



POWYS COUNTY COUNCIL
Adult Services
RE-SHAPING PLAN 2018-23

Improvement Plan Version 100.2

18/05/2018

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Introduction

This is the Adult Social Care Improvement Plan for 2018 onward which was reviewed in light of the Care Inspectorate Wales inspection report of June 2018.

We anticipate that the plan will continue to be developed based on feedback from staff, adults who require care and support and carers, external review, audit and challenge. Immediate and longer-term actions are described within the plan, the former in greater detail as this is where changes are required most urgently. Delivering all the changes promptly and effectively will mean we can provide the people of Powys, at the earliest possible time, with realistic reassurance that adults are being safeguarded effectively and that adult services is fulfilling all of its statutory responsibilities to the highest possible standard.

Accompanying information and information on the wider context can be found through links in the Appendix.

Adult Social Care

How We Will Work Together

We believe that everyone should be seen as unique individuals who have strengths and hopes as well as needs or problems. We want to support people to live the best life they can, helping them to find solutions that fit. We will focus on what matters to you.

We will:	You can help by:
Listen, be open, honest, friendly and non-judgmental.	Having your say and tell us about your experience.
Work with our partners to protect you from abuse and exploitation.	Being aware and raising concerns about people who may be at risk of being harmed.
Support you to maintain your personal dignity, self-respect and to focus on what matters to you.	Staying safe, being healthy and active.
Support you to make informed decisions so that you can do what's important to you.	Engaging with us and taking responsibility for your health and keeping well.
Provide good, accessible information and advice.	Using online services where possible.
Help communities to be inclusive and supportive to minimise loneliness and isolation.	Be aware of what is available in your community and getting involved.
Be open to new ways of working and to embrace technological solutions, enabling a focus on getting value for money.	Providing ideas and trying new ways of working together.

Key Aims

1. **To promote independence and self-care wherever possible.** To work alongside partners, in particular health, to ensure that individuals with complex care needs have the assessment they require under legislation and ensure that appropriate placements are available to meet their needs if required.
2. **To support adults who require care and support. To ensure that timely assessment and the right level of care and support is available to adults who require this support;**
3. **To provide care and support for carers which will enable them to be supported to continue their caring role;**
4. **To identify risk positively and effectively when providing support to adults** by making sure their needs are accurately assessed and met effectively, with positive outcomes for them. This will be in a strengths based approach which will involve re-connecting with their community networks and supporting carers to continue to care for their relative. Risk management needs to take into account the capacity of the individual to make specific decisions in terms of their lives, and decisions need to be made in compliance with legislation in terms of best interest where deemed appropriate;
5. **To provide and commission a flexible and affordable mix of high quality support services for adults who require care and support and their carers** to meet the diverse range of their individual needs and circumstances;

These aims are underpinned by the following principles

- a. Most adults can live independent lives and can make decisions in relation to how they wish to live their lives. Good outcomes can be achieved if individuals are supported and reconnected within their own communities, close to their families and friends;
- b. Preventative services and early intervention to support adults and their carers should be provided in ways that give them every chance to remain in their communities if this is their choice or wish;
- c. If remaining in their own home is not possible then it is essential that adults are supported to meet their care and support assessed needs. That affords them every opportunity to reduce isolation and encourage re-connection / employment if wished;
- d. Where appropriate, adults should be supported into employment or undertake roles which are of interest to them, to increase independence;
- e. Multi-agency arrangements to assessing and managing risk to adults need to be robust;
- f. Care services to be local wherever possible, enabling adults to remain in their communities, maintaining networks and minimise disruption;
- g. The responsibility for meeting the needs of adults who require care and support and their carers rests across all services for adults, including statutory and independent providers.

Priority Area A – Leadership and Governance

Sponsor – Chief Executive

Workstream Lead – Director of Social Services / Head of Strategic Policy and Performance

CIW SUCCESS CRITERIA

Leadership, management and governance arrangements together establish an effective strategy for the delivery of good quality services and outcomes for people. Meeting people's needs for quality services are a clear focus for councillors, managers and staff. Services are well-led, direction is clear and the leadership of change is strong. The authority works with partners to deliver help, care and support for people. Services are designed and commissioned to: improve outcomes for individual people; reflect community need; and address key priorities within the local population. Work with partners in shaping the pattern and delivery of services is informed by the views and experiences of people who use or may need to use services. Services are delivered by a suitably qualified, experienced and competent workforce that is able to recognise and respond to need in a timely and effective way.

RELEVANT CIW INSPECTION RECOMMENDATIONS

- *Senior leaders within the local authority must continue to provide strong political and corporate support for adult services to ensure service improvements are prioritised and sustained with pace.*
- *The local authority should strengthen the existing adult services improvement plan to ensure specific, clear and time-bound actions to improve access arrangements. This should include objectives to ensure sufficient management and staff capacity, contingency and expertise is in place to manage demand and to support good quality and timely decision making.*
- *Senior managers should refresh and re-invigorate their commitment to regional and local safeguarding arrangements.*
- *Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that elected members and managers at all levels have timely, appropriate and accurate performance and quality information.*
- *Senior managers and elected members should maintain an up-to-date understanding of the complexities and risks involved in delivering adult services, underpinned by accurate, timely performance management information, to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect.*
- *The local authority must strengthen the oversight of their response to complaints to improve reporting and analysis and ensure there is a mechanism to capture lessons learned.*

IMMEDIATE (BY 1ST SEPTEMBER 2018)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
A1	For Powys County Council to corporately own and support successful delivery of Adult Social Care.	Chief Executive		CIW Inspection Report	A – A1 A – A6
A2	The Improvement Plan for Adult Social Care will be reviewed and strengthened for delivery, in line with the recommendations.	Head of Operations & Head of Transformation		CIW Inspection Report	A – A1

SHORT TERM (BY 1ST DECEMBER 2018)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
A3	Cabinet, Council and Scrutiny provide strong political oversight and challenge to support the development and delivery of sustainable Adult Social care to meet legislative requirements.	Portfolio Holder / Director of Social Services			A – A2 A – A3 A – A4
A4	Effective business intelligence and performance management reporting is accessible and timely to support service delivery and planning.	Head of Strategic Policy and Performance			A – A6
A5	Improve trust and effectiveness of Regional Partnership Board to drive forward integration	Director of Social Services in Association with Chair of the Regional Partnership Board			A – A5
A6	The Regional Safeguarding Board is supported by regular attendance from Senior Managers at Powys	Director of Social Services			A – A7

MEDIUM TERM (DECEMBER 2019)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
A7	An effective early intervention and prevention focussed Information Advice and Assistance across the Council and partners. Evaluation undertaken.	Health and Care Change Manager – Living Well		Area Plan	A – A8
A8	Cabinet, Scrutiny, EMT and DLT have oversight of quality assurance to support the development and delivery of sustainable Adult Social care to meet legislative requirements.	Director of Social Services			A – A2 A – A3 A – A4

LONG TERM (2020 +)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
A9	Explore the opportunities around an integrated data warehouse to provide predictive analytical models	Strategic Head of Policy and Performance			
A10	Sustainable strong political and corporate support	Portfolio Holder			A – A2 A – A3 A – A4

SUCCESS MEASURES					
Service delivered with 0.5% variation of revenue budget – speak with Finance					
Base budget review of Older People Services undertaken by December 2018					
Percentage attendance at Scrutiny meetings					
Following development sessions to ensure they can discharge roles appropriately, survey of elected members results in increased perception of engagement with service					
Proportion of relevant calls into Powys People direct is increased.					
QA – Children’s Imp Plan Success measure					
Effective business intelligence and performance management reporting is accessible and timely to support service delivery and planning.					

Evidence Number	Evidence
A – A1	Signed off Improvement Plan
A – A2	Portfolio Holder Meetings Held
A – A3	Scrutiny Committee Minutes
A – A4	Cabinet Meeting Minutes
A – A5	Regional Partnership Board Minutes
A – A6	Monthly Performance Management Reports
A – A7	Regional Safeguarding Board Minutes
A – A8	Evaluation of Information Advice and Assistance

Priority Area B – Practice Quality and Assurance:

1. Information, Advice and Assistance;
2. Assessment;
3. Care and Support;
4. Review;
5. Safeguarding and Protection

Sponsor – Head of Operations for Adult Services

Workstream Lead – Senior Manager – Older People / Senior Manager – Mental Health & Disabilities / Head of ICT / Professional Lead – Business Support Resources

CIW SUCCESS CRITERIA

Information, Advice and Assistance

The authority works with partner organisations to develop, understand, co-ordinate, keep up to date and make best use of statutory, voluntary and private sector information, assistance and advice resources available in their area. All people have access to comprehensive information about services and get prompt advice and support, including information about their eligibility and what they can expect by way of response from the service. Arrangements are effective in delaying or preventing the need for care and support. People are aware of and can easily make use of key points of contact. The service listens to people. Effective signposting and referring provides people with choice about support and services available in their locality, particularly preventative services. Access arrangements to statutory social services provision are understood by partners and the people engaging with the service are operating effectively.

Assessment

All people entitled to an assessment of their care and support needs receive one in their preferred language. People experience a timely assessment of their needs which promotes their independence and ability to exercise choice. Assessments have regard to the personal outcomes and views, wishes and feelings of the person subject of the assessment and that of relevant others including those with parental responsibility. This is in so far as is reasonably practicable and consistent with promoting their wellbeing and safety and that of others. Assessments provide a clear understanding of what will happen next. Recommended actions, designed to achieve the outcomes that matter to people, are identified and include all those that can be met through community based or preventative services.

Care and Support

People experience timely and effective multi agency care support to help and protection where appropriate. People using services are supported by care and support plans which promote their independence, choice and wellbeing, help keep them safe and reflect the outcomes that are important to them people are helped to develop their abilities and overcome barriers to social inclusion.

Safeguarding and Protection

Effective local safeguarding strategies combine both preventative and protective elements. Where people are experiencing or are at risk of abuse neglect or harm, they receive urgent, well-coordinated multi-agency responses. People are not left in unsafe or dangerous environments.

Case Management

Regular auditing, to ensure management oversight of the quality of work being undertaken. Independent oversight in respect of care planning for adults.

All staff will have access to policies and procedures which will can be used to effectively guide their practice. Appropriate referrals are made by all agencies based on an agreed threshold.

Management information is analysed at all levels of the Service and plays a key role in decision making. Evidence that Management Information is informing Decision Making. Performance against key performance indicators is readily available.

Complaints are responded to in a timely manner. Independent investigation of all complaints. Learning from complaints shared across the service and leading to improvements in practice. Analysis of complaints to inform planning and delivery of services.

RELEVANT CIW INSPECTION RECOMMENDATIONS

- *The local authority should urgently improve systems to ensure the management and prioritisation of allocation, assessment and service delivery to prevent delays in people receiving services.*
- *The local authority must ensure all safeguarding enquiries are undertaken within statutory timescales to ensure all adults at risk of harm or abuse are adequately protected.*
- *An assurance mechanism should be implemented immediately to ensure a clear management oversight and understanding of demand, capacity and prioritisation of workflow within the adult safeguarding system.*
- *Effective, multi-agency quality assurance systems, education and training arrangements should be established to ensure the quality of referrals to PPD are consistently aligned with the requirements of the SSWBA.*

- *The quality of assessments and care plans must be improved to ensure they are consistently of a good quality, with a clear focus on well-being outcomes, risks, and risk mitigation ensuring clear timescales and accountabilities for actions.*
- *The quality, consistency and timeliness of record keeping must be improved; all staff and managers must ensure records are of good quality, up to date and systematically stored.*

IMMEDIATE (BY 1ST SEPTEMBER 2018)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
B1	Timely, high quality, outcome focussed assessments undertaken by appropriate and competent professionals aim to discover what matters to individuals and that outcomes are related to those matters.	Senior Manager Older People Services / Senior Manager Mental Health Services / Contact and Safeguarding Senior Manager			B – B1

SHORT TERM (BY 1ST DECEMBER 2018)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
B2	Efficient access to appropriate information, advice and support.	Contact and Safeguarding Senior Manager			B – B2
B3	Systems and processes for assessment and care & support planning enable practitioners to undertake their role effectively	Senior Manager Older People Services / Senior Manager Mental Health Services			B – B1
B4	Quality Assurance is at the centre of Adult Social Care practice.	Senior Manager Older People Services / Senior Manager Mental Health Services / Quality Assurance Manager			B – B1

MEDIUM TERM (DECEMBER 2019)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
B5	Information, Advice and Assistance is accessible, effective and used as a part of early intervention and prevention.	Health and Care Change Manager – Living Well			
B6	Care and Support is available, effective and mitigates risks, whilst promoting independence.	Head of Transformation for Adult Services			
B7	Efficient and effective embedded safeguarding processes to meet legislative requirements.	Contact and Safeguarding Senior Manager			
B8	Response framework for prioritisation of allocation service delivery	Senior Manager Older People Services / Senior Manager Mental Health Services / Contact and Safeguarding Senior Manager			
B9	Embed a culture that learns from complaints and celebrates success.	Head of Operations for Adult Services			

LONG TERM (2020 +)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
B10	Integrated multi-disciplinary teams across the County	Director of Social Services			

SUCCESS MEASURES

Measure 19 The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over
Measure 20a: The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later
Measure 23 the percentage of adults who have received support from the information, advice and assistance service and have not contacted the service again during the year
Local measure: The percentage of assessment reviews carried out within 4 weeks of expected review date
SCA/018a The percentage of carers identified offered an assessment
Average length of time (days) through the key stages of the service

Percentage case review quality audits meeting required standard
Outcome of the Social Services and Well-being Act Annual Survey

Evidence Number	Evidence
A – A1	Signed off Improvement Plan
A – A2	Portfolio Holder Meetings Held
A – A3	Scrutiny Committee Minutes
A – A4	Cabinet Meeting Minutes
A – A5	Regional Partnership Board Minutes
A – A6	Monthly Performance Management Reports
A – A7	Regional Safeguarding Board Minutes
A – A8	Evaluation of Information Advice and Assistance
B – B1	Quality Assurance Audit Report
B – B2	Powys People Direct Performance Data

Priority Area C – Workforce

Sponsor – Professional Lead Culture & Leadership Development

Work-stream Lead – Head of Operations for Adult Services / Senior Officer – Culture & Leadership Development

CIW SUCCESS CRITERIA

Services are delivered by a suitably qualified, experienced and competent workforce that is able to recognise and respond to need in a timely and effective way. The Council is able to ensure that staff and services meet the standards that have been set for them. Services and support improve outcomes for people.

RELEVANT CIW INSPECTION RECOMMENDATIONS

- The local authority should strengthen the existing adult services improvement plan to ensure specific, clear and time-bound actions to improve access arrangements. This should include objectives to ensure sufficient management and staff capacity, contingency and expertise is in place to manage demand and to support good quality and timely decision making.*
- A robust workforce strategy should be produced to include short, medium and long term plans for recruitment and retention of the adult services workforce. Permanent appointments are required in key posts to provide resilience and stability within the service.*
- Senior managers should take steps to improve the frequency and consistency of supervision for front line staff.*

IMMEDIATE (BY 1ST SEPTEMBER 2018)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
C1	Workforce Strategy detailing short, medium and long term plans produced, in order to recruit and retain skilled workforce.	Head of Operations & Professional Lead Organisational Development			C – C1
C2	Social Services Recruitment Strategy produced	Professional Lead Organisational Development			C – C2
C3	Frequency of supervision for front line staff measured – target of 90%	Senior Operational Managers			
C4	Consistency and Quality of supervision for front line staff.	Senior Operational Managers			

SHORT TERM (BY 1ST DECEMBER 2018)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
C5	All posts within the service will either be appointed or recruitment will be in process.	Senior Operational Managers & Business Manager			
C6	Transformation Team restructured to align to Regional Partnership Board governance arrangements	Head of Transformation			
C7	Work to commence on overarching Powys wide workforce strategy in reference to the working age depopulation within the county	Head of Organisational Development			
C8	All staff are appropriately supported in line with professional accountability and can evidence continuous professional development.	Professional Lead Business Support			
C9	Plan in place for ensuring availability of sufficient Welsh speaking professional staff to maximise use of the <i>Active Offer</i>	Head of Transformation			
C10	We will have developed a staff holistic wellbeing strategy, to included physical health and safety at work and morale surveys.	Head of Organisational Development			

MEDIUM TERM (DECEMBER 2019)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
C11	Integrated roles developed with the health board in order to increase service capacity	Head of Organisational Development & Head of Operations			
C12	Future service delivery and capacity mapped to deliver the changes necessary to deliver outcomes for people – by April 2019	Head of Transformation for Adult Services / Head of Operations for Adult Services			
C13	Ensure that all managers undertake the Management Induction Programme and are supported to undertake their role	Business Manager - Adult Social Care			

C14	To increase the numbers of people supported to undertake professional training in social work, OT and other roles, as well as supporting apprenticeships and other similar programmes. – Grow Your Own	Professional Lead Business Support & Business Manager – Adult Social Care			
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LONG TERM (2020 +)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
C15	Develop a health and social care academy in Powys to support with future workforce availability	Director of Education			
C16	Powys wide workforce strategy in reference to the working age depopulation within the county is ensuring adequate workforce in place across a range of health and care roles in both the public, voluntary and private sector.	Head of Organisational Development / Director		Joint Area Plan	

SUCCESS MEASURES

Average days sickness absence per FTE
Percentage of supervisions held
Percentage of workforce completed mandatory training requirements
Number of placements provided for Social Workers and OT students
Reduction in agency staffing within the service
Percentage of Welsh speakers who are assessed by Welsh speaking practitioners
Percentage of leavers who receive an exit interview
Percentage staff turnover
Average length of time to recruit to posts

Evidence Number	Evidence
A – A1	Signed off Improvement Plan
A – A2	Portfolio Holder Meetings Held

A – A3	Scrutiny Committee Minutes
A – A4	Cabinet Meeting Minutes
A – A5	Regional Partnership Board Minutes
A – A6	Monthly Performance Management Reports
A – A7	Regional Safeguarding Board Minutes
A – A8	Evaluation of Information Advice and Assistance
B – B1	Quality Assurance Audit Report
B – B2	Powys People Direct Performance Data
C – C1	Workforce Strategy
C – C2	Recruitment Strategy

Priority Area D – Reshaping and Reforming

Sponsor – Head of Transformation for Adult Services

Workstream Lead – Health & Social Care Change Manager (Ageing Well) / Commercial Services Lead

CIW SUCCESS CRITERIA

Regular auditing, to ensure management oversight of the quality of work being undertaken. Independent oversight in respect of care planning for adults.

All staff will have access to policies and procedures which will can be used to effectively guide their practice. Appropriate referrals are made by all agencies based on an agreed threshold.

Management information is analysed at all levels of the Service and plays a key role in decision making. Evidence that Management Information is informing Decision Making. Performance against key performance indicators is readily available.

Complaints are responded to in a timely manner. Independent investigation of all complaints. Learning from complaints shared across the service and leading to improvements in practice. Analysis of complaints to inform planning and delivery of services.

RELEVANT CIW INSPECTION RECOMMENDATIONS

- The local authority should improve performance and/or contract management arrangements to inform their evaluation of the effectiveness of commissioned services to ensure people referred to community support services are not subject to drift and delay.*
- The local authority, jointly with partners, should take steps to ensure the speed of transformation is accelerated and undertaken in a way that fully engages staff and supports the meaningful involvement of service users and carers.*

SHORT TERM (BY 1ST DECEMBER 2018)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
D1	Safe governance and management of the Powys County Council owned residential care homes to meet the standards required.	Health and Care Change Manager – Ageing Well			

D2	A safe, robust domiciliary care commissioning and procurement system that is effective and efficient.	Health and Care Change Manager – Ageing Well			D – D1
D3	An effective and efficient technology enabled independence and care services to support individuals to live within their chosen environment independently.	Health and Care Change Manager – Living Well			

MEDIUM TERM (DECEMBER 2019)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
D4	In conjunction with PTHB integrate Third Sector commissioning that enables residents to live independently and engage with their communities.	Health and Care Change Manager – Ageing Well			
D5	All commissioning and contracting practices are outcomes focussed, meet legal requirements, provide excellent outcomes and are managed and monitored effectively.	Health and Care Change Manager – Ageing Well			D – D2
D6	We will have implemented the engagement strategy by December 2018, resulting in meaningful involvement of service users, carers and staff.	Head of Transformation for Adult Services / Communications Officer			
D7	Library of existing strategies, and relevant documents available online.	Head of Transformation			D – D3
D8	Strategy published for Transition	Health and Care Change Manager – Living Well and Health and Care Change Manager – Start Well			D – D4
D9	Strategy published for Physical Disabilities and Sensory Loss	Health and Care Change Manager – Living Well			D – D5
D10	Transformation of Daytime Opportunities for Older People completed	Health and Care Change Manager – Ageing Well			
D11	Home Based Support Pilots Evaluated and decision made on further development	Health and Care Change Manager – Living Well			D – D6

D12	Technology Enabled Care at the heart of all care planning	Health and Care Change Manager – Ageing Well			
D13	Dewis and Info-Engine both available and appropriately populated	Health and Care Change Manager – Living Well			
D14	Preferred model of ownership/management of the Council’s residential homes.	Health and Care Change Manager – Ageing Well			

LONG TERM (2020 +)

No	Outcomes	Lead	BRAG Status	Cross Ref.	Evidence Ref.
D15	People have access to good quality accommodation within communities in order to support independence. This could include lifetime accommodation, technology enabled housing as well as other options.	Health and Care Change Manager – Ageing Well / Health and Care Change Manager – Living Well			
D16	All actions in the Area Plan will have been delivered	Chairs of Age Well, Live Well Disability, Live Well Mental Health		Area Plan	

SUCCESS MEASURES

Local measure: The number of adult clients supported in their own home through assistive technology will increase

All invoices are paid to providers in a maximum of 30 days

The average length of time taken to broker a service from the market and providers

A single visible contract register for all care with external providers which is linked to contract monitoring and contract management is in place

Procurement for care services will be compliant with regulations

SSWB Act Survey

Co-production and engagement in developing Commissioning Strategies

Evidence Number	Evidence
A – A1	Signed off Improvement Plan
A – A2	Portfolio Holder Meetings Held
A – A3	Scrutiny Committee Minutes

A – A4	Cabinet Meeting Minutes
A – A5	Regional Partnership Board Minutes
A – A6	Monthly Performance Management Reports
A – A7	Regional Safeguarding Board Minutes
A – A8	Evaluation of Information Advice and Assistance
B – B1	Quality Assurance Audit Report
B – B2	Powys People Direct Performance Data
C – C1	Workforce Strategy
C – C2	Recruitment Strategy
D – D1	Dynamic Purchasing System Documents
D – D2	Commissioning Strategies and Documents
D – D3	Library of Existing Strategies and relevant documents online
D – D4	Transition Strategy
D – D5	Physical Disabilities and Sensory Loss Strategy
D – D6	Home Based Support Evaluation

APPENDIX

These links provide further information on the wider context:

1. Powys Profile
 - a. <http://www.powys.gov.uk/en/statistics/view-statistics-about-your-area/>
2. Strategic Context
 - a. http://pstatic.powys.gov.uk/fileadmin/Docs/Democracy/Corporate-Improvement/CIP_2018_ENG_Final.pdf
3. The Regional Partnership Board and Area Plan
 - a. https://customer.powys.gov.uk/media/2884/Joint-Area-Plan-2017-27/pdf/180328_Delivering_the_Vision_Full_documentv9.pdf
4. Prudent Social Care
 - a. Location TBC
5. Vision 2025
 - a. http://pstatic.powys.gov.uk/fileadmin/Docs/Democracy/Corporate-Improvement/CIP_Plan_on_a_page_ENG_final_01.pdf
6. Governance and Performance Management
 - a. <http://powys.moderngov.co.uk/documents/s24111/Corporate%20Leadership%20Governance%20Plan%20v5.6.2.pdf>
7. The Council's Performance Management Framework
 - a. Location TBC
8. Communications Plan
 - a. Location TBC