

# Impact Assessment

## Development of Older Persons Locality Model



Impact Assessments (IA) are a process of assessing how our proposals and decisions might impact upon different types of people and communities and developing proposals in line with relevant legislation.

This is a legal requirement, and ensures the Council considers key legislation, including Equalities, Welsh language, Future Generations, Socio-economic Duty and Risk when developing proposals.

It will also help the Council make the best possible decisions for the people of Powys.

## 1. Proposal Information

<b>Author Name</b>	Sharon Frewin
<b>Head of Service</b>	Sharon Frewin
<b>Portfolio Holder</b>	Councillor Sian Cox, Cabinet Member for a Caring Powys
<b>Proposal title</b>	Development of Older Persons Locality Modell
<b>Description of proposal</b>	The development of a multi-professional locality model aligned with G.P. clusters to ensure we act alongside residents to prevent issues arising. Providing early intervention, enabling more resilient local communities and building better integration across a range of agencies

## 2. Savings and Consultation

### Profile of savings delivery

2023-24	2024-25	2025-26	2026-27	2027-28	2028+	Total Savings
0	£120,000	£360,000	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

## Further information

The Older Persons Team have been piloting a localities model, learning from this will inform the development of permanent arrangements. To account for the geographical challenges of delivering care and support across Powys, and to address the need to work on a locality basis in partnership with health and the third sector, it is proposed that there will be four separate locality teams.

Given current financial pressures for the Local Authority, it is more important than ever to ensure that our staff are being utilised as effectively as possible.

This model is based on five principles:

- Being in the right location: close to and accessible by communities and visible to residents
- Working in partnership: multi professional, integrated working
- Making best use of resources: more efficient use of assets, reduced running costs, reduced travel demands.
- Supporting a transformation in culture and practice: strengths based, improved networking, community based
- High quality and sustainable spaces: good for networking, for touchdown and for services

A simpler, more joined up local system that offers the right support at the right time that manages the growth in demand and reduces duplication in the system.

- multi-disciplinary teams working together on the same geography and tackling issues in households, holistically, focused on relationship-building and getting to the root causes
- A workforce who feel connected to each other and able to work flexibly
- A new system partnership with the voluntary sector to co-ordinate local activity, networks, and opportunities – so that we make the best use of the strengths and assets of our communities
- A holistic, person-centred approach to care and support which is strengths based.
- A joint approach to the shared public estate with services delivered from fewer, better buildings, enabling estate rationalisation if appropriate to do so.

## Consultation requirements

Consultation required?

Yes

<b>Union consultation date</b>	28/02/2023
<b>Staff consultation date</b>	31/03/2023
<b>Public consultation date</b>	Click or tap to enter a date.
<b>Consultation plan (or justification where no consultation is required)</b>	
Consultation with staff and trade unions will be in accordance with PCC Management of Change Policy.	

### 3. Impact on other service areas, geographical areas, and data protection

#### 1a. Impact on other service areas

Commissioning & Partnerships (Social Services)  
 Economy & Digital Services  
 Housing Services  
 Workforce & Organisation Development  
 Adult Services  
 Finance (Section 151)  
 Third Sector Partners  
 Leisure

#### 1b. Impact on geographical locations

The entire county- with teams based in Welshpool, Newtown, Llandrindod and Brecon.

#### 1c. Data protection impact assessment

<b>Will the proposal involve processing the personal details of individuals?</b>	No
<b>Is Powys County Council the data controller?</b>	Yes
<b>Further information</b>	
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## 4. Impact on well-being goals including Welsh language and equalities

### 1d. A prosperous Wales

<b>Impact</b>	The existing evidence links the responsive, adaptable, flexible, and accessible nature of locality models in relation to alleviating pressures across a wide range of services and improving individual outcomes. There may be a greater use of community/third sector and independent providers of care as we develop alternative models of support.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	A new system partnership with the voluntary sector to co-ordinate local activity, networks, and opportunities – so that we make the best use of the strengths and assets of our communities and support a circular economy.
<b>Mitigated Rating</b>	Good

### 1e. A resilient Wales

<b>Impact</b>	Support will be accessed closer to home with both citizens and staff travelling less.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	Development of local directories and robust community mapping will increase likelihood of support being available locally. Our collaboration with partners as set out in other workstreams will support the identification of gaps in provision and the development of provision to resolve gaps
<b>Mitigated Rating</b>	Good

### 1f. A healthier Wales

<b>Impact</b>	Research tells us we could better meet what matters to citizens if we were to reduce hand-offs between separate teams. By moving to a multi-professional locality model of responding to demand, we will have better conditions in place for resolving peoples' issues at the earliest opportunity. These approaches will support people to achieve and maintain health, fitness and wellbeing.
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<b>Impact Rating</b>	Good
<b>Mitigation</b>	Building better networks closer to communities will improve access to support.
<b>Mitigated Rating</b>	Good

### 1g. A Wales of cohesive communities

<b>Impact</b>	A locality model will support the development of community led resources, increase the use of local services which will help sustain local resources and support greater community resilience.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	Improving links with Community Councils, the 3 <sup>rd</sup> sector, informal community groups/resources and the Social Values forum will improve access to support, increase the range of preventative services and ensure coproduction informs local delivery.
<b>Mitigated Rating</b>	Good

### 1h. A globally responsible Wales

<b>Impact</b>	Local provision of care and support and encouragement of community-led resources, in reducing travel and emissions and contributing to resilient and well connected communities, reduces impact on the environment and may encourage community-led initiatives such as local food-growing, skills sharing, libraries of things and others which reduce use of resource-intensive commodities.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	The review and redesign will gather information to facilitate local area coordination, share information with people about opportunities available in their community and develop links with the social values forum.
<b>Mitigated Rating</b>	Good

## 1i. A Wales of vibrant culture and thriving Welsh language

### Using Welsh

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

### Promoting Welsh

<b>Impact</b>	The redesign will provide more autonomy for individuals in terms of how they want their care and support to be delivered.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	All services will comply with the active offer and More Than Just Words model to promote the Welsh language the review and redesign will ensure the information is bilingual and opportunities to converse in Welsh are promoted and encouraged.
<b>Mitigated Rating</b>	Good

### Sports, Art & Recreation

<b>Impact</b>	Developing communities of interest at a locality level will include identifying a range of sports, arts, and recreational activities.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	To ensure the continuation of a strengths-based approach through the spectrum of referral to provision of support, the localities team worker will develop and maintain strong links with the locality-based community connectors to maximise the role of the voluntary and community sector in any proposed care and support.
<b>Mitigated Rating</b>	Good

## 1j. A more equal Wales

### Age

<b>Impact</b>	The team's operational model will not change. They will continue to provide person centred, holistic strengths-based approach regardless of age.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	A localities approach will ensure local opportunities reflect the needs of those living in that locality providing equity of approach.
<b>Mitigated Rating</b>	Good

### Disability

<b>Impact</b>	The team's operational model will not change. They will continue to provide person centred, holistic strengths-based approach regardless of disability
<b>Impact Rating</b>	Good
<b>Mitigation</b>	A localities approach will ensure local opportunities reflect the needs of those living in that locality providing equity of approach
<b>Mitigated Rating</b>	Good

### Gender Reassignment

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

### Marriage or Civil Partnership

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral



<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

### Race

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

### Religion or belief

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

### Sex

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

### Sexual Orientation

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.

<b>Mitigated Rating</b>	Choose an item.
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## Pregnancy and Maternity

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

## Socio-economic Duty

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

## 1k. Evidence

The existing evidence on local area co-ordination has supported its increasing adoption across the United Kingdom, with empirical evidence linking the responsive, adaptable, flexible and accessible nature in relation to alleviating pressures across a wide range of services, and improving individual outcomes (Billingham and Mceleney, 2016; Broad, 2012; Swansea University, 2016; Wessex Academic Health Science Network, 2018)

Community-based services, particularly those which connect with local assets, encourage people to have the skills and confidence to self-manage aspects of their care, and support informal carers, have been shown to improve people's wellbeing, delay deterioration in overall health, reduce crises in their care, and enable them to remain longer in their dwelling of choice. Integrated pathways can facilitate timely access to appropriate professionals and services to respond to changes in people's conditions and situations.

A review of the current pilot has been overwhelmingly positive.

This place-based approach would offer an enhanced level of local leadership for Older Peoples' Services and will assist in further embedding strengths-based practice in accordance with good practice.

## 5. Impact on key guiding principles & workforce

### 11. Sustainable development principles

#### Long-term

<b>Impact</b>	With an ageing population, we know that more people will require care and support. Personalised support options focussed on local area coordination and community resilience will contribute to the Council's ability to manage this increase in demand in a sustainable way.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	Building relationships at a local level will allow us to understand the needs of a community at an earlier stage. This data will allow us to develop a range of preventative options stopping people needing more enhanced support for longer.
<b>Mitigated Rating</b>	Good

#### Collaboration

<b>Impact</b>	The locality model aligned to G.P clusters will promote better collaboration with health colleagues and Public Health. The enhanced links with community connectors and community councils will be integral to the model.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	Once established greater links will be established with the social values forum and locality forums established based on local themes.
<b>Mitigated Rating</b>	Good

#### Involvement (including Communication & Engagement)

<b>Impact</b>	Part 4 Code of Practice is clear that "Local authorities must promote self-management and aim to increase independence by enabling people to become actively involved in shaping their care and support. People must be encouraged to find creative, flexible and innovative ways to maximise their personal outcomes." Working at a local level will build relationships with people and create more options for coproduction.
<b>Impact Rating</b>	Good

<b>Mitigation</b>	We will build relationships with Llais, Credu etc through locality forums.
<b>Mitigated Rating</b>	Good

## Prevention

<b>Impact</b>	The locality model will increase community engagement, resilience, and self-determination. Providing the right support, at the right time, earlier which will deliver better outcomes for people.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	Once established greater links will be established with the social values forum and locality forums established based on local themes
<b>Mitigated Rating</b>	Good

## Integration

<b>Impact</b>	The teams will be aligned with the G.P clusters creating better opportunities for integrated working. The model will focus on developing local resources using local facilities creating opportunities for collaboration with other providers and departments within PCC.
<b>Impact Rating</b>	Good
<b>Mitigation</b>	We will look to co-locate teams/services within existing community facilities.
<b>Mitigated Rating</b>	Good

## 1m. Impact on the workforce

<b>Impact</b>	Moving to a multi-professional localities model will entail some changes in posts, the structure will be developed after analysis of demand in each locality.
<b>Impact Rating</b>	Neutral

<b>Mitigation</b>	Adequately resourced teams that reflect predictable levels of demand is crucial to locality based, relational working. Analysis of demand across the respective localities will be undertaken to inform the number of officers required within each team. The consultation exercise will be carried out with the appropriate representatives for all those employees who may be affected in accordance with PCC management of change policy.
<b>Mitigated Rating</b>	Good

### 1n. Impact on payroll

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

### 1o. Welsh language impact on Staff

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

### 1p. Impact on apprenticeships

<b>Impact</b>	Click or tap here to enter text.
<b>Impact Rating</b>	Neutral
<b>Mitigation</b>	Click or tap here to enter text.
<b>Mitigated Rating</b>	Choose an item.

## 1q. Evidence

We know that we can achieve more for people in Powys when we pool our resources to resolve problems at the earliest opportunity. Opportunities to use our resources more efficiently and effectively is the underlying principle of any workforce model or approach. The social work and occupational therapy professions are a natural fit, sharing similar value sets around supporting people to do as much for themselves as possible, and to assist people to lead healthier, happier, and longer lives. Evidence of success will be gathered through engagement and consultation events, performance reports and budget analysis.

We have a duty to promote and support early intervention and prevention under Sec 15. SSWBA 2014.

## 6. Likelihood and risks

### Risk 1

Development of a new structure for the Older Persons Teams may result in displacement of staff.

<b>Likelihood score</b>	3	<b>Impact score</b>	3	<b>Risk rating</b>	9
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### Mitigation

Management of Change policy will be adhered to with every opportunity to seek alternative employment explored.

<b>Residual likelihood score</b>	2	<b>Residual impact score</b>	2	<b>Residual risk rating</b>	4
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### Risk 2

Click or tap here to enter text.

<b>Likelihood score</b>	Choose an item.	<b>Impact score</b>	Choose an item.	<b>Risk rating</b>	Choose an item.
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### Mitigation

Click or tap here to enter text.

<b>Residual likelihood score</b>	Choose an item.	<b>Residual impact score</b>	Choose an item.	<b>Residual risk rating</b>	Choose an item.
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### Risk 3

Click or tap here to enter text.

<b>Likelihood score</b>	Choose an item.	<b>Impact score</b>	Choose an item.	<b>Risk rating</b>	Choose an item.
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### Mitigation

Click or tap here to enter text.

<b>Residual likelihood score</b>	Choose an item.	<b>Residual impact score</b>	Choose an item.	<b>Residual risk rating</b>	Choose an item.
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### Risk 4

Click or tap here to enter text.

<b>Likelihood score</b>	Choose an item.	<b>Impact score</b>	Choose an item.	<b>Risk rating</b>	Choose an item.
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### Mitigation

Click or tap here to enter text.

<b>Residual likelihood score</b>	Choose an item.	<b>Residual impact score</b>	Choose an item.	<b>Residual risk rating</b>	Choose an item.
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### Risk 5

Click or tap here to enter text.

<b>Likelihood score</b>	Choose an item.	<b>Impact score</b>	Choose an item.	<b>Risk rating</b>	Choose an item.
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## Mitigation

Click or tap here to enter text.

**Residual likelihood score**

Choose an item.

**Residual impact score**

Choose an item.

**Residual risk rating**

Choose an item.

## 7. Overall summary and judgement

### Outline assessment

The proposal is to develop a locality approach in Older Persons services based on recent pilot of 2023. This will include a review of current structures, aligning the team with G.P. clusters and developing local area coordination through place-based planning. This will deliver better outcomes for people earlier, support PCC to manage increased demand. Efficiencies will be made through better use of resources, cost avoidance and managing demographic pressures. The model will support the objectives within our Sustainable Powys agenda. The proposal is in line with the Social Services and Well-being Act, which promotes independence and flexibility and choice around care and support.

**Cabinet reference**

Click or tap here to enter text.

## 8. Additional evidence

## 9. Monitoring arrangements

Monitoring will be through monthly data intelligence reporting and finance savings tracker.

**Review date**

30/04/2024