unpaid carers before, during and after caring through information, advice and assistance, supporting education, skills and training development, opportunities for employment, respite, transport and community support.

PRIORITY 1.3 POPULATION HEALTH IMPROVEMENT, INCLUDING HEALTH INEQUALITIES

Enabling people to take actions to improve their health and well-being and avoid or reduce ill health through, for example, stopping smoking or increasing physical activity.

Key Focus for Delivery Plan

Collective System Leadership for Wellbeing across RPB and PSB

- Regular, dynamic review of Area Plan / Wellbeing Plan and Horizon scanning to build the 'shared Powys truth'.
- Regular touchpoints on community resilience and capacity.
- Third sector resilience.
- Focused actions to be developed on inequalities and vulnerable groups.
- 'Winter' planning to evolve into all year system planning and resilience.
- System leadership to support whole system approach to Healthy Weights Programme.
- Focus on supporting unpaid carers priorities including Information, Advice, Assistance, Raising Awareness and bespoke respite opportunities.
- Develop and further strengthen Dementia Friendly Communities via the Dementia Steering Group in line with Dementia Standards Pathways

Early Help and Support

Providing early help, prevention and support in an integrated way is vital to support people across the life course to manage ill health, improve well-being and to enable people to live fulfilled lives. Maximum positive impact will be made in the first 1000 days of a child's life, focusing on preventing adverse childhood experiences and trauma and addressing emotional health and wellbeing of children and young people, particularly in response to the impacts of covid.

Refresh parameters

Greater focus required on family and children's emotional health and wellbeing in context of recovery from impacts of the pandemic.

However, this theme will remain relevant across the life course in recognition of the opportunities to support people in adulthood and older people to access help and support early on and in more preventative ways.

Key Strategic alignment

- Getting It Right First Time (GIRFT) Review / Housing Support Grant Partnership
- RIF Models of Care Families *Staying Together & Therapeutic Support, Emotional Health and Wellbeing and Prevention and Care-Co-ordination*
- Transforming children's services and removing profit from the care of looked after children / Rebalancing.
- *No Wrong Front Door Report from Children's Commissioners and NYTH / NEST Framework*

Progress & Learning

- Good practice of children in Powys being supported to remain safely with their family.
- Start Well Strategic Partnership to play a pivotal role in driving forward priorities here given the importance of early, help and support for children and greatest potential to improve population health.
- More active signposting and alternative offers within the community for support have proved important, as has greater use of technology. Community transport has played key role in supporting people at home.
- Strong evidence base on delivering better outcomes through supporting people at home / in their community.

Clusters are part of the RPB evolution and are reflected in Transforming in Partnership Section (previously featured here under first Area Plan)

Refreshed Priority Areas

PRIORITY 2.1 EMOTIONAL HEALTH AND WELLBEING

There will be a particular focus on supporting children and families with emotional health and wellbeing, including trauma, its causes and effects. Areas to support adults and older people will also be considered.

PRIORITY 2.2 EARLY HELP AND PREVENTION

Through working with more connected and empowered communities, we will develop an early help and prevention model that brings together compatible prevention activity into a coordinated offer for the community (*links closely with community development priority*)

PRIORITY 2.3 SUPPORTING FAMILIES TO STAY TOGETHER

Through evidence-based interventions and an early intervention approach, we will support families to stay together and keep children at home safely.

Key Focus for Delivery Plan

- Actions in immediate term to support (not duplicate or conflate with) the critical efforts in partner organisations to recover access and waiting times.
- Development of **Early Help and Prevention Locality Models of Care**
- Through early, help and support continue to offer emotional, health and wellbeing support for people (*links to focus on wellbeing objective*)
- [Delivery of NYTH / NEST programme](#) (via Start Well)
- Work with families to support children on the 'Edge of Care' (via Start Well)
- Delivery of Pathfinder Early Year Integration Programme (via Start Well)

Tackling the Big Four

Effective services will be developed to treat and support people with what remains the four main causes of ill health and premature mortality in Powys. This means focusing on prevention of the big four conditions (respiratory, circulatory, Cancer and Mental Health) by supporting children, families and adults to create the foundations of good health throughout their life, including healthy weights, positive diet and activity, personal resilience and relationships. Focus on early help and support, and improving outcomes for people who develop any of the big four conditions.

Refresh parameters

- **Live Well** to broaden focus across all the identified 'Big Issues' in the context of the impacts of the pandemic/ socio economic context on the population and healthcare access (to be further scoped from PNA / wellbeing assessment and other data sources)
- Actions will be underpinned by an understanding of the role trauma can play in the development of the Big Four and delivered by trauma-informed practice.

Key Strategic alignment

- Actions to be informed by developments such as the National Clinical Framework, National Planned Care and Mental Health Programmes, GIRFT reviews, and Improving Cancer Journey Strategic Partnership
- Together for Mental Health (under review) / Powys Area Planning Board for Substance Misuse Strategy

Progress & Learning

- Mental Health issues are even more pressing in the context of the impact of the pandemic and other socio-economic challenges. There have been increases in people seeking support with their mental health across all ages and populations and further evidence emerging of particular impacts for those who were already experiencing disadvantages individually or within population groups or characteristics.
- Improving the Cancer Journey Board continues to drive forward improvements for people experiencing cancer.

Refreshed Priority Areas

PRIORITY 3.1 MENTAL HEALTH

Across all tiers, from health promotion through to specialist services, focus will be on further improving integrated working arrangements, increasing focus on well-being, early help and support and improving quality and effectiveness of services.

PRIORITY 3.2 CANCER

There is a strategic commitment to supporting activities that reduce the incidence of cancer through wider work to improve health and well-being.

PRIORITY 3.3 RESPIRATORY

There is a strategic commitment to improving clinical outcomes and experience for people affected by respiratory conditions.

PRIORITY 3.4 CIRCULATORY

There is a strategic commitment to improving clinical outcomes and experience for people affected by circulatory conditions. This includes diabetes, heart disease and stroke.

Key Focus for Delivery Plan

- To minimise the risk that actions are duplicated across other partnerships, the RPB will focus on system leadership, collaboration and alignment with other key partnerships and programmes driving these priority areas going forward, including Improving Cancer Journey Programme and the Breathe Well Programme.
- Hearts and Minds: Together for Mental Health in Powys is the strategy for improving the mental health and emotional well-being of the people of Powys. Its aim is to improve the mental well-being of all residents in Powys and to support those people with a severe and enduring mental illness (priority actions will align with this key strategy).

Joined Up Care

Providing joined up care means people are at the centre of health and care services, minimising and eliminating barriers, duplication and complications between organisations and teams. Health and care teams work seamlessly to get things right first time and minimise needs from escalating. Services will be reviewed in line with new developments to ensure choice, accessibility and coordinated services, working with partners to safeguard residents, and co-production.

Refresh parameters

- There are significant and shared issues to be tackled as part of recovery and sustainability, across a range of outcomes for people, including avoidable admissions, social care issues, delays and workforce constraints. More integrated support is required for people in their own homes and communities.
- Greater focus on recovery from systemic impacts of the pandemic / socio economic and demography to have biggest impact and drive forward sustainable models.

Key Strategic alignment

- National Clinical Framework, Six Goals programme (Urgent and Emergency Care), GIRFT reviews
- RIF Model of Cares *Home from Hospital and Community Based Care – Prevention; Community Based Care - Complex Care Closer to Home*
- Further, Faster – Integrated Community Care Services for Wales / Emerging National Framework for Commissioning Care and Support
- Accelerated Sustainability Model Programme of work / Strategic Autism code of practice.

Progress & Learning

- Powys is progressing a whole system approach encompassing prevention, falls pathway, frailty scoring and register, community teams and support, one stop assessment, geriatric assessment.
- A range of resilience measures, system wide contingency plans and surge plans have been developed and utilised which provide valuable learning and helped shape priorities.
- Powys Clusters have noted a desire to work together to improve the model of care and frailty pathway and build on successful collaboration between healthcare providers and other professionals.
- Despite challenges there has been significant resilience in provider market, and this will remain an asset to help deliver on the ambition of the strategy.

Refreshed Priority Areas

PRIORITY 4.1 CARE CO-ORDINATION

It is widely acknowledged that integrated care is highly beneficial to the individual in receipt of services and to carers and remains the model by which the Council and the Health Board wish to operate with support of partners in the third sector.

PRIORITY 4.2 UNSCHEDULED CARE

Reducing more avoidable emergency admissions and re-admissions to hospital of people (all ages) with long term conditions and other health issues such as people prone to falling, is a priority to improve outcomes and reduce the costs of unscheduled care.

PRIORITY 4.3 CARE CLOSER TO HOME

We aim to provide the right system conditions so that people can live in their place of choice for their health and wellbeing needs, including for end of life and palliative care.

Key Focus for Delivery Plan

- Design and implement a comprehensive integrated community care response that delivers sustainable and person-centred approaches.
- Implement more joined up approaches to proportionate assessment, including Trusted Assessments; and use of digital/ technological solutions to providing care and support in a more dynamic and flexible way (*links to Digital First*)
- Repatriation of services and more joined up care to support people closer to their homes.
- Ensuring accommodation-based solutions are available for people who need them the most (*link with Innovative Environment priorities*)
- Develop and further strengthen support for autism through the Strategic Autism Steering Group, including support for wider neurological conditions in line with the Autism Code of Practice.

Workforce Futures

Workforce Futures purpose is to enable our workforce (paid and unpaid) to be agile, flexible and responsive. This means ensuring we have the right people in the right roles, working at the top of their professional and clinical level who are engaged and supported with access to education training and development, which is complimented by the latest digital technology. All of which, enables and supports people to thrive, delivering the best possible health and care for the people of Powys.

Refresh parameters

- The workforce across health, care and the third sector is fragile with shortages in many professions. This comes with an increase of demand and levels of complexity alongside staff who are impacted by system pressures, after having risen to extra-ordinary challenges due to the Covid-19 pandemic. This is further intensified in a Rural community like Powys.
- Aligned to the Health and Care Strategy, the Workforce Futures Strategic Framework outputs are articulated in the Workforce Futures action plan across 5 priority areas.

Key Strategic alignment

- Health Education and Improvement (HEIW) / Social Care Wales Workforce Strategy for Health and Social Care
- Powys Volunteer and Carers Strategy
- Individual organisational workforce strategies and plans (e.g., Powys Teaching Health Board IMTP and Powys Councils workforce plan)

Progress & Learning

- Workforce Futures Strategic Framework has made significant progress on joint workforce innovations across the 5 priority areas, including the development of the Powys Health and Care Academy. Underpinned through significant innovation and partnership working across Workforce and Organisational Development.
- The Covid-19 pandemic accelerated many areas of delivery including joint work on the response with the Local Authority, Powys Teaching Health Board, PAVO and wider Regional Partnership Board colleagues.
- Key progress made across all priority areas including widening access initiatives; delivery of Intensive Learning Academy; development of work to support carers and volunteers.

Refreshed Priority Areas

Priority 5.1 Designing, Planning and Attracting the Workforce

Priority 5.2 Leading the Workforce

Priority 5.3 Engagement and Wellbeing

Priority 5.4 Education, Training and Development

Priority 5.5 Partnership and Citizenship

Key Focus for Delivery Plan

Key focus for delivery plan will be aligned around priority areas and include:

- multi-agency, multi-disciplinary workforce meeting the health and care demands of a rural county and providing seamless services.
- A range of leadership opportunities to support exemplar leaders in action at all levels delivering compassionate leadership and through the lens of digital advancements.
- An empowered workforce to be actively involved in planning, shaping and delivering excellent quality services (*links to Transforming in Partnership and continuous engagement and wellbeing objectives*)
- A range of opportunities for the workforce to take part in high-quality education, training, and development enhanced by digital technology within county.
- A valued and engaged workforce including unpaid carers and volunteers who are recognised for their contribution and impact on the local communities in Powys.

A Delivery and Resource Plan will be developed in Summer 2023.

Digital First

Technology solutions and innovations are a key part of the future opportunities for sustainable health and care provision for Powys residents. A digital first approach will enable and promote telehealth, telemedicine, self-care and support for people and carers. This will support and enable staff to work more effectively and efficiently and will reduce travel time and miles for people in Powys and allow for more agile working.

Refresh parameters

- Priorities refreshed in light of a focus on role of RPB, recognising organisational commitments in place around digital infrastructure, security and data improvement and access, that will all support joint digital priorities below.

Key Strategic alignment

- Digital First Strategic Framework
- Public Service Board
- Individual organisational workforce strategies and plans

Progress & Learning

- Significant innovation and upscaling of digital took place during the response to the pandemic with an acceleration in virtual methods for the delivery of care and ways of working with digital becoming a key workforce skills enabler.
- Increased use of Technology Enabled Care (TEC) continues to support people in their own homes and in other innovative ways.
- Digital acceleration has greatly improved experiences as impact of covid across a number of areas with longer lasting impacts
- Information, Advice, Assistance remains important (although not just within a digital context)
- Digital infrastructure and systems will remain key to enabling more joined up working in a seamless way.

Refreshed Priority Areas

PRIORITY 6.1 INFORMATION, ADVICE AND ASSISTANCE

Improving access and accessibility across the region to empower people through accurate, up to date, relevant, and timely information and advice about the services available across statutory, voluntary and private sector providers to enable self-management of conditions and self-directed support. *(Links with other priority areas beyond digital)*

PRIORITY 6.2 DIGITAL INFORMATION SYSTEMS

Continue to implement a digital system across Powys to support joint assessment and care co-ordination to help ensure that people do not have to repeat their stories.

PRIORITY 6.3 DIGITALLY ENABLED ENVIRONMENT to support increased use of digital applications such as telemedicine; technology enabled care; and new advances in technology including artificial intelligence.

Key Focus for Delivery Plan

Key focus for delivery will be aligned around priority areas and include:

- continued learning and assessment of a suitable joint digital data system across health, care and other relevant partners.
- Telemedicine and webcam communication to bring specialist skills and expertise remotely to people in Powys.
- support people to be independent through a proactive and preventative digital approach.
- embracing new advances in technology and investigate the opportunities to enable more local diagnostic tests to be undertaken in Powys.
- support cross border information sharing protocols and IT solutions to improve communication and improve collaborative working in and out of county.

A Delivery and Resource Plan to be developed in Summer 2023.

Innovative Environments

It is important to ensure that safe, effective, and sustainable services are developed and delivered within the right environments for our staff, the public and partners. Achievement of this will be outlined within the RPB Innovative Environments Strategic Plan, which is currently in development and will set out Powys' 10-year Strategic Capital Plan. The plan will set out our shared vision and framework within which infrastructure development can be co-ordinated across partner organisations to meet the assessed needs of the local population.

Refresh parameters

- This objective will be aligned to the RPB Innovative Environments Plan (in development) and will set out the 10-year Capital Plan
- Delivery of priorities to maximise resource opportunities – Housing with Care Fund (HCF), Integration and Rebalancing Revenue and Capital Funds (IRCF), and Strategic Capital Plan Fund.
- Delivery actions to be reset in light of concepts tested and refined as part of the North Powys Wellbeing Programme (e.g., Regional Rural Centres and Community Hubs). In addition, action will also be set in the context of learning in relation to *agile working and decarbonisation*, in the light of pandemic responses.

Key Strategic alignment

- Alignment with Powys Public Service Board decarbonisation agenda
- RIF National Models - Accommodation Based Solutions
- Establish strategic linkages with Housing Support Programme to ensure accommodation options available to support wellbeing across life course.
- Integration and rebalancing agenda

Progress & Learning

- Significant progress has been made in the delivery of innovative environments in both the longer-term capital and estates programmes and adaptations made as part of the response to the pandemic, including Health and Care Academy site in Bronllys, expansion of Extra Care facilities across Powys, and increased supported accommodation options.
- Capital improvements are important in building an infrastructure which is fit for purpose in enabling care closer to home.
- There are increasing costs and inflationary pressures in relation to estate and energy use, supplies and goods.
- Funding from Welsh Government for the capital programme is key to supporting the Innovative Environments programme and Estates Strategy with increased opportunities with new capital funding streams to develop accommodation-based solutions (HCF) and integrated health and care hubs (IRCF).

Refreshed Priority Areas

We will create an innovative, flexible environment that delivers a new integrated model and offers support to people to access care closer to home through continued development and implementation of:

PRIORITY 7.1 ACCOMMODATION BASED SOLUTIONS

PRIORITY 7.2 RURAL, REGIONAL CENTRES

PRIORITY 7.3 COMMUNITY WELLBEING HUBS

Key Focus for Delivery Plan

In line with the emerging Strategic Capital Plan, key focus for delivery will be:

- Development of a **Strategic Partnership Capital Strategy** to deliver the accelerated sustainable model.
- Further Stages of work relating to the North Powys **Multi Agency Wellbeing Campus**
- Continue scoping developments of **Extra Care** accommodation.
- Modernising Accommodation and Domiciliary Care Models including Care & Nursing Homes
- **Supported housing** programme.
- **Safer accommodation for Children** with complex needs and sufficiently in-county placement for 16+

Strategic Capital and Resource Plan to be developed in Summer 2023.

Transforming in Partnership

With the increasing complexity of care, the rurality of Powys and current workforce challenges, our ability to work with our communities and partners in a dynamic, evolving and continuous way through shared learning and understanding is paramount to delivering on the ambition of the Health and Care Strategy and jointly develop new models of health and wellbeing to improve the well-being of our population.

Refresh parameters

- This objective will be focused on ‘golden thread to golden system’ in the medium to longer term, building resilience across health and care.
- Increase development of engagement opportunities and co-production to ensure transformation activity is shaped by what matters to people.

Key Strategic alignment

- Rebalancing Social Care
- Individual Organisations Strategic Equality Plan

Progress & Learning

- Example of good practice engagement across partnership working to shape priorities and activity – collective efforts will need to continue to gain insight across Accelerated Cluster Development, Powys Engagement and Insight Network, and newly formed Citizens Voice Body (CVB) ‘Llais’ from April 2023
- Focused time on partnership development to support relationships, trust and maturity has been valuable in setting a foundation for a deeper and mature level of partnership – recognition further development needed now.
- A number of pooled fund arrangements already in place support more joined-up approaches to commissioning and delivering services through Section 33 arrangements including:
 - Glan Irfon - Care Homes - Community Equipment – ICT – Reablement - Substance Misuse
 - There is also a Memorandum of Understanding (MOU) in place with Credu (a Powys carers service)

Refreshed Priority Areas

Priority 8.1 continue to develop the maturity of partnership arrangements and embed a culture of partnership working.

Priority 8.2 CONTINUE TO DEVELOP CITIZEN PARTICIPATION FROM ENGAGEMENT THROUGH CO-DESIGN TO CO-PRODUCTION

Key Focus for Delivery Plan

Partnership maturity, governance, and culture

- Whole System **Deliberate Design and Governance** to ensure governance arrangements remain fit for purpose and support the RPB to carry out its business efficiently and effectively.
- Continually improve **infrastructure arrangements** to ensure partnership arrangements remain strong and partners can deliver on their partnership duties (under Part 2 /9 of Wellbeing Act)
- Continue to drive forward **innovative and improvement** utilising all available resources across the RPB (including but not limited to the Regional Integration Fund) to support development and adoption of new sustainable models of health and wellbeing.
- Develop and implement a **partnership development programme** based on a self-assessment maturity matrix framework that will offer a qualitative and measurable assessment of progress and opportunities for improved partnership culture and understanding, with a focus on co-production.
- Through dedicated capacity, strengthen joint commissioning arrangements to deliver commissioning priorities highlighted through the Market Stability Report as well as reviewing opportunities for joint commissioning across health and social care and deliver on joint actions within the Winter Rapid Escalation Plan, such as integrated brokerage functions, working closer with care homes- and exploring the health board becoming a domiciliary care provider to increase capacity.

Participation

- Co-produce solutions that make best use of community skills and assets. Working alongside citizens and people who use services to co design and co-produce strategy and services as equal partners.
- Implement best practice of continuous engagement to inform partnership priorities and programmes.
- Link with Citizen Voice Body (CVB) 'Llais' to gain insights from people who use health and care services.

Refresh parameters

- Priority actions to be set in the context of the impacts of the pandemic on the population and socio-economic climate and access to health/care.
- Considerations regarding the financial landscape for partners are important in setting and agreeing priorities that support sustainable models.

Key Strategic alignment

- Strategic Equality Plan / Welsh Language Active Offer / Rebalancing Social Care

Progress & Learning

- Increasing maturity around partnership performance and evaluative practice to develop strong evidence bases from both qualitative and quantitative information that demonstrates improved outcomes and value for money through innovative practice – recognition further work required to upscale and embed in a more systemic way across the system.
- Powys Social Value Forum established mechanism which continually enables communities to help decide where best to target resources to improve health and wellbeing in their local communities – progress and learning here will be key to providing an evidence base, identify gaps in delivery and provide a foundation for implementing alternative delivery models that help to deliver on the Rebalancing agenda through social enterprises, co-operatives, etc.
- Welsh language continues to be prioritised across wider health and care system, including third sector provision.

Refreshed Priority Areas

PRIORITY 8.3 System wide learning to support innovation, improvement and adoption of sustainable models of health and wellbeing

PRIORITY 8.4 PRIMARY AND COMMUNITY CARE

Priority 8.5 Social value

Priority 8.6 Welsh language

Key Focus for Delivery Plan

System wide learning

- System wide scanning for system pressures and actions to support resilience.
- Under the Research Innovation and Co-ordination (RIC) Hub become a learning system, testing, blueprinting and adopting innovations and improvements (underpinned by an intelligence-led approach to data, engagement and insights)
- Develop and embed a robust Performance and Evaluation framework to understand and demonstrate impact.

Primary and Community Care development

- Working within the Primary Care Clusters, the development of a population-based approach will be taken to the planning and delivery of the health and social care model, supporting development of shared services across cluster areas, to provide wider access to scarcer skills and the continued development of enhanced service arrangements. This work will further integrate primary care with community-based services to ensure focus on well-being, equity, early help and support, sustainability of services and joined up care.

Social Value

- Continue to explore, develop and implement alternative delivery models across the life course that seek to address the rebalancing of the market through building on progress of the Social Value Forum and good practice around social value initiatives, co-operatives and other forms of social enterprises, as well as strengthening the relationship between social value and commissioning.
- The Social Value Forum will continue to support the RPB to engage with providers of care and third sector partners to ensure engagement and co-production with partners.

Welsh Language

- Through the Welsh Language Promotion, Challenge and Support Partnership Group 'Gofal', ensure effective bilingual service provision to deliver what matters to the people of Powys and works towards the aims of 'More than Just Words'

A Delivery and Resource Plan to be developed in Summer 2023

Section 8: Delivering the priorities via the Life Course Approach 2023/24 – 2027/28 - Start, Live, Age Well

Start Well, Live Well, Age Well



The Health and Care Strategy seeks to support people across the 'Life Course' to enable children and young people to 'Start Well', for people to 'Live Well' and for older people to 'Age Well'.

START WELL

Focusing on enabling children to 'Start Well' is fundamental to improving the longer-term well-being of our population. There is a growing body of scientific evidence that shows the foundations of a person's lifelong health—including their predisposition to obesity and certain long-term conditions—are largely set during the first 1,000-day window. There is also growing evidence that our experiences during childhood can affect our health throughout the life course. Adverse childhood experiences and trauma are increasingly being linked to effects throughout the life course, contributing to a number of physical and mental health problems in adulthood and ultimately greater disability and (premature) mortality.

LIVE WELL

More people are living with cancer, respiratory disease, circulatory disease, musculoskeletal disorders, and poor mental health, including the effects of trauma. There is a need to ensure people can 'Live Well' through being healthy and active and by accessing early help and support. Living well during adulthood creates huge benefits in older age.

AGE WELL

As the older population in Powys is projected to increase faster than the rest of Wales, it is important that we enable older people to feel supported to live independently in a home of their choice and to remain healthy and active members of the community.

Across the life course, the RPB will seek to drive forward transformation of health and care services in line with its strategic direction through its Strategic Partnerships and Programmes, most notably, the Start Well Partnership; Live Well Partnerships, including a Live Well Mental Health Delivery Partnership and the Age Well Partnership (*further detail of the governance and programme arrangements can be found in the Appendix*)

The high-level strategic intent and objectives have been set within the preceding chapters and framed around the four wellbeing objectives and enabling objectives. Within this framing, the following chapters outline the population-based priority areas for each Strategic Partnership and their main focus for enabling people across the life course to 'Start Well', 'Live Well', and 'Age Well'.

The priorities have been developed in the context of the wider strategic planning and policy landscape, with a particular focus on the key messages from the evidence base and engagement to help shape and define these. Following from this in the first quarter of 2023, a more detailed Annual

Delivery and Resource Plan will be developed to detail the specific actions that will be taken forward to help deliver against the priority areas.

Key Priority Areas to Deliver on Start, Live, Age Well Programmes 'At a Glance' 2023/24 – 2027/28

Reaffirmed Health and Care Strategy Objectives and refreshed priorities to deliver across the life course to enable people to Start, Live and Age Well.

START WELL

- Underpinned by NYTH / NEST framework and voice of the child, develop an emotional health and wellbeing model for children and young people, including young carers.
- Support children and young people and families to achieve and maintain healthy, active lives.
- Enable children and young people to receive intensive support in Safer Accommodation, closer to home.
- Further developing integrated support for children and young people with additional needs
- Enable early help and support for children and young people on the 'Edge of Care'.

LIVE WELL

Mental Health – All Age

- Supporting resilience through on-line therapeutic support and intervention
- Improving information, advice, and assistance
- Supporting children, young people, and families to receive interventions (links with Start Well Partnership)
- Preventing escalation and developing pathways of support
- Develop whole system approach to trauma informed services and training
- Improve co-production.

Adults

- Develop prevention and community co-ordination so that people in Powys have their care and support needs met, including carers.
- Develop Community based care – providing complex care closer to home for people in Powys.
- Promote good emotional health and wellbeing for people in Powys, so that they can live their lives to the full.
- Address the health and care inequalities facing people in Powys through targeted interventions.

- Accommodation-based solutions for people in Powys to live as independently as possible within their communities.

AGE WELL

- Further develop and implement an early intervention and prevention model through locality-based support.
- Increase early help, support and inclusion opportunities to reduce loneliness and isolation.
- Ensure that Home First ethos is implemented, if a person requires hospital admission and reduce delayed transfers of care, through improved integrated working.
- Develop and implement an integrated community care approach focused on older people/frailty (including frailty of memory) to include modernising domiciliary care, reablement / rehabilitation, integrated brokage function, trusted assessment, maximise use of direct payments / microenterprises, and enhancing community capacity including supporting unpaid carers.
- Supporting older people with where they live through further development of Extra Care and other accommodation and community-based solutions, including working with care home sector.

All programmes link to the Strategic Partnership and Programme Annual Delivery and Resource Plan to be developed in Summer 2023.

Start Well Partnership

The Start Well Partnership aims to strengthen and transform services for children and young people in Powys. The Partnership is aimed at meeting some of the key priorities of the Start Well Board across the spectrum of need including children with complex needs, focussing on and informed by the emerging evidence base relating to the effects on children and young people of the pandemic, aspects which matter most to the wellbeing of the population of Powys, and interventions which will work best to address some of the most complex needs identified.

Partnership co-chairs: Assistant Director of Women and Childrens Services PTHB, Head of Childrens Services PCC

Key Evidence (from PNA and other emerging evidence)

Many young people live in small remote villages and hamlets that are served by poor public transport; this limits their opportunity to interact with their peers. 24% (32,376) are aged between 0 and 24 years this is projected to fall by 6% (to 29,634) by 2043 (this is an improved prediction compared to 18% in the previous population assessment in 2018)

There are 17,148 children in Powys schools.

4,088 families live in absolute poverty (31% are lone parent households). 17% of people in Powys report feeling lonely. 12% (16,154) of population are unpaid carers, with more unpaid carers in south Powys, particularly the Ystradgynlais locality. The average UK house price is £216,998 (Wales: £194,575) – 6th highest LA in Wales

14% of all pupils in Powys secondary schools receive free school meals.

Poor educational attainment is likely to have an impact on children and young people's future life chances and perpetuates the cycle of poverty.

Neurodevelopment (ND) services across Wales have been experiencing an increase in demand this has been compounded by the COVID-19 pandemic. This has resulted in lengthy waiting times for appointments. Referrals have significantly increased since June 2021 and consistently resulted in doubling of monthly referral demand. There are significant numbers of children and young people waiting for appointments in addition to children currently in the assessment system.

The national obesity strategy Healthy Weight: Healthy Wales, published in 2019, expects weight management pathways to be established in order to provide equitable access for all residents who need support to achieve and maintain a healthy weight.

There are currently 233 Powys children in local authority care, some children are placed outside of Powys and others outside of Wales.

See Key Insights and links for more detail.

Key messages (from continuous engagement)

Priorities have been shaped by views / outputs from following key engagement groups:

- Junior Safeguarding Board and Junior Start Well Board
- Views of children looked after, and care experienced young people up to the age of 25 via 'Bright Spots Programme' survey

- Views from young people across Powys via an Emotional Health and Wellbeing survey (Autumn 2021)
- Views from Community Health Council survey (June/July 2021) that asked young people how they felt about mental health and wellbeing support available to them during the pandemic.

When responding to what could be improved about the services in Powys, “knowing what services are available” (41%) and “better communication around these services” (16%) were identified as the main areas for improvement. Other areas raised were:

Lacking opportunities to socialise

- Missing education
- The need to feel listened to
- Stigma of talking about mental health
- Need for professionals being upskilled to understand and be able to support young people if they raise issues around mental health.

It is evident that school nurses provide a much-valued service in schools for young people. It is clear that Powys young people don’t know about services that are available to them and is therefore vital we ensure information is accessible and available.

See Engagement Reports for detail.

Key Priority Areas to deliver Start Well

- **Underpinned by NYTH / NEST framework and voice of the child, develop an emotional health and wellbeing model for children and young people, including young carers.**
- **Support Children and young people and Families to achieve and maintain healthy, active lives.**
- **Enable Children and young people to receive intensive support in Safer Accommodation, closer to home.**
- **Further developing integrated support for children and young people with additional needs**
- **Enable early help and support for Children and young people on the ‘Edge of Care’.**

Start Well Programme Annual Delivery and Resource Plan to be developed in Summer 2023.

Live Well Partnership

The **Live Well Partnership** aims to create a supportive, empowering environment in Powys that will enable people to “Live Well” and achieve good health outcomes, through being healthy and active and by being able to access the right help and support, at the right time. The partnership will address the wider determinants of health and wellbeing of the working age population in Powys through a public health and asset-based community development lens, including to strengthen and transform ways of working and services for people with **disabilities**.

Partnership co-chairs: Assistant Director of Therapies PTHB, Head of Adult Services PCC

Key Evidence (from PNA and other emerging evidence)

- Health and wellbeing risks linked to an aging population and the rurality of the county can increase social isolation issues, limit access to healthcare and support services, and also limit access to transport.
- Health inequalities have been worsening over recent years.

Accommodation and Support Needs

- The Live Well Accommodation and Support Process has evidenced a need for more supported accommodation options within Powys, i.e., 72 individuals across the following areas - Welshpool, Newtown Llandrindod, Brecon and Ystradgynlais.
- There are currently 22 Shared Lives Carer households in Powys, supporting 16 individuals with long term arrangements.
- 170 adults with disabilities and mental health needs are supported to live as independently as possible through supported living commissioned across 6 care and support providers.

People with disabilities, inc. those with neurodiverse conditions such as Autism (ASD)

- In Powys, there were 401 people with a learning disability entered on the register on 31 March 2021. Of these, 380 (94%) are living within their communities.
- It is estimated that autism spectrum disorders (ASD) affect 1 in 100 people in the UK (NAS, 2022) and in Powys, ASDs are the most common presentation of disability within children.

Unpaid carers

- Total of 2,390 adult carers registered with Carers Service – limited number of carers accessing support they may need. Of those adult carers, 31% (742) self-reported as having a disability.

Work and Volunteering

- A commissioned scoping exercise (2020), and subsequent review (2023) to better understand the employment, voluntary and paid employment opportunities available for adults of working age in Powys, specifically those being supported by local disability support providers, found that improvements needed to be made.

Workforce

- Paid carer recruitment and retention so people can get the right support at the right time.

See Key Insights and links for more detail.

Key messages (from continuous engagement)

Continuous engagement with citizens has been gathered and collated from the following events, among others:

- Your Big Ideas for Powys, Social Value Forum, Engagement forum: Physical Disabilities and Sensory Loss, Workshops re system approach to Health Weights, Engagement forum: Learning Disabilities and Carers, Work, Leisure, and Learning: consultation and engagement.

Key themes from this engagement highlighted the following as priorities for adults:

- People who have a learning disability and their families want to live as independently as possible, socialise in their local community and live as full a life as possible.

Respite and Day Opportunities:

- Better range of day opportunities that reflect people's lives.
- More short breaks and respite for carers.

Accommodation:

- Affordable housing including social housing, which is warm and in good condition.

Economy and Infrastructure:

- Rural economy translating to lower rates of pay, economic inequalities and cost of living problems.
- Lack of public transport and Affordable access to fibre broadband.

Health and Wellbeing:

- Supporting people to maintain a healthy weight through increasing active travel.
- Concern for the future as younger working people and families leaving Powys.
- Support for mental and emotional health and wellbeing, particularly for men 15 – 40.
- Improved access to social care and support, medical care (GPs) and mental health services.
- Increased participation and communication with commissioners.

See Engagement Reports for detail.

Key Priority Areas to deliver Live Well

- **Develop prevention and community co-ordination so that people in Powys have their care and support needs met, including carers.**
- **Develop Community based care – providing complex care closer to home for people in Powys.**
- **Promote good emotional health and wellbeing for people in Powys, so that they can live their lives to the full.**
- **Address the health and care inequalities facing people in Powys through targeted interventions.**
- **Accommodation-based solutions for people in Powys to live as independently as possible within their communities.**

Live Well Programme Annual Delivery and Resource Plan to be developed in Summer 2023.

Live Well Mental Health Partnership

The **Live Well Mental Health Partnership** works to strengthen and transform mental health services in Powys, also ensuring services develop in order to meet the requirements wider mental health legislation. The Partnership operates a number of subsidiary partnership groups, particularly to engage with and hear the voice of service users and their carers, and also to engage with Third sector providers of mental health services.

Partnership co-chairs: Assistant Director of Mental Health PTHB, Head of Adult Services PCC

Key Evidence (from PNA and other emerging evidence)

Across the UK it is estimated that:

- 1 in 4 adults experience a mental health issue during their lifetime.
- 1 in 8 children has a diagnosable mental health condition.

Wales data illustrates:

- GPs in Wales spend more than 20% of working day dealing with mental health issues.
- Half of all mental health problems start by the age of 14.
- NHS Wales spent £810m on Mental Health issues in 2019-20.
- The proportion of people reporting severe mental health issues increased from 11.7% pre-pandemic to 28.1% by April 2020.
- Young adults aged 16-24 experienced the largest deterioration in their mental health as a result of pandemic.

Powys data illustrates:

- Depression is the most common mental health problem for older people and prevalence rises with age.
- Powys is the 6th highest Local Authority with 1.05 suicide death rate per 10,000 population in 2020, which accounts for 4.9% of all suicide deaths in Wales for 2020.
- The largest number of suicides is in 2022.
- To access counselling within community providers there is over a 1 month waiting list.
- People accessing crisis services are increasing, with emerging needs relating to eating disorders, psychosis, and complex needs (including substance misuse / homelessness)
- 17% of children (aged 10 or over) receiving care and support were reported to have a mental health issue, higher than the national average of 14%.
- From 6 years of data, children and young people attending counselling within Powys shows the highest peak is in 2019-20.

See Key Insights and links for more detail.

Key messages (from continuous engagement)

Senedd Wales: *“Several Senedd committees highlighted long waiting times, high thresholds for treatment, and gaps in service provision. There are new fears about the impact of the ongoing pandemic on the mental health and wellbeing of the population, and on some groups in particular. The long-term effects of the pandemic on mental health are not yet fully understood. It’s clear that mental health has worsened, and there’s been an unequal impact on different groups. Young people and those living in poverty have been hit the hardest”.*

The Mental Health Foundation: *“Prevention of mental health problems is possible through effective societal, community and individual support, but it cannot happen within the health sector alone – action must be taken in the spaces where people are born, raised and live (in the home, in schools, their communities and workplaces).”*

From local engagement, examples of consistent key messages include:

- need to support wellbeing of service users through improved wi-fi on the wards.
- development of an improved service for those bereaved through suicide.
- support for those suffering from ADHD and to recognise the power of Arts interventions to help on the recovery journey.
- Further work is currently being undertaken to consistently capture information for improved analysis.

Local Engage to Change group views on Teams around the Cluster:

- They reported development has continued with Early Help Hubs and a single point of access for all referrals of young people with emotional health & well-being issues.
- This would mean referrals will no longer bounce between agencies, instead decisions made at one central point.
- Supports recommendations of Missing Middle Report and No Wrong Door Report.

See Engagement Reports for detail.

Key Priority Areas to deliver Live Well Mental Health Well

- **Supporting resilience through on-line therapeutic support and intervention**
- **Improving information, advice, and assistance**
- **Supporting children, young people, and families to receive interventions (*links with Start Well Partnership*)**
- **Preventing escalation and developing pathways of support**
- **Develop whole system approach to trauma informed services and training.**
- **Improve co-production.**

Live Well Mental Health Programme Annual Delivery and Resource Plan to be developed in Summer 2023.

Age Well Partnership

The **Age Well Partnership** aims to support **older people (including those with frailty and frailty of memory)** to live a thriving and independent life maximising opportunities in the community and providing care closer to home through an early, intervention and prevention approach. Where individuals care and support needs cannot be met within a community setting or within the home, emphasis is on increasing capacity and capabilities to ensure people are supported in the most appropriate setting for their needs, again, with an emphasis on a 'home first' ethos.

Partnership co-chairs: Assistant Director of Community Services PTHB, Head of Adult Services PCC

Key Evidence (from PNA and other emerging evidence)

- Powys' population is older than both the population of Wales and the population of the UK overall and is predicted to continue to increase.
- Due to this higher aged population, Powys has a lower working age population than the Welsh and UK average, with 16- to 64-year-olds making up 57% of Powys overall population (Wales 61%, UK 62%).
- Loneliness and the need for home support are amongst the key reasons for seeking third sector services. (*Accelerated Sustainability Discovery Report Findings, Jan 23*)
- The geographical distribution of Care Homes for older adults' settings, means there is frequently only limited opportunity for individuals to exercise meaningful choice in deciding their place of residence unless they are willing and able to move from their current area of residence. This is particularly apparent in respect of nursing care.
- The Market Position Statement (MPS) on Accommodation for Older People in Powys, (June 18), identified there was a lack of appropriate accommodation options, requiring extra care housing developments (Brecon, Welshpool, and Montgomery).
- Approximately 42,000 people in Wales have dementia; it is most common among older people – dementia affects 1 in 20 over the age of 65 and 1 in 5 over the age of 80. Research shows that 42% of people over the age of 70 who had an unplanned hospital admission have dementia.
- There are gaps in capacity of home support, domiciliary care, and some) types of residential settings. Not only does this risk a poor experience and outcome but it is a poor use of resources (*Accelerated Sustainability Discovery Report Findings, Jan 23*)

See Key Insights and links for more detail.

Key messages (from continuous engagement)

Various engagement and insights have helped shape the work of Age Well Partnership, including established links with the Older People's Forum. In January 2023 Age Well Partnership held a development workshop to engage and discuss priorities with all its key partners for 2023/24, with the following themes being raised for consideration:

- **Advocacy for older people**
- **Community, self-support, and frailty**

- *key priorities should be resilience, self-support, and community support.*
- **Keeping people at home / reducing high end need**
 - *Focus on keeping people at home as much as possible and managing expectations.*
- **Modernising domiciliary care**
 - *Modernising domiciliary care will be key - Opportunities to align various service offers.*
- **Fit for purpose accommodation (including for those with dementia)**
 - *focus on fit for purpose accommodation that helps people to live better lives, including those experiencing dementia.*
 - *Ageing population, and decreasing working population means we need future proof, fit for purpose Extra Care.*
- **Home from hospital, and end of life and palliative care**
- **Tackling inequalities and providing targeted interventions**
 - *The health and social care system need to ensure it is tackling inequalities and providing targeted interventions where appropriate.*
- **Supporting unpaid Carers (including respite for dementia)**
 - *Carers need as much recognition as possible - Credu are reaching around 3,000 carers through their Respite and Raising Awareness Projects, but there are many more.*
 - *Dementia pressures on families and communities - respite provision to increase.*

See Engagement Reports for detail.

Key Priority Areas to deliver Age Well

- **Further develop and implement an early intervention and prevention model through locality-based support.**
- **Increase early help, support and inclusion opportunities to reduce loneliness and isolation.**
- **Ensure that Home First ethos is implemented, if a person requires hospital admission and reduce delayed transfer of care, through improved integrated working.**
- **Develop and implement an integrated community care approach focused on older people/frailty (including frailty of memory) to include modernising domiciliary care, reablement / rehabilitation, integrated brokage function, trusted assessment, maximise use of direct payments / microenterprises, and enhancing community capacity including supporting unpaid carers.**
- **Supporting older people with where they live through further development of Extra Care and other accommodation and community-based solution, including working with care home sector.**

Age Well Programme Annual Delivery and Resource Plan to be developed in Summer 2023.

Measuring Impact Overview

Key to delivery of the Health and Care Strategy and second Joint Area Plan 2023/24 – 2027/28 will be measuring the impact of the intended change and tracking progress against the intended outcomes.

The Progress and Learning chapters within this plan highlight some of the progress made under the first Area Plan, with more detailed annual progress captured within respective RPB Annual Reports over the past years. Alongside this, performance monitoring utilising Results Based Accountability (RBA) methodology and evaluative practice has been carried out across key RPB funded programmes in order to build a picture of what works and help shape focus for delivery areas going forward.

It is recognised we need to build on this foundation and create more systematic ways to measuring impact and have a stronger evidence base through intelligence-led approaches to data, engagement, and insight.

A key area for delivery next year therefore will be to fully embed an RBA performance and evaluation framework that will bring a strong narrative of what works well and demonstrate impact through a mixture of quantitative and qualitative information. The role of professional and citizen participation in helping to inform this through a strong ‘story telling’ approach will be key, alongside robust data collection and outcome measures. This will help create the evidence base in which to drive forward improvements and support implementation of new models of health and wellbeing.

It will be important to align with emerging national outcome frameworks as well to support embedding, upscaling and sharing of good practice across Wales where it makes sense to do so.

Powys RPB will continue to improve the outcomes and wellbeing of people, as well as improve the effectiveness of service delivery through robust governance and oversight arrangements by ensuring continued collective leadership arrangements remains in place. The RPB will continue to facilitate a balanced representation from the full range of public services and provide targeted support to ensure citizen, including carer participation, at all levels of the RPB infrastructure.

The RPB will continue to produce Annual Reports to share more widely the achievements being made against the Joint Area Plan in order to share continued good practice and support ongoing learning.

Alongside this, efforts will continue to support maturity of our partnership practices across Powys by focusing on the effectiveness of our partnership approach. A self-assessed maturity matrix approach will be employed to help demonstrate the collective impact of our joint endeavours through a focus on not just the business of the RPB, but also on our strengths to develop strong working relationships and embed a partnership culture that will underpin and support delivery against our collective ambition.

Next Steps

Measuring the impact of the intended change and tracking progress against the intended outcomes will be key to delivery of the Health and Care Strategy and this second Joint Area Plan.

We need to improve how we measure impact to have a stronger evidence base through intelligence-led approaches to data, engagement and insight.

A key area for delivery next year will be to fully embed an approach that will bring a stronger understanding of what works well and demonstrate impact through a mixture of quantitative and qualitative information.

The preceding years have been challenging for everyone. A huge amount has been progressed, yet there is clearly much more that is needed. We look forward to continuing our journey through this plan to deliver on the health and care strategy.

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