

## Aelod Portffolio ar faterion Gofal Cymdeithasol i Oedolion

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Man Cyfarfod

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Dyddiad y Cyfarfod  
**Dydd Mawrth, 26 Mehefin 2018**

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Amser y Cyfarfod  
**Amser heb ei bennu**

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I gael rhagor o wybodaeth cysylltwch â  
**Stephen Boyd**  
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steve.boyd@powys.gov.uk



Neuadd Y Sir  
Llandrindod  
Powys  
LD1 5LG

Dyddiad Cyhoeddi  
**21 Mehefin 2018**

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Mae croeso i'r rhai sy'n cymryd rhan ddefnyddio'r Gymraeg. Os hoffech chi siarad Cymraeg yn y cyfarfod, gofynnwn i chi roi gwybod i ni erbyn hanner dydd ddau ddiwrnod cyn y cyfarfod

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### AGENDA

1.	PORTFFOLIO GOFAL PRESWYL CYNGOR SIR POWYS
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(Tudalennau 1 - 64)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

## CYNGOR SIR POWYS COUNTY COUNCIL.

## PORTFOLIO HOLDER DELEGATED DECISION

By

Councillor Stephen Hayes (Portfolio Holder for Adult Social Care)

5th June 2018

**REPORT AUTHOR:** Dylan Owen  
Head of Transformation for Adult Services

**SUBJECT:** Powys County Council Residential Care  
Portfolio

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**REPORT FOR:** Decision

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## 1. Summary

1.1 BUPA have confirmed that they do not wish to extend the existing contractual arrangements of Powys Council's care homes and Glan Irfon beyond the current contract term which is due to end in May 2019. The purpose of this report is therefore to seek approval to go to the market seeking expressions of interest from providers and developers who would be interested in:

- working with the Council on the future development the Powys' own care homes; and / or
- to recommissioning the management of the care homes post May 2019 for a period of time (potentially 3 to 5 years), during which it is intended transformational plans will be agreed and start to be implemented.

If individual providers wish to be considered to undertake both roles, this will be encouraged where proposals would provide the best outcome for the council and Powys residents. It should be noted that analysis of specialist advice on the viability of Housing companies would also be undertaken by the Head of Housing during the market engagement period.

1.2 The decision on how the council's own care home portfolio should be managed in the future will have a long lasting impact and influence on the nature of the Powys Care Home market. An options appraisal has been completed (Appendix 1) to explore all available options for the management and ownership of the Council's care home portfolio post May 2019. In undertaking the options appraisal, commissioners have identified that projected needs going forward across the residential and nursing care home market in Powys is likely to be for both more residential EMI and Nursing/EMI beds rather than existing predominately residential care provision across the council's care home portfolio. Whilst projected need is understood, the level of market interest in helping the Council to transform the care home market across Powys is not as equally understood. A programme

of market engagement would be required to improve understanding of what future transformational opportunities could be delivered.

1.3 Three main options were considered in developing plans for the management of care home once the BUPA contract ends (negotiate a contract extension with BUPA, bring the management of the care homes back in-house, or procure an alternative external provider to run the care homes on the council's behalf). Two of these three options have a number of variants which have also been explored.

1.4 When considering externally commissioned options, it is not currently known whether there will be market interest from a developer(s) to assist in transformation the care home portfolio and managing the care homes during the transformation process. Needs analysis suggests that the transformation of the Council's portfolio of care homes needs to change the cumulative focus of services to support more residents who have dementia, and the consolidation of beds / capacity in localities where the need is the most acute. This may result in some care homes being identified as no longer strategically relevant and released for some other form of re-development or sale.

1.5 Alongside exploration of external market interest in working with the council, work is progressing to explore options to bring the management of the service back In-House should this become necessary or desirable. This work builds upon work undertaken previously around the development of a Local Authority Trading Company (LATC) and Teckal regulations. However, it should be noted that should a LATC be developed, the outcome of work indicates that the Council would face additional operational costs that could not continue to be offset against private funders' income after approximately 18 months. To address this risk, specialist advice has been commissioned to explore the relative merits of developing a Housing Company that could negate the needs to incur some of the additional costs.

1.5 A draft of the Options Appraisal was presented to the April 2018 Adult Social Care Scrutiny Working group. Key comments and observations made by the Group were:

- Support for the Portfolio Holder within in his delegated decision to explore the market further.
- The Group would wish to consider the options further once that additional information has been received and offer an opinion on the options under consideration.
- An 80/20 care quality/cost split was supported.

1.6 The proposed timetable for approaching the market is:

**Stage 1** (July 2018): A Pin Notice will be advertised in July 2018 seeking to establish relative market interest in delivering the short-term management of the care homes whilst in the longer term working with the Council to develop the Powys care home market. Analysis of specialist advice on the viability of Housing companies undertaken would also be undertaken during this period.

## **Stage 2 (August to October 2018):**

1. Market and Housing company proposal's respective merits considered against the outcomes required for older people within Powys' Vision 2025. Individual provider meetings / workshop events to be undertaken depending on response to PIN Notice.
2. Subject to the market response to the Pin Notice tender for an external provider to manage the council's care homes on the council's behalf or arrange to bring the management of the service in-house.
3. Develop commissioning proposals in response market options received for longer term portfolio transformation.
4. Proposals on the way forward to be presented to the Adult Social Care Scrutiny Working Group for their consideration and comment.

## **Stage 3 (October 2018 to January 2019):**

1. Proposals on the way forward to be presented to both the Health Care and Housing Committee, and Cabinet for their consideration and agreement.
2. Evaluate tender bids, and select winning tender.
3. Subject to agreement are initial Cabinet presentation, final commissioning intentions to be presented to Cabinet for agreement.
4. Appoint approved care home provider (if required).

## **Stage 4 Contingency Planning (If required)**

- 1.7 Should the proposed procurement exercise fail, and it becomes necessary to bring the management of the service in-house, a minimum of 3 months will be required to safely bring the service in-house. A decision on the future of the care homes will therefore need to be made by the end of January 2019.

## **2. Background**

- 2.1 Powys County Council and their partners are committed to working with residents, communities, and businesses for the continual improvement of both local general housing stock and access to high quality more specialist accommodation designed to meet peoples assessed care needs. Work is ongoing to understand and develop accommodation options across Powys in response to residents' views. A Market Position Statement (MPS) including a high level needs analysis relating to older peoples' accommodation in Powys was published in March 2017. Overall outcomes for residents required within the MPS are:

- Increased independence by improving our responsiveness to individuals' needs in their own home.
- Improved choices over accommodation, care and support that enables independent living for older people (within their own self-contained accommodation).
- Individuals will receive appropriate care and support in the right place at the right time, which will optimise their potential for recovery and recuperation.
- Mixed community developments supporting people with different levels of ability including different

- Reinvestment of resources into preventative services, offering a range of accommodation choices.
- 2.2 In helping to support the ongoing delivery a number of the above required outcomes, the options appraisal concentrates on reviewing the Council's options for the management and ownership of the Council's care home portfolio post May 2019. The option appraisal did build upon an earlier options appraisal completed in 2017 prior to the collapse of negotiations between BUPA and HC-One regarding the potential assignment of the care homes' support contracts in February this year.

### 3. Proposal

- 3.1 The outcome of the option appraisal indicates that many options are not exclusive, and a staged implementation is possible if the preferred option(s) would take longer than 12 months to be developed and therefore would not be fully ready for implementation by May 2019. All external procurement options identified within this appraisal for further development could be explored further within a single PIN Notice.
- 3.2 Options requiring the transfer of registration from BUPA to any other service provider (including the Council) would require the homes to be reregistered with CIW. Based on CIW requirements within the recent proposed re-registration of homes to HC-One, it is possible that CIW may require up to 19 rooms across 6 homes to be removed from use once they become vacant as they no longer meet quality standards. Statutory Guidance issued in February 2018 for service Providers on meeting service standard regulations have yet to fully embed. Advice obtained from CIW on whether the new requirements will still require the decommissioning of the 19 rooms is unclear. The new Guidance removes statutory room sizes, but CIW will need to inspect the care homes on re-registration to assure themselves that facilities are fit for purpose in relation to each care homes' statement of purpose.
- 3.3 It is therefore possible that additional capital maintenance works will be required to some of the homes on or prior to registration. It is not known what the cost of capital works at this point. Discussions will need to be undertaken with CIW subject to the outcome of this Option Appraisal. Within the reregistration discussion between BUPA, HC-One in late 2017 indicated a requirement for around £770k of work to be undertaken; of which the council were subsequently advised that around £636k of work had been completed before the negotiations between the two organisations failed.
- 3.4 In considering the above options, it is considered that any new model of delivery must:
- Maintain or increase current standards of quality for care
  - Maintain a sustainable service
  - Develop a service model that is flexible, and responsive

- Provide a model of service provision that reflects a response to the personalisation agenda
- Addresses capital investment to address weaknesses identified by CIW in the physical standards, condition and state of repair of a number of the homes, or support the decommissioning of a number of rooms within care homes identified as no longer meeting current standards and will need to be taken out of use.
- Support the implementation of the new Pooled Budget for the future commissioning of care Homes has been agreed with PTHB.

#### **4. Options Considered**

4.1 Options considered are detailed below. It was originally intended to score each option against a range of outcomes to select a recommended option to be implemented. However, officers seeking to score each option, identified that further market intelligence was required in order to consider the relative merits and costs of each option. It is therefore recommended that further market engagement is undertaken ahead of agreeing transformation priorities / plans.

4.2 In the absence of sufficient market intelligence to score each option, it is proposed that a range of options are explored with the market as detailed below.

√ = Options recommended for further consideration

#### **Negotiate extension to existing contract**

##### **1. Negotiate with Bupa to continue with the contract post May 2019.**

This option is not recommended at this point as BUPA have stated that they do not wish to extend their existing contract with the Council, and have requested the Council's exit plans for the contract. A softening of BUPA's stance was however noted post completion of the Options Appraisal in May 2018, when the council were advised that BUPA may be interested in considering future proposals that the council may have, but were still not interested in extending the current contract with the council on existing terms and conditions.

#### **Bring the management of the care homes back in-house**

##### **2. √ Return the management of the care homes to in-house**

It is recommended that this option continues to be worked up as a contingency plan should it ultimately be necessary to bring the service back in-house

##### **3. √ Create a Local Authority Trading Company (LATC)**

Previous work on the potential to develop a LATC indicated that a residential care home portfolio reliant on a relatively high level of trading would not be Teckal compliant within previous declared timescales. However, it is suggested that this option should be explored further as there may be merits with a LATC if additional lead in time is allowed.

##### **4. √ Create a Council owned Social Enterprise.**

TUE/15/15

It is recommended that the legality and potential costings of this option is explored further.

5. **✓ Transfer the care homes in to a Housing Company wholly owned by the Council.**

The Powys Housing Team are currently exploring this option. Adult social Care will work with housing to further explore this option.

6. **✓ Commission an alternative provider to manage the Care homes and Glan Irfon post May 2019.**

- Variant (a) Council could seek to commission care in blocks of two or more care homes.

Option recommended for exploration with the market through the PIN Notice. An open PIN notice will be published with a view to meeting with companies independently to discuss a range of option for bidding for or sale of the homes (if desired) This would include smaller groupings of the homes, the 'as is' option or any variants thereof proposed.

Organisations expressing interest will be provided with a prospectus of the homes including private public bed mix and any relevant information to be able to consider options for a contract and to attract them to discussions and if pursued later to bid.

Proposals and options offered will be considered and scored in a robust manner to ensure that they would meet with the desired outcomes set out below and to accord with previously undertaken options appraisals. BUPA will be also informed of the intention.

7. **✓ Create a Joint Venture Company**

Option recommended for exploration with the market through the PIN Notice

8. **✓ Sell facilities and commission support from the private market:**

- Variant (a) Council could seek to sell one or more care homes, but maintain ownership of others.
- Variant (b) Commission the homes in smaller 'packages' by way of regional or specialism packages to open up the opportunity to smaller or even independent/RSL and existing providers.

Option recommended for exploration with the market through the PIN Notice

9. **Transfer the care homes in to a Social Enterprise / Community Interest Company**

This option is not recommended as it unlikely to be either achievable by May 2019, or produce a capital receipt for the council.

5. **Impact Assessment**

- 5.1 Is an impact assessment required? No



5.2 If yes is it attached?

## **6. Corporate Improvement Plan**

This proposal will contribute towards the following aim and objectives:

### **Supporting people in the community to live fulfilled lives**

Older people will feel:

- Supported, independent, safe, dignified and connected
- A valued member of their communities
- Informed and empowered to make choices about their support and care

Carers:

- Are able to maintain employment, education and training where they choose
- Have good physical, emotional and mental health

People with a learning disability:

- Have improved health and well-being
- Receive services that meet their needs and enable them to maximise their independence and live in the community of their choice

People's emotional and mental health:

- Is promoted and improved
- Challenges are responded to effectively, aiding recovery

What will this look like?

People will:

- Be confident that challenges are responded to effectively, aiding recovery
- Have opportunities for activity, social stimulation and community inclusion to maintain their well-being.
- Feel safe in their own home and retain their independence for as long as possible through a range of home based services.
- Be informed to enable them to have increased choice and control over what matters to them.
- Have greater access to health and social care which is close to home and responsive to their needs.
- Can be discharged home safely once fit to do so.

## **7. Local Member(s)**

The proposal will affect all electoral divisions.

## **8. Other Front Line Services**

Does the recommendation impact on other services run by the Council or on behalf of the Council?

No

If so please provide their comments

## **9. Communications**

Have Communications seen a copy of this report? Yes

Have they made a comment? No proactive media action required, initial communication will be through specific stakeholder engagement.

## **10. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)**

10.1 Legal: The recommendations can be supported from a legal point of view.

10.2 Finance: The Finance Manager notes the content of the report and will support the development of any future proposals. The revenue and/or capital resources will need to be considered as part of the Councils annual budget setting and Medium Term Financial Plan (MTFP).

10.3 Corporate Property:

10.4 HR:

10.5 ICT:

## **11. Scrutiny**

Has this report been scrutinised? Yes

11.1 Comments from Scrutiny have been noted. In line with the comments received, officers will continue to work with Scrutiny to address all matters raised following, and in light of the market engagement outcomes.

## **12. Statutory Officers**

12.1 The Solicitor to the Council (Monitoring Officer) commented as follows : “ I note the legal comments and have nothing to add to the report.”

12.2 The Head of Financial Services (Deputy Section 151 Officer) notes the comments from the Finance Manager.

### **13. Members' Interests**

- 13.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If the Portfolio Holder has an interest, he/ she should declare it, complete the relevant notification for and refer the matter to Cabinet for decision.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<ol style="list-style-type: none"> <li>1. Issue a Prior Indicative Notice so that the service can explore interest and feasibility for all of recommended options. The PIN Notice should also provide an opportunity for the market to submit additional development proposals not specifically identified within the Notice. The PIN Notice should be supported by market events, and one to one discussions to understand market opinions and preferred commercial model.</li> <li>2. Further explore internal Council options to develop either a Social Enterprise, LATC or a Housing Company owned by the Council to support better understanding of opportunities, disadvantages and legal considerations.</li> <li>3. Subject to the market response to the PIN Notice and the outcome of further exploration of internal options, present final commissioning proposals to Cabinet for approval.</li> <li>4. Co-opt nominated PTHB representatives on to the project team / board as part of residential care Pooled</li> </ol>	<ul style="list-style-type: none"> <li>• Further market intelligence is required in order to better understand future commissioning and market options available to the Council</li> <li>• It is possible to simultaneously explore market opportunities across residential and nursing care markets to support achievement of best practice.</li> <li>• The establishment of a project team is required to ensure timely completion of all required actions.</li> <li>• Seek Cabinet approval to implement proposed external commissioning intention, or seek agreement to bring the management of the service In-House.</li> <li>• Registration regulations have recently changed. Early discussions with CIW is recommended to reduce the potential for any misunderstandings by any stakeholder on requirements / reduce the risk of time delays in any required re-registration.</li> </ul>

<p><b>Budget arrangements (Deadline July 2018).</b></p> <p><b>5. Pre-reregistration discussions are held with CIW to establish extent of re-registration works required.</b></p>	
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<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	<b>Y</b>	<b>Within Budget:</b>	<b>Y – Engagement within budget.</b>

<b>Relevant Local Member(s):</b>	<b>N/A</b>
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<b>Person(s) To Implement Decision:</b>	<b>Dylan Owen</b>
<b>Date By When Decision To Be Implemented:</b>	

<b>Contact Officer:</b>	Lee Anderson or Jacqueline Jones
<b>Tel:</b>	01957 826849 or 01597 826801
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**Background Papers used to prepare Report:**

# Residential Care Development Prospectus 2018

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**Powys County Council**

## Foreword

As Cabinet Portfolio holders, we have great pleasure introducing you to the first stage of Powys County Council's procurement opportunity to identify a partner to re-develop Older Peoples accommodation, including Residential Care. Our new partner will modernise and maximise our existing provision, and develop new and innovative ways of meeting our future growing demand.

The council has successfully worked in partnership with BUPA to deliver our residential care for many years, but on-going public sector budget pressures and the need to renew and invest in the service has made us reflect on how best this service might be delivered in the future.

Evidence shows us that the more independent people are - and if they are well connected with their local communities and the services in their community - the greater their health and wellbeing is. The council is therefore considering alternative ways to support older people in their community that would not reduce the quality of care provided.

For the reasons outlined above it is important that we review the care home service that we currently fund. We also need to consider whether a similar service could be better provided by a partner or other organisations in the community.

We trust the information provided within this document allows interested potential partners to better understand the care home market in Powys, future demographic, geography, political challenges and the values of our council and staff. We hope those who share the council's objectives will choose to pursue their interest further.

Councillor **Stephen Hayes**  
*Portfolio Holder for*  
**Adult Social Care**



# Introduction

## About Powys

Located in Mid-wales, Powys is a beautiful place to live and work.

Covering around a quarter of Wales, the county is the most sparsely populated county in England and Wales, with just 26 persons per square kilometre. It is made up of the historic counties of Montgomeryshire and Radnorshire, most of Brecknockshire (Breconshire), and a small part of Denbighshire.

The geography of the county presents a challenge in delivering all front line services, but especially so in the case of health and social care. Travelling times and distances are often considerable. There are no motorways and only one short stretch of dual carriageway in Powys.

The population of Powys is older than the average for authorities in Wales with the mean average age being 44.8 in mid-2012 as compared to Wales at 41.3. The 65+ population (currently 34,638) is projected to increase by 11% over the next 5 years (38,405 by 2020) and by 43% by 2036 (49,515). The 85+ population is expected to increase by 19% over the next 5 years from 4,660 to 5,551 and 146% by 2036 (11,456).

The county has high employment and a high skills base. There is competition for labour, and this leads to employment areas and service areas with a skills shortage. Powys has low rates of residents claiming Job Seekers Allowance. The proportion of young working aged people (20–39) is substantially lower than that of Wales. This has implications for the future care workforce and for service delivery. Recruitment and retention of staff is one of the general challenges social care providers face in Powys.

## Our Vision

We are committed to improving the quality of life for Powys residents. Health and Adult Social Care will seek to support the transformation of the Powys residential care market to ensure that it can continue to meet the needs of older residents in the coming years within available resources.

Our joint vision is that older people in Powys:

- Have opportunities for activity, social stimulation and community inclusion to maintain their well-being;
- Feel safe in their own homes and retain their independence for as long as possible through a range of home based services;
- Are informed so that they have an increased choice and control over what matters to them;
- Have greater access to health and social care which is close to home and responsive to their needs;
- Can rapidly access appropriate hospital and specialist health care when needed and are discharged home safely once fit to do so;
- Experience a good quality of life.

The projected increase in the number of older people across the county will introduce a number of related opportunities and challenges across public services to ensure that they can continue to deliver person centred support. Meeting each of these challenges will also need to be done within a very challenging financial environment where all public bodies will be required to make significant cost reductions for the foreseeable future.

The council's role therefore needs to change. We need to move from the position of care home owners to helping to shape local residential care home markets. In doing so, we will also continue to work with partners to design and commission a range of appropriate residential and non-residential support to meet the needs of vulnerable people in the county.

The need for traditional residential care is reducing, and being replaced with requirements for more flexible models of care including greater capacity to support people with advance dementia. Alternative models of housing, such as Extra Care, that offer integrated care and support services will be encouraged to enter the marketplace.



## Partnership Working

The council is entering a new chapter in the history of social services and care, the largest in a generation. The Social Services and Wellbeing Act (Wales) has changed the way local authority social services and other care services work together in partnership to help and support people.

The Council currently owns 12 care home across the county. With on-going public sector budget pressures and the need to renew and invest in services, the council is seeking to deliver these services through a partner rather than retaining in-house services. We want to work with providers that can promote a positive image of social care services and can attract new staff into the service.

We are seeking expressions of interest from development and investment partners who are creative, and keen to work with the Council to support the long term vision for a more economically, socially, and environmentally connected residential care market in the future.

## Current Residential and Nursing Care homes

There are 20 residential care homes for older people, and 10 residential care homes with nursing for older people in Powys, providing 1,080 care places (excluding Glan Irfon). The council currently purchases placements in all the 30 care homes for older people within Powys.



## Council owned Residential Care Homes

Within the overall Powys Residential Care Home market, the council own 12 residential care homes and an Intermediate Care facility which are the subject of this Prospectus.

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### Brynhyfryd Residential Home & Glan Ifon, Builth Wells

Love Lane  
Builth Wells  
Powys  
LD2 3BG

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>30</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>14</b>	<b>20</b>	

Glan Irfon – Short Stay

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res	<b>12</b>	<b>12</b>	<b>n/a</b>	<b>1</b>	<b>14</b>	<b>20</b>	

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**Cartref Dyfi Residential Home –  
Machynlleth**

Maengwyn Street  
Machynlleth  
Powys  
SY20 8AZ

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>28</b>	<b>19</b>	<b>18</b>	<b>1</b>	<b>10</b>	<b>17</b>	



**Cartref - Hay on Wye**

Brecon Road  
 Hay On Wye  
 Powys  
 HR3 5PJ

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>23</b>	<b>10</b>	<b>8</b>	<b>1</b>	<b>10</b>	<b>20</b>	

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## Greenhill – Crickhowell

Beaufort Street

Crickhowell

Powys

NP8 1AG

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>22</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>5</b>	



Llwyn Teg – Llanfyllin  
 Mill Lane  
 Llanfyllin  
 Powys  
 SY22 5BG

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>33</b>	<b>20</b>	<b>16</b>	<b>1</b>	<b>7</b>	<b>25</b>	



**Llys Hafren – Welshpool**

Severn Road

Welshpool

Powys

SY21 7AS

Registration Status	Total Beds	B Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>40</b>	<b>26</b>	<b>10</b>	<b>0</b>	<b>0.5</b>	<b>18</b>	





Maes Y Wennol Care Home and  
Day Centre– Llanidloes  
Llangurig Road  
Llanidloes  
Powys  
SY18 6ES

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>29</b>	<b>16</b>	<b>9</b>	<b>1</b>	<b>14</b>	<b>30</b>	



Plas Cae Crwn – Newtown  
 Park Street  
 Newtown  
 Powys  
 SY16 1EW

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>40</b>	<b>20</b>	<b>22</b>	<b>2</b>	<b>0.1</b>	<b>32</b>	

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**Prestmede – Presteigne**

Townend  
Presteigne  
Powys  
LD8 2AT

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>12</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>5</b>	<b>23</b>	



**The Grove – Ystradgynlais**  
 Ynyscedwyn Road  
 Ystradgynlais  
 Powys  
 SA9 1BE

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>30</b>	<b>13</b>	<b>19</b>	<b>0</b>	<b>0.5</b>	<b>12</b>	



**Trenewydd – Brecon**

Llanfaes  
Brecon  
Powys  
LD3 8DA

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>35</b>	<b>17</b>	<b>11</b>	<b>1</b>	<b>0.5</b>	<b>20</b>	



**Wylesfield – Llandrindod Wells**

Lant Avenue

Llandrindod Wells

Powys

LD1 5EH

Registration Status	Total Beds	Contracted Beds	EMI Beds	YPD Beds	Nearest Nursing Home Approx Miles	Nearest DGH Approx Miles	
Res/EMI	<b>27</b>	<b>12</b>	<b>10</b>	<b>0</b>	<b>7</b>		

## Be a part of Powys' Future

The council require a partner(s) to:

1. Submit expressions of interest in working with the Council to establish a long- term partnership to develop and modernise our approach to older peoples accommodation for our citizens. Future care needs will include to reposition residential care home markets to provide an increased level of choice in how older people are supported to live as independently as possible, and an increased level of residential dementia care.

The organisation with which we partner with will bring skills, financial capacity, proven operating practices and procedures, commercial acumen and dynamism together with an approach to managing the services which reflects an empathy with a public service ethos. Whilst we hope that the partnership will develop over time to expand the range and depth of provision across different localities, and the contribution made to the health and wellbeing of local people, our partner will be required to enable us to achieve the following short-term objectives:

- Lower revenue support for the service sufficient to at least enable the council to meet its savings requirements.
  - Capital investment sufficient to address the issues identified in the recent condition surveys, and develop the portfolio of homes refocus the use of the overall portfolio of homes to supporting more people with dementia to live well.
  - Enhancements / changes to the use of existing care homes that may better suit the future accommodation needs of Powys residents
  - Improvements in the collation of user statistics and the contribution made to health and well-being outcomes
2. Submit expressions of interest in working with the Council to manage the councils 12 care homes and Glan Irfon (a 12 bedded purpose built, short stay reablement unit) from June 1<sup>st</sup> 2019 for a period of 3 to 5 years.

Expressions of interest will be particularly sort from partners who would wish to work with the Council to undertake both aspects of the work above.

## What Interested partners need to do

The council's objectives in undertaking a soft market testing exercise are to obtain the operator market's views in relation to the following:

- The extent to which potential partners consider they would be able to develop, manage and maintain a range of Older Peoples accommodation across Powys
- The extent to which potential partners' consider they would be able to address the council's specific service quality and financial challenges
- What the council may need to do in order to enable potential partners to optimise the benefits that they could offer;
- What the council may need to do to maximise potential partners' willingness to submit tenders; and
- Ways that the council may need to refine its proposed procurement process (see later in the document) in order to ensure a high level of interest and tendering commitment from potentially suitable partners.

Organisations who are willing to participate in the soft market testing are asked to complete a questionnaire via the [eTenderwales Portal](#), during which they are asked if they would like to take part in a more detailed discussion or meeting.

N.B. Any unique operator-specific ideas / proposals that are considered to be commercially sensitive will be treated as confidential.



## Key lines of enquiry

1. How interested are you in entering a process of competitive dialogue with Powys County Council
2. If you answered highly likely or likely to the previous question, what type of arrangement would you prefer?
3. In your opinion what do you think is the optimum term for the proposed contractual arrangement to deliver the redevelopment programme/services required?
4. What information do you require in order to price your tender?
5. What would you expect the council to contribute if working in partnership?
6. Would you prefer the development brief to cover the whole of Powys or specific geographic localities?
7. What do you consider would be the main challenges to your ability to help the council achieve its objectives and how could the council help overcome these?
8. Please describe below any innovative ideas or thoughts you have around the proposed partnership that you consider would provide Powys County Council with the optimum solution in terms of efficiency, value for money and high quality services for Powys citizens?
9. Do you think that replacement accommodation can be developed without the use of social housing grant? If so please provide examples of schemes where you have developed without the use of grant.
10. Powys has a high level of home-ownership. Have you experience of developing mixed tenure schemes? If so please provide examples and identify some of the key challenges that the development of mixed tenure development brings.

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol



# Accommodation for an ageing population

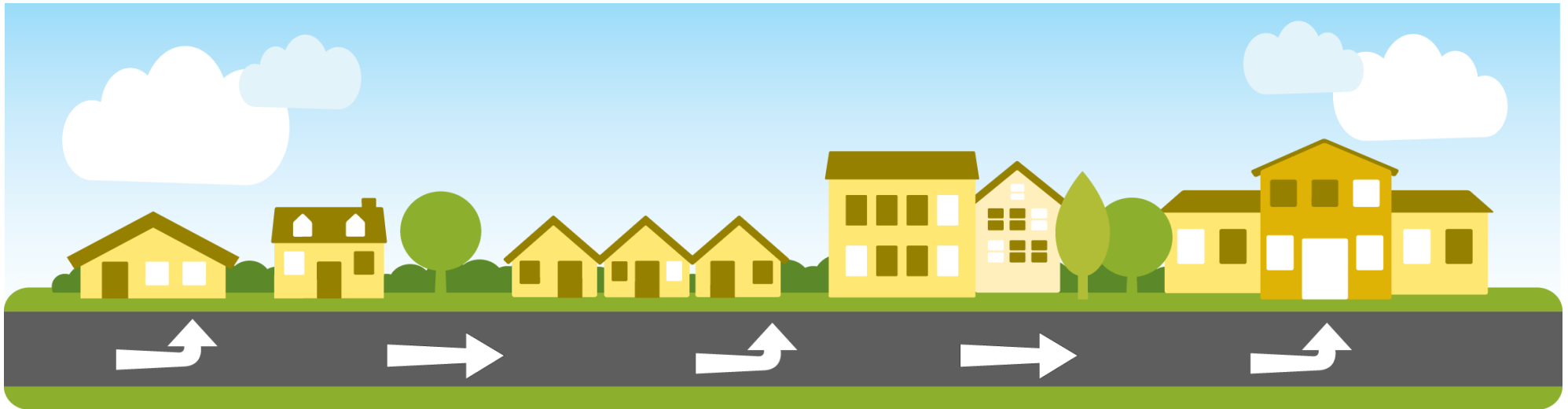
## Powys County Council

A guide for providers about Powys' housing and care related services for older people, explaining the current situation and future requirements that older people in Powys have.

Market Position Statement March 2017

Review date: June 2018

Tudalen 33





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### What is a market position statement used for?

We have a responsibility to commission the right services to meet the needs of our citizens, both now and in the future.

This document has been written to enable everyone to better understand the situation in Powys and plan for our future.

#### Note:

The commissioning intentions are realistic at the time of considering the data, however, they may change as this is updated.

Any changes will be reflected in annual updates, in light of the strategic direction set and in line with the Health and Social Care strategy.



## Foreword

As Cabinet Portfolio holders, we have great pleasure introducing you to the first Market Position Statement for Older People's Accommodation in Powys.

Evidence shows us that the more independent people are, and the better connected with their local communities and services, the better their health and well-being.

We recognise the need not only to modernise and maximise our existing provision, but also to develop new and innovative ways of meeting our future demand and changing aspirations without reducing the quality of care provided. This will be a challenge as the population aged 65 and over in Powys rises by a predicted 38% between now and 2036<sup>1</sup>.

For this reason it is important that we review the accommodation available for older people, the potential role of partner organisations and other private or community bodies in helping to meet this need.

We hope the information provided within this document will provide a useful insight into the market in Powys, its geography, expected demographic changes and future challenges, and look forward to helping you pursue your interest further.

Councillor **Stephen Hayes**  
*Portfolio Holder for*  
**Adult Social Care**

Councillor **Rosemary Harris**  
*Portfolio Holder for*  
**Housing**

### Our key principles are:



Choice of lifestyle and accommodation for all regardless of personal financial circumstances



Accommodation that is appropriate and meets need

An environment that supports and enables lifestyle choice

Able to move to appropriate accommodation when the time is right



Living at home with your own front door in your community



Enable a real community of mixed ages, tenures and abilities



Well located accommodation with easy access to local amenities, services and transport



Accommodation developed and provided through partnership working



Future proofing new developments which are built to lifetime homes standards



To achieve the above with the best use of resources

**Note:** Please note that there is a mix of population data looking at different age groups throughout the document, particularly those aged 65 and over, 75 and over and 85 and over.



## What outcomes do we want?

- Increase independence by improving our responsiveness to individuals' needs in their own home.
- Improved choices over accommodation, care and support that enables independent living for older people (within their own self-contained accommodation).
- Individuals will receive appropriate care and support in the right place at the right time, which will optimise their potential for recovery and recuperation.
- Mixed community developments supporting people with different levels of ability including different tenures.
- Reinvestment of resources into preventative services, offering a range of accommodation choices.

Tiddalen 36

## How will we know we have succeeded?

- Number of accommodation types that reflect the commissioning intentions within each community (10% tolerance).
- Increase the number of people who describe themselves as living in appropriate accommodation that provides dignity and respect.
- A general shift in provision from residential care to community housing with care.
- Readmission rates: 28 days and 3 months.
- Reduce the length of stay in hospital.
- Time from when the person was declared fit to leave hospital, to when they were transferred.
- Waiting times: how quickly a person receives care from when it is recognised that care is needed.
- Reduce unplanned emergency admissions.
- Reduce Delayed Transfer Of Care (DTC).



## The challenge we have

### Population - now and in the future

#### National overview<sup>2</sup>

The UK population as a whole is ageing, there are currently 9.3 million households headed by a person over retirement age. This is expected to reach 13 million by 2033.

The types of housing currently on offer do not suit the choices that our older people make. Retirement properties make up 2% of the UK housing stock (533,000 homes) with just over 100,000 available to buy. 25% of over 60s would be interested in buying a retirement property, equating to 3.5 million people nationally.

38% of over 60s are interested in moving property and this would free up many family-sized properties onto the property market.

#### Powys overview

34,158 people are aged 65<sup>3</sup> and over in Powys and by 2036, this is predicted to increase by 38% to 47,165<sup>1</sup>. The chart shows that there is a projected increase in the 75 plus range, with the 85 plus population more than doubling.

This means that we need to plan ahead and ensure we have a market that offers good quality specialist housing that meets the needs of our citizens and enables them to live independently for as long as they can. We currently have insufficient accommodation choice to meet the projected demand. Improving accommodation choices should result in a reduced requirement for health and social care services.

### Life expectancy<sup>4</sup>

Males: 78.3 years

Females: 82.3 years

### Dementia

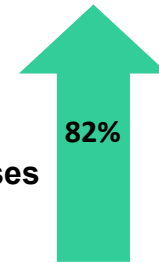


Credited to Stephen Paster  
Brain Nerve Project

2,330<sup>5</sup>

estimated

dementia cases  
2015



Projected to  
increase to  
4,231<sup>6</sup>  
by 2036

Population: 132,642<sup>3</sup>

Average age: 45 years

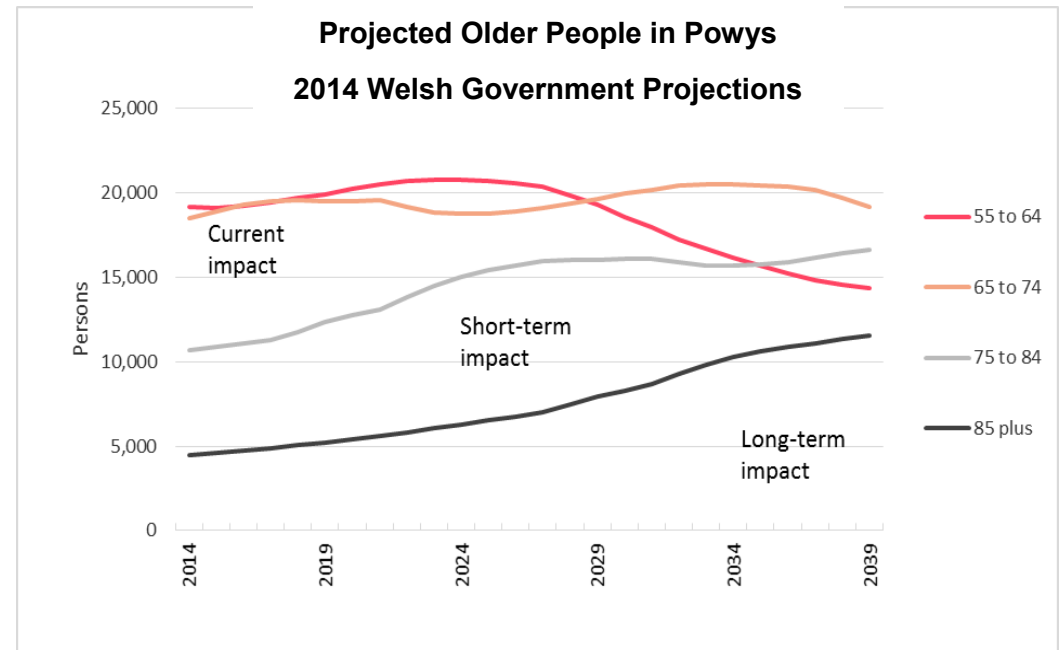
mid-year estimate 2014

Lone-person  
households 65+<sup>7</sup>

9,201

equates to 16% of all  
households

UK: 3.5million





## Population - The local picture

### Demography

Powys covers a quarter of the geographical area of Wales and has an overall population of 132,642<sup>3</sup>.

It is the most sparsely populated county in Wales with just 26 persons per square kilometre.

### How are we analysing our data?

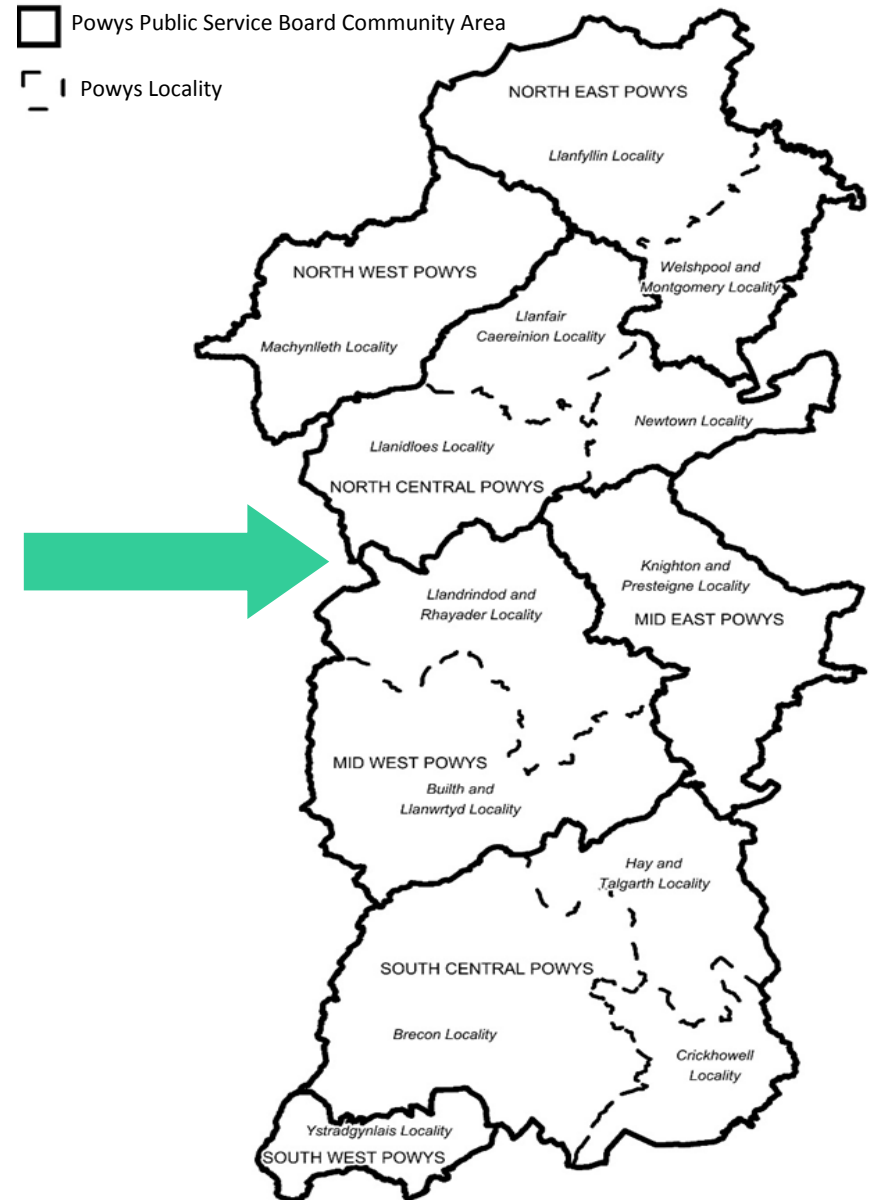
In order to fully understand the needs of our citizens, we cannot just look at the whole of Powys because there are differences in supply and demand across the county. Instead, we have split Powys into **7 community areas** to help better understand differences. These areas were agreed by the Public Service Board and the areas reflect natural communities as well as the main GP clusters.

Yudalen 38

The 7 community areas can also be broken down further into 13 localities, or main towns, for more information please see [insert link to webpage](#).

Community area	Locality
North East	Llanfyllin, Welshpool and Montgomery
North West	Machynlleth
North Central	Newtown, Llanfair Caereinion and Llanidloes
Mid East	Knighton and Presteigne
Mid West	Llandrindod and Rhayader, Builth and Llanwrtyd
South Central	Brecon, Hay and Talgarth, Crickhowell
South West	Ystradgynlais

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Gwybodaeth ychwanegol © Cyngor Sir Powys 2016 Ni ddylid ganeud unrhyw gopïau ychwanegol heb ganiatâd y Cyngor.







## Population - The local picture

Community area	65+ population <sup>3</sup>	Homes with mobile warden	Homes with Careline alarm connection
North East	7,083	224	383
North West	1,555	62	96
North Central	6,856	218	400
Mid East	2,900	73	108
Mid West	5,528	183	252
South Central	7,650	410	486
South West	2,586	250	280

Population 39

A high percentage of people living in Mid East and Mid West Powys are aged 65 and over.

### Housing Tenure<sup>9</sup>

Owned Outright



Owned with a mortgage

Rented from LA

Other Social Rented

Private Rented or Living Rent Free

Type	Supply (2016)	Demand (2035)	Difference <sup>10</sup>
Sheltered housing	1,972	3,296	+ 1,324
Extra care	231	775	+ 544
Residential	580*	580	0
Nursing	322**		

\*Future demand for residential care over and above current supply will be met through developing extra care.

\*\*Further work is being undertaken to model the nursing demand in line with the Health and Care strategy.

Our findings show that **31%** people questioned live in urban areas, **35%** live in rural or sparsely populated areas (**28%** did not answer)

### Condition of housing

#### No Powys data

It is estimated that **1/3** people in the UK live in non-decent or hazardous housing

### Excess bedroom space<sup>8</sup>

**81%** of all households have at least **one spare bedroom**

- 89% for owner occupiers
- 57% for social rented
- 69% for private rented

### Health<sup>12</sup>

**6.1%** people in Powys report having bad or very bad health

### Active older people<sup>13</sup>

Powys is highest in Wales for those aged 50+ participating in sport or activity (**61%**)

(Wales: 46%)



## Population - The local picture

### Self-funders<sup>11</sup>

**239** self-funders in Powys care homes occupying 22% of care beds

Community area	Number of beds occupied by self-funders	Percentage of total beds in community area
South Central	74	31%
North Central	41	26%
Mid West	52	24%
Mid East	5	23%
North East	50	22%
South West	16	8%
North West	1	3%

### Vacant Beds<sup>11</sup>

There are **73** vacant beds in Powys care homes

Community area	Number of vacant beds	Percentage
Mid West	19	26%
South West	18	25%
North East	17	23%
South Central	16	22%
North Central	2	3%
North West	1	1%
Mid East	0	0%

### So what?

- The current supply of accommodation available across the county is limited and there is a clear message from Powys citizens that they generally want to stay at home and therefore require alternative provision to residential care.
- Research suggests that inaccessible or inappropriate housing can significantly reduce the ability of people who have ill-health or a disability to lead, good quality lives and in many cases is a direct contributor to unnecessary entry into long-term care.
- Home ownership is high so any developments need the opportunity for people to purchase as well as rent.
- A percentage of newly built sheltered and extra care need to be 2 bedroom and be considerate of physical and sensory disability.
- Poor housing can trigger problems of anxiety, stress, depression, respiratory disease which may develop more quickly into a chronic or life threatening illness amongst older people. Information is required from the market in respect of the quality of housing in Powys.
- 83% projected increase in dementia requires appropriate new housing solutions to meet demand for quality, joined up housing and care.

**6,872<sup>14</sup>** people with a **physical and sensory disability**

**Unemployment<sup>16</sup>**  
1.1% unemployment  
(815 people)

**5%** of population receiving

**Disability Living Allowance<sup>15</sup>**  
(5,975 people)

### Reablement<sup>17</sup>

**752** incidents of reablement  
**165** were repeat users  
**237** required no ongoing care  
**95** had ongoing support  
**14** unknown

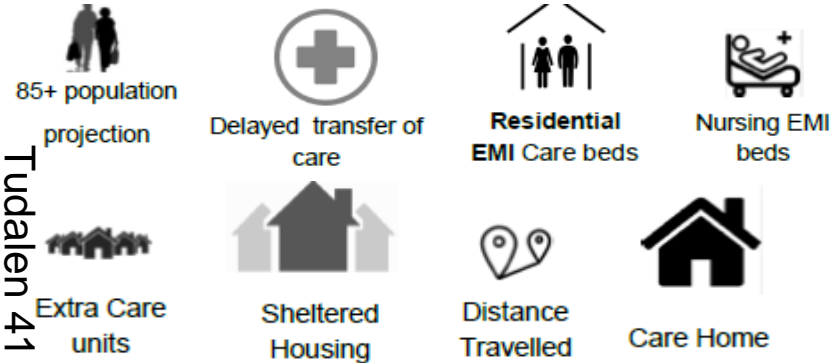
## Key pressure points

The graphic shows the 13 localities that sit within our seven community areas. Each area has been rated in terms of the services that are considered extremely important when assessing older people accommodation. Eight factors were deemed extremely important.

Calculating the Powys average, we have been able to identify which localities are better than average and which require prioritisation.

The key below identifies the factors that have been used to rate older people accommodation throughout the county.

### Key:



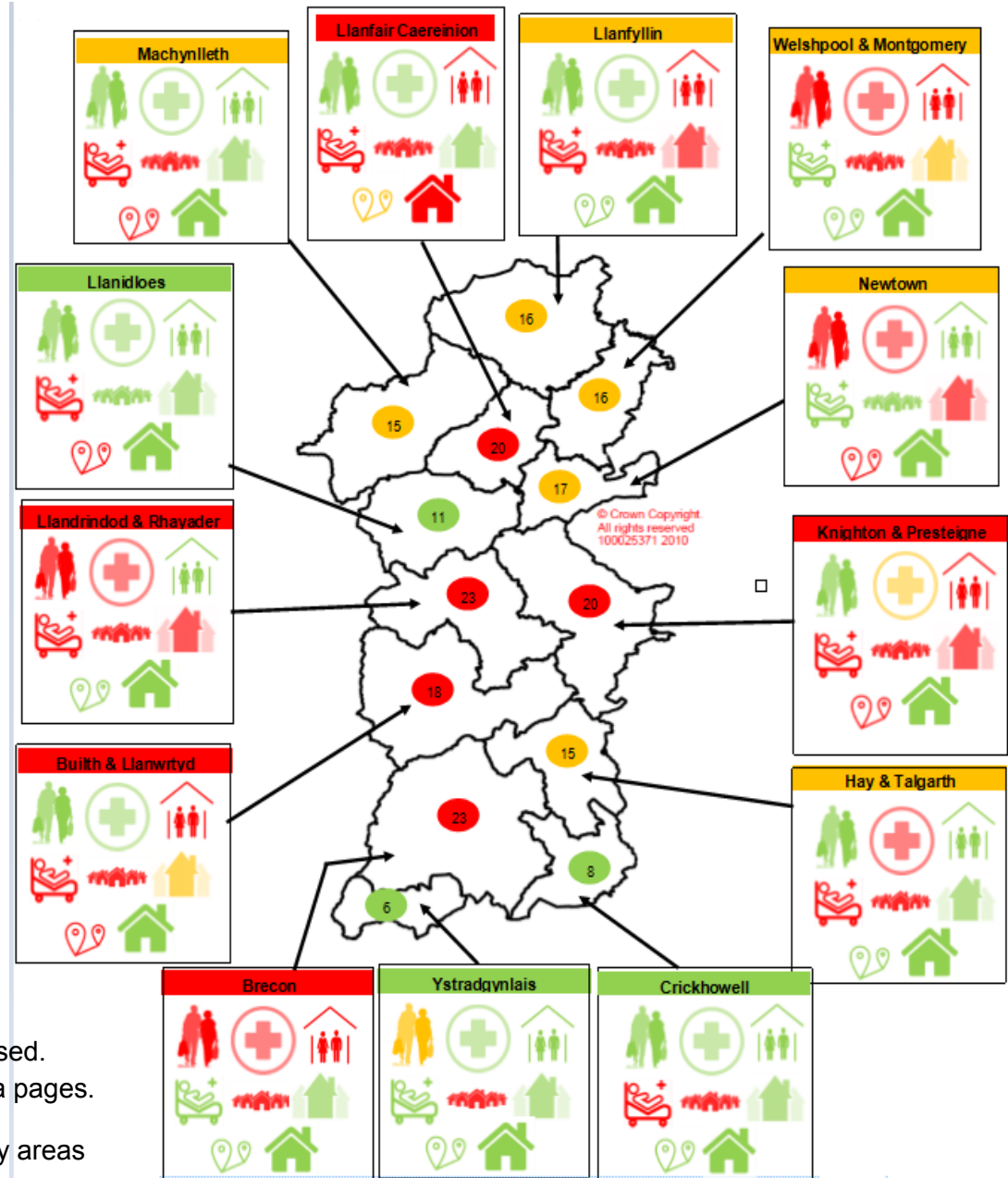
The shading assigned to each of the icons reflects how far from the Powys average each locality is:

- more than 10% above average (or no provision)
- Up to 9.9% MORE than the average

The community areas identified with an overall rating of red will be prioritised. Our commissioning intentions are outlined on each of the community area pages.

A more comprehensive picture of the differences amongst our community areas is available at [<insert link>](#)

**Note:** Residential EMI, nursing EMI, extra care, sheltered housing and distance travelled are all calculated per 1000 people aged 75+





## What do people want?



We have engaged with people aged 50 and over to identify their views on what they would need when they reach later years, and think about their future. We also asked providers, organisations and members to answer the same questions to help provide a fuller picture. Respondents were asked their general views about old age, mental health, physical incapacity and accommodation and service needs. These views have been used, along with the data to inform our commissioning intentions.

### Older persons perspective



Mixed housing tenure



Provide more bungalows for older people

Need to feel safe and secure in home



Located near to local amenities and groups

One size does not fit all. Need variety and choice

Wardens service is fantastic

Tudalen 42

### What services would you be prepared to pay for?



Garden maintenance



Transport



#### Data Gaps:



Disabled access in local shops



Prescription collection / delivery

Public transport



Knowledge of where to obtain information about help, advice and support



District general hospital

When asked:

**35%** would prefer to own their own home

**17%** would like to rent from the Council

**5%** rent from other organisation

**3%** other

**40%** no answer

### Provider perspective



Ensure people live and feel safe in their own homes for as long as possible (most people want to avoid care homes unless absolutely necessary).



Need more 2-bedroom ground floor accommodation

Low maintenance long-term housing that will suit changing needs



Good access to services (GP / bus stop)

Suitable housing that older people can own as many people would prefer this



Dementia-friendly communities that will support the carers of those with dementia



Communities where older people live together and support one another

#### Data Gaps:



Transport



Pets - being able to retain your pet as it is proven they have therapeutic benefits



Healthy living



## Broad Commissioning Intentions

Powys is expected to see an increase in the number of elderly residents unable to perform basic domestic tasks, and requiring domiciliary care and assistive technology. Home ownership for older people is in line with the National average for England and Wales and feedback from our older population suggests they want to stay in their homes for longer.

The current care provision is no longer suitable and other options need to be explored such as specialist housing with and without care, sheltered housing and/or extra care, to support people to live independent lives and remain in the community of their choice.

Working with our external partners, we must review and transform the way we currently provide services so we can deliver care closer to home. We have identified some broad commissioning intentions:



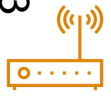
Integrated community HUBs built on the foundation of collaborative working between communities, care and support services.



Ensuring older people have the right information and advice to support the right decision making.



Supporting people to live as independently as possible: maximise independence, minimise dependence, intervene where appropriate.



Encourage the use of information technology and wider use of assistive technology to support people's independence.



Re-designate older person accommodation which is no longer considered as fit for purpose.



Dual registered homes.



Responding to what people tell us.



Encourage inter-generational accommodation and activities.



New sheltered housing project to be built to extra care standard to accommodate future needs.



Continuum of need structure.



Possible use of private development contract to mitigate costs of redevelopment of sites.



Facilities to support transfer to home and rehabilitative model to enable those people who can go home rather than into long term care.



If alternative models are developed in line with above possibilities, we can redirect the need for care home provision.

These broad commissioning intentions are refined at community level with the forthcoming pages providing information in respect of supply and demand as well as illustrating the community commissioning intentions.

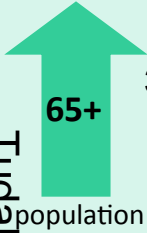


## Community area 1: North East Powys - Llanfyllin, Welshpool and Montgomery

### Population Projections<sup>1,3</sup>



**6% population decrease by 2036**  
27,676 to 26,038



**38% increase (2036)**  
7,083<sup>1</sup> to 9,835

Tudalen 44  
population



**139% increase (2036)**  
990<sup>1</sup> to 2,369

population

**Welsh speakers:** 18% (5,013 people)



**Dementia<sup>5,6</sup>**  
**83% increase (2036)**  
497 to 910 people with dementia

Created by Stephen Paster  
Care Safety Project

### Pressures and Supply<sup>19</sup>

Key measures:



**85+ population in 2036<sup>1</sup>**  
**2,369 people**



**Delayed Transfers of Care (DTC)<sup>24</sup>**  
Average number of people:  
**0.85**



**Residential EMI per 1000 75+ population**  
**8 beds**



**Nursing EMI per 1000 75+ population**  
**12 beds**



**Extra Care units per 1000 75+ population**  
**0 units**



**Sheltered housing per 1000 75+ population<sup>26</sup>**  
**115 units**



**Distance travelled per 1000 75+ population<sup>25</sup>**  
Residents placed >10 miles from original home  
**2 people**



**5 Care homes** located in the community area  
79 residential beds, 16 residential EMI beds  
90 nursing beds, 40 nursing EMI beds



**Home Ownership of 65+ population<sup>9</sup>**  
**81% of homes are owner occupied**

**Lone person households 65+<sup>7</sup>**  
**1,859** equates to 31% of households



**Unpaid Carers<sup>20</sup>**  
**12% of population (3,186 people)**

Source: Welsh Local Government Association

**Domiciliary Care hours (week)<sup>21</sup>**  
2,742 hours (99 per 1,000 population)  
199 clients

### Workforce

**9.4%** (1,303 people) of working population work in the care and leisure industry

### Unemployment<sup>16</sup>

**0.9%** of population (**145 people**)

### Disability living allowance<sup>15</sup>

**4%** of population (**1080 people**)



Map of Wales showing the location of the community area.



## Community area 1: North East Powys - Llanfyllin, Welshpool and Montgomery

This map shows the percentage of the population who are aged 65 and over and the services provided in this community area in terms of care homes, hospitals and GP surgeries.

Percentage of Population aged 65 and over  
Source: Office for National Statistics 2015 Mid Year Population Estimates © Crown Copyright

- 27.5% or higher
- 25 to 27.5%
- under 25%

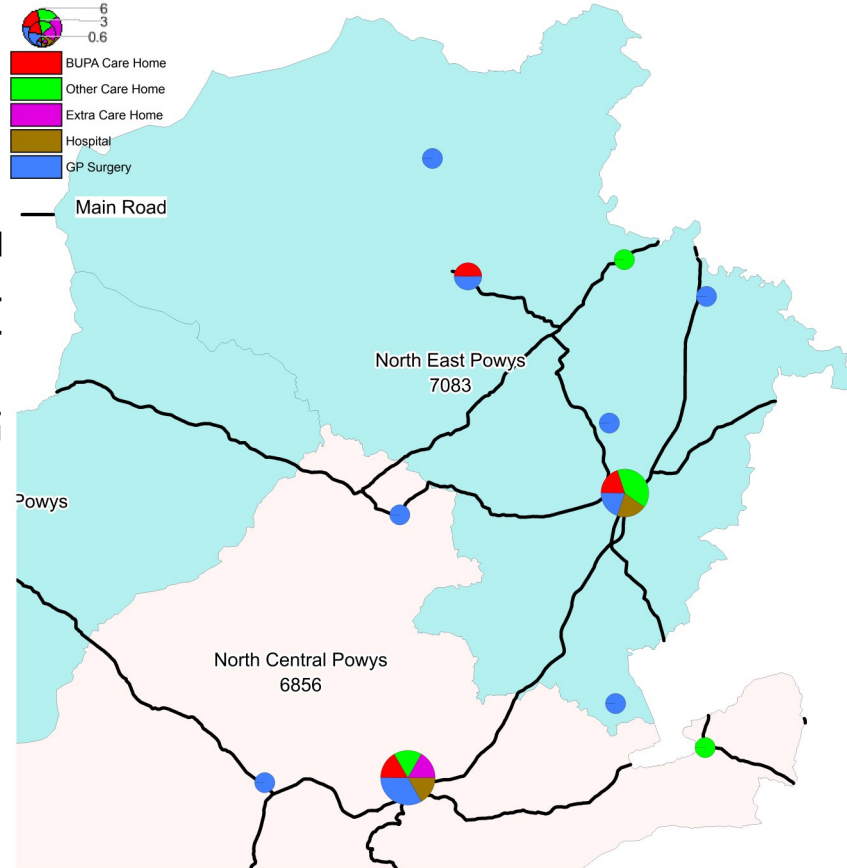
Number of Facilities



- BUPA Care Home
- Other Care Home
- Extra Care Home
- Hospital
- GP Surgery

Main Road

Tudalen 45

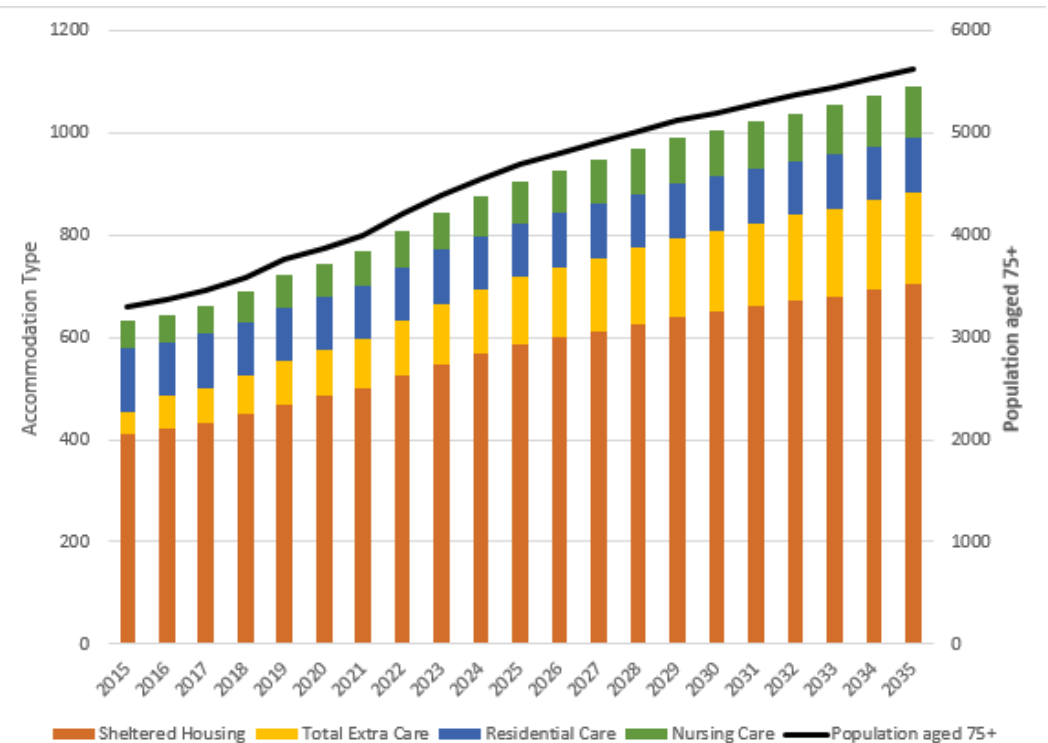


North East Service Board Area and Population Aged 65 or over (2015)

### Our indicative commissioning intentions:

Type	Supply (2016)	Demand (2035)	Difference
Sheltered housing	421	703	<b>+282</b>
Extra care	64	180	<b>+116</b>
Residential	106*	106	<b>0</b>
Nursing	54**		

**Projected accommodation modelling:** This chart shows projected demand for various older people's accommodation in Powys, based on current estimated demand at 2016 and Welsh Government population projections





## Community area 2: North West Powys - Machynlleth

### Population Projections<sup>1,3</sup>



**6% population decrease by 2036**

6,154<sup>1</sup> to 5,772

65+

**38% increase (2036)**

1,555<sup>1</sup> to 2,160

Tudalen 46  
population

85+

**139% increase (2036)**

218<sup>1</sup> to 522

population

**Welsh speakers:** 53% (3,249 people)



**Dementia<sup>5,6</sup>**

**83% increase (2036)**

108 to 198 people with dementia

### Pressures and Supply<sup>19</sup>

Key measures:



**85+ population in 2036**

**522 people**



**Delayed Transfers of Care (DTC)**

Average number of people:

**0.29**



**Residential EMI per 1000 75+ population**

**25 beds**



**Nursing EMI per 1000 75+ population**

**0 beds**



**Extra Care units per 1000 75+ population**

**0 units**



**Sheltered housing per 1000 75+ population**

**132 units**



**Distance travelled per 1000 75+ population**

Residents placed >10 miles from original home

**4 people**



**2 Care homes** located in the community area

13 residential, 18 residential EMI beds



**Home Ownership of 65+ population<sup>9</sup>**

**73% of homes are owner occupied**

**Lone person households 65+<sup>7</sup>**

**427** equates to 32% of households



**Unpaid Carers<sup>20</sup>**

**12% of population (748 people)**

**Domiciliary Care hours (week)<sup>21</sup>**

**428 hours** (69 per 1,000 population)

**44 clients**

**Workforce**

**9.2%** (284 people) of working population work in the care and leisure industry

**Unemployment<sup>16</sup>**

**1%** of population (**35 people**)

**Disability living allowance<sup>15</sup>**

**5%** of population (**315 people**)

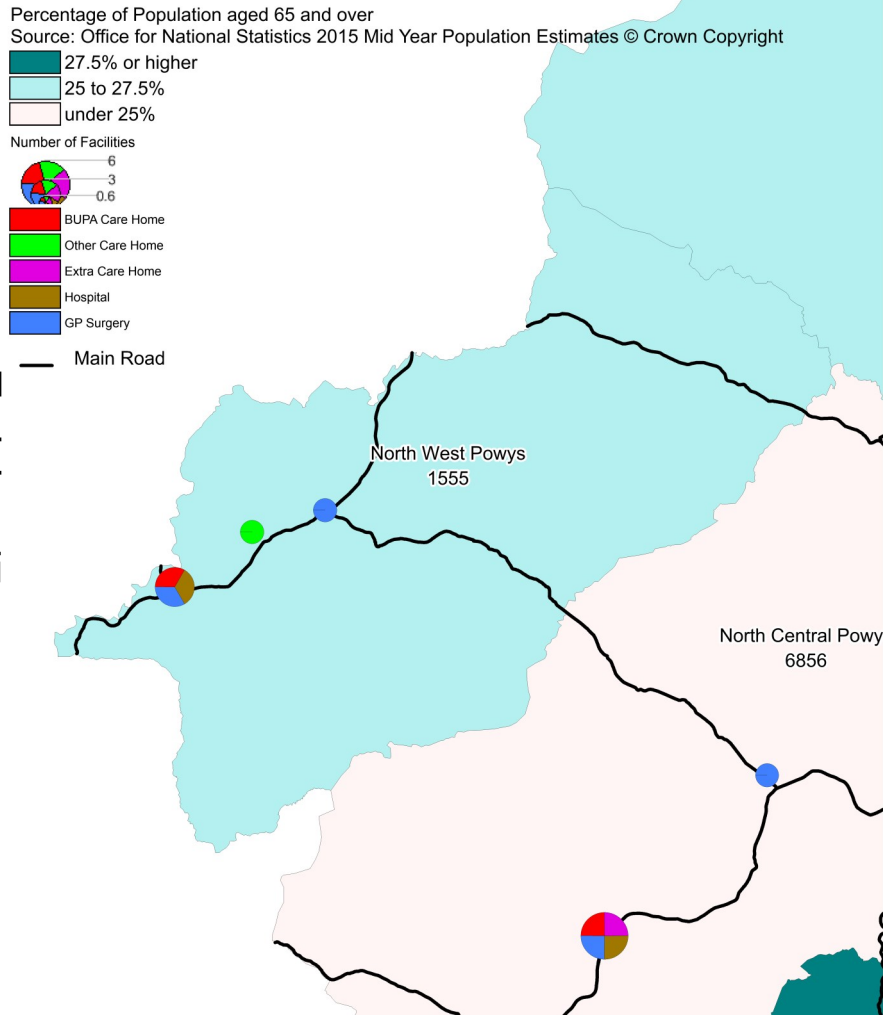






## Community area 2: North West Powys - Machynlleth

This map shows the percentage of the population who are aged 65 and over and the services provided in this community area in terms of care homes, hospitals and GP surgeries.

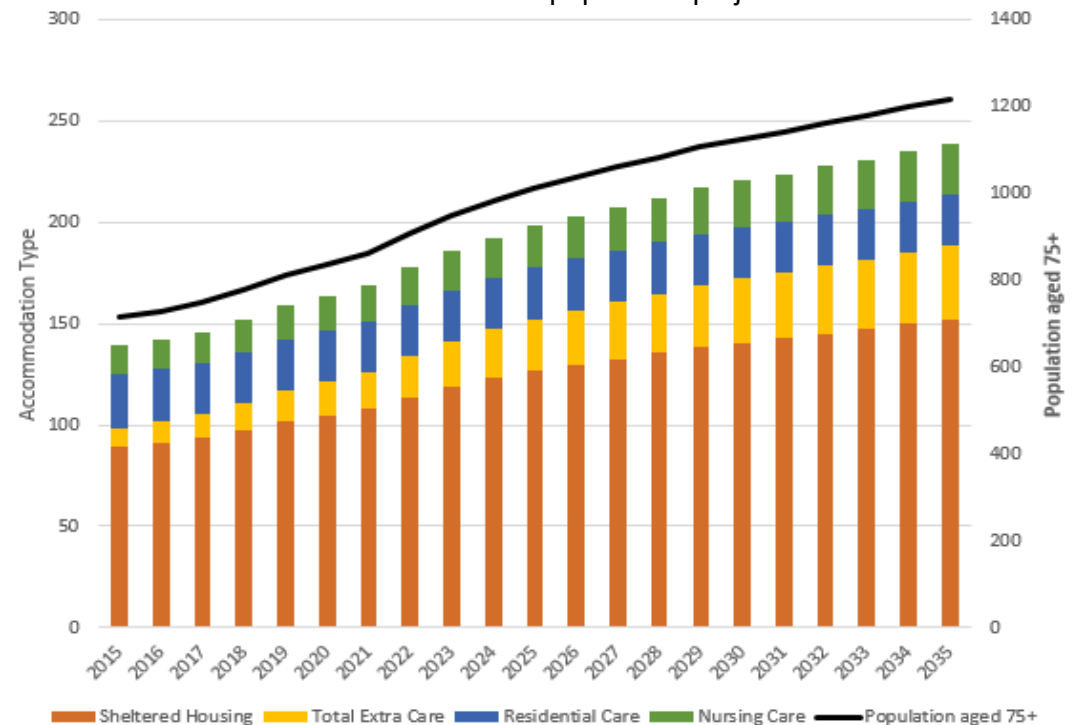


North West Service Board Area and Population Aged 65 or over (2015)

### Our indicative commissioning intentions:

Type	Supply (2016)	Demand (2035)	Difference
Sheltered housing	91	152	<b>+61</b>
Extra care	11	36	<b>+25</b>
Residential	25*	25	<b>0</b>
Nursing	15**		

**Projected accommodation modelling:** This chart shows projected demand for various older people's accommodation in Powys, based on current estimated demand at 2016 and Welsh Government population projections



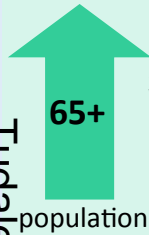


## Community area 3: North Central Powys - Newtown, Llanfair Caereinion and Llanidloes

### Population Projections<sup>1,3</sup>

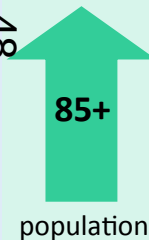


**8% population decrease by 2036**  
29,758<sup>1</sup> to 27,469



**38% increase (2036)**  
6,856<sup>1</sup> to 9,419

Tudalen 48



**139% increase (2036)**  
872<sup>1</sup> to 2,086

**Welsh speakers:** 17% (5,029 people)



**Dementia<sup>5,6</sup>**  
**82% increase (2036)**  
450 to 818 people with dementia

Checked by Program Manager  
from Neighbourhood

### Pressures and Supply<sup>19</sup>

Key measures:



**85+ population in 2036**  
**2,086 people**



**Delayed Transfers of Care (DTC)**  
Average number of people:  
**1.21**



**Residential EMI per 1000 75+ population**  
**16 beds**



**Nursing EMI per 1000 75+ population**  
**9 beds**



**Extra Care units per 1000 75+ population**  
**19 units**



**Sheltered housing per 1000 75+ population**  
**130 units**



**Distance travelled per 1000 75+ population**  
Residents placed >10 miles from original home  
**7 people**



**4 Care homes** located in the community area  
44 residential beds, 48 residential EMI beds  
38 nursing beds, 28 nursing EMI beds



**Home Ownership of 65+ population<sup>9</sup>**  
**73% of homes are owner occupied**

**Lone person households 65+<sup>7</sup>**  
**1,841** equates to 31% of households



**Unpaid Carers<sup>20</sup>**  
**11% of population (3,414 people)**

Shared by Neighbourhood  
for Neighbourhood

**Domiciliary Care hours (week)<sup>21</sup>**  
2,442 hours (82 per 1,000 population)  
175 clients

### Workforce

**10.2%** (1,504 people) of working population work in the care and leisure industry

### Unemployment<sup>16</sup>

**1.3%** of population (220 people)

### Disability living allowance<sup>15</sup>

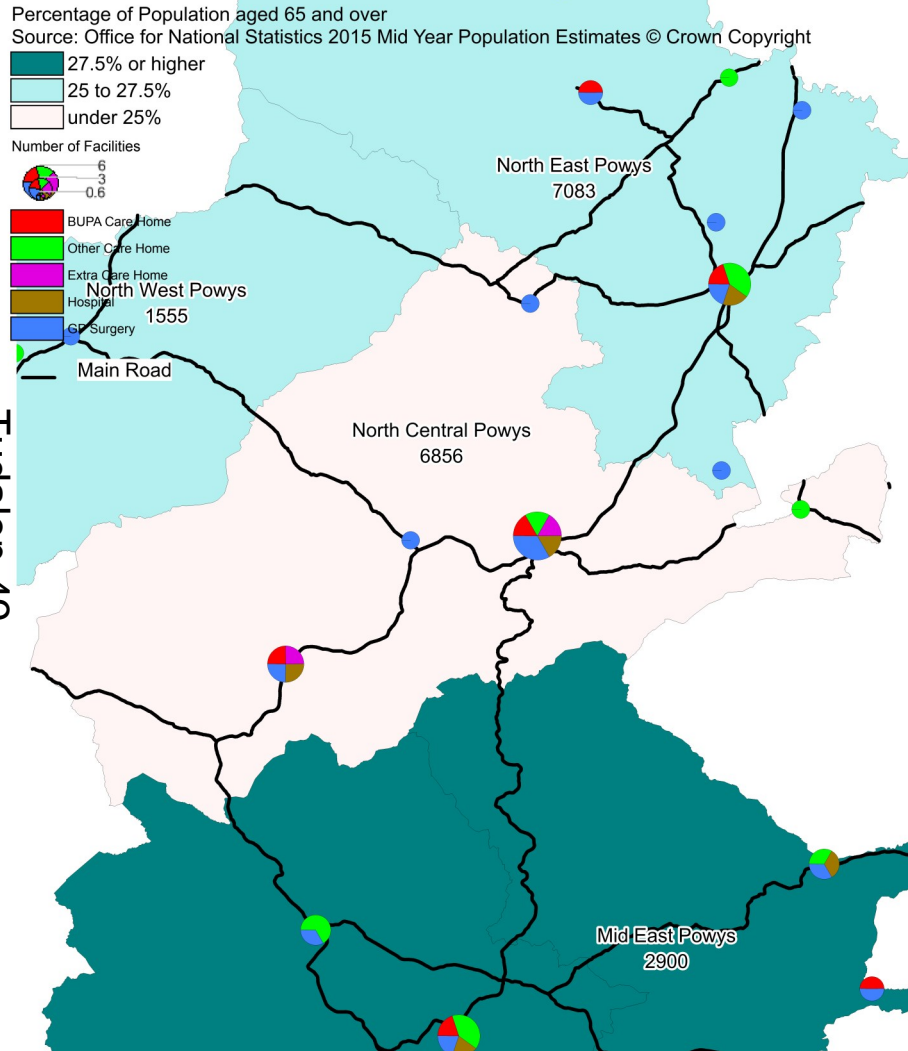
**4%** of population (**1330 people**)





## Community area 3: North Central Powys - Newtown, Llanfair Caereinion and Llanidloes

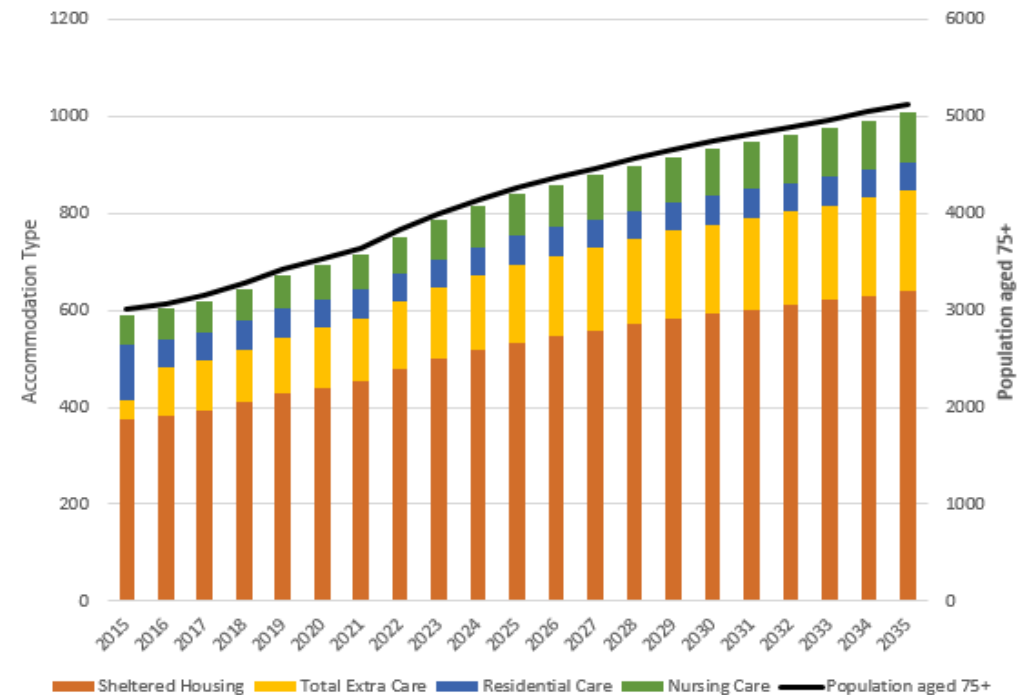
This map shows the percentage of the population who are aged 65 and over and the services provided in this community area in terms of care homes, hospitals and GP surgeries.



### Our indicative commissioning intentions:

Type	Supply (2016)	Demand (2035)	Difference
<b>Sheltered housing</b>	384	641	<b>+257</b>
<b>Extra care</b>	99	205	<b>+106</b>
<b>Residential</b>	59*	59	<b>0</b>
<b>Nursing</b>	62**		

**Projected accommodation modelling:** This chart shows projected demand for various older people's accommodation in Powys, based on current estimated demand at 2016 and Welsh Government population projections



North Central Service Board Area and Population Aged 65 or over (2015)



## Community area 4: Mid East Powys- Knighton and Presteigne

### Population Projections<sup>1,3</sup>



**4% population decrease by 2036**

9,784<sup>1</sup> to 9,348



65+

**38% increase (2036)**

2,900<sup>1</sup> to 3,942

Tudalen  
population  
50



85+

**139% increase (2036)**

333<sup>1</sup> to 797

population

**Welsh speakers: 8.53%** (835 people)



**Dementia<sup>5,6</sup>**

**77% increase (2036)**

185 to 328 people with dementia

Created by Stephen Plaster  
Barn Wood Project

### Pressures and Supply<sup>19</sup>

Key measures:



**85+ population in 2036**

**797 people**



**Delayed Transfers of Care (DTC)**

Average number of people:

**0.68**



**Residential EMI per 1000 75+ population**

**3 beds**



**Nursing EMI per 1000 75+ population**

**0 beds**



**Extra Care units per 1000 75+ population**

**0 units**



**Sheltered housing per 1000 75+ population**

**83 units**



**Distance travelled per 1000 75+ population**  
Residents placed >10 miles from original home

**4 people**



**2 Care homes** located in the community area

18 residential beds, 4 residential EMI beds



**Home Ownership of 65+ population<sup>9</sup>**

**91% of homes are owner occupied**

**Lone person households 65+<sup>7</sup>**

712 equates to 28% of households



**Unpaid Carers<sup>20</sup>**

**13% of population (1,269 people)**

Source: Males for the Week  
for the Year

**Domiciliary Care hours (week)<sup>21</sup>**

969 hours (100 per 1,000 population)

66 clients

**Workforce**

**9.6%** (466 people) of working population work in the care and leisure industry

**Unemployment<sup>16</sup>**

**0.9%** of population (45 people)

**Disability living allowance<sup>15</sup>**

**3%** of population (**310 people**)

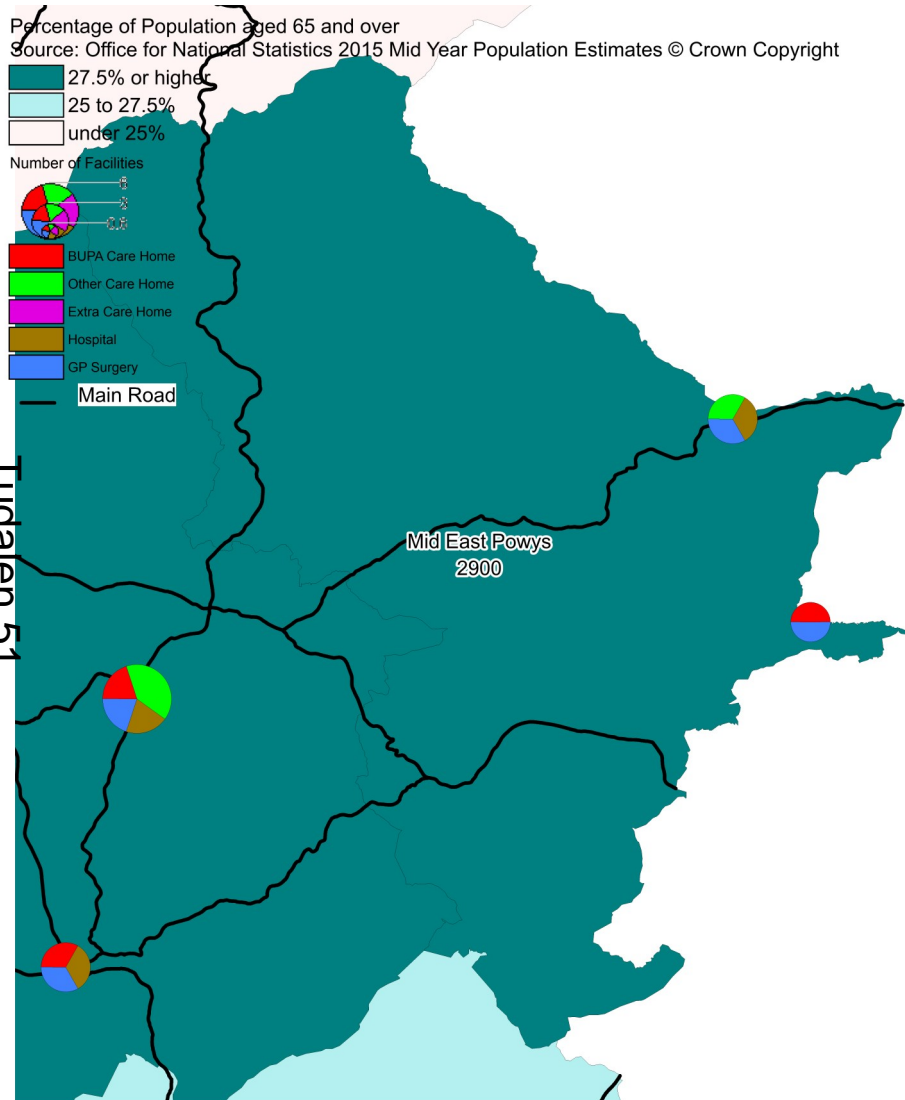


Map of Powys - Community Area 4



## Community area 4: Mid East Powys - Knighton and Presteigne

This map shows the percentage of the population who are aged 65 and over and the services provided in this community area.

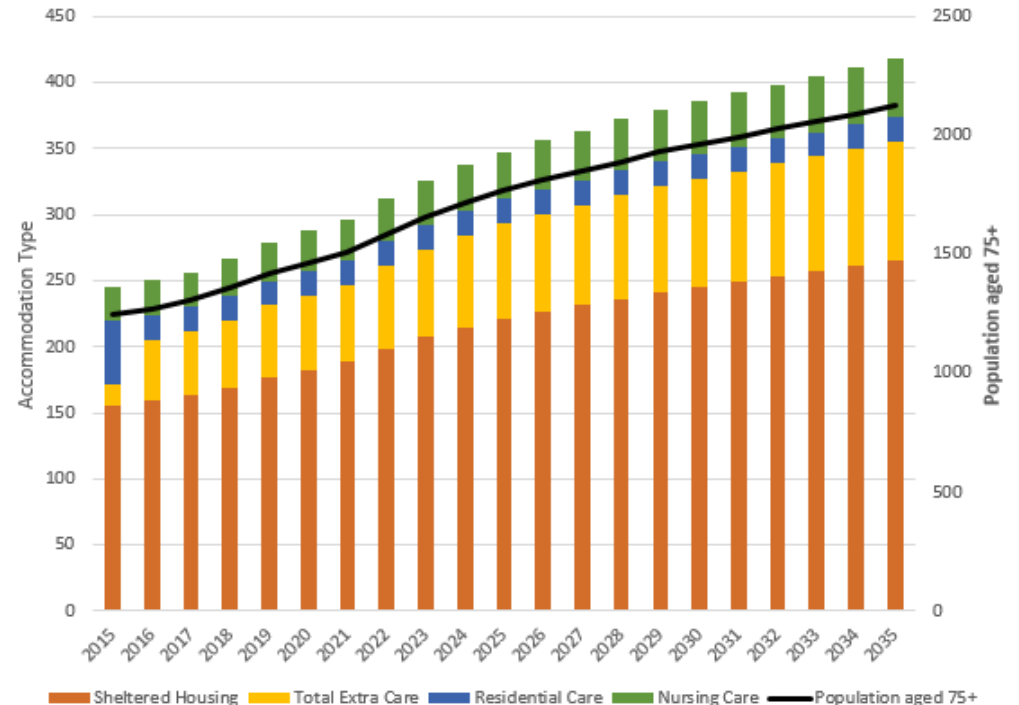


Mid East Service Board Area and Population Aged 65 or over (2015)

### Our indicative commissioning intentions:

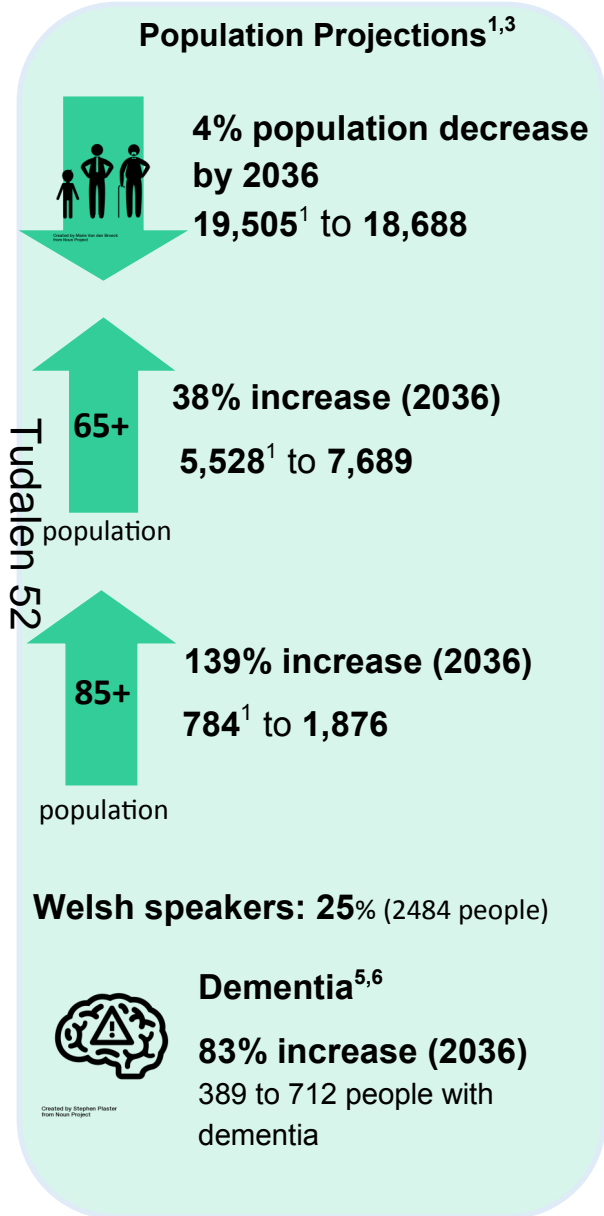
Type	Supply (2016)	Demand (2035)	Difference
Sheltered housing	159	265	<b>+107</b>
Extra care	47	90	<b>+44</b>
Residential	19*	19	<b>0</b>
Nursing	26**		

**Projected accommodation modelling:** This chart shows projected demand for various older people's accommodation in Powys, based on current estimated demand at 2016 and Welsh Government population projections





## Community area 5: Mid West Powys - Llandrindod and Rhayader, Builth and Llanwrtyd



**Pressures and Supply<sup>19</sup>**

**Key measures:**

- 85+ population in 2036**  
1,876 people
- Delayed Transfers of Care (DTC)**  
Average number of people:  
1.79
- Residential EMI per 1000 75+ population**  
35 beds
- Nursing EMI per 1000 75+ population**  
7 beds
- Extra Care units per 1000 75+ population**  
0 units
- Sheltered housing per 1000 75+ population**  
97 units
- Distance travelled per 1000 75+ population**  
Residents placed >10 miles from original home  
4 people
- 6 Care homes** located in the community area  
89 residential beds, 88 residential EMI beds  
24 nursing beds, 18 nursing EMI beds

**Home Ownership of 65+ population<sup>9</sup>**  
95% of homes are owner occupied

**Lone person households 65+<sup>7</sup>**  
1,488 equates to 31% of households

**Unpaid Carers<sup>20</sup>**  
12% of population (2,291 people)

**Domiciliary Care hours (week)<sup>21</sup>**  
2,334 hours (120 per 1,000 population)  
171 clients

**Workforce**  
10.9% (986 people) of working population work in the care and leisure industry

**Unemployment<sup>16</sup>**  
1.4% of population (145 people)

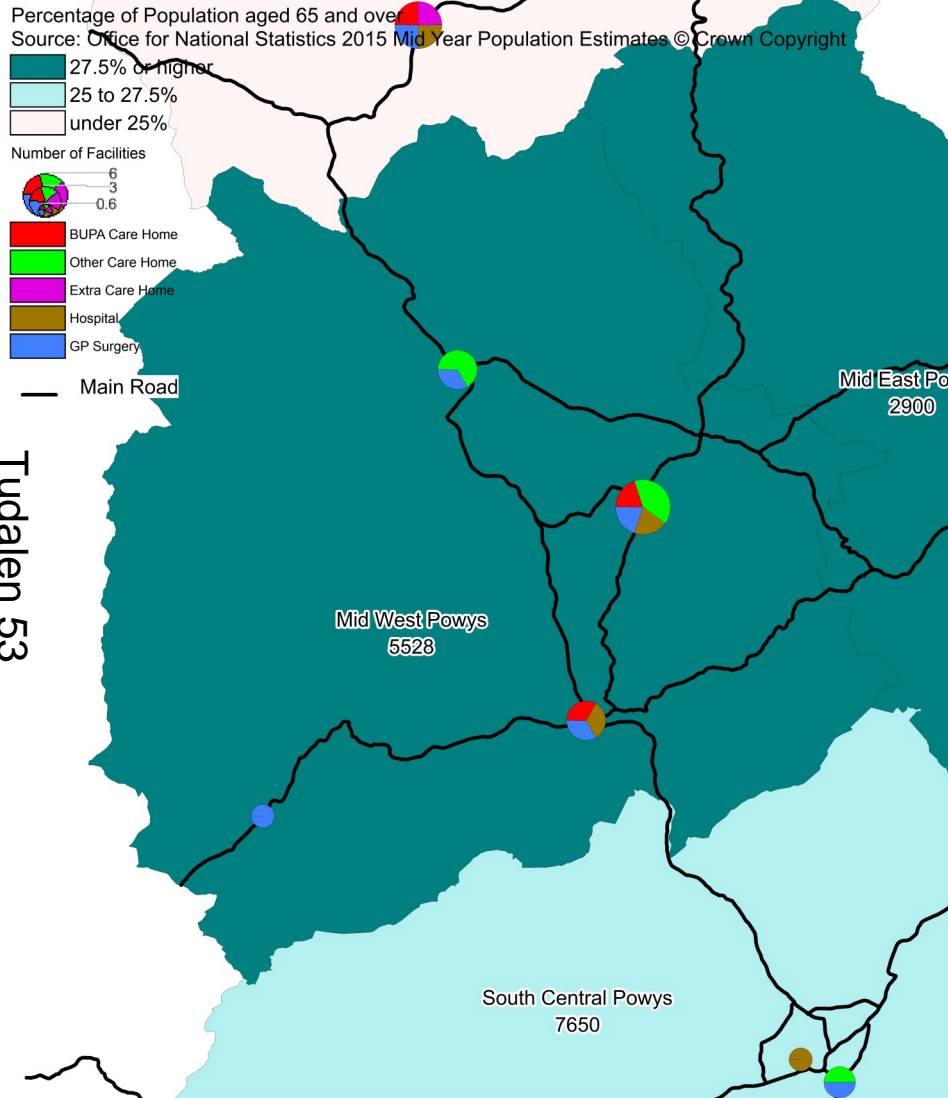
**Disability living allowance<sup>15</sup>**  
4% of population (815 people)





## Community area 5: Mid West Powys - Llandrindod and Rhayader, Builth and Llanwrtyd

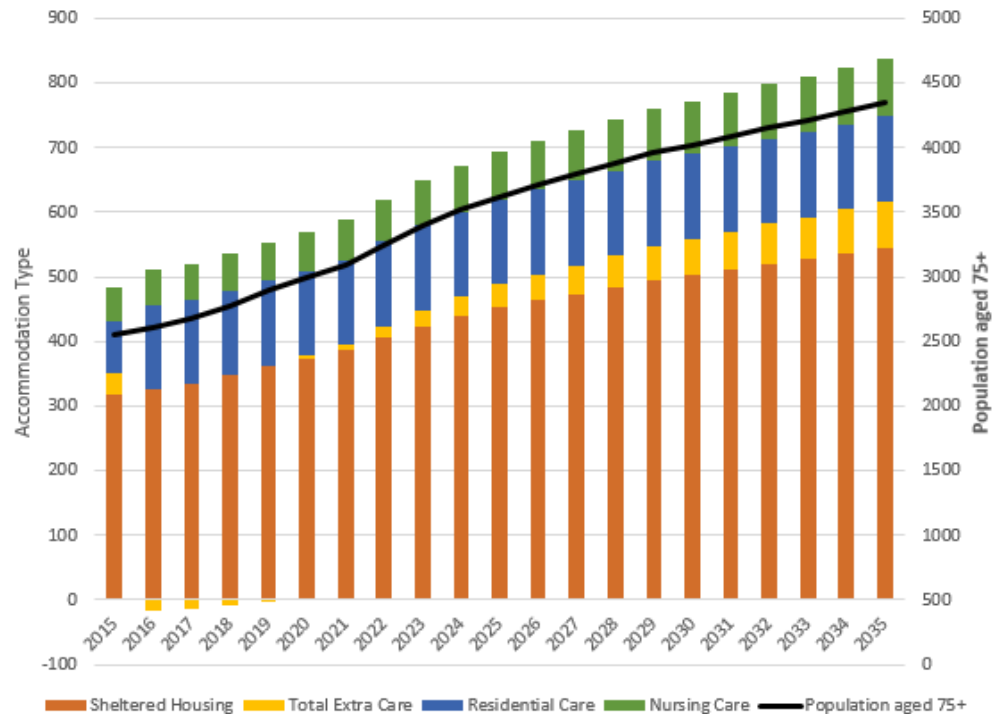
This map shows the percentage of the population who are aged 65 and over and the services provided in this community area.



### Our indicative commissioning intentions:

Type	Supply (2016)	Demand (2035)	Difference
Sheltered housing	325	544	<b>+218</b>
Extra care	-17	73	<b>+90</b>
Residential	132*	132	<b>0</b>
Nursing	53**		

**Projected accommodation modelling:** This chart shows projected demand for various older people's accommodation in Powys, based on current estimated demand at 2016 and Welsh Government population projections



Mid West Service Board Area  
and Population Aged 65 or over (2015)



## Community area 6: South Central - Brecon, Hay and Talgarth, Crickhowell

### Population Projections<sup>1,3</sup>



**6% population decrease by 2036**

29,658<sup>1</sup> to 27,847

65+

**38% increase (2036)**

7,650<sup>1</sup> to 10,529

population

85+

**139% increase (2036)**

989<sup>1</sup> to 2,366

population

**Welsh speakers: 12%** (3,505 people)



**Dementia<sup>5,6</sup>**

**81% increase (2036)**

511 to 922 people with dementia

Created by Progeni Practise from Neuron Project

### Pressures and Supply<sup>19</sup>

Key measures:



**85+ population in 2036**

**2,366 people**



**Delayed Transfers of Care (DTC)**

Average number of people:

**2.88**



**Residential EMI per 1000 75+ population**

**17 beds**



**Nursing EMI per 1000 75+ population**

**20 beds**



**Extra Care units per 1000 75+ population**

**0 units**



**Sheltered housing per 1000 75+ population**

**144 units**



**Distance travelled per 1000 75+ population**

Residents placed >10 miles from original home

**1 people**



**8 Care homes** located in the community area

92 residential beds, 55 residential EMI beds

29 nursing beds, 67 nursing EMI beds



**Home Ownership of 65+ population<sup>9</sup>**

**79%** of homes are owner occupied

**Lone person households 65+<sup>7</sup>**

**2,068** equates to 32% of households



**Unpaid Carers<sup>20</sup>**

**13%** of population (**3,715 people**)

Created by Neuron Project

**Domiciliary Care hours (week)<sup>21</sup>**

1,913 hours (64 per 1,000 population)

129 clients

**Workforce**

**9.5%** (1,408 people) of working population work in the care and leisure industry

**Unemployment<sup>16</sup>**

**0.7%** of population (110 people)

**Disability living allowance<sup>15</sup>**

**4%** of population (**1085 people**)

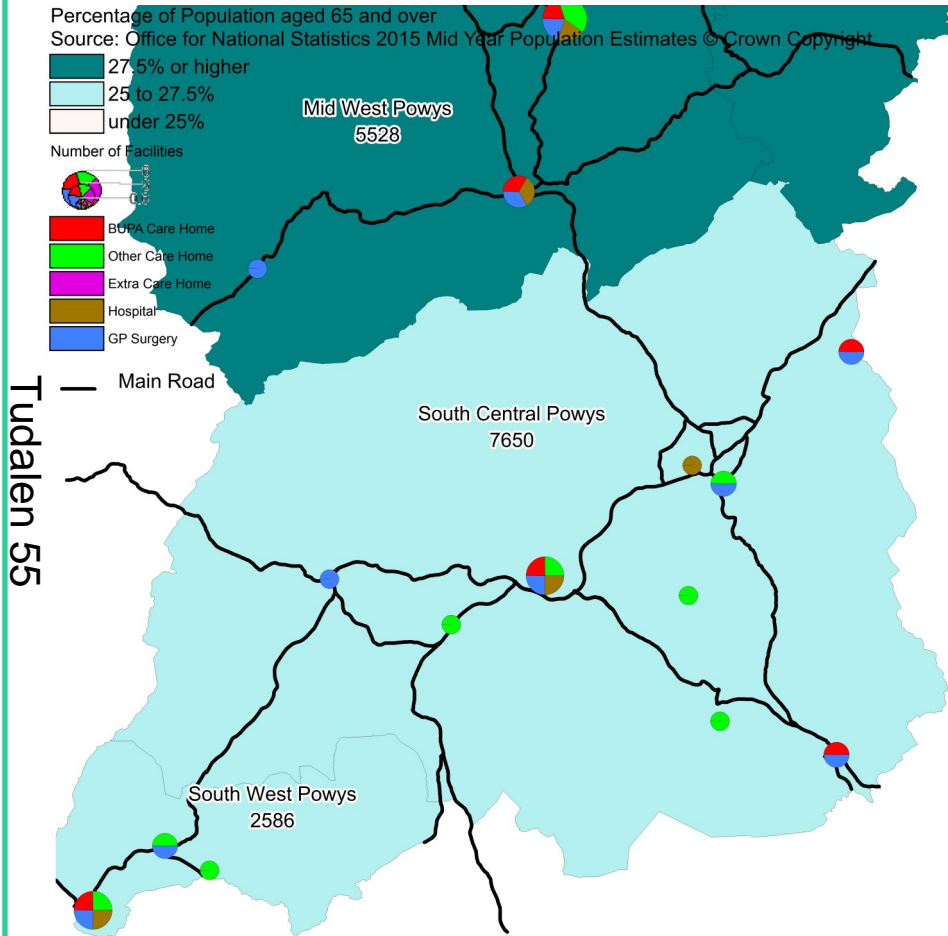






## Community area 6: South Central - Brecon, Hay and Talgarth, Crickhowell

This map shows the percentage of the population who are aged 65 and over and the services provided in this community area in terms of care homes, hospitals and GP surgeries.

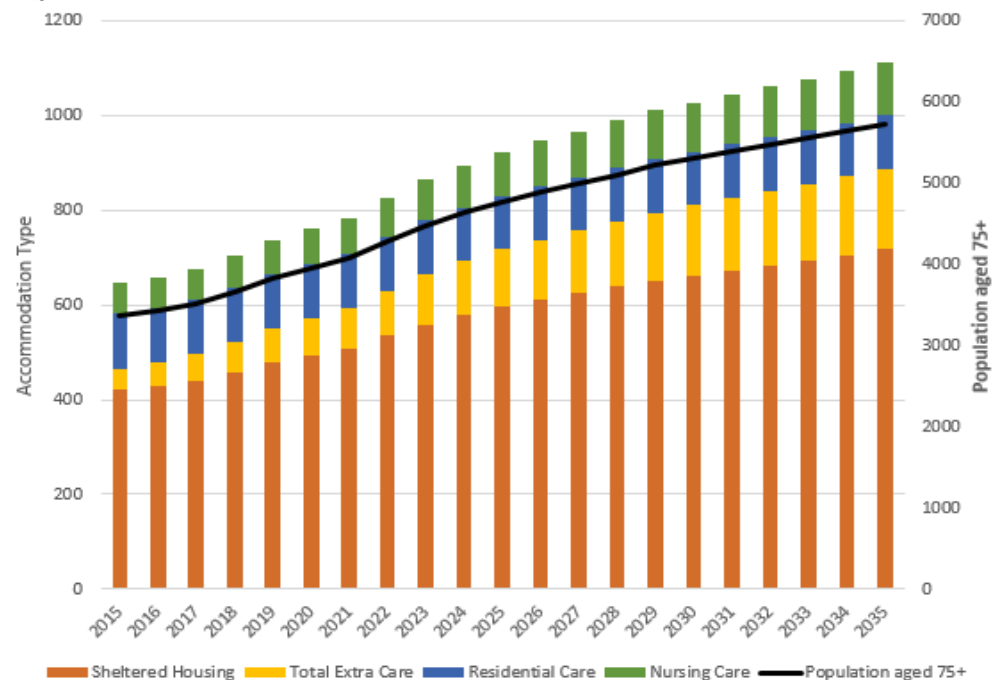


South Central Powys Service Board Area and Population Aged 65 or over (2015)

### Our indicative commissioning intentions:

Type	Supply (2016)	Demand (2035)	Difference
Sheltered housing	429	717	<b>+288</b>
Extra care	51	170	<b>+118</b>
Residential	114*	114	<b>0</b>
Nursing	65**		

**Projected accommodation modelling:** This chart shows projected demand for various older people's accommodation in Powys, based on current estimated demand at 2016 and Welsh Government population projections





## Community area 7: South West Powys - Ystradgynlais

### Population Projections<sup>1,3</sup>



**6% population decrease by 2036**

**10,107<sup>1</sup> to 9,500**

**65+**

**38% increase (2036)**

**2,586<sup>1</sup> to 3,590**

Tudalen 56

population

**85+**

**139% increase (2036)**

**361<sup>1</sup> to 864**

population

**Welsh speakers: 38% (3,875 people)**



**Dementia<sup>5,6</sup>**

**81% increase (2036)**

**190 to 344 people with dementia**

Created by Proton Printer from Neuron Project

### Pressures and Supply<sup>19</sup>

**Key measures:**



**85+ population in 2036**

**864 people**



**Delayed Transfers of Care (DTC)**

Average number of people:

**0.44**



**Residential EMI per 1000 75+ population**

**29 beds**



**Nursing EMI per 1000 75+ population**

**27 beds**



**Extra Care units per 1000 75+ population**

**0 units**



**Sheltered housing per 1000 75+ population**

**218 units**



**Distance travelled per 1000 75+ population**

Residents placed >10 miles from original home

**1 people**



**4 Care homes** located in the community area

71 residential beds, 37 residential EMI beds

65 nursing beds, 34 nursing EMI beds



**Home Ownership of 65+ population<sup>9</sup>**

**86% of homes are owner occupied**

**Lone person households 65+<sup>7</sup>**

**806 equates to 36% of households**



**Unpaid Carers<sup>20</sup>**

**15% of population (1,531 people)**

Created by Neuron Project

**Domiciliary Care hours (week)<sup>21</sup>**

**945 hours (93 per 1,000 population)**

**75 clients**

**Workforce**

**12.8%** (549 people) of working population work in the care and leisure

**Unemployment<sup>16</sup>**

**2%** of population (115 people)

**Disability living allowance<sup>15</sup>**

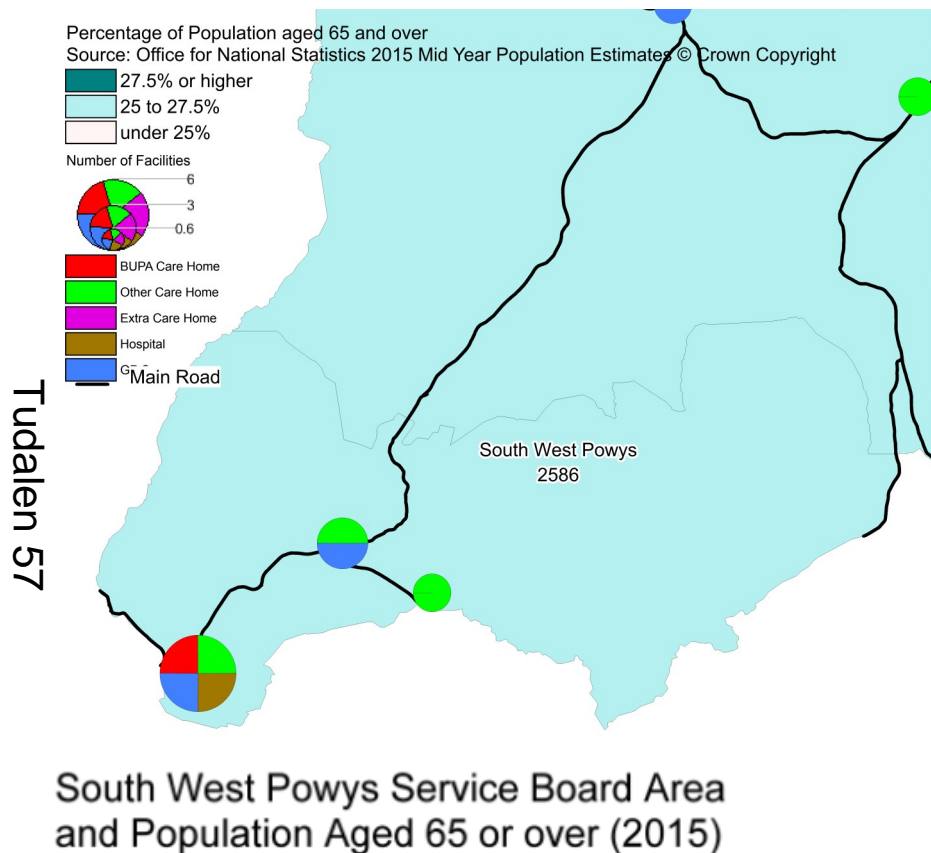
**10%** of population (1040 people)





## Community area 7: South West Powys - Ystradgynlais

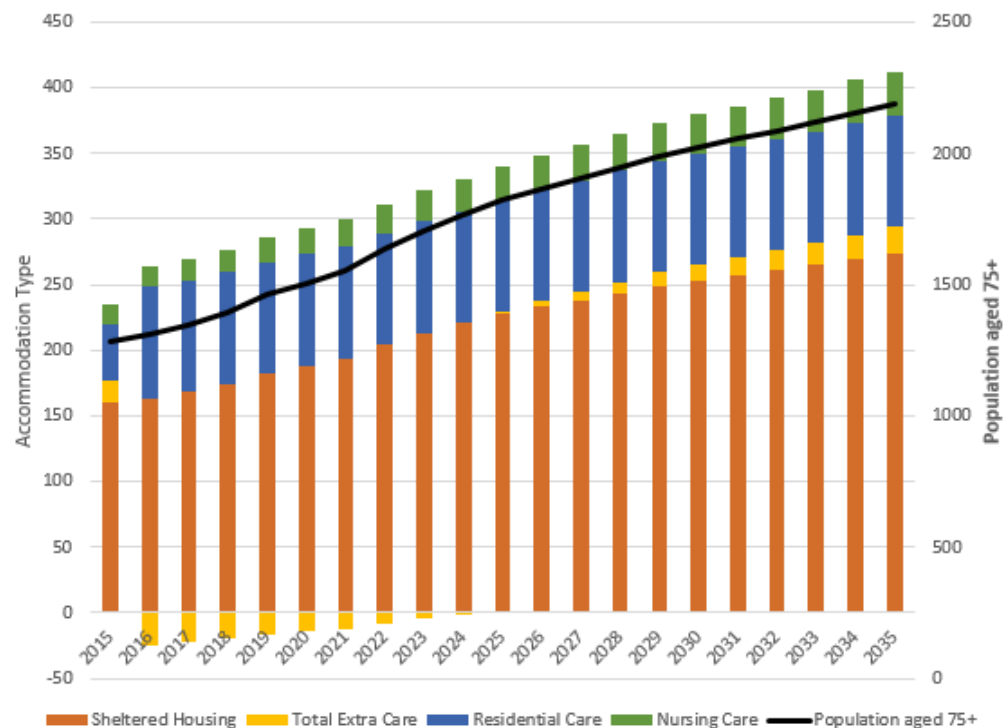
This map shows the percentage of the population who are aged 65 and over and the services provided in this community area in terms of care homes, hospitals and GP surgeries.



## Our indicative commissioning intentions:

Type	Supply (2016)	Demand (2035)	Difference
Sheltered housing	164	273	+110
Extra care	-25	21	+45
Residential	85*	85	0
Nursing	16**		

**Projected accommodation modelling:** This chart shows projected demand for various older people's accommodation in Powys, based on current estimated demand at 2016 and Welsh Government population projections





## Workforce within the Powys care sector<sup>22</sup>

Many older people live in isolated areas outside of our main towns, therefore rurality presents a challenge for our workforce and the adult care sector.

We know we must attract and retain our health and care workforce to be able to sustain local services and that we need to think differently about how we achieve this, both by looking at alternative approaches to recruitment and by re-configuring our workforce which is out of date.

Alternative approaches to recruitment could include creating new incentives such as job opportunities for partners/spouses advertised as part of the recruitment campaign and/or opportunities to work with our partner organisations to jointly recruit staff across both our organisations, as well as affordable housing developments in Powys. There is also a broader consideration as to how we make Powys a more attractive place to live and work.

Nationally and locally, we know expectations are changing and there is a need to provide more local services 7 days a week and to extend some services into the evening. The future workforce configuration needs to ensure we have the right people, doing the right job in the most effective way. Integrating health and care and developing more generic roles, will enable us to reduce the current duplication in the system and ensure we add value to service users through a more co-ordinated approach.



**1,531 staff in post**

### Training

11% are working towards recommended/relevant qualifications (172 staff)

59% had recommended / relevant qualifications (900 staff)



### Staff retention and turnover

31% staff left the organisation (455 staff)

During 2015... 34% staff were recruited (520 staff)

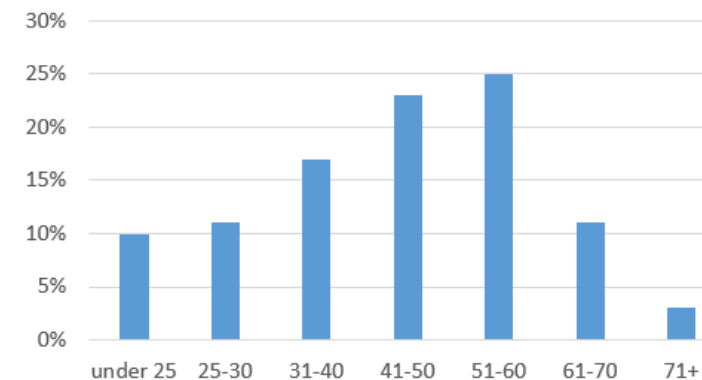
40 vacant posts

## Employee Demographic



**Gender**  
75% female  
25% male

Age of workforce



### Staff working hours

57% part-time (less than 35 hours per week)

43% full-time (35 hours per week or more)



### Welsh Language

131 staff can communicate effectively through the medium of Welsh



### Disability

26 staff consider themselves to have a disability

All data is taken at 31 December 2015



## Finance

The cost of providing Powys County Council sheltered housing is contained within the Housing Revenue Account (HRA).

There is an aspiration to move from residential care to preventative community based services, in line with a strong strategic fit to the Powys Health and Care strategy, the Older Person’s commissioning strategy, and the Adult Social Care service improvement plan.

Financial savings of £1.3m have to be delivered in 2017/18 and in part expected to be achieved through new models of care to older people. In addition the longer term Medium Term Financial Plan has an expectation of additional savings through the accommodation strategy.

Tudalen 59

### Net Expenditure 2015/16 - Older People (Aged 65 and over)

	£000's
Nursing placements	2,479
Residential care placements	6,749
Direct payments	2,761
Home care	7,901
Day care	1,542
Equipment and adaptations	428
Other services for older people, including alarms and wardens	3,460
<b>Total</b>	<b>25,320</b>
(to be updated for 2017/18 net budget)	

#### Data Gap:

Financial investment and priorities identified by Registered Social Landlords (RSLs), private developers and care providers.

#### So what?

Collaborative working will be a necessity in respect of developments, capital funding and asset/land availability.

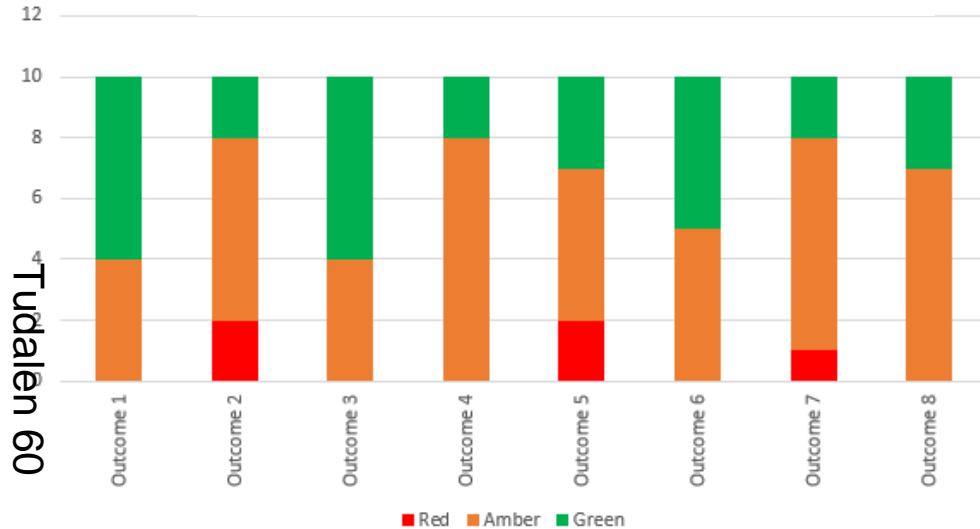
It is anticipated that there will be a shift in revenue spend from long-term care with reinvestment into preventative models.



## Quality of the local market

10 homes in Powys have been assessed using the Health and Social Care Contract compliance monitoring tool during announced visits by the Social Care Commissioning team.

### Analysis of quality in BUPA run care homes



To ensure that our care homes adhere to a set standard, we monitor eight outcomes:

Outcome 1: Choice of home	Outcome 5: Staffing
Outcome 2: Needs and preferences	Outcome 6: Management
Outcome 3: Quality of life	Outcome 7: Concerns and protection
Outcome 4: Care and treatment	Outcome 8: Physical environment

10 of our care homes were monitored and the majority of outcomes were deemed acceptable.

However three outcomes were highlighted as possible areas of concern: 1. needs and preferences, 2. staffing and concerns and 3. protection.

### Key:

**Green:** No concerns

**Amber:** Acceptable

**Red:** Possible area of concern

### Residents Questionnaire Summary

We asked **136 care home residents** their views on the care they received\*

- **All respondents** surveyed felt they were **involved in decisions** (either sometimes or always) and are encouraged and supported to do what they are able to do
- **97%** would **recommend their care home to others**
- **91%** felt they are always **treated with dignity and respect**
- **88%** said if they needed help **someone would always attend to them quickly**
- **99%** were **satisfied** with the **quality of food**
- **6%** were **unhappy with their personal care** and felt that is not carried out in complete privacy and in a sensitive manner
- **1.5%** felt they were **never spoken to in the language** of their choice
- **18%** had **concerns about the safety** of themselves or others

Financial year 2014/15

We are awaiting satisfaction survey results from our Tenants survey and this will provide information regarding perceptions of the quality of our housing stock.



## Appendices - Useful links and information

### Engagement Report

Findings from surveys and focus groups with the over 50 population and providers, identifying the future needs of older people

[Findings](#)

### Age-well

<https://www.agewelluk.org.uk>

### Regional Partnership Board

Further strategic documentation is available at:

<http://www.powys.gov.uk/en/adult-social-care/integration-of-health-and-social-care/powys-regional-partnership-board/>

### CSSIW Inspection Reports (council and care providers)\*:

<http://cssiw.org.uk/find-a-care-service/?lang=en>

### Housing Regulatory Opinion Reports\*

<http://gov.wales/topics/housing-and-regeneration/services-and-support/regulation/regulatory-assessments/?lang=en>

### Social Care Workforce Development Programme / Learning and Development:

<http://www.powys.gov.uk/en/training/training-learning-development/>

### Older People Commissioner

<http://www.olderpeoplewales.com/en/Home.aspx>

### Business:

For business support information: <https://businesswales.gov.wales/>

For business info: <https://www.growinpowys.com/>

\* For further information on care and housing providers in Powys, please follow the links.



## Forums / Partnership Meetings

### Care Provider Forum Events

Provider forum events will be held at 10am on the following dates at the Media Resource Centre in Llandrindod Wells, LD1 6AH:

14 February 2017

23 May 2017

08 August 2017

28 November 2017

27 February 2018

**Contact:**

Lee Anderson

[lee.anderson1@powys.gov.uk](mailto:lee.anderson1@powys.gov.uk)

### Strategic Housing Partnership Meeting

Housing meetings will be held at 10am—12.30pm on the following dates in Committee Room A, County Hall, Llandrindod Wells, LD1 5LG

8 March 2017

16 June 2017

20 September 2017

6 December 2017

**Contact:**

Terry Flynn

[terry.flynn@powys.gov.uk](mailto:terry.flynn@powys.gov.uk)





## References

1. Welsh Government 2015 Base Population Projections
2. Age UK Later Life in the UK, January 2015 factsheet
3. 2015 Mid-Year Population Estimate, ONS
4. Life expectancy, Public Health Wales Observatory, 2010-14
5. Estimated Dementia 30+ Powys Teaching Health Board, 2013
6. Dementia projections, Business Intelligence Team, 2017
7. Lone Person Households, Census 2011
8. Occupancy rating, Census 2011
9. Housing Tenure, Census 2011
10. Powys Projected Elderly Accommodation Demand by type, Business Intelligence Team, 2017
11. Self funders, Care Home Census, August 2016
12. Health Perceptions, Public Health Annual Report, 2013
13. 50+ participation in sport or activity, Stats Wales, 2008-09
14. Physical and sensory disability, Welsh Government, March 2016
15. Disability Living Allowance, Department of Work and Pensions, May 2016
16. Unemployment, Department of Work and Pensions, December 2016
17. Reablement, PCC Draig, August 2015 - 31st July 2016
18. Welsh speakers, Census 2011
19. Data taken from Community Area Matrix, Business Intelligence Team, September 2016
20. Unpaid Carers, Census 2011
21. Domiciliary Care, PCC Draig, August 2016
22. Workforce Data Collection, Local Government Data Unit, 2015
23. Quality of the local market, Commissioning Unit, 2014/15
24. Average DTOC per data report, 01/05/2015 to 11/02/2016
25. Fairer Charging Spreadsheet, 1 August 2015 - 1 August 2016
26. Sheltered Housing, Powys County Council, August 2016
27. Future accommodation needs, 50+ population engagement survey, Powys County Council, November 2016

### **Housing Lin strategic housing for older people (SHOP) tool:**

[http://www.housinglin.org.uk/Topics/browse/HousingExtraCare/ExtraCareStrategy/SHOP/SHOPAT/Dashboard/SHOPAT\\_beta/?](http://www.housinglin.org.uk/Topics/browse/HousingExtraCare/ExtraCareStrategy/SHOP/SHOPAT/Dashboard/SHOPAT_beta/?)

**For more information please contact Emma Palmer**

**Health and Social Care Change Manager**

**Emma.palmer@powys.gov.uk**

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Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol