



Powys Association of Voluntary Organisations
Cymdeithas Mudiadau Gwirfoddol Powys
Helping organisations; improving people's lives

THIRD SECTOR CAPABILITY AND RESILIENCE IN POWYS

April 2015



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EXECUTIVE SUMMARY

Powys Association of Voluntary Organisation (PAVO), in partnership with PCC and PtHB, was tasked with assessing the capability of the third sector in Powys to deliver health and social care services in the current challenging financial and social climate. The project sought to gain a more reliable and empirical understanding of the current provision, capacity, capability, and resilience of third sector services across Powys and to identify good practice in service delivery.

Conclusions and recommendations

It is clear that the third sector in Powys is of huge significance and value, in terms of the service provision benefits that it brings to individual clients and their families, communities and the entire fabric of civil society. While it does make a call on public funds, it is hugely cost effective in its service delivery and adds value to the economy and, therefore, to the public purse. It can either be strengthened, nurtured and valued by strategic and operational decisions and choices or undermined by them. It is certainly too significant to be overlooked.

PAVO, as the county voluntary council for Powys, supports and develops the third sector in the county. Its work and role as a strategic partner on behalf of the sector and a provider of capacity building services is key in the planning for a strong, vibrant and resilient third sector.

Human resources and economic value

Key conclusions - Human resources and economic value

- Respondent organisations provide services to 35,400 individuals a year, delivered by 577 staff (280.2 fte) and 1,757 volunteers.
- Employed staff contribute £2,857,619.70 p.a. to the economy of Powys
- Volunteers' direct contribution is valued at £4,109,368 p.a. These figures do not take into account the added social value that the activities of staff and volunteers generate.
- The archetypal third sector organisations in Powys that delivers the H&SC services referenced in the consultation on social care eligibility criteria change
 - employs 9 - 10 members of staff
 - employs most staff on a part time basis, with an average fte of 4.6
 - has overall employment costs that are lower than in the statutory sector
 - deploys 29 volunteers who make an overall contribution valued at £67,366.69 p.a. provides services to 580 clients
 - provides 11 hours of volunteer support to each client with a notional value of £115.06

Mapping

Key conclusions

- The gaps in service, where not currently being addressed, require attention.

- An agreed definition of the service levels encompassed by the terms ‘befriending’ and ‘good neighbours’ would benefit both commissioners and service providers, as would an understanding of the way in which these may differ from practical services.
- PAVO’s Third Sector Broker Service and infoengine provide access to and information about these services. Through their work in PPD the brokers act as a conduit for both H&SC professionals and individuals into the services.
- Important strategic decisions have to be taken on whether to nurture, grow and develop a third sector in Powys that is local in nature, grass roots up and uses local resources and assets or whether to make choices based solely on market cost.

Recommendations

- Funding for the Third Sector Broker Service should be continued beyond the current commitment to the end of 2015-16 and should be long term in nature, rather than the current year-on-year arrangement.
- The added social and economic value in growing and developing the capacity of local communities to become part of the solution should be taken into account in all funding decisions.
- Agreement should be reached on a common understanding of the terms ‘befriending’ and ‘good neighbours’ and their relationship to practical services to support independent living.

Capacity

Key conclusions

- The majority of service providers are able to meet the current requirement for their services but do not have the capacity to deal with increased demand.

Recommendations

- Overall expectations of a greater third sector role in these service areas will need to be accompanied by additional investment by statutory partners.

Capability

Key conclusions

- The capability of the respondent organisations is overall of a very high level, though constrained by lack of or uncertainty about the necessary funding to deliver the level of service that will be required in the future.
- All organisations have safeguarding policies in place and, where required, POVA trained staff so that those referring clients in to the services can have confidence that the clients will be supported safely and competently.

- Most organisations have attained or are working towards quality standards. As with all organisations that seek to deliver a high quality of service, there is always a desire for continuous improvement; development needs have been identified and will be met by PAVO's Third Sector Development Team. However, while much of this work is part of PAVO's currently funded service, the additional requirement may mean that, without extra capacity, not all demands can be met immediately.
- Support or information on governance and on strategic and business planning will be crucial in the ongoing development of effective and sustainable organisations.
- PAVO's Powys Volunteer Centre, supported by the Third Sector Development Team, will work with organisations to build their capacity to recruit and place volunteers, ensuring that they are suitably trained to deliver safe and appropriate services, while also ensuring that the roles of volunteers enhance, rather than impinging on, those of the paid workforce in the organisations

Recommendations

- Consideration should be given to securing additional resources to increase capacity if the identified development and capacity building needs are required to be met as a matter of urgency.

Resilience

Key conclusions

- It is important to acknowledge and resource the contribution that is expected that third sector organisations will make towards meeting Moderate ASC needs.
- Without long term funding, including both commitments from current funders and a move towards more self-generated funds, the current level of services may not be maintained and cannot be increased to meet a future rise in demand as a result of a change in the eligibility criteria for social care in the county from Moderate to Substantial.
- There is considerable scope for further development of chargeable services and other sources of self-generated income.

Recommendations

- Where commissioners look to the third sector to meet Moderate ASC needs, organisations will be provided with the levels of sustainable funding required to deliver these services.
- All funding agreements with statutory and other funders should be long term in nature, with a minimum term of 3 years and preferably 5 years, to enable service providers to confidently plan and deliver services that will meet the future needs of PCC ASC.
- PAVO must continue to provide support to organisations to plan for the future and become more sustainable through income diversification.

Introduction

This report was commissioned by the Mid and West Wales Health and Social Care Collaborative Board to inform their delivery of Adult Social Care (ASC) under the white paper Sustainable Social Services and the Social Services and Wellbeing (Wales) Act 2014 and in particular to support the local authority in Powys and their partners to test new approaches or service models that will:-

- contribute to transformation at a local level.
- have potential for wider application across the region.

In order to provide evidence to support informed consideration of these issues, this report maps third sector organisations providing health and social care services and examines their current resilience, their capacity and capability to meet future demands for service provision and the support they will need in order to meet future growth in service demands.

Context

Powys County Council (PCC) and Powys teaching Health Board (PtHB) are building third sector provision into their strategies and plans for the delivery of health and social care (H&SC) services in the short, medium and long term and, more broadly, there is the corporate drive to externalise non-statutory services and the transfer of assets and services to community management and delivery.

A specific example of this is the current consideration of a change in the eligibility criteria for social care in the county from Moderate to Substantial¹. In 2013, 18 out of the 22 local authorities in Wales have Substantial as their minimum eligibility criteria² and regulations are currently being considered under the [Social Services and Well-being \(Wales\) Act 2014](#) that will set up national eligibility criteria for the whole of Wales. The national criteria are expected to be in force by 2016 and eligibility is likely to be set at a higher level than Moderate.

In order to make this change, PCC ASC is placing significant reliance on a broad range of third sector provision of universal preventative and community level support services, such as befriending, transport, information, advocacy, clubs and societies, to meet the needs of those assessed as Moderate and, therefore, no longer eligible to receive services from ASC³, as well as their unpaid carers. Huge expectations are being placed upon the sector. However, more engagement is needed with the sector regarding these expectations and attention should be given to its ability to provide the services needed.

Due to the very diverse, multi-faceted and independent nature of the third sector, provision is not characterised by consistency and co-ordination. This gives rise to vulnerabilities when considering reliance on the sector to deliver against a strategic plan for all people in Powys. There are some areas of the county that are well served by good quality, sustainable services; there are areas

NB – while footnotes have been inserted throughout this report, no formal referencing protocol has been followed

¹ <http://www.powys.gov.uk/en/corporate/find-out-about-consultations-in-powys/past-consultations/consultation-on-the-proposal-to-change-eligibility-criteria-for-adult-social-care/>

² http://press.which.co.uk/wp-content/uploads/2013/09/24-27_LongTermCare-1.pdf

³ Appendix 1 – Spectrum of Support diagram

where services are not available at all; there are areas where organisations struggle to maintain and sustain service provision. If the third sector is to rise to the challenge of being part of the solution, this will not happen incidentally or accidentally. It needs to be planned for and integral to planning at all levels.

1. The project

Aims

Powys Association of Voluntary Organisation (PAVO), in partnership with PCC and PtHB, set out to assess the capability of the third sector in Powys to deliver H&SC services in the current challenging financial and social climate. The project sought to gain a more reliable and empirical understanding of the current resilience, capability, sustainability and reliability of third sector services across Powys.

The aims of the project were to:-

- identify current providers of H&SC services
- investigate their resilience, frailties, capability and capacity to meet future H&SC needs
- identify support and resourcing requirements to ensure future capability and capacity

Outcomes

Whilst this project was limited to investigation of the third sector in Powys, it is intended that the information, conclusions and recommendations be shared across the region in order to inform service transformation in all areas of Mid and West Wales.

The intended results of the dissemination of this report are:-

- Better informed planning of the development and resourcing of public services for health and social care
- The support and resourcing needs for the third sector's health and social care services will be more identified and quantifiable
- Quick-win best practice in support activity will be identified and implemented
- The third sector will be stronger, more resilient and more capable of delivering public services

Scope

The mapping of the capability of the whole sector across all service areas would have been unmanageable given the short timescale dictated by the funding requirements. Consequently, the project concentrated exclusively on those services that are referenced in the consultation on social care eligibility criteria change, namely:-

- Advocacy
- Information
- Supporting independent living, in particular

- Befriending services
- Good neighbour schemes
- Practical help such as gardening, cleaning, dog walking etc
- Transport

In accordance with the requirements of the funding, the report concentrates on those services that are available to those who may have Adult Social Care needs and are at risk of losing their independence, and does not address children's services. The primary focus is those organisations that regard themselves as providers of public services and which it is therefore reasonable to assume would be willing to receive referrals from health and social care professionals.

Powys' third sector also includes many organisations, such as churches, Women's Institutes, clubs and societies, that do not regard themselves as providers of public services but do offer mutual and reciprocal support. Such organisations may not wish to provide this support as part of a formalised referral or signposting process at the request of health and social care professionals, but they could nonetheless form an essential element of the menu of support towards which these professionals could direct those with Moderate needs. These organisations are outside the scope of the current report.

Methodology

An internal exercise within PAVO drew together existing information and data that had been captured via PAVO's various mechanisms to identify organisations known to provide the relevant services.

A targeted and simple questionnaire⁴ was devised and distributed to all of PAVO's members and networks on 23rd January 2015, with regular reminders sent out by email and via social media in the period up to 27th February, thus ensuring that any organisations that do deliver the relevant services, but were not identified through the internal exercise, were given the opportunity to contribute to the research. The survey sought to collect data about:-

- The type of services
- The number of services and their human resources
- The location and geographical reach of services
- The projected life expectancy of services
- The sustainability and safety needs of services
- The capacity, capability and support needs of services

Following analysis to ascertain the scope and significance of the initial response, a pro-active telephone survey, using the same questionnaire, was carried out during the period from 27th February to 13th March of those organisations, identified through the internal exercise, that do provide the relevant services but which had not responded to the on line survey, in order to strengthen any weaknesses and fill any gaps in responses.

⁴ Appendix 2

Based on the information received, recommendations are made with regards to the level and nature of additional resourcing and capacity building required to provide the reliable, universal third sector services on which PCC and PtHB's strategies and plans are predicated.

It is hoped that the survey responses may be a live, accessible document, providing a benefit to the wider sector and partnerships, and this will be investigated further in the coming year.

2. Results

The mapping exercise drew on work previously carried out by PAVO staff⁵ and internal intelligence. Exhausting all information available at the time, PAVO initially identified 59 organisations that are known to deliver the relevant services and targeted these specifically in order to ensure that the response was statistically significant and that the information from those organisations that regard themselves as providers of the relevant services is robust.

In the short timescale of this study, it has not been possible to ensure that the mapping provides a definitive list of all organisations that deliver the relevant services in Powys. As an indication of this, it is useful to note that 21 organisations who responded were not on PAVO's initial list of key service provider organisations, but nonetheless believe that they deliver aspects of the services being surveyed. These have been included in the mapping exercise, together with any further organisations subsequently identified through internal and external intelligence

Of the original 59 organisations that were identified, 40 responded. The final response rate among this group therefore is 68%, which is sufficient to enable a detailed analysis of the capability, capacity and resilience of the relevant services within the third sector.

Coincidentally, 59 responses to the survey were initially received; a further 7 responses were elicited through the intensive effort to contact targeted organisations directly, giving an overall total of 66. Organisations that deliver more than one of the services were encouraged to submit separate responses for each of the services if necessary, and these are not considered to be duplicate responses. However, there were 5 organisations that submitted duplicate responses, presumably from different members of staff. These responses have been compared and any additional comments have been retained, while duplicate data has been removed, giving an amended tally of 61 responder organisations.

32 (53%) of the respondents are organisations whose operation is localised, with 19 (32%) being confined to either a specific town or village and its environs and 13 (21%) operating only in either North, Mid or South Powys. Only 6 (10%) are organisations that operate county wide, but only within Powys, as opposed to the remaining 23 (37%) organisations, which operate within Powys but are either branches of or affiliated to Wales or even UK wide organisations.

The information gathered has been analysed under the service areas identified, ie Advocacy, Information and Support for independent living, to identify any service gaps across Powys, and the capacity, capability and resilience of the organisations serving each of the areas. However, there are also some points of overall interest that should be noted, particularly in relation to the human resources that are deployed to deliver the services, and these are reported separately.

⁵ Third Sector Broker mapping/ ICF Shopping Buddy and practical services mapping – <http://www.pavo.org.uk/about-pavo/feedback-reports-and-reviews.html>

2a) Human resources and economic value

Overall staffing and volunteer levels

The survey requested information on the number of staff employed, the full time equivalent (fte) staffing rate and the number of volunteers deployed. The data received illustrates the wide spectrum of organisations that make up the voluntary sector.

Overall, the 61 organisations that responded deliver their services to over 35,400 individuals within Powys, employing a total of 577 members of staff. However, the overall fte total is 280.2⁶, indicating that on average staff are employed for no more than 0.49 of equivalent full time hours. This reflects and underlines the prevalence of part-time contracts in the voluntary sector as a whole, where project funding is seldom adequate to provide full time roles.

The 61 organisations also deploy a total of 1,757 volunteers, both as trustees and to deliver their services. A Citizenship Survey⁷ used by the Welsh Council for Voluntary Action (WCVA) bases its calculations on an average of 4.3 hrs a week for formal volunteering. This estimate is made up of a few very busy volunteers and many who give a couple of hours a month. Based on this assumption, third sector H&SC organisations in Powys provide 392,865 hours a year of voluntary service.

The average cost of employment in Powys is £10.46 per hour⁸ and the contribution of these 1,757 volunteers can, therefore, be monetised at £4,109,368 – a substantial return on investment for the commissioning bodies even before the added social value is included in the calculation.

The above may be summarised as follows:-

- Employee to volunteer service delivery ratio 1:3
- Fte staff to volunteer service delivery ratio 1:6
- Each employee supports an average of 3 volunteers
- Fte staff support an average of 6 volunteers
- 75% of service roles are delivered by volunteers
- Each employee supports an average of 15 clients
- Fte staff support an average of 31 clients
- Each volunteer supports an average of 15 clients
- Volunteers provide on average over 11 hours of support to each client, with a notional value of £115.06 per client

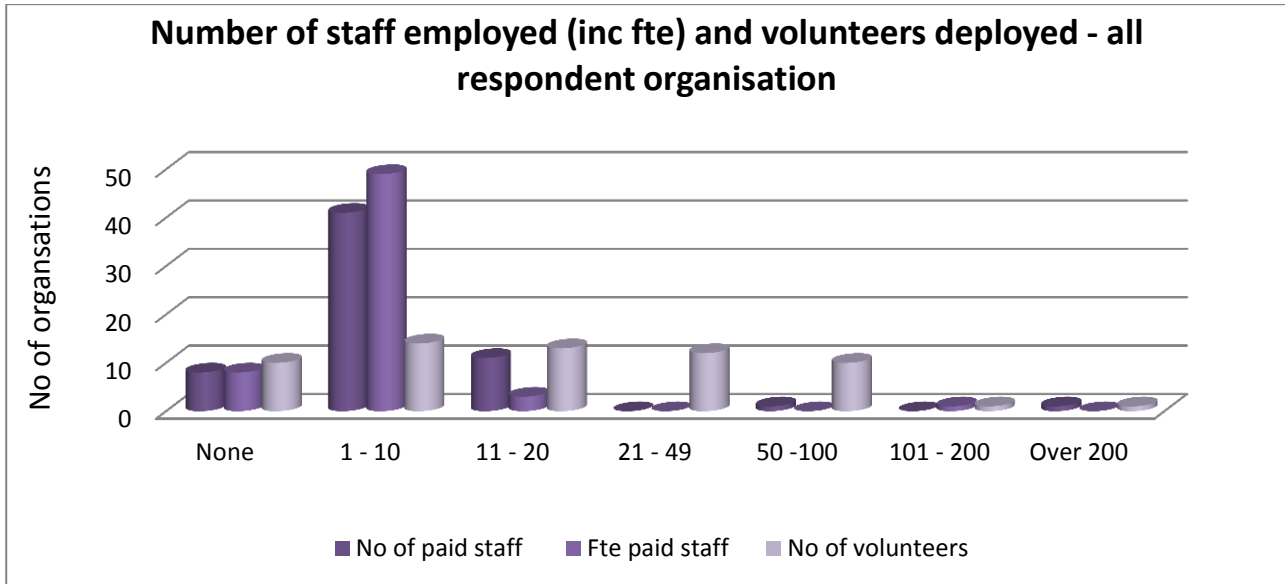
Staffing and volunteer levels per organisation

The chart below illustrates the spread of staff numbers, fte staffing rates and volunteer numbers among the 61 respondent organisations.

⁶ Annual value@ £10.46 per hour (see 8 below) of fte paid employment = $280.2 \times (37.5/2) \times 52 \times 10.46 = \mathbf{£2,857,619.70}$

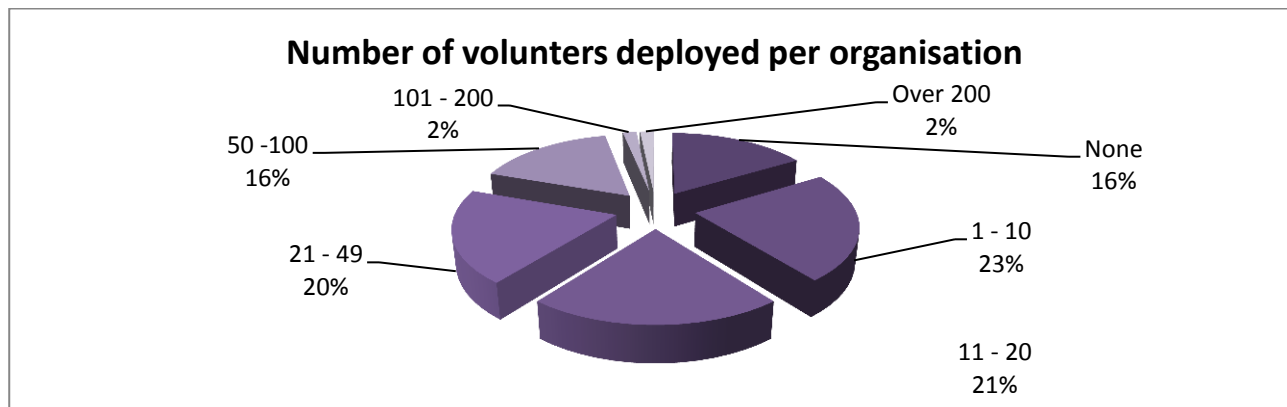
⁷ WCVA in house analysis of Welsh data

⁸ <http://www.neighbourhood.statistics.gov.uk/HTMLDocs/dvc126/> £20,388.26 cost of fte employment (average salary £18,408 + Emp'er NI £1,428.02 + 3% Emp'er pension contribution £552.24). Assume fte = 37.5 hrs.



- Organisations that deploy volunteers also, on the whole, require paid staff to recruit, train, manage and support them. However, 8 organisations (13.1%) have no paid staff, being run entirely by their trustees, who are themselves volunteers. It would be easy to assume that these organisations are small groups providing very localised services, but two (Powys SANDS and WAMES) provide their services Powys wide, being local branches of a national organisation. In these two cases there are paid staff within the national organisation, located outside Powys, who will undertake the recruitment, training, management and support of the volunteers that are deployed within the county.
- A significant majority of the organisations (41, representing 67.2%) employ between 1 and 10 members of staff, with 11 (18%) employing 11-20, one employing 50 – 100 and one employing over 200. The percentage of organisations that employ over 10 staff is higher in the group identified for survey than in the third sector as a whole. This may reflect the need for professional skills and worker delivered services in these areas, against small community groups, many of whom do not provide formal services.
- When staffing is calculated as a full time equivalent, 49 of the organisations (over 80%) employ 1-10 fte staff, vividly illustrating, as discussed above, the prevalence of part time employment contracts in the voluntary sector. While pay rates in the sector are often pegged to or reference by NJC scales, the point scale allocated to each role is usually lower than that attributed to a similar role in the public sector. This, in conjunction with the fact that the employer pension contribution in the sector is usually no more than 6%, ensures that the sector is able to deliver the relevant services in a very cost effective manner, even before the significant monetised contribution made by volunteers is included in the calculation. Those organisations that deploy volunteers for service delivery will reimburse actual out of pocket expenses incurred in the course of the volunteering role, such as travel, child or other caring costs and subsistence, but volunteers cannot be financially rewarded for their voluntary contribution.
- One organisation has over 200 paid staff but the fte staffing is 100, so yet again most staff will only be employed for half of the full working week. This organisation does not currently deploy any volunteers, but has identified the recruitment of volunteers as an area that they wish to expand and PAVO will support them to do so in the coming year.

The chart below analyses the number of volunteers deployed by each respondent organisation and shows the percentage of those respondents in each of the set categories.



- The number of volunteers deployed by each responding organisation does not appear to bear a direct relationship to the number of paid employees, with a relatively even spread of organisations that deploy no volunteers at all (10), 1-10 volunteers (14), 11-20 volunteers (13), 21-49 volunteers (12) and 50-100 volunteers (10).

Only one organisation deploys 101-200 volunteers and one over 200. The latter organisation, Royal Voluntary Service (RVS), reported 524 volunteers whom they are able to deploy across Powys⁹.

Key conclusions - Human resources and economic value

- Respondent organisations provide services to 35,400 individuals a year, delivered by 577 staff (280.2 fte) and 1,757 volunteers.
- Employed staff contribute £2,857,619.70 p.a. to the economy of Powys
- Volunteers' direct contribution is valued at £4,109,368 p.a. These figures do not take into account the added social value that the activities of staff and volunteers generate.
- The archetypal third sector organisations in Powys that delivers the H&SC services referenced in the consultation on social care eligibility criteria change
 - employs 9 - 10 members of staff
 - employs most staff on a part time basis, with an average fte of 4.6
 - has overall employment costs that are lower than in the statutory sector
 - deploys 29 volunteers who make an overall contribution valued at £67,366.69 p.a.
 - provides services to 580 clients
 - provides 11 hours of volunteer support to each client with a notional value of £115.06

⁹ In 2014-15, PAVO was funded through the Intermediate Care Fund (ICF) to work with RVS on the recruitment and retention of H&SC volunteers, recruiting an additional 47 volunteers for RVS and a further 65 for H&SC roles within other organisations. This in turn enabled PAVO's Third Sector Brokers, working within Powys People Direct, the single point of access, to signpost into third sector schemes with increased confidence that the clients' needs could be met. However, RVS is only funded to deliver this service until July 15.

2b) Advocacy services

This section looks at those organisations that provide trained advocates¹⁰ to give a voice to those who find it difficult to communicate their needs to others, protect their rights and safeguard their interests, assist them to establish their place in society and empower them to make their own decisions or ensure that their views and wishes are genuinely considered when decisions are being made about their lives. These have been characterised as formal advocacy services.

There are other organisations across the county that provide ad hoc elements of this support but not on a formal or quality assured basis. Some of these organisations characterised themselves when responding to the survey as providing advocacy services. These are analysed separately as informal advocacy services in the results below.

Advocacy services - Mapping

18 organisations identified themselves through the survey as providing advocacy services. Of these 14 have been categorised, using the information available, as providing the formal service detailed in the first paragraph of this section. In addition, the internal exercise identified a further 3 organisations that offer this level of service, giving a total of 17 organisations offering formal advocacy services.

4 organisations identified themselves as providing advocacy but were considered to provide only an informal, ad hoc service. Alongside 3 further organisations identified internally as providing this level of service, there are a total of 7 informal advocacy organisations.

The majority of the organisations advocate on behalf of a particular interest group or category of individuals and the tables below analyses the provision both by location and category. The total in both sections exceed the number of organisations as some advocate on behalf of more than one client group.

Formal advocacy services					
<i>Interest group/category</i>	<i>Whole of Powys</i>	<i>North Powys</i>	<i>Mid Powys</i>	<i>South Powys</i>	<i>Other</i>
Autism	1				
Carers	2				
Challenging behaviour	1				
Deafness	1				
Disability	2				
Domestic abuse		1	1	1	
Domestic abuse (young people)	1				
HIV	1				
Homelessness	1				
Learning disabilities	3	1			
Older people	2				
Parkinson's disease	1				
People in crisis	1				

¹⁰ Advocacy qualifications - <http://www.pavo.org.uk/about-pavo/feedback-reports-and-reviews.html>

- There appears overall to be adequate provision of third sector formal advocacy services across the whole of Powys covering most client groups. Identified gaps, based on the current information available to PAVO, are:-
 - those with poor mental health across Powys¹¹
 - those with neurological conditions other than Parkinson's across Powys
 - those with protected characteristics, other than age, under the Equality Act 2010 across Powys

Informal advocacy services					
<i>Interest group/category</i>	<i>Whole of Powys</i>	<i>North Powys</i>	<i>Mid Powys</i>	<i>South Powys</i>	<i>Other</i>
Exclusion		1			
Mental Health		1			1 Ystradgynlais and district
Neurological conditions	1				
Older people			1		
People in crisis					1 Brecon and district
					1 Knighton and district
					1 Rhayader and district

- Sporadic informal advocacy provision has been reported and identified and is analysed above. It is the view of PAVO that there are many other organisations across Powys that provide this lower level of service. However, it is outside the scope of this report to map and gap that provision.

Formal advocacy services - Capability and capacity

While many organisations deliver more than one of the service areas covered by this report, we believe that the results merit separate consideration for the individual service areas. The data is therefore considered under each of these headings, in order to understand the capability and capacity of the organisations that deliver each of the service areas. 14 of the 16 organisations that are identified as providing formal advocacy responded to the survey; a response rate of 88%.

Staffing

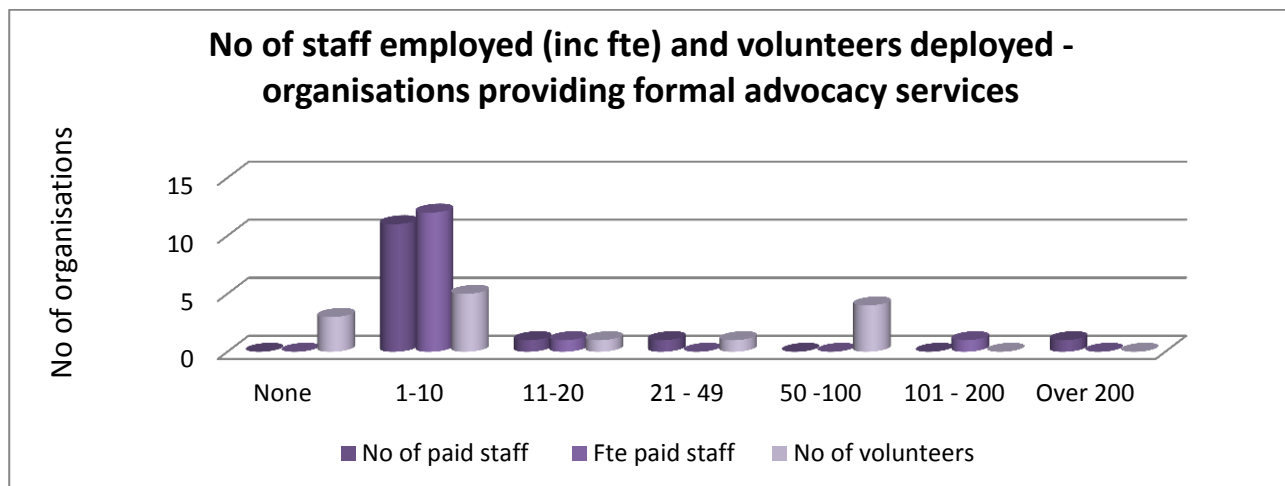
The 14 respondent organisations that provide formal advocacy employ between them a total of 318 staff (161.15 fte, average 0.51 of full time hours) and deploy 311 volunteers. It is likely that considerably less than half of these are directly employed or deployed in providing advocacy; one respondent is the largest employer, with over 200 staff, most of whom will in all probability be employed in the care-giving aspects of the organisation. In order to encourage and maximise respondent numbers the survey was deliberately kept as brief as possible and detailed analysis of the workforce was not requested, so this can only be conjecture. It is assumed for the purpose of this analysis that there are 120 staff (60.8 fte) dedicated to formal advocacy. These organisations

¹¹ Advocacy services for Mental Health are provided by CHC through Independent Mental Capacity Advocates

provide services to over 9,700 individual clients overall, a ratio of 1 employee per 60 service users (1:30 fte) and 1 volunteer per 31 service users across all of the services that they deliver.

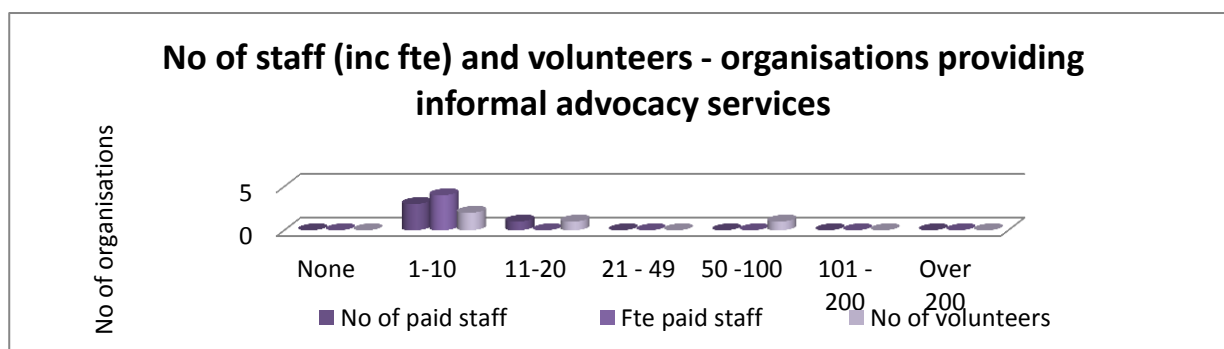
The 4 organisations that provide informal advocacy employ 36 staff (20.9 fte) and deploy 113 volunteers, serving over 1,000 individual client, a ratio of 1 employee per 28 service users (1:48 fte) and 1 volunteer per 9 service users.

The graph below illustrates the range in scope and size of the organisations involved in delivering these services, from organisations with no paid staff up to those with over 200.



- All 14 respondent organisations employ at least 1 member of staff, with the majority (79%) employing between 1 and 10 staff members.
- 12 organisations (86% of respondents) employ 1–10 fte staff, with 1 (7%) employing 11-20 fte and 1 (7%) employing 101–200 fte (As discussed above, it is probable that the majority of these staff are not employed in the advocacy aspect of the services delivered by this organisation.)
- Only 3 respondent organisations (21%) do not deploy any volunteers.
- 5 organisations (36% of respondents) deploy between 1-10 volunteers
- 1 organisation (7% of respondents) deploys 11-20 volunteers and 1 (7%) deploys 21-49.
- 4 organisations (29%) deploy 50-100 volunteers

Informal advocacy services are outside the scope of this report, but the graph below is included for information¹².



¹² While PAVO has made every effort to identify all organisations delivering the formal service in Powys and believes, therefore, that the sample represents 87% of these organisations, there are many other organisations that may provide informal advocacy. The data on the informal advocacy organisations is not, therefore, based on a statistically relevant sample and is included for information only.

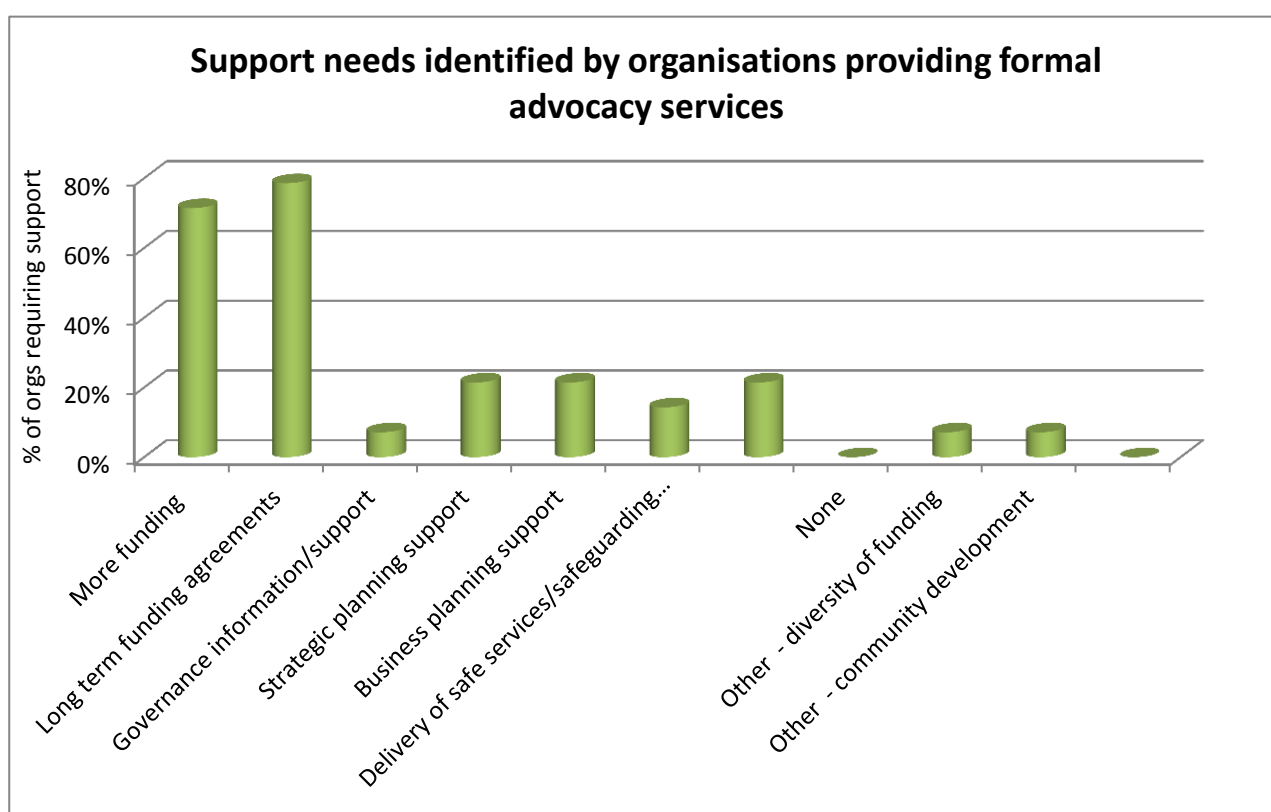
Safety and quality

All organisations providing formal advocacy services have safeguarding and volunteer policies in place, with POVA trained staff where required, and 9 (64%) of the 14 have achieved or are working towards quality standards¹³. 2 of those that are not currently quality assured have identified delivery of safe services and safeguarding as an area where additional support is needed. (3 of the 4 organisations providing informal advocacy also have or are working towards quality standards.)

Resources/support required

Respondent organisations were asked to list the resources and/or support that they require in order to sustain or expand their service and to ensure that it is delivered safely.

The graph below illustrates the percentage of respondents providing formal advocacy services that have identified themselves as requiring the various resources or forms of support listed.



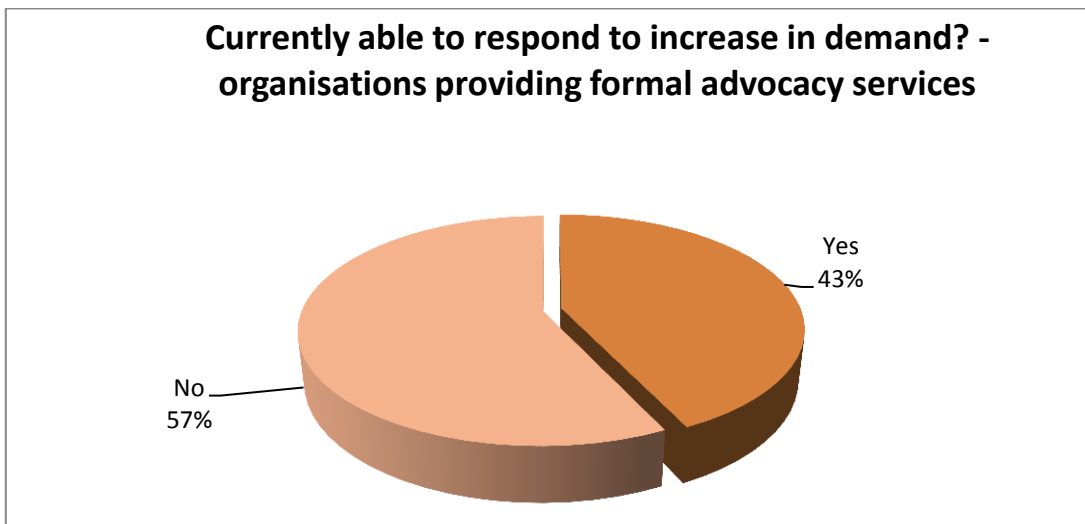
- Funding is a key concern for the majority of respondents. 10 (71%) have identified more funding and 11 (79%) have identified long term funding agreements as necessary to ensure that they have the capacity and capability to respond to increasing demand. 1 organisation (7%) also identified diversity of funding as a support need.
- Only 2 organisations (14%) require further information or training on safeguarding or the delivery of safe services, reinforcing the view that health and social care professionals can be confident in referring into these services.

¹³ Quality standards - <http://www.pavo.org.uk/about-pavo/feedback-reports-and-reviews.html>

- A small but nonetheless significant number of organisations, 3 (21%), also identified the need for support for strategic and business planning and for good practice in volunteering, which will increase their ability to operate sustainably in the future.

The support needs data has been collated across all respondents¹⁴ in all of the service categories to inform the capacity building work that will be undertaken by PAVO in 2015-16. These overall results are considered in more detail under Capability in the Conclusions and recommendations section below.

Ability to respond to increased demand



- 6 of the 14 respondent organisations (43%) reported that they have the capacity to respond to increased demand without additional resources. 5 (83%) of those that are able to respond are Wales-wide organisations that provide services within Powys, while the sixth is a local organisation working only within Montgomeryshire.

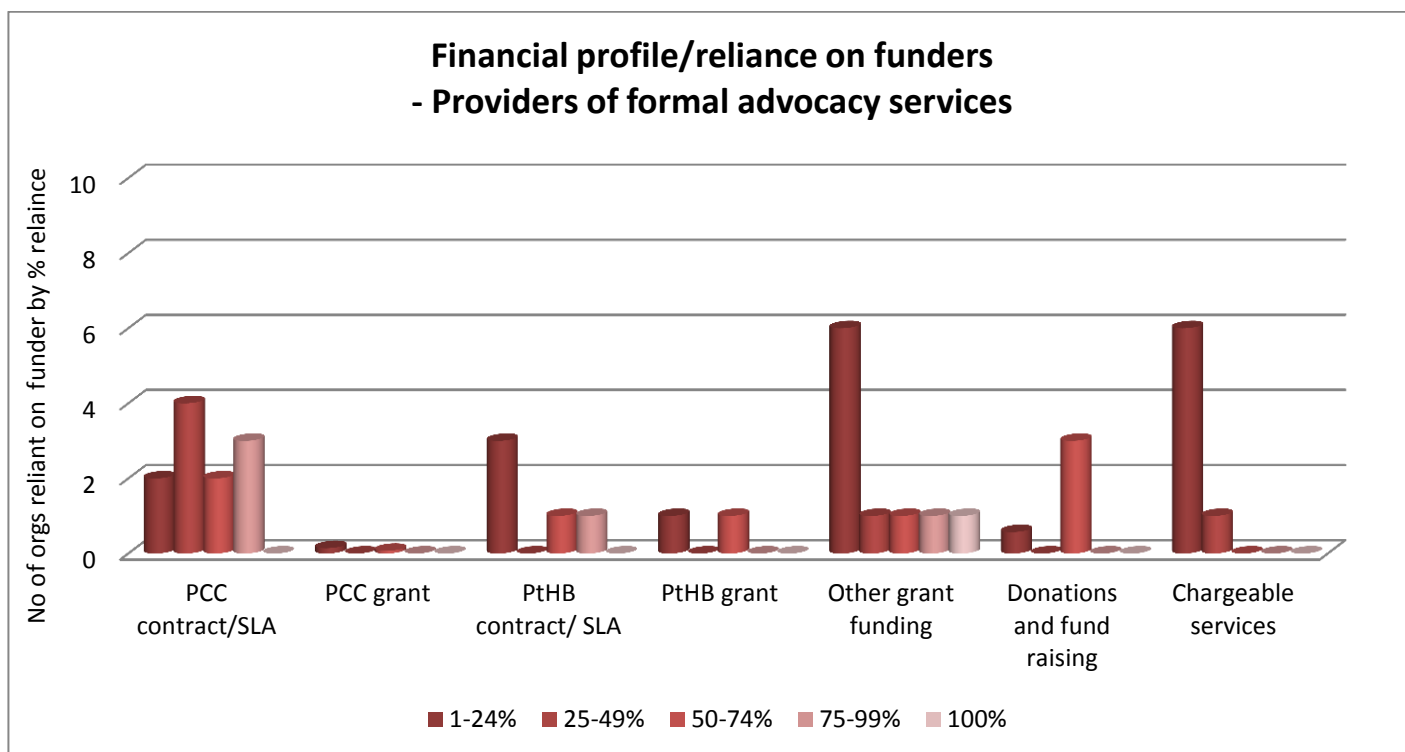
National organisations represent only 64% of respondent advocacy organisations, so this is a disproportionately high number and highlights a strategic dilemma that must be resolved in Powys. Important decisions have to be made on whether to nurture, grow and develop a third sector in Powys that is local in nature, grass roots up and uses local resources and assets or whether to make solely market based decisions.

The latter involves commissioning services purely on the basis of the organisation that will deliver the service in a more cost effective, but sometimes less local, way. The commissioning of national organisations overlooks the added social and possibly also economic value in growing and developing the capacity of local communities to become part of the solution.

¹⁴ List of respondent organisations - <http://www.pavo.org.uk/about-pavo/feedback-reports-and-reviews.html>

Advocacy services - Resilience

Financial profile/reliance on funders/chargeable services



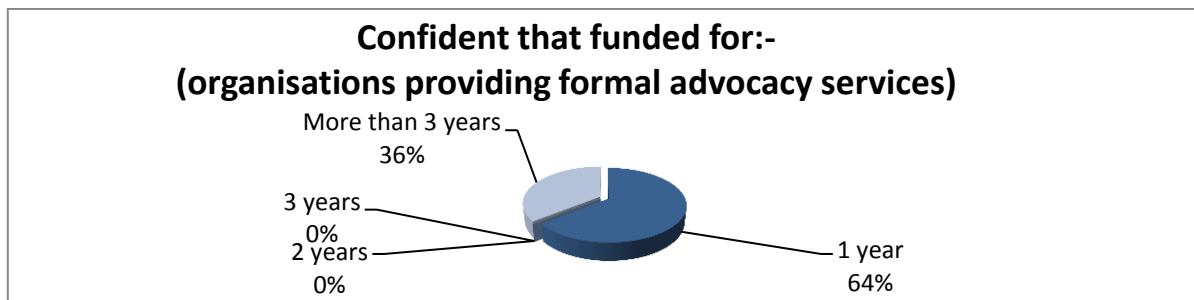
- 11 respondent organisations (79%) have some level of PCC SLA, rather than grant, funding. 4 organisations (29% of respondents) are 25-49% reliant and 3 (21%) are 75-99% reliant on PCC SLAs.
- There is less reliance on PtHB funding. 5 organisations (36% of respondents) are reliant to some degree on PtHB SLAs, with 3 (21%) being 1-24% reliant, 1 (7%) being 50-74% reliant and 1 (7%) being 75-99% reliant.
- Only 3 organisations (21%) are reliant to any degree on funding, in whatever form, from both PCC and PtHB.
- 11 respondent organisations (79%) receive grant funding from other sources. Of these, 6 (43% of respondents) are 1-24% reliant on this other funding, with 1 organisation (7%) each reporting that they rely from, 25-49%, 50-74%, 75-99% and 100% on such funding.
- There is less reliance on self-generated funding, either through donations and fundraising or through chargeable services
- 4 respondent organisations (29%) generate income through donations or fundraising, with 1 (7% of respondents) being 1-24% reliant on this source of income and 3 (21%) being 50-74% reliant.
- 6 respondent organisations (43%) generate 1-24% of their income from chargeable services that provide 1-24% of their total income, with 1 organisation (7%) reporting that they generate 25-49% of their income in this way. It is probable, however, given the nature of this service, that it is not the advocacy element of their work that is chargeable.

It is clear that a significant majority of organisations are heavily dependent on funding from the public purse, considerably less so on grants from other funders and only to a very small extent on their own fund-raising endeavours. This may reflect the restricted opportunities that exist for grant funding from trusts and other private sources, the fact that seeking donations often takes up

an inordinate amount of the already stretched staffing resources of small organisations and that the scope for developing chargeable services is limited in the third sector, particularly in areas such as advocacy.

When providing development support PAVO always actively promotes the need for diversification of income. The organisational health check that is carried out at the start of the support process identifies the current funding mix and seeks to direct the organisation, as far as possible, away from reliance on public sector funding. Support delivered to H&SC service delivery organisations in the coming year will reinforce this work.

Confidence in long term sustainability



The responses to this question demonstrate the extremes of levels of confidence in their long term financial stability within respondent organisations, with most lacking certainty about their financial future.

- 9 organisations (64%) are only confident that they have funding for 1 year ahead.
- 5 organisations (36%) are confident that they have funding for more than 3 years ahead; confidence is no greater among national than local and county wide organisations.
- No organisations are confident that they have funding for 2 or 3 years.
- The results underline the need for more long term funding agreements, which was one of the resources identified by 11 respondents (79%) above as necessary in order to sustain their capacity to deliver the services required.

Key conclusions – organisations providing formal advocacy services

- While overall there is be adequate provision of specialty advocacy services across the whole of Powys covering most client groups, there are a few significant gaps.
- The archetypal provider of formal advocacy services employs 23 staff (11.6 fte) and deploys 22 volunteers (not necessarily on the advocacy aspect of their work), supporting 693 individuals. At least 50% of their funding is from PCC and less than 24% from PtHB.
- Locally based organisations require long term funding commitments if they are to sustain and develop their services. Strategic decisions must be taken on whether to prioritise the development of local grass roots services.
- While public monies are inevitably an important aspect of funding for organisations that deliver H&SC services, they must also be supported to diversify their income streams and reduce their reliance on funding from the public purse.
- The capacity of organisations needs to build, particularly in relation to good governance, strategic planning, business planning and involving volunteers.

2c) Information services

This section of the report relates to specialist services that provide condition specific or practical information to meet immediate needs such as warmth, safety, food and health. While there are many organisations across the county that can signpost to such information, the aim is to minimise the number of steps necessary to access the information itself by ensuring that those organisations mapped are the primary source of such information.

Several respondents that signpost to these primary sources of information consider themselves, quite properly, to be providers of information. These have not been included in the mapping.

Specialist information services - Mapping

51 respondent organisations¹⁵ identified themselves as providers of information. Of these 48 are regarded as primary sources of specialist information, the remaining 3 providing signposting to service information within their local areas. A further 15 organisations that are also primary sources of specialist information were identified through the internal exercise, either at the initial stage or during further research. These are included in the table below.

<i>Providers of specialist information</i>					
<i>Category</i>	<i>Whole of Powys</i>	<i>North Powys</i>	<i>Mid Powys</i>	<i>South Powys</i>	<i>Other</i>
Alzheimers			1	1	
Bereavement	1				
Brain injury	1				
Cancer support			1		
Carers	1				
Community transport					18 (Locality based)
Deafness	2				
Disability	2				
Domestic abuse		1		1	
Domestic abuse (young people)	1		1		
Dystonia		1			
Epilepsy	1				
Exclusion		1			
Food Poverty				1	
Fuel Poverty	1				

¹⁵ See footnote 13, p 16

HIV	1				
Homelessness	2				
Huntington's	1				
Learning disabilities	2				
Mental Health	1	1	1		2 Brecon/ Ystradgynlais
ME/CFS/PVFS	1				
MS		1			
Neurological conditions	1				
Parkinson's	1				
Relationships	1				
Renewable energy	1				
Old age	1				
Spina Bifida/Hydrocephalus		1			
Strokes	1				
Support for independent living	4	1			

The specialist information services identified above are supplemented and enhanced by the PAVO Third Sector Broker service, which is supported by infoengine, a database of third sector service providers that originated in Powys but has now been taken up by 7 local authorities across Wales.

Working within Powys People Direct (PPD), Powys' single point of access, the brokers utilise infoengine to support health and social care professionals in accessing a wealth of third sector services, groups and organisations that can be available to support independent living once immediate needs have been met.

ICF funding enabled PAVO to employ a second, part-time Third Sector Broker in 2014, which has ensured a continuous third sector presence within PPD, and there is a commitment for this funding to continue in 2015, demonstrating the value that is placed on the broker service.

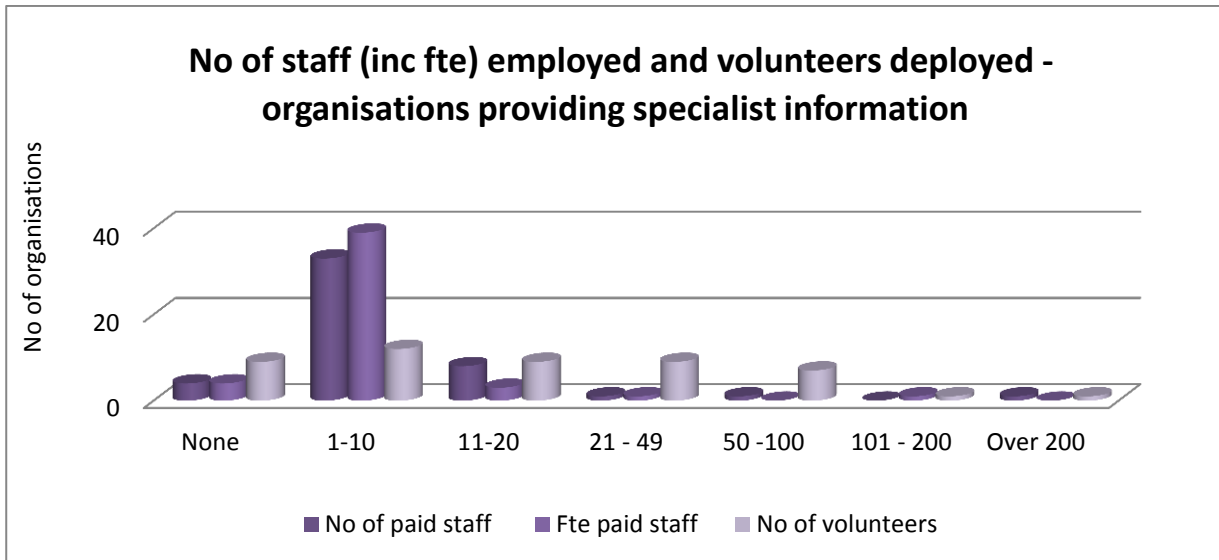
Specialist information services - Capability and capacity

Staffing

48 out of the 61 respondent organisations (79%) are sources of specialist information on their areas of interest. These 48 organisations employ between them a total of 580 staff (296.23 fte, average 0.51 of full time hours) and deploy 1,672 volunteers. It is likely, as with the advocacy services, that not all of these are directly employed or deployed in providing information; one respondent is again the largest employer, with over 200 staff, most of who will in all probability be employed in the care-giving aspects of the organisation. It is therefore probable that there are in the region of 400 staff (204 fte) directly employed in the information giving aspect of their services, which is nonetheless a considerable resource.

These organisations provide services to over 29,477 individual clients overall, a ratio of 1 employee per 51 service users (1:100 fte) and 1 volunteer per 18 service users across all of their services.

The graph below shows that, as with advocacy providers, the range of organisations that are primary sources of specialist information is broad, from a few with no staff at all to one with over 200.



- 4 organisations (8% of respondents) have no paid staff
- 9 organisations (19%) have no volunteers
- 33 organisations (69%) employ between 1- 10 staff, with 8 (17%) employing 11-20, 1 (2%) employing 21-49, 1 (2%) employing 50-100 and 1 (2%) employing over 200 staff.
- 39 organisations (81%) employ 1-10 fte staff, with 3 (6%) employing 11-20 fte staff, 1 (2%) employing 21-49 fte and 1 (2%) employing 101 – 200 fte. (As with advocacy, it is probable that the majority of these staff are not employed in the information aspect of the services delivered by this organisation.)

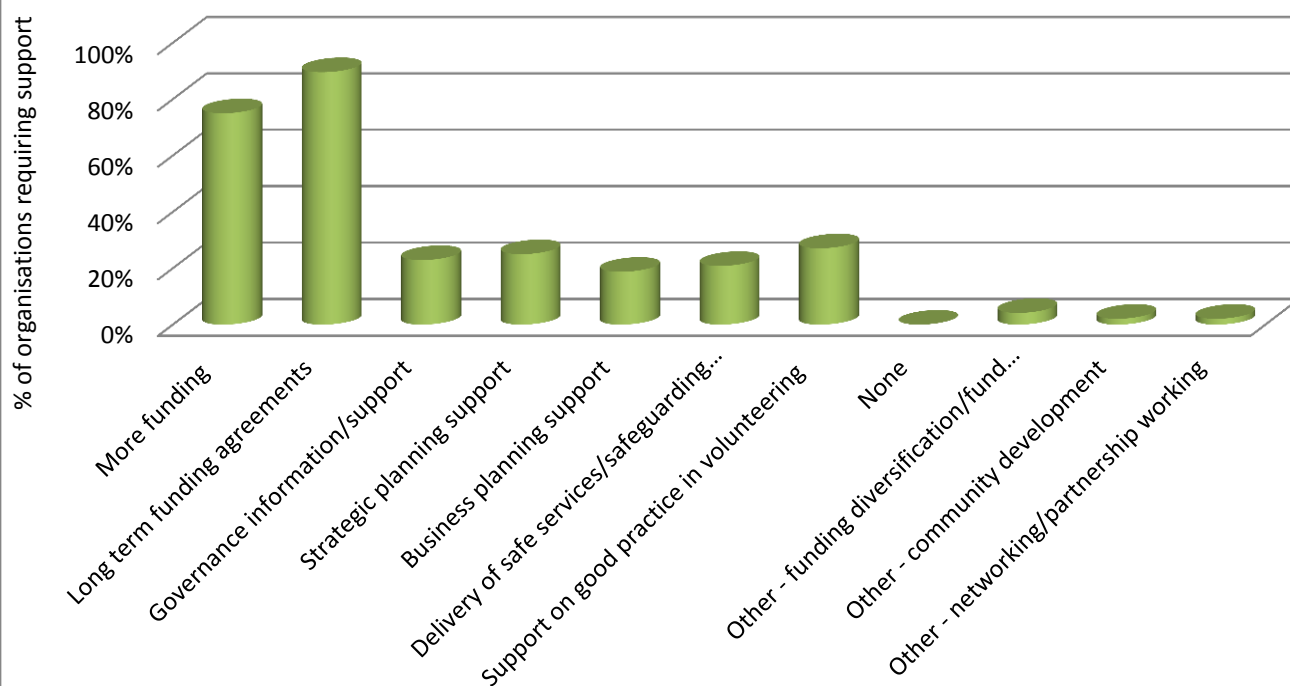
Safety and quality

All organisations have safeguarding and volunteer policies in place and 10 (21%) identified delivery of safer services/safeguarding as a training need. 29 (60%) of the 48 have achieved or are working towards quality standards.

Resources/support required

The graph below shows the percentages of respondents providing specialist information that have identified themselves are requiring the various resources or forms of support listed.

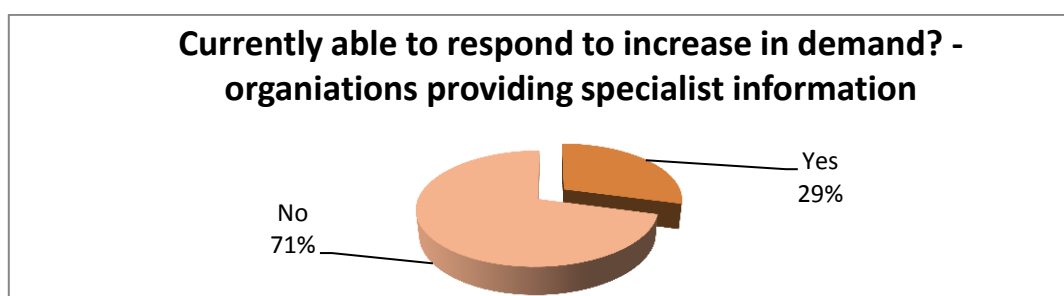
Support needs identified by organisations providing specialist information



- 36 (75%) of the respondents providing specialist information have identified more funding and 43 (90%) have identified long term funding agreements as necessary to ensure that they are able to retain their capacity and capability to respond to increasing demand. In addition, 2 (4%) identified funding diversification or fundraising as a specific support need. Funding is therefore an even greater concern for those providing information than it is for advocacy providers, indicating an even greater financial vulnerability in these organisations.
- As with advocacy, a significant minority of respondents identified governance support (11, 23%), strategic (12, 25%) and business (9, 19%) planning and good practice in volunteering (13, 27%) as support needs. Increasing their capability in these areas will be of great value in enabling these organisations to operate effectively and sustainably in the future.

As previously indicated, the results have been collated across respondents¹⁶ in all of the service categories to inform the capacity building work that will be undertaken by PAVO in 2015-16 and these overall results are considered in more detail below.

Ability to respond to increased demand



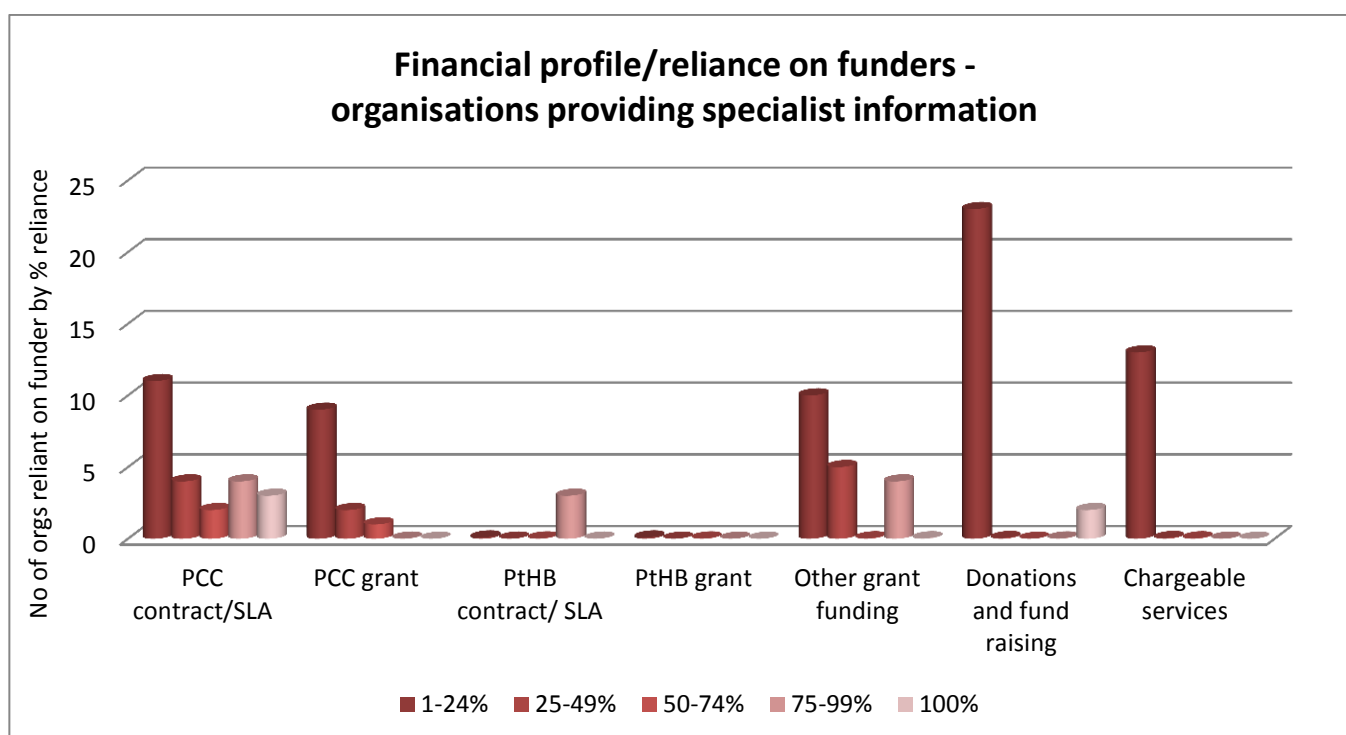
¹⁶ See footnote 13, p 16

It is of considerable concern that only 14 (29%) of the 48 respondent organisations that provide specialist information services reported that they have the capacity to respond to increased demand without additional resources. Of these, 7 (14.5%) are again Wales-wide organisations operating within Powys. Interestingly, the other 7 are small locality or shire based organisations that are reliant on volunteers for much of their service delivery.

This reinforces the argument for prioritising the development and nurturing of local grass roots organisations, primarily for the added social value that they bring to the community, but also because they may even, at times, prove to be the most cost effective solution.

Specialist information services - Resilience

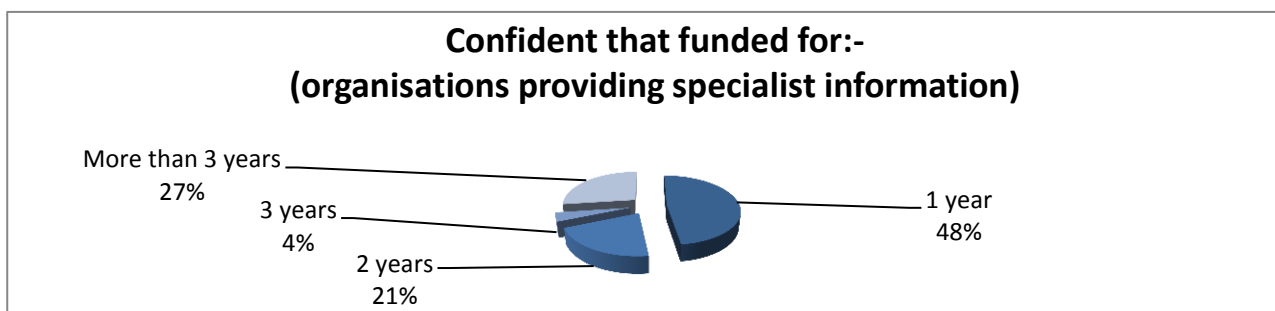
Financial profile/reliance on funders/chargeable services



- 24 respondent organisations (50%) have some level of PCC SLA, rather than grant, funding. 11 organisations (23% of respondents) are 1-24% reliant on these SLAs, 4 (8%) are 25-49% reliant, 2 (4%) are 50-74% reliant, 4 (8%) are 75-99% reliant and 3 (6%) are 100% reliant.
- 12 respondent organisations (25%) are reliant to some extent on PCC grant funding, with 9 of these (19% of respondents) being 1-24% reliant, 2 (4%) being 25-49% reliant and 1 (2%) being 50-74% reliant.
- As with advocacy service, there is again less reliance on PtHB funding. Only 3 organisations (6% of respondents) organisations have any reliance on PtHB SLAs. However, all 3 organisations are 75-99% reliant on this funding source.
- 19 respondent organisations (40%) receive grant funding from other sources. Of these, 10 (21% of respondents) are 1-24% reliant on this other funding, 5 organisation (10%) report that they rely 25-49% and 4 (8%) report that they rely 75-99% on such funding.

- 24 respondent organisations (50%) generate income through donations or fundraising, with 23 (48% of respondents) being 1-24% reliant on this source of income and 1 (2%) being 75-99% reliant on such self-generated funding.
- 12 respondent organisations (25%) generate 1-24% of their income from chargeable services, 8 (17%) generate 25-49% of their income in this way, 1 (2%) generates 50-74% and 1 (2%) generates 100%. As with advocate organisations, it is probable that it is not the information aspect of their service provision that is chargeable.

Confidence in long term sustainability



The responses to this question demonstrate, as with advocacy organisations, the lack of certainty among primary providers of specialist information about their financial future and underline again the need for more long term funding agreements, which was one of the resources identified by 43 respondents (90%) above as necessary in order to sustain the capacity to deliver the services required. Again there is little difference in confidence levels among local, county wide and national organisations.

- 23 respondent organisations (48%) are only confident that they have funding for 1 year ahead, starkly demonstrating the vulnerability of third sector information services.
- 13 organisations (27%) are confident that they have funding for more than 3 years ahead.
- 10 organisations (21%) are confident that they have funding for 2 years and 2 (4%) are confident for 3 years ahead.

Key conclusions – organisations providing specialist information

- There is a broad range of specialist information services available to support both H&SC professionals and individual service users, reinforced by PAVO's infoengine.
- The archetypal provider of specialist information services employs 12 staff (6.16 fte) and deploys 35 volunteers, supporting 614 individuals. Up to 24% of their funding is from PCC, with similar levels from other grant funders, donations and charged services.
- Long term funding is also of great concern for those organisations providing specialist information.
- Diversification of funding streams is once again an important area identified for PAVO support, together with governance, strategic and business planning and volunteering.
- The capacity of organisations needs to build, particularly in relation to good governance, strategic planning, business planning and involving volunteers.
- The results in this section reinforce the argument for prioritising the development and nurturing of local grass roots organisations, primarily for the added social value that they bring, but also because they may at times prove to be the most cost effective solution.

2d) Support for independent living

There are a number of ways in which a vast range of third sector organisations provide practical support to enable frail or vulnerable residents of Powys to maintain their independence. They also provide support to unpaid carers, which in itself can significantly impact on the cared for person's ability to continue to live in the community. These services were broken down into the following categories in the survey:-

- Befriending
- Good Neighbours
- Practical help, such as shopping, gardening, cleaning, dog walking etc
- Transport

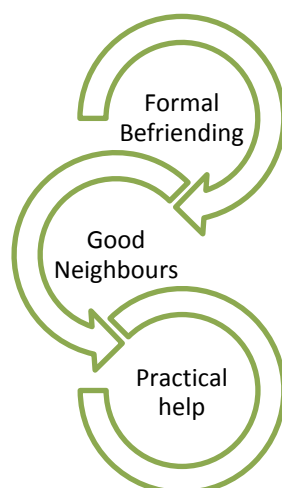
Support for independent living services - mapping

The responses demonstrate the lack of certainty, even among the providers of these services, as to the difference between befriending and good neighbour services, with a possible further blurring of the distinction between good neighbour services and practical help.

Services characterised by respondents as befriending range from formal, structured services that measure the improvement in client wellbeing and seek to achieve the befriending quality standard through to more unstructured contact, which has much, if not everything, in common with good neighbour services. In turn, those good neighbour services may often also provide a level of practical help to their service users, such as shopping, gardening, cleaning, dog walking etc.

24 organisations considered in their responses that they provide befriending services and of these 4 also reported that they provide a good neighbour service and practical help. 1 other organisation, which did not consider itself to be a befriending organisation, reported that they provide a good neighbour service (giving a total of 5) and they also report that they provide practical help. In addition, 1 further organisation was identified through the internal exercise as providing a good neighbour service. Only 7 of the 16 organisations that report that they provide befriending do not also report that they provide practical help.

It would be of benefit if a definition of these three elements were agreed, so that there is a clear understanding among service providers, clients and referrers of the nature, scope and limitations of the service that is offered, as in the diagram below.



For the purpose of this mapping exercise, befriending services are considered to be those at the formal end of the spectrum, with the remainder considered to be good neighbour schemes.

<i>Befriending, good neighbours and practical help</i>					
<i>Category</i>	<i>Whole of Powys</i>	<i>North Powys</i>	<i>Mid Powys</i>	<i>South Powys</i>	<i>Other</i>
Befriending	3				2 Talgarth/Rhayader
Good neighbours	5	5	4	3	4 (Brecon, Llanfyllin, Llangorse, Machynlleth)
Practical help	4	1			17 (across localities)
<i>Transport</i>					
<i>Category</i>	<i>Whole of Powys</i>	<i>North Powys</i>	<i>Mid Powys</i>	<i>South Powys</i>	<i>Other</i>
Community Transport (CT) Services (organisations providing services at community level)					<p>a) Community or Voluntary Car Schemes based in North Montgomery, South Montgomery, Machynlleth, Llanidloes, Rhayader, Hay-on-Wye, Knighton, Presteigne, Crickhowell, Llanwrtyd Wells, Builth Wells and Welshpool. Royal Voluntary Service also provides a service across a large part of Powys.</p> <p>b) Dial-a-Ride Schemes operating from Brecon, Newtown, Hay-on-Wye, Ystradgynlais, Machynlleth, Tanat & Cain (North Montgomery), Llanwrtyd Wells, Rhayader and Llanidloes.</p> <p>c) Taxi Card Schemes operating from Welshpool, Machynlleth, Presteigne, Knighton and Builth Wells.</p>
Additional Transport Services for Clients (provided by non-CT third sector organisations)	1	1	1		

- There is no duplication in the first two sections, so that the 26 befriending/good neighbour organisations are only entered in one of the categories.
- Of the 16 respondents who stated that they provide practical services such as shopping, gardening, cleaning and dog walking, only 7 did not also consider themselves to be providing befriending.
- 5 further providers of practical services were identified through the internal review exercise. These are the new shopping and cleaning services funded by PAVO's ICF funded Support for Independent Living project. This project carried out a mapping exercise to identify gaps in third sector shopping and cleaning services across Powys and supported the development of services to fill those gaps. The 17 locality based services identified under practical help in the table above include those 5 additional organisations, which did not respond to the survey as they were in the early stages of development when it was carried out.
- 12 of the 18 Community Transport schemes supported by PAVO¹⁷, which include Dial-a Ride, Community Car and Taxi Card schemes, responded to the survey. In addition, 3 other organisations reported that they provide transport services for their clients.
- There is a good level of community transport provision across the county, provided by 372 volunteer drivers, with all major towns and the majority of other significant communities having one or more types of service covering their locality. However, the contribution cost for those living in the most isolated houses, such as some parts of Elan Valley, may mean that it is prohibitively expensive.
- The level of service provision through the existing community transport schemes is significant, with the latest available data (2013/14) showing 106,726 passenger journeys being made annually, covering 672,231 miles, an average of 6.3 miles per journey. The total value to the 8,188 community transport scheme members of these journeys was £1,256,365¹⁸.
- The services most benefit those who are elderly or disabled and, to a lesser extent, younger people who do not have access to, or are unable to use, their own or public transport. Of the journeys undertaken, 80,888 (76%) were for social reasons and 25,838 (24%) were related to health care.

Support for independent living services - Capability and capacity

Given the confusion about boundaries between the various services the report considers all organisations providing support for independent living together. More detailed analysis within the separate categories may be obtained by looking the full results¹⁹ of the survey.

Staffing

The 33 respondent organisations that provide support for independent living employ between them a total of 363 staff (190.03 fte, average 0.52 of full time hours) and deploy 1,400 volunteers. These organisations provide services to nearly 12,300 individual clients overall, a ratio of 1

¹⁷ PAVO CT information - <http://www.pavo.org.uk/about-pavo/feedback-reports-and-reviews.html>

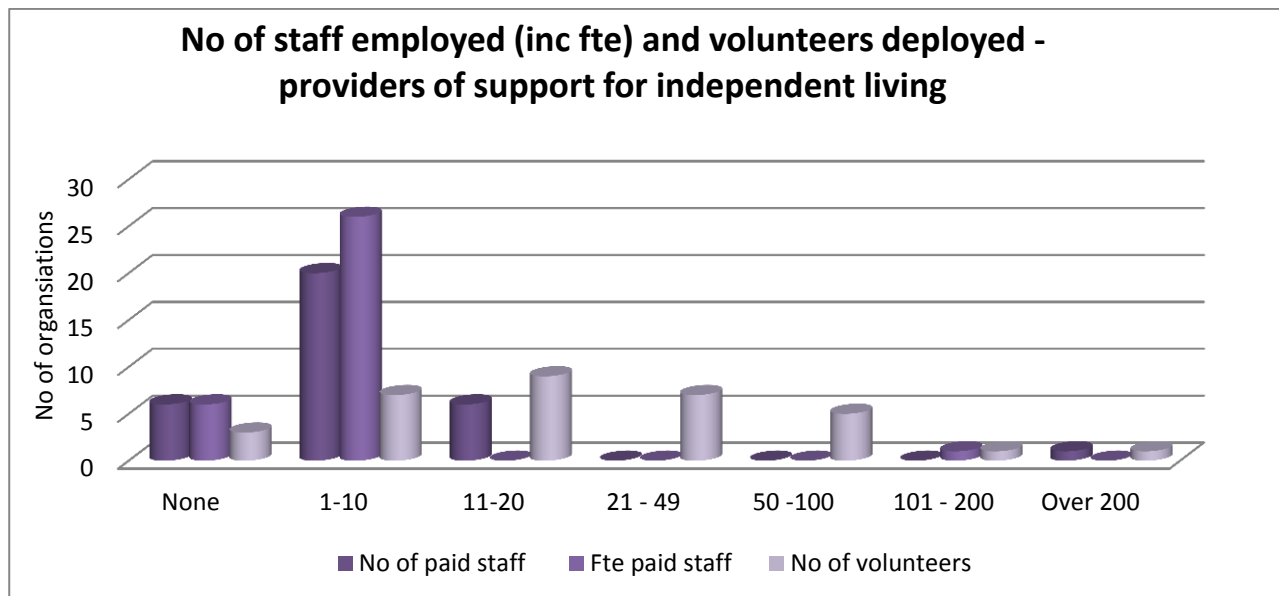
N.B Although there are 18 Community organisations providing services, some offer more than one type of transport service (Community Car, dial-a-ride, or taxi card)

¹⁸ Calculated on number of scheme members, journey mileage and number of passengers. Data taken from annual Powys CT Service audit 2013/14. N.B. Data from some taxi card schemes is not included in this total.

¹⁹ Results spreadsheets ¹⁹ - <http://www.pavo.org.uk/about-pavo/feedback-reports-and-reviews.html>

employee per 34 service users (1:65 fte) and 1 volunteer per 9 service users across all of the services that they deliver, with many organisations relying heavily, often exclusively, on volunteers for service delivery.

The graph below illustrates the range in scope and size of the organisations involved in delivering these services, from organisations with no paid staff up to those with over 200.



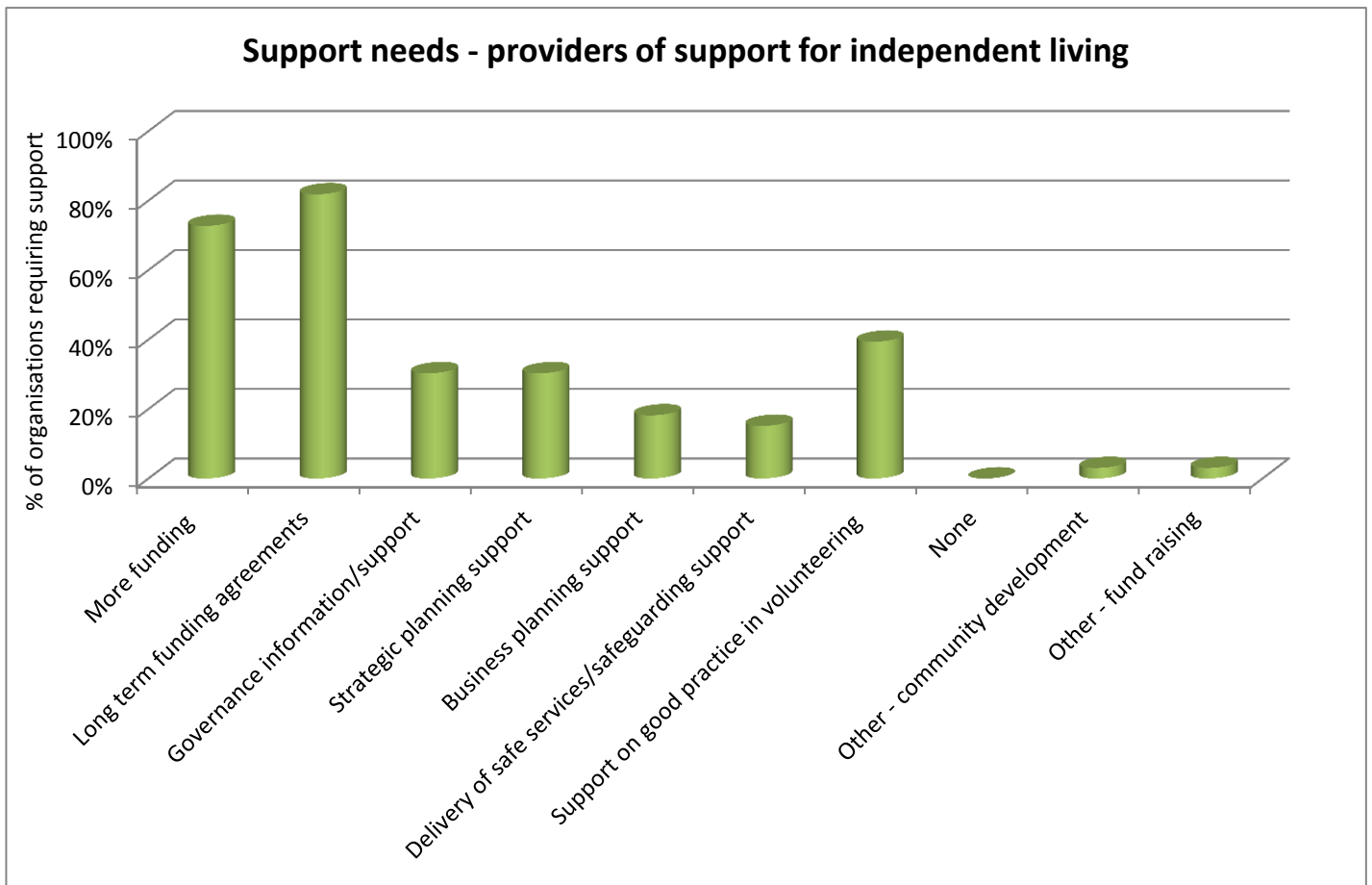
- 6 respondent organisations (18%) do not employ any staff, services being provided entirely by volunteers.
- 20 respondent organisations (61%) employ 1-10 members of staff and 6 organisations (18%) employ 11-20 members of staff. However, all 26 (79%) employ 1-10 fte.
- 1 organisation (3% of respondents) employs over 200 members of staff, but this represents only 100 fte.
- Only 3 respondent organisations (9%) deploy no volunteers.
- 7 organisations (21% of respondents) deploy between 1-10 volunteers.
- 9 organisations (27%) deploy 11-20 volunteers, 7 (21%) deploy 21-49, 5 (15%) deploy 50-100, 1 (3%) deploys 101-200 and 1 (3%) deploys over 200 volunteers.

This demonstrates the substantial reliance that is placed on volunteers, as indicated above, in delivering the necessary support to enable individuals to lead independent lives and underlines the significant contribution that the voluntary sector is able to make in this area.

Safety and quality

All respondent organisations that deliver these services have Safeguarding and Volunteering policies in place, with POVA trained staff, and 24 (73%) have or are working towards a quality standard. This enables those referring clients in to the services to have confidence that they will be supported safely and competently. Further reassurance can be drawn from the fact (see below) that only 5 respondents (15%) have identified delivery of safe services or safeguarding support as a training need.

Resources/support required

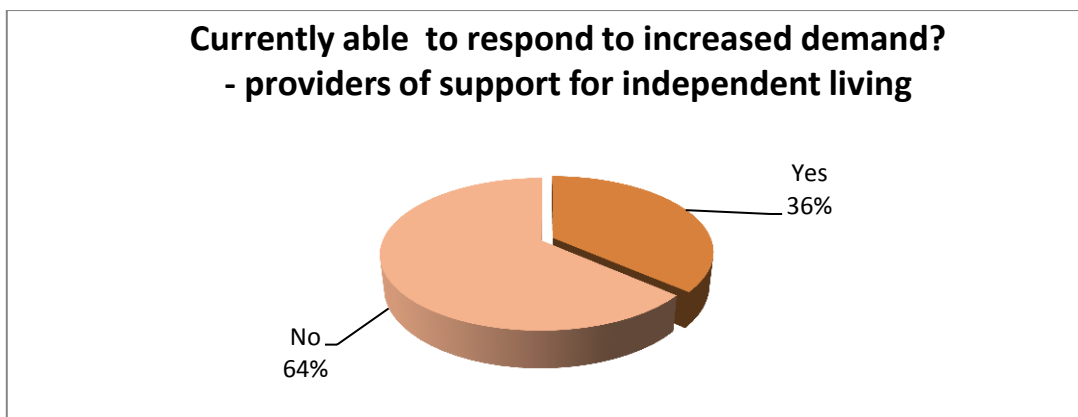


- 24 (73%) of the respondents providing support for independent living have identified more funding and 27 (82%) have identified long term funding agreements as necessary to ensure that they are able to retain their capacity and capability to respond to increasing demand. Fundraising has also been identified as a training need.
- 10 (30%) are seeking support on strategic and business planning, which will contribute to their future resilience.
- As discussed above, 5 respondent organisations (15%) require further information or training on safeguarding or the delivery of safe services.
- 13 respondents (39%) require support on good practice in volunteering. This once again emphasises the importance to these organisations of appropriately trained volunteers in the delivery of the relevant services, from formal befriending right through to practical help and including the provision of transport, safely and in accordance with all relevant standards and regulations, thus ensuring the safety and wellbeing of clients and engendering confidence in those referring into the services.

PAVO has a central role in supporting all organisations to ensure that they have the capacity and capability to deliver their services safely. As previously indicated, the results have been collated across respondents²⁰ within all of the service categories to inform the capacity building work that will be undertaken by PAVO during 2015-16 and these overall results are considered in more detail below.

²⁰ See footnote 13, p 16

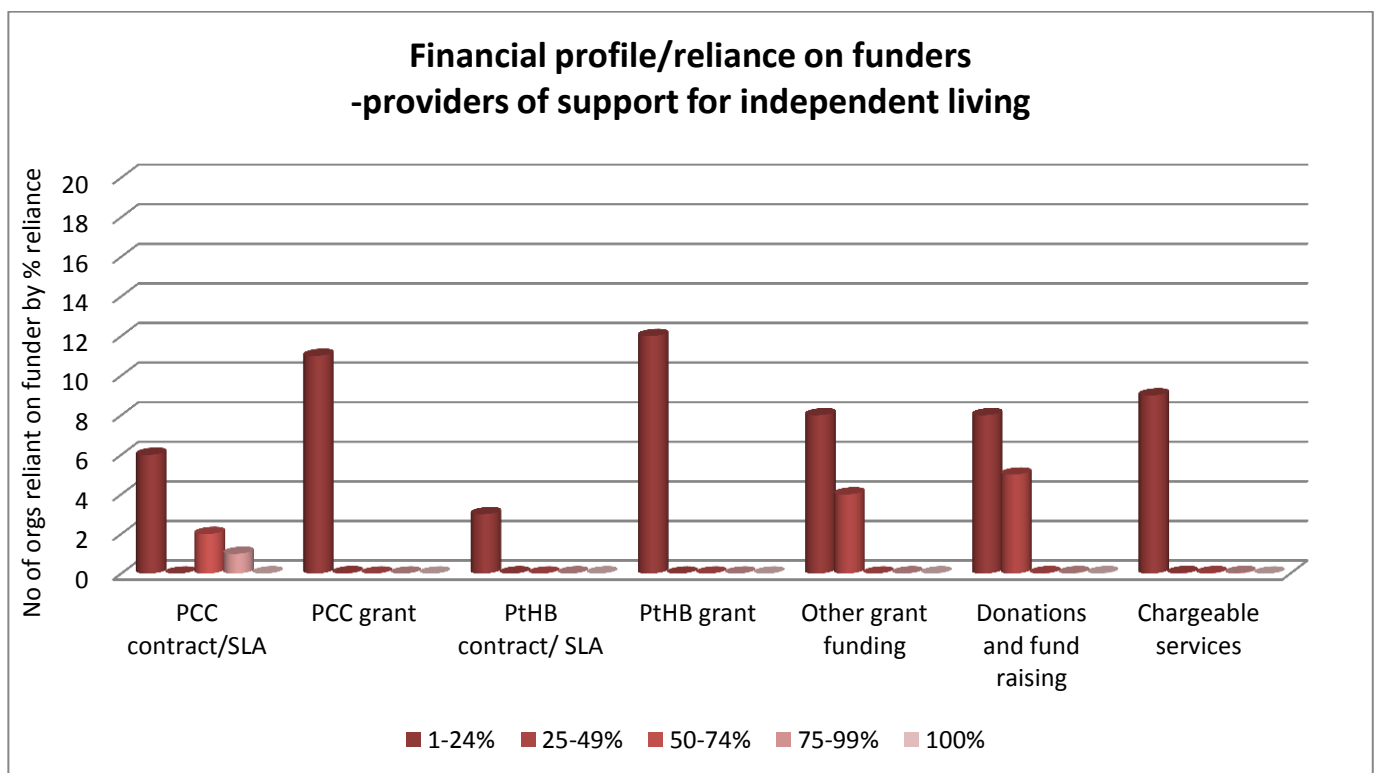
Ability to respond to increased demand



Again it is of concern that only 12 organisations (36%) state that they currently have the capacity to respond to increased demand, which yet again underlines the need for additional funding across all service areas in order to meet this anticipated increase. There does not appear to be any substantial difference between local, county wide and national organisations in this regard.

Support for independent living services - Resilience

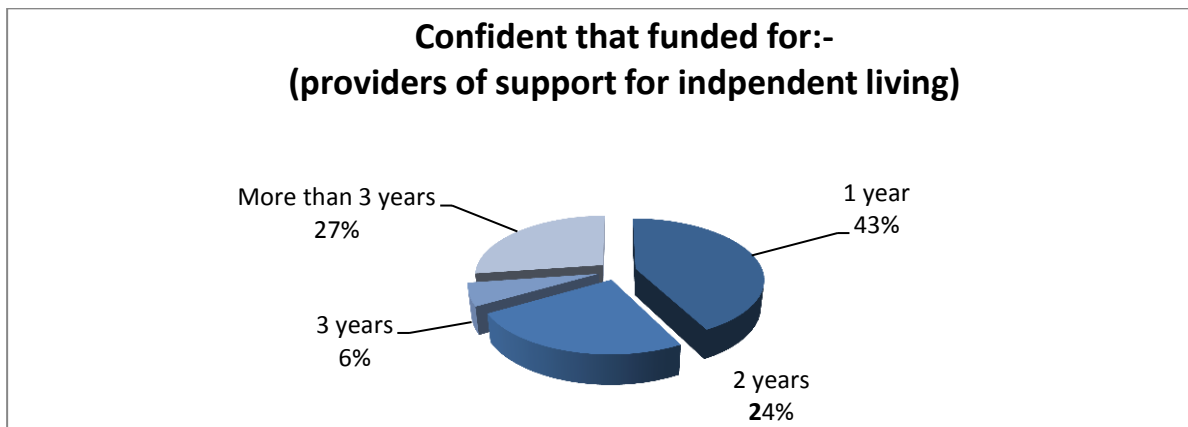
Financial profile/reliance on funders/chargeable services



- 8 respondent organisations (24%) have some level of PCC SLA funding. 6 organisations (18% of respondents) are 1-24% reliant and 2 (6%) are 50-74% reliant on these SLAs. 11 respondent organisations (33%) are 1-24% reliant on PCC grant funding.

- There is less reliance on PtHB funding. 3 organisations (9% of respondents) are 1-24% reliant on PtHB SLAs and 12 (36%) are 1-24% reliant on PtHB grant funding.
- 12 respondent organisations (36%) receive grant funding from other sources. Of these, 8 (24% of respondents) are 1-24% reliant on this other funding and 4 organisations (12%) report that they rely between 25-49% on such funding.
- 13 respondent organisations (39%) generate income through donations or fundraising, with 8 (24% of respondents) being 1-24% reliant on this source of income and 5 (15%) being 25-49% reliant.
- Surprisingly, only 9 respondent organisations (27%) generate 1-24% of their income from chargeable services, which provide 1-24% of their total income. Of these, 1 organisation (3% of respondents) reports that they generate 1-24% of their income in this way, 6 (18%) report 25-49% such income and 2 (6%) report that it represents 50-74%. This is an area where there is scope for PAVO to support the building of capacity to develop and deliver chargeable services.

Confidence in long term sustainability



The responses to this question demonstrate again the extreme range of confidence levels in their long term financial stability within respondent organisations, with most, whether local, county wide or national, lacking certainty about their financial future. Yet again they also underline the need for more long term funding agreements, which was one of the resources identified by 11 respondents (79%) above as necessary in order to sustain the capacity to deliver the services required

- 14 organisations (43%) are only confident that they have funding for 1 year ahead.
- 8 organisations (24%) are confident that they have funding for 2 years ahead.
- 2 organisations (6%) are confident that they have funding for 3 years ahead.
- 9 organisations (27%) are confident that they have funding for more than 3 years ahead.

The results underline yet again the need for more long term funding agreements, which was one of the resources identified by 27 respondents (82%) above as necessary in order to maintain their capacity to deliver the services required.

Key conclusions – providers of support for independent living

- There is a good level of practical support for independent living, including community transport provision, across Powys. The only possible gap is formalised befriending where coverage, although organisations operate Powys wide, will be dependent upon the availability of trained volunteers in the particular location. However, there are Good Neighbour schemes in most communities throughout the county.
- It is important for a common understanding to be reached among H&SC professionals and the third sector on definitions of the terms ‘befriending’ and ‘good neighbours’, so that there is clarity about the level of service required and delivered.
- The archetypal provider of support for independent living employs 11 staff (5.6 fte) and deploys 42 volunteers, supporting 373 individuals. Up to 24% of their funding is from PCC, with a similar level from PtHB. The remainder of their funding is derived from other grant funders, donations and charged services, with the latter making a more significant contribution to revenue than in the previous groups examined.
- There remains scope for further development of chargeable services and other sources of self-generated income, but yet again, the services are currently financially vulnerable, with a significant number of providers only confident of funding for one year ahead.
- The capacity of organisations needs to build, particularly in relation to good governance, strategic planning, business planning and involving volunteers.
- Those referring clients in to the services can have confidence that the clients will be supported safely and competently.

2e) Examples of good practice

21 respondent organisations shared details of the way in which they deliver their services. All of these will be taken into account by PAVO when working with organisations across Powys to build their capacity to deliver the required services. Below are examples of good practice, drawn from these responses, that may usefully be shared with the wider sector in Powys and our regional partners. These are grouped under the general themes of Sustainability and resilience and Volunteering and service delivery. The full responses, with details of the practices, may be found on the PAVO website²¹.

Sustainability and resilience

- ***Self-generated funding***
 - Taking on service delivery opportunities such as Meals on Wheels
- ***Fund raising***
 - Events
 - Sponsorship schemes

²¹ See footnote 18, p 27

- Forming a ‘Friends of’ group
- Profile awareness raising
- **Quality assurance**
 - Contribution to sustainability and resilience
 - Role of training and comprehensive induction
- **Efficiency savings**
 - Collaboration to reduce duplication of backroom and front line services
 - Use of technology and new media for
 - service delivery
 - internal communication
 - administration

Volunteering and service delivery

- **Wellness, Recovery and Learning ethos**
 - Supports goals and ambitions
 - Whole community resource
 - Draws on resources that volunteers and clients have to offer to others
 - Volunteering and employment opportunities as a route back into the community and the workplace
 - Services delivered by staff who have first hand experience of issues or conditions
- **Older people’s social groups**
 - Activities for active minds
 - Speakers to provide relevant information
- **Coproduction and Community involvement**
 - Floating Support service uses systems thinking, focusing on citizens’ needs
 - View citizens as assets for achieving own wellbeing and providing peer support
 - Empower service users to lead a better quality of life, decrease isolation and hospital admissions
 - Joint working with Parkinson's Nurse Specialists to extend management of Parkinson's in the community
 - Befriend the community through activities such as
 - coffee mornings/social gatherings to coincide with Post Office visits
 - Luncheon clubs with meals taken to those who cannot attend
 - Exercise classes for older people/dementia suffers
 - Create sustainable social activity group from grass roots involvement and fundraising efforts
- **Service innovation**
 - Eg mental health reablement scheme (also showcases abilities and raises profile of organisation)

- Person centred service delivering whatever the client requires, in their own home where they are unable to access office based services
- Payment by way of time and peer support (following training)
 - reduced cost
 - peer supporters feel valued
 - new clients matched with someone with relevant lived experience
 - services are grounded and relevant to target base
- **Responding to learning**
 - Use feedback and information, including negative or difficult experiences, to inform changes to service delivery
 - Scale up successful new ways of service delivery

3. Conclusions and recommendations

Mapping

Across all of the service areas there is a mix of services delivered by local or regional, grass roots organisations and national organisations that may or may not even maintain an administrative presence in Powys. The gaps in provision relate in particular to advocacy services for particular client groups and certain practical help services. The degree of cover for all services across the county may vary locally.

Advocacy services

Within the stated limitations of the report there is adequate county wide third sector provision of formal advocacy for most client groups, with the notable exceptions of those with poor mental health (Independent Mental Capacity Advocates are provided by Powys Community Health Council), those with neurological conditions other than Parkinson's disease and those with protected characteristics, other than age, under the Equality Act 2010.

Specialist information services

There is county wide third sector provision of specialist information in most of the categories that were reported. However, even where the service is locality or shire based, the very nature of information sharing means that these services are not location specific. The services are supplemented by PAVO's infoengine, which provides access to specialist information and information services for health and social care professionals and individual service users.

Support for independent living.

There are 3 formal third sector befriending services that cover the whole of Powys and 2 localised services covering Talgarth and Rhayader. These are supplemented by 21 third sector

organisations delivering county wide, shire based and localised good neighbour schemes, so that there are organisations across the county that have the ability, if not the current capacity, to deliver this crucial support.

There are currently some gaps in third sector provision of practical help such as shopping, gardening, cleaning and dog walking. PAVO, through an ICF funded initiative, has provided seed corn funding to develop self-sustaining projects that will fill these identified gaps. It is expected that these projects will generate sufficient funding in the coming year to achieve sustainability, although all are currently at a very early stage of development.

Community transport provision in its various forms is currently available throughout the county, but continues to be reliant on public sector funding and many schemes currently face an uncertain future.

PAVO's Third Sector Brokers play a vital role in supporting health and social care and other professionals to access both the services that were mapped for this report and the myriad of lower level, informal services that do not or may not consider themselves as public services, but which play a vital part in supporting individuals within their communities to maintain their independence and well-being.

Mapping

Key conclusions

- The gaps in service, where not currently being addressed, require attention.
- An agreed definition of the service levels encompassed by the terms 'befriending' and 'good neighbours' would benefit both commissioners and service providers, as would an understanding of the way in which these may differ from practical services.
- PAVO's Third Sector Broker Service and infoengine provide access to and information about these services. Through their work in PPD the brokers act as a conduit for both H&SC professionals and individuals into the services.
- Important strategic decisions have to be taken on whether to nurture, grow and develop a third sector in Powys that is local in nature, grass roots up and uses local resources and assets or whether to make choices based solely on market cost.

Recommendations

- Funding for the Third Sector Broker Service should be continued beyond the current commitment to the end of 2015-16 and should be long term in nature, rather than the current year-on-year arrangement.
- The added social and economic value in growing and developing the capacity of local communities to become part of the solution should be taken into account in all funding decisions.
- Agreement should be reached on a common understanding of the terms 'befriending' and 'good neighbours' and their relationship to practical services to support independent living.

Capacity

Of the 61 respondent organisations, 6 (43%) providing formal advocacy, 14 (29%) providing primary information and 12 (36%) providing services for independent living report that they are able to meet increased demand without additional resources. However, a significant majority of respondents are concerned about incoming resources, with 43 (70%) requiring more funding, though one needs only a very modest £500, and 47 (77%) looking for long term funding agreements.

While the provision of additional funding is beyond PAVO's control, its Third Sector Support Team will continue to work with its strategic partners to address the issue of longer term funding agreements. PAVVO will also, as part of the capacity building programme, support those organisations that are seeking to diversify their funding streams through fund raising and other means, including support with project funding applications, while also promoting the further development of chargeable services.

Within the 61 respondent organisations there are altogether 577 staff to 1757 volunteers, a ratio of 3:1, so that 75% of roles across these service areas are filled by volunteers. Ratios of paid staff/volunteers to service users vary quite significantly between the 3 different service fields, which reflects the fact that that some types of service, such as formal advocacy, have a greater need of paid professional skills and expertise in order to deliver safe and quality services. This will of course impact on their costs and, therefore, their required levels of funding.

Capacity

Key conclusions

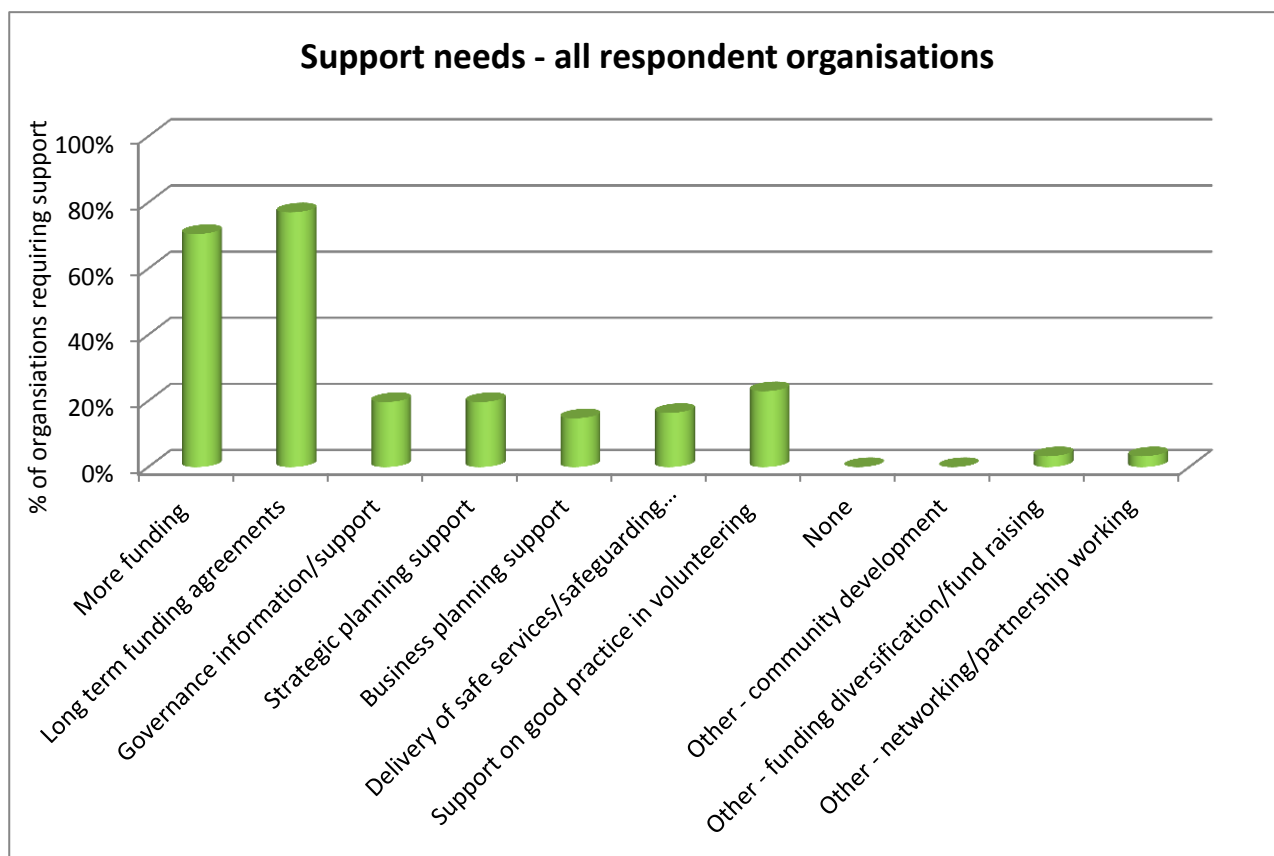
- The majority of service providers are able to meet the current requirement for their services but do not have the capacity to deal with increased demand.

Recommendations

- Overall expectations of a greater third sector role in these service areas will need to be accompanied by additional investment by statutory partners.

Capability

Training and support needs identified by all 61 respondent organisations have been amalgamated in the chart below.



14 organisations (23%) require support on volunteering good practice and in addition 3 specifically requested support in the recruitment of volunteers. PAVO's Powys Volunteer Centre, supported by the Third Sector Development Team, will work with these organisations to build their capacity to recruit and place volunteers, ensuring that they are suitably trained to deliver safe and appropriate services, while also ensuring that the roles of volunteers enhance, rather than impinge on, those of the paid workforce in the organisations.

Support or information on governance and on strategic planning were each requested by 12 respondents (20%), while 9 (15%) requested support on business planning, all of which are crucial to the ongoing development of effective and sustainable organisations. This support will again continue to be delivered by PAVO's Third Sector Development Team.

While all organisations have safeguarding policies in place and, where required, POVA trained staff, 10 (16%) require support on the safe delivery of services. Funding for the dedicated Safe Services post in PAVO will come to an end imminently, but the Third Sector Development Team has agreed to include this specific work in the organisational Health Check that they carry out, to ensure continuity. In addition, two of the team are to be trained as PQASSO mentors, so that quality, as well as safety, are placed at the heart of service delivery.

The capability of the respondent organisations is overall of a very high level, though constrained by lack of or uncertainty about the necessary funding to deliver the level of service that will be required in the future. However, as with all organisations that seek to deliver a high quality of service, there is always a desire for continuous improvement. While one organisation reported that their sole need is for comfortable chairs and another wished only to be taken seriously, most reported more practical development needs, which PAVO will support them to address.

As with all third sector organisations, PAVO's resources are finite and shrinking. Much of the work described above is part of the currently funded service. However, any additional requirement may mean that, without extra capacity, not all demands can be met immediately. In addition, any reduction in funding or removal of funding from PAVO due to budget decisions by PCC and/or PtHB will affect its capability to deliver these essential, capacity building services and, thereby, strengthen the resilience of the sector.

Capability

Key conclusions

- The capability of the respondent organisations is overall of a very high level, though constrained by lack of or uncertainty about the necessary funding to deliver the level of service that will be required in the future.
- All organisations have safeguarding policies in place and, where required, POVA trained staff so that those referring clients in to the services can have confidence that the clients will be supported safely and competently.
- Most organisations have attained or are working towards quality standards. As with all organisations that seek to deliver a high quality of service, there is always a desire for continuous improvement; development needs have been identified and will be met by PAVO's Third Sector Development Team. However, while much of this work is part of our currently funded service, the additional requirement may mean that, without extra capacity, not all demands can be met immediately.
- Support or information on governance and on strategic and business planning will be crucial in the ongoing development of effective and sustainable organisations.
- PAVO's Powys Volunteer Centre, supported by the Third Sector Development Team, will work with organisations to build their capacity to recruit and place volunteers, ensuring that they are suitably trained to deliver safe and appropriate services, while also ensuring that the roles of volunteers enhance, rather than impinging on, those of the paid workforce in the organisations.

Recommendations

- Consideration should be given to securing additional resources to increase capacity if the identified development and capacity building needs are required to be met as a matter of urgency.

Resilience

In order to ensure sustainability of services, more funding and long term funding were identified as major resource requirements by the majority of organisations of all types and across all sections. While 66% of respondent organisations would not be able to meet extra demand on their services without additional funding, the greater concern for the majority of organisations is long term security of funding rather than the amount received.

Overall, 26% of respondents are confident that they are funded for 3 or more years. This is a surprisingly large figure in the current economic climate and may reflect the fact that these organisations feel resilient and are confident of being able to ride-out shorter term resourcing issues. Alternatively, they may believe that the services they provide are so essential that statutory partners will always feel a need to provide funding for them.

48%, almost half, of respondents are only confident that they are funded for 12 months ahead. There is a substantial risk of reduction or loss of service inherent in this fact, which impacts not only on the ability of organisations to plan ahead and their confidence in any projections that they may make but also on the statutory bodies who are intending to place greater reliance on them in the future.

There is no direct correlation between the size and nature of a respondent organisation and their financial resilience. 69% of those that are confident in their long term funding are local organisations or county wide ones and 31% are national. This broadly reflects the ratio of respondent organisations and indicates that on the whole no type of organisations is more or less likely to be affected although, surprisingly, the proportion of national groups is slightly lower than the 37% in the sample overall.

While it is important that commissioners acknowledge and resource the contribution that is expected that third sector organisations will make towards meeting Moderate ASC needs, many service areas and organisations are proportionally over-dependant on PCC funding. Conversely, many services have low levels of financial support from PtHB, yet provide interventions that prevent or delay individuals needing to access higher level health services. It is important to note that services that are significantly funded through PCC or PtHB SLAs are vulnerable to competitive tendering if that approach is adopted as part of future re-commissioning of services.

Organisations, particularly those providing services for independent living, must be supported to further develop chargeable services. Current levels of charged services may reflect the fact that, quite apart from the potential conflict with organisations' charitable ethos, it is difficult or inappropriate to charge for many services such as information or domestic abuse services.

All organisations must also be encouraged to explore other sources and methods of sustainable funding. However, in the current climate this is an increasingly competitive market, especially grants from other funders, and thus in itself an increasing vulnerability. PAVO is available to provide support to organisations wherever required to plan future funding strategies and investigate a range of potential funders, providing guidance on funding applications and the development of self-generated income streams although, yet again, current capacity is a constraint.

Resilience

Key conclusions

- It is important to acknowledge and resource the contribution that is expected that third sector organisations will make towards meeting Moderate ASC needs.
- Without long term funding, including both commitments from current funders and a move towards more self-generated funds, the current level of services may not be maintained and cannot be increased to meet a future rise in demand as a result of a change in the eligibility criteria for social care in the county from Moderate to Substantial.
- There is considerable scope for further development of chargeable services and other sources of self-generated income.

Recommendations

- Where commissioners look to the third sector to meet Moderate ASC needs, organisations will be provided with the levels of sustainable funding required to deliver these services.
- All funding agreements with statutory and other funders should be long term in nature, with a minimum term of 3 years and preferably 5 years, to enable service providers to confidently plan and deliver services that will meet the future needs of PCC ASC.
- PAVO must continue to provide support to organisations to plan for the future and become more sustainable through income diversification.

It is clear that the third sector in Powys is of huge significance and value, in terms of the service provision benefits that it brings to individual clients and their families, communities and the entire fabric of civil society. While it does make a call on public funds, it is hugely cost effective in its service delivery and adds value to the economy and, therefore, to the public purse. It can either be strengthened, nurtured and valued through strategic and operational decisions and choices or undermined by them. It is certainly too significant to be overlooked.

PAVO, as the county voluntary council for Powys, supports and develops the third sector in the county. Its work and role as a strategic partner on behalf of the sector and a provider of capacity building services is key in the planning for a strong, vibrant and resilient third sector.

April 2015

Acknowledgements

This report has been funded by the Delivering Transformation Grant, administered by the Mid and West Wales Regional Health and Social Care Collaborative Board. The Delivering Transformation Grant has been made available by Welsh Government to support regional health and social care partnerships in the delivery of the white paper Sustainable Social Services and the Social Services and Wellbeing (Wales) Act 2014, with particular reference to older and other vulnerable people.

The report has been compiled by Jenny Hall in collaboration with Carl Cooper and Peter Lathbury.

The authors would like to thank PAVO staff for their contributions and in particular Claire Powell and Anne Clarke for their invaluable assistance in compiling the mapping sections.



Helping organisations; improving people's lives

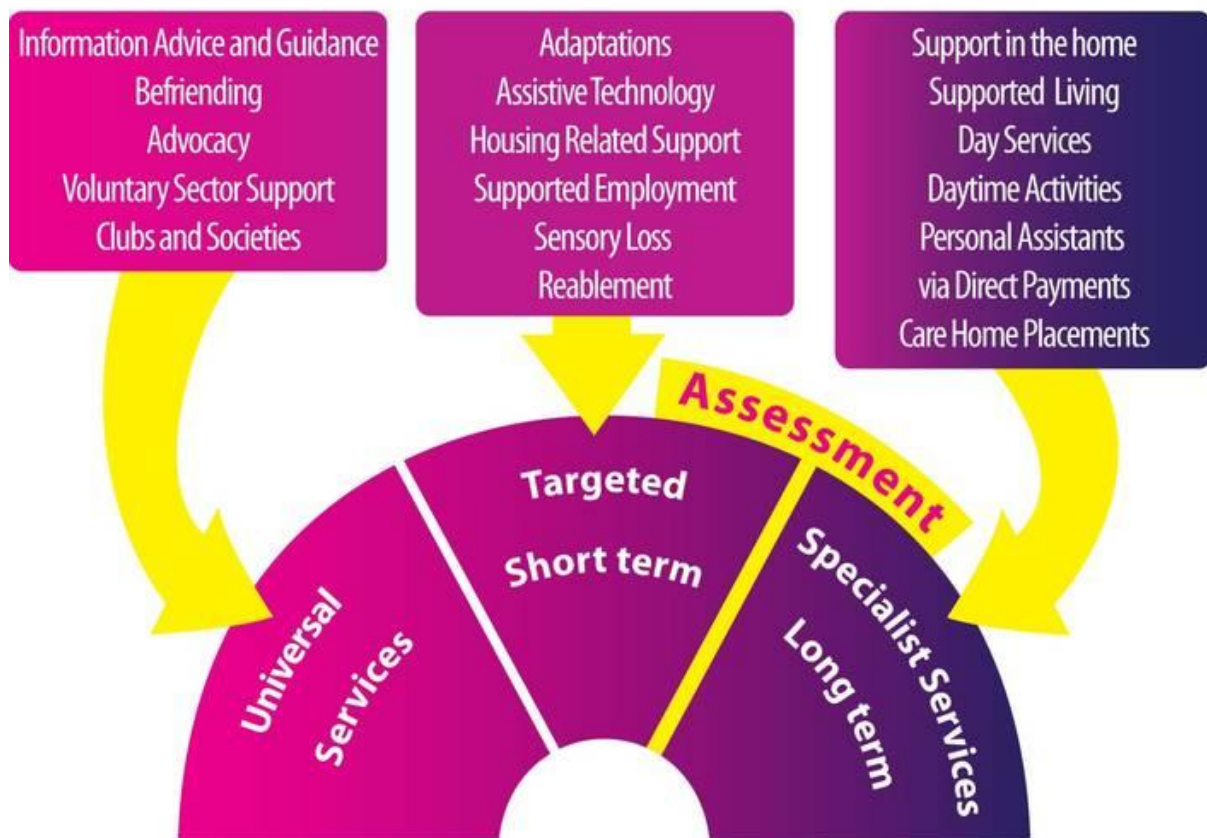


Caring for the Future in Mid and West Wales



Appendix 1 – PCC Adult Social Care Spectrum of Support diagram

Spectrum of Support



Appendix 2 – PAVO Third Sector Resilience survey January 2015

THIRD SECTOR CAPABILITY

*Required

Type of service provided *

Please select all that are applicable. If you provide more than one of these services, you may find it more meaningful to submit a separate response for each service provided

- Befriending
- Good Neighbour scheme
- Practical help, eg shopping, gardening, cleaning, dog walking
- Transport
- Information
- Advocacy

Name of Organisation *

Area covered *

- The whole of Powys
- North Powys
- Mid Powys
- South Powys
- Other:

Human resources

Number of employed staff *

Number of Full Time Equivalent members of staff *

Total of all contracted staff hours divided by hours for a full time post

Number of volunteers *

Financial resources

Does your organisation/service rely on any of the following? If so, please indicate what percentage it forms of your total income

	0% - 24%	25% - 49%	50% - 74%	75% - 99%	100%
Powys County Council contract / Service Level Agreement	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Powys County Council grant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Powys teaching Health Board contract / Service Level Agreement	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Powys teaching Health Board grant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grant funding from other sources	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donations and fund raising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chargeable services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you charge users for any of your services, what percentage of the total cost of the service does this income cover?

- 0% - 24%
- 25% - 49%
- 50% - 74%
- 75% - 99%
- 100%

Capacity and Sustainability

Could your service currently respond positively to an increase in demand without needing additional resources? *

- Yes
- No

Would you confidently assume that your service will be provided for the next:- *

- 1 year
- 2 years
- 3 years
- More than 3 years

How many individuals use your service each year? *

Safety and Quality

Do you have any of the following?

- Safeguarding policy
- POVA trained staff/volunteers
- Volunteer policies

Do you have or are you working towards any quality standards, such as the Standards for Healthcare in Wales? *

- Yes
- No

If you answered Yes, please state which

Resources and Support

What additional support or resources do you need in order to sustain or expand your service and ensure that it is delivered safely?

- More funding
- Long term funding agreements
- Governance information / support
- Strategic planning support
- Business planning support
- Delivery of safe services/safeguarding support
- Support on good practice in volunteering
- None
- Other:

Do you have an example of good practice in sustaining and strengthening your service that you would like to share with others? Please give a brief outline.

Thank you for completing this survey