

## Cabinet

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Meeting Venue  
**Council Chamber - County Hall,  
Llandrindod Wells, Powys**

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Meeting date  
**Tuesday, 11 July 2017**

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Meeting time  
**9.30 am**

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For further information please contact  
**Stephen Boyd**  
01597 826374  
steve.boyd@powys.gov.uk



County Hall  
Llandrindod Wells  
Powys  
LD1 5LG

5 July 2017

### AGENDA

<b>1.</b>	<b>APOLOGIES</b>
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To receive apologies for absence.

<b>2.</b>	<b>MINUTES</b>
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To authorise the Leader to sign the minutes of the meeting held on 20 June 2017 as a correct record.

(Pages 5 - 12)

<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>
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To receive any declarations of interest from Members relating to items to be considered on the agenda.

<b>4.</b>	<b>DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT</b>
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To consider the Annual Report of the Director of Social Services.

(Pages 13 - 54)

<b>5.</b>	<b>HOUSEHOLD WASTE RECYCLING CENTRES - REVIEW OF CHANGES IMPLEMENTED IN APRIL 2017 - REDUCTION IN OPENING DAYS AND COMMERCIAL VEHICLE RESTRICTIONS</b>
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To consider a report by County Councillor Phyl Davies, Portfolio Holder for Property and Waste.

(Pages 55 - 62)

<b>6.</b>	<b>FINANCIAL OVERVIEW AND FORECAST AS AT 31ST MAY 2017</b>
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance.

(Pages 63 - 72)

<b>7.</b>	<b>SCHOOL BUDGETS 2017/2018</b>
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To consider a report by County Councillor Myfanwy Alexander, Portfolio Holder for Education and County Councillor Aled Davies, Portfolio Holder for Finance.

(Pages 73 - 92)

<b>8.</b>	<b>21ST CENTURY SCHOOLS PROGRAMME - FFEDERASIWN YSGOLION CARNO, GLANTWYMYN &amp; LLANBRYNMAIR FEDERATION</b>
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To consider a report by County Councillor Myfanwy Alexander, Portfolio Holder for Education.

(Pages 93 - 162)

<b>9.</b>	<b>STRATEGIC EQUALITY PLAN</b>
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To consider a report by County Councillor James Evans, Portfolio Holder for HR ICT and Communications.

(Pages 163 - 172)

<b>10.</b>	<b>TREASURY MANAGEMENT REPORT FOR QUARTER 4</b>
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance.

(Pages 173 - 196)

<b>11.</b>	<b>CORRESPONDENCE</b>
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To receive such correspondence as in the opinion of the Leader is of such urgency as to warrant consideration.

<b>12.</b>	<b>DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING</b>
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To receive for information details of delegated decisions taken by Portfolio Holders since the last meeting.

(Pages 197 - 198)

<b>13.</b>	<b>FORWARD WORK PROGRAMME</b>
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To consider the Cabinet forward work programme.

(Pages 199 - 206)

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**MINUTES OF A MEETING OF THE CABINET HELD AT COUNCIL CHAMBER -  
COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 20 JUNE 2017**

**PRESENT**

County Councillor MR Harris (Leader)

County Councillors MC Alexander, A W Davies, P Davies, L Fitzpatrick, S M Hayes,  
R Powell, M Weale and J Wilkinson

In attendance: County Councillors CJ Gibson-Watt, G Morgan and JG Morris

<b>1.</b>	<b>APOLOGIES</b>
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Apologies for absence were received from County Councillor James Evans.

<b>2.</b>	<b>MINUTES</b>
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The Leader was authorised to sign the minutes of the last meeting held on 11<sup>th</sup> April 2017 as a correct record.

<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>
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County Councillor Aled Davies declared prejudicial interests in items 13 and 14 into Home to School Transport at Llanidloes High School and Ysgol Bro Hyddgen as the governor of a school which had been in a similar situation.

County Councillors Phyl Davies and Martin Weale declared prejudicial interests in items 13 and 14 into Home to School Transport at Llanidloes High School and Ysgol Bro Hyddgen as transport providers.

County Councillors Phyl Davies declared a prejudicial interest in item 16 Former Livestock Market and Premises, Gorn Road Llanidloes as the former occupier of the premises.

<b>4.</b>	<b>FINANCIAL OUTTURN FOR THE YEAR ENDED 31ST MARCH 2017</b>
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Cabinet considered the budget outturn position by Directorate for the year ended 31<sup>st</sup> March 2017. The final outturn position was an over spend of £561k. This compared with a forecast overspend of £3.7m at the end of February. Members and staff who had worked to bring reduce the overspend were thanked with the work of the last Cabinet and in particular the former Portfolio Holder for Finance, Wynne Jones, being acknowledged.

The figures included savings delivered of £9.633m, 79% of the £12.139m target, which was a slight improvement on the 76% delivered last year. Cabinet noted that it was essential that agreed savings were delivered in order to safeguard the council's financial position. Previous years' savings that were not delivered in 2016/17 would need to be delivered in 2017/18 because they remained in the

base budget. Cabinet also noted with concern the position of the schools delegated budgets which had been heavily supported by reserves. The Strategic Director of Resources (Section 151 Officer) indicated this was a matter of increasing concern with a potential impact on the Council's overall financial position.

Cabinet also noted significant third party savings still to be made and the Chief Executive recommended that Cabinet receive regular updates on unachieved savings. The Chair of the Audit Committee also acknowledged the progress made, but noted that there were areas that needed to improve that the Audit Committee would be looking at and he suggested that there needed to be an education recovery plan. The Portfolio Holder for Finance agreed that there would have to be close oversight of the large capital projects underway.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
<p>1. The contents of this report are noted by Cabinet; and</p> <p>2. The Capital virements set out in paragraph 14.2 are approved, and those over £500k be submitted to full council for approval.</p> <p>3. To re-designate £100k of existing general fund reserves as a regeneration reserve to support activity in 2017/18.</p>	<p>To outline the end of year financial position and the council's financial performance.</p> <p>To ensure appropriate virements are carried out and an appropriate reserve is established</p> <p>To help support the Cabinet's priorities.</p>

<b>5.</b>	<b>WELSH GOVERNMENT CONSULTATION - PROPOSED REDUCTION IN THE SIZE OF THE BRECON BEACONS NATIONAL PARK AUTHORITY</b>
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Cabinet considered a response to a Welsh Government consultation on proposals to reduce the number of Powys County Council representatives on the Brecon Beacons National Park Authority from 8 to 6 members. Comments had been received from the Labour and Liberal Democrat groups and had been appended to the report. County Councillor James Gibson-Watt, Leader of the Liberal Democrat group commented that there was already a democratic deficit with Brecknockshire members making up only a third of the membership of the park.

The comments from the Independent Group were that the arrangements did not reflect the fact that 80% of the Park was within Powys, that not all the Council's representatives came from within the Park, that having two different planning authorities in the same area was not conducive to consistent decision making and that areas within the Park did not have the same opportunities for economic development.

<b>RESOLVED:</b>	<b>Reason for Decision:</b>
<b>That the Leader authorises the response to Welsh Government in consultation with the Cabinet and</b>	<b>To respond to the Welsh Government Consultation Document by 29<sup>th</sup> June, 2017.</b>

taking into account the comments of Councillors James Gibson-Watt and Matthew Dorrance.	
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<b>6.</b>	<b>DETERMINATION OF 'CORRECTIVE' APPLICATIONS UNDER SECTIONS 19 AND 22 AND SCHEDULE 2 OF THE COMMONS ACT 2006</b>
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Cabinet considered proposals to delegate authority to consider applications relating to alleged errors or omissions on the Registers of Common Land, or of Town or Village Greens. Under sections 19, 22 and Schedule 2 of the Commons Act 2006 to the Planning, Taxi Licensing and Rights of Way Committee.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
That determination of 'Corrective' applications and proposals under sections 19, 22 and Schedule 2 of the Commons Act 2006 be delegated to the Planning, Taxi Licensing and Rights of Way Committee, with opportunity for further delegation if appropriate.	To ensure an adequate level of scrutiny and challenge in determining these applications and proposals whilst balancing this against the cost of determination.

<b>7.</b>	<b>POWYS SAFEGUARDING CHILDREN'S AND ADULT SERVICES QUARTERLY UPDATE</b>
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Cabinet received and considered the safeguarding report for children's and adult services for the 3<sup>rd</sup> and 4<sup>th</sup> quarters. The report detailed the number and type of referrals to the services. The Portfolio Holders and officers answered questions from Members. Cabinet noted that the Council was part of the Mid and West Wales Safeguarding Board that had agreed a quality assurance tool that would provide consistency of reporting across the region.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
That Cabinet accepts the safeguarding update in line with its safeguarding responsibilities.	Safeguarding is everyone's business and this report provides assurance to Cabinet of work that is underway both locally and regionally on important safeguarding matters.

<b>8.</b>	<b>APPOINTMENTS</b>
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**RESOLVED to make the following appointments:**

Association of Public Service Excellence	Portfolio Holder for Property and Waste and the Portfolio Holder for Finance
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LDP Working Group	Portfolio Holder for Regeneration and Planning, County Councillor James Evans and County Councillor Jonathan Wilkinson
North and Mid Wales Trunk Road Agency	Portfolio Holder for Highways and the Portfolio Holder for Regeneration and Planning
TRACC	Portfolio Holder for Highways
Welsh Joint Education Committee	Portfolio Holder for Education

**RESOLVED not to make an appointment to the Institute of Welsh Affairs.**

## **9. CORRESPONDENCE**

The Leader reported that she had received a letter from the organisers of the National Eisteddfod and the Urdd Eisteddfod inviting expressions of interest in hosting the events, and that she had offered to host both events in Powys. It was also noted that the Urdd were looking for a permanent home and that Powys was ideally located.

## **10. DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING**

Cabinet received the list of delegated decisions taken by Portfolio Holders since the last meeting.

## **11. FORWARD WORK PROGRAMME**

Cabinet received the forward work programme.

## **12. EXEMPT ITEMS**

**RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under categories 1, 3 & 7 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).**

## **13. CONSIDERATION OF THE DEPUTY MONITORING OFFICER HOME TO SCHOOL TRANSPORT INVESTIGATION REPORT ON BEHALF OF POWYS COUNTY COUNCIL & THE GOVERNING BODY OF LLANIDLOES HIGH SCHOOL**

County Councillors Aled Davies, Phyl Davies and Martin Weale left the Chamber whilst this and the following item was considered having declared prejudicial interests.



Cabinet received the report of the Deputy Monitoring Officer into the breach by Llanidloes High School of clause 5.2 of the Powys Scheme for Financing Schools.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
<p>1) That the contents of the investigation report are noted.</p> <p>2) That the following actions be implemented</p> <p>(a) That Llanidloes High School will have until September 2018 in which to comply with Regulation 5.2 and during the transition period, the charges for transport will be at least in line with the council's vacant seat scheme. From September 2018 the position will be on a full cost recovery basis.</p> <p>(b) That monthly reports are required to be sent by the Governing Body to the Schools Finance Manager to confirm and ensure compliance with the Scheme for the Financing of Schools.</p> <p>(c) To ensure future compliance with Scheme for the Financing of Schools, the School be required to use the Council's financial system as its primary accounting system.</p> <p>(d) The school provide documentary evidence to demonstrate compliance with financial regulations and/or EU procurement procedures in relation to the procurement of transport at the school in general, but in particular in relation to home to school transport arrangements made by the school .</p> <p>(e) That the Strategic Director - Resources ensures that</p>	<p>To ensure that appropriate action (if any) is taken by PCC upon receipt of the investigation report and to ensure equality of treatment with Llanfyllin High School</p>

<p>compliance with the Scheme for the Financing of Schools is considered whenever Internal Audit (SWAP) undertake an audit of a school.</p>	
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14.	<p><b>CONSIDERATION OF THE DEPUTY MONITORING OFFICER HOME TO SCHOOL TRANSPORT INVESTIGATION REPORT ON BEHALF OF POWYS COUNTY COUNCIL &amp; THE GOVERNING BODY OF YSGOL BRO HYDDGEN</b></p>
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Cabinet received the report of the Deputy Monitoring Officer into the breach by Ysgol Bro Hyddgen of clause 5.2 of the Powys Scheme for Financing Schools.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
<p>1) That the contents of the investigation report are noted.</p> <p>2) That the following actions be implemented</p> <p>(a) That Ysgol Bro Hyddgen will have until September 2018 in which to comply with Regulation 5.2 and during the transition period, the charges for transport will be at least in line with the council's vacant seat scheme. From September 2018 the position will be on a full cost recovery basis.</p> <p>(b) That monthly reports are required to be sent by the Governing Body to the Schools Finance Manager to confirm and ensure compliance with the Scheme for the Financing of Schools.</p> <p>(c) To ensure future compliance with Scheme for the Financing of Schools, the School be required to use the Council's financial system as its primary accounting system.</p> <p>(d) The school provide</p>	<p>To ensure that appropriate action (if any) is taken by PCC upon receipt of the investigation report and to ensure equality of treatment with Llanfyllin High School</p>

<p>documentary evidence to demonstrate compliance with financial regulations and/or EU procurement procedures in relation to the procurement of transport at the school in general, but in particular in relation to home to school transport arrangements made by the school .</p> <p>(e) That the Strategic Director - Resources ensures that compliance with the Scheme for the Financing of Schools is considered whenever Internal Audit (SWAP) undertake an audit of a school.</p>	
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<b>15.</b>	<b>SENIOR MANAGER PROCEEDS OF CRIME ACT - PROPOSED SETTLEMENT FIGURE</b>
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Cabinet considered the report of the Senior Manager Regulatory Services into the investigation and prosecution of rogue traders at the Royal Welsh Show.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
<b>To approve the recommendation in the report.</b>	<b>As set out in the report.</b>

The Leader thanked staff involved in the successful prosecution.

<b>16.</b>	<b>FORMER LIVESTOCK MARKET AND PREMISES, GORN ROAD, LLANIDLOES, POWYS</b>
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County Councillor Phyl Davies left the Chamber having declared a prejudicial interest in this item.

Cabinet considered a report on a proposal to sell the former livestock market and premises at Gorn Road, Llanidloes to the Housing service site for the in-house development of 100% affordable housing to provide public sector housing in the town. In welcoming the project, Cabinet asked that consideration should be given to the Older Peoples Strategy when considering the mix of properties to be developed on the site.

<b>RESOLVED:</b>	<b>Reason for Decision:</b>
<b>1. That the Authority proceed with a sale to our Housing</b>	<b>To support the Council's priority to deliver social housing. This will also</b>

<p>service.</p> <p>2. That authority to approve the details of the sale be delegated to the Leader.</p> <p>3. That the mix of properties to be developed on the site reflect the aspirations of the Older Peoples Strategy.</p>	<p>give more certainty that the site will be developed.</p>
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**County Councillor MR Harris  
Leader**

**CYNGOR SIR POWYS COUNTY COUNCIL.****CABINET EXECUTIVE****11 July 2017****REPORT AUTHOR: Carol Shillabeer, Interim Strategic Director – People****SUBJECT: Director of Social Services' Annual Report**

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**REPORT FOR: Decision**

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**1. Summary**

- 1.1 Following the implementation of the Social Services & Well-being (Wales) Act on 6 April 2016, the statutory duty for the Director of Social Services to produce an annual report has remained in place, although the format and content requirements of the annual report have changed.
- 1.2 The Director's annual report for 2016-17 continues to provide an objective assessment of the impact and performance of the work of social services and demonstrates how the Council has promoted well-being and accounted for the delivery of the well-being standards contained within the Social Services & Well-being Act.
- 1.3 The annual report will also continue to inform the Care and Social Services Inspectorate Wales's (CSSIW) core inspection programme of local authorities, built around the well-being standards and focussing on improvement within Adult Social Care and Children's Services.

**2. Proposal**

- 2.1 The purpose of this report is to introduce the eighth annual report (Appendix 1) of the Statutory Director of Social Services for the period 1 April 2016 to 31 March 2017.
- 2.2 It is intended that the annual report presents a recognisable picture of the services provided and delivered by social services to the citizens of Powys, Council Members and other stakeholders.
- 2.3 The annual report for 2016-17 therefore meets the legislative requirements placed upon the local authority.

**3. Options Considered / Available**

- 3.1 The Director of Social Services' annual report is not optional; it is a statutory requirement for the Council to comply with the requirements of the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016.

#### **4. Preferred Choice and Reasons**

- 4.1 The Director of Social Services' annual report is not optional; it is a statutory requirement for the Council to comply with the requirements of the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016.
- 4.2 Welsh Government has worked with the Association of Directors of Social Services Cymru to develop national guidance and to produce a standardised template for the annual report. This guidance must be adhered to from the 2017-18 year onwards and Powys has chosen to use the prescribed format for the 2016-17 in readiness for the new reporting requirements.
- 4.3 The report will be scrutinised by Scrutiny Committee B on 14 June 2017, by Scrutiny Committee A on 15 June 2017.
- 4.4 Following the Scrutiny Committees and Cabinet, the report will receive a final edit.
- 4.5 As per the legislative requirements, the final report will be presented to Council on 13 July 2017.
- 4.6 The final stage then includes translation and design, ready for publication on the Council's website and submission to Welsh Ministers before the end of July 2017, in line with the requirement to publish the report "as soon as is reasonably practical" after the year to which it relates.

#### **5. Impact Assessment**

- 5.1 Is an impact assessment required?            Yes/No
- 5.2 If yes is it attached?            ~~Yes/No~~

#### **6. Corporate Improvement Plan**

- 6.1 The annual report links directly to the Corporate Improvement Plan and strategic objectives. The report informs the citizens of Powys, and other key stakeholders, about the performance of social services in the county. The framework for the report is supported by analysis and evidence which has enabled the Director to provide a full and accurate report detailing priorities for improvement.

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

7.1 This reporting framework is countywide and applies to all electoral divisions.

**8. Other Front Line Services**

Does the recommendation impact on other services run by the Council or on behalf of the Council? Yes/No

If so please provide their comments

**9. Communications**

Have Communications seen a copy of this report? Yes/No

Have they made a comment? If Yes insert here.

The Communications Officer has been fully involved in supporting the drafting of the report, and will assist in publishing the final version on the Council's website.

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

10.1 Legal - The recommendation can be supported from a legal point of view.

10.2 Finance - the Finance Business Partner can confirm that Director's Report is a statutory requirement and Corporate Finance are part of the 'whole system' approach to ensure the effective delivery of Social Services functions.

**11. Scrutiny**

Has this report been scrutinised? Yes / No

If Yes what version or date of report has been scrutinised?

Version 6 of the document was scrutinised by Scrutiny Committees A and B.

Comments from Scrutiny Committee B on Wednesday 14 June were:

Powys People Direct

- Need to add in the abandoned call figures are we've referenced these but not included them – these have now been added.
- Need to add a comment to say that we've made progress, but there is still further work to be done to ensure PPD continues to improve – this has been added.

Data

- for the findings from the Population Assessment consultation process, we need to include the number of individuals who stated x (we've only got the % in there at the moment) – these have been added.
- add in a caveat around the low number of carers who responded to the Population Assessment survey – this has been added.

#### Colouring

- to make it easier for see the Children's Services & Adult Social Care parts so that each Scrutiny Committee can see which parts are relevant to them. This comment referred to next year's Annual Report and will be acted upon.

Comments from Scrutiny Committee A on Thursday 15 June were:

- Clarification about the complaints and compliments included within the Annual Report – were these all the complaints & compliments received, and if not, what selection criteria were used?
- The compliments and complaints have been selected where they best match the wellbeing outcomes from the Social Services & Wellbeing Act, in a similar way to how we've selected the case studies to reflect examples of the impact of our work to meet the wellbeing outcomes. The Welsh Government guidance states the below:

*'Similarly, a statement such as "we received fewer complaints concerning..." is not helpful. The report should instead consider what the local authority has learned from the complaints it did receive and what has changed as a result and what impact this had on people.'*

## **12. Statutory Officers**

- 12.1 Strategic Director Resources (Section 151 Officer) notes the comments above from Finance.
- 12.2 The Solicitor to the Council (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report".

## **13. Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.



#### 14. Future Status of the Report

(This section must be completed if the report is a confidential/exempt report)

Members are invited to consider the future status of this report and whether it can be made available to the press and public either immediately following the meeting or at some specified point in the future.

The view of the Monitoring Officer is that:

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<b>That Cabinet endorse the report in Appendix 1 and recommend the report to Council on 13<sup>th</sup> July 2017</b>	<b>To comply with the statutory requirements of the Director of Social Services to produce an annual report</b>

<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	<b>Y</b>	<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	
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<b>Person(s) To Implement Decision:</b>	<b>Interim Strategic Director People</b>
<b>Date By When Decision To Be Implemented:</b>	<b>As soon as possible after Full Council on 13<sup>th</sup> July 2017</b>

<b>Contact Officer:</b>	Carol Shillabeer
<b>Tel:</b>	01597 826906
<b>Email:</b>	carol.shillabeer2@wales.nhs.uk

#### **Background Papers used to prepare Report:**

Appendix 1 - Eighth annual report of the Statutory Director of Social Services for the period 1 April 2016 to 31 March 2017.

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# **Annual Director's Report on Social Services in Powys 2016/17**



Draft for Cabinet

## Contents page

### Background

Introduction 2

Director's Summary of Performance 2

How are People Shaping our Services? 2

### Promoting & Improving the Well-being of Those We Help

1 Working with people to define and co-produce personal well-being outcomes that people wish to achieve 3

2 Working with people and partners to protect and promote people's physical and mental health and emotional well-being 15

3 Protecting and safeguarding people from abuse, neglect or harm 17

4 Encouraging and supporting people to learn, develop and participate in society 18

5 Supporting people to develop safely and to maintain healthy domestic, family and personal relationships 21

6 Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs 24

### How We Do What We Do

Our Workforce and How We Support their Professional Roles 32

Our Financial Resources and How We Plan For the Future 32

Our Partnership Working, Political and Corporate Leadership, Governance and Accountability 34

## Introduction

Every Director of Social Services in Wales is required to publish an annual report detailing the performance and impact of the local authority's delivery of services to people in their area. Following the introduction of the Social Services & Well-being (Wales) Act 2014, local authorities also need to demonstrate how they have promoted well-being and accounted for the delivery of the well-being standards contained within this Act.

This report outlines the journey, impact and evaluation of change in Powys' Social Services in providing support and services to people in our county in 2016/17. This year's report is set out in a slightly different way to the previous Powys' Director of Social Services' report so that it matches the format prescribed by Welsh Government whilst continuing to provide an objective commentary on our progress and performance.

This report is publically available and should enable the individuals who use our services and their carers, as well as the general public, to understand what Powys' Social Services does, as well as the impact of our work. It will help our partners in the public, private and third sectors to understand our improvement objectives and also supports how elected members, Welsh Government and our regulators can scrutinise and evaluate our services and performance.

The report contains feedback, compliments and complaints that we've received from those who use our services during 2016/17 alongside case studies which demonstrate the impact of our work. All the names in the case studies have been changed in order to protect the identities of the individuals.

## Director's Summary of Performance

I am pleased to share with you the Director of Social Services' Annual Report for 2016/17 and my first since taking up the Interim Strategic Director of Social Services role in December 2016.

There has been a great deal of change following the implementation of the Social Services and Well-being Act on 6 April 2016. We have completed and published our Population Assessment which will help inform our Regional Partnership Board's Area Plan.

We know that the people we support in the community want joined-up care and support and we have continued to push forward our plans for integration with Powys Teaching Health Board to provide better services more efficiently and effectively. Importantly, we have worked together with individuals and communities to develop a long term [health and care strategy](#), the first in Wales, which sets the ambition for the future.

## How are People Shaping our Services?

We welcome feedback from the individuals, families and carers who use our services and collect this at every level:

- at an individual level, children, young people, their families and adults who receive services are able to provide us with feedback as part of their Care and Support Plan, During 2016/17, we consulted individuals with Care and Support needs as part of preparing our [Population Assessment](#). You can see the findings from the responses we received throughout this report.
- at a service level, our internally and externally commissioned services collect compliments, comments and complaints and report these to us on a regular basis in

order for commissioners to discuss them with our service providers. We have continued to consult with individuals of all ages who use our services as part of developing our commissioning strategies.

- at a corporate level, we have thematic groups (called thematic fora) which include children, young people and adult representatives who are able to inform and shape how we develop our services. [Powys' Regional Partnership Board](#) was formed in 2016 as part of the requirements of the Social Services & Wellbeing (Wales) Act. Powys' Board has citizen and carer representation and during 2016/17, Powys Association of Voluntary Organisations (PAVO) has supported these individuals to ensure they are able to understand and contribute to the Board's work. This has given these individuals equity alongside other members of the Board so that they can share their views and experiences.

In addition to the above, we also consult individuals in Powys as part of specific projects – examples of these are shown below and throughout the report.

This year, [we asked young people](#) what they think about our services and what's important for their future – they rated how important they thought an area was and also rated how well they thought Powys was doing in each area. Powys' Regional Partnership Board will be using these findings during 2017/18 to help shape its Area Plan and similarly, the findings will also feed into Powys' Wellbeing Plan as it is also developed by Powys' Public Service Board.

During 2016/17, we consulted with the public about how we could change our day time activities for older people. This involved 23 meetings with individuals, their family members and carers, day centre staff, county councillors and partner organisations. Around 800 people took part in the various meetings with some 8,000 people taking part via a variety of methods. We were able to share the voice and views of everyone who made the effort to speak out and this helped to influence the proposals which were put forward to the Council's Cabinet for a decision. The Consultation Institute examined our consultation processes for this project and awarded the Council 'Best Practice' status for this project.

We have documented the story of one parent's negative experience of accessing support for her child with additional needs. This video has been called [Louise's Story](#) (you can access it by following the link and entering the password "Louise") and it has been shared across Children's Services staff, Powys Teaching Health Board staff and at our Regional Partnership Board development day. An outcome from this has resulted in an action plan across Powys County Council and Powys Teaching Health Board Children's Services to improve practice. Louise has let us know that things have improved for her family and that they have received the support they need but that the process to get this support still needs to be improved – we are continuing to work to address this via our action plan.

## **Promoting & Improving the Well-being of Those We Help**

This section of the report discusses how we have planned and delivered against each of the six quality standards of the Social Services & Well-being (Wales) Act 2014.

### **1 Working with people to define and co-produce personal well-being outcomes that people wish to achieve**

#### **Powys People Direct**

Under the Social Services & Well-being Act, we are required to provide information, advice and assistance to support people to maintain their well-being and make informed decisions. In order to do this, we created Powys People Direct in 2014/15 and Children's Services were

first to utilise Powys People Direct as the 'front door' into our service in October 2014, with Adults Social Care joining in April 2015.

Powys People Direct is a multi-disciplinary common point of access containing a professional mix of staff, social workers, re-ablement practitioners and staff from the third sector who all work with individuals to make informed decisions to support individuals' potential needs and if necessary, safeguard the individual. Community Connectors (formerly known as Third Sector Brokers) play an integral role in the provision of information, advice and assistance and link individuals to existing community based groups who can support individuals to remain independent.

We recognised that Powys People Direct needed to be improved and during the year, we adapted and amended the phone systems to manage the call demand better and reduce abandoned call rates, which have fallen by nearly a third in the second half of the year compared to the first six months of 2016/17. There was an average call waiting time for Adult Social Care of 3 minutes 51 seconds during March 2017 compared to an average waiting time of 4 minutes 22 seconds in March 2016. There has been an average call waiting time of 8 seconds in March 2017 for Children's Services which is an improvement from the average waiting time of 10 seconds in March 2016. Although we have made progress, we recognise that there is more work to be done to continue to improve Powys People Direct.

This year, the delivery of the Family Information Service to provide impartial information to parents, carers and families, has moved to Powys People Direct, ensuring that the public can have one point of contact to find their nearest childcare provider, request information about services in their area or to request support from social services.

The majority of adults (72% or 370 individuals) had had the **right information and advice when they needed it**. Of those who didn't, poor communication was cited by a sizeable group as being the main reason for this. Three quarters of young people (78% or 46 individuals) felt that they'd had the right information or advice when they needed it. Six young people (10%) said that they had not, however none of the comments received explained the reasons for this.

The vast majority (99.86%) of adults who have received support from the information, advice and assistance service (Powys People Direct) have not contacted the service again during the year. This is a new measure following the implementation of the Social Services & Well-being Act so we have no previous performance data for this measure.

We have commenced a review of our Emergency Duty Team which provides information, advice and assistance to children, young people and their families outside of normal office hours. We wanted to ensure that this service provides value for money whilst offering an effective and safe service for our individuals.

We have recommissioned our all-age [information, advice and support service for carers](#) which includes young carers & young adult carers during 2016/17. The new service began delivery on 1 August 2016 and can provide support specific to those who care for others.

Only 19% of carers (representing four individuals) said that they had received the right information or advice when they needed it. Eight individuals (38%) said this happened sometimes while 19% (four individuals) said this didn't happen. There were disparate reasons for the low score, including a lack of awareness of support available and changes of personnel making it difficult.

We have drafted a carers' information brochure to provide carers with a wide range of information and this will be published in 2017/18.

We have continued to use and promote [Info Engine](#), a website which enables service providers to upload details of their organisation so that the public can find out how to contact them. During 2016/17, we have transferred the information about childcare providers onto Dewis, the all-Wales information database. Information from Adult Social Care is being uploaded to Dewis and it is our intention to make it fully available to the public during 2017/18.

Many individuals in Powys were already familiar with Info Engine and during 2016/17 we have developed an interface between Dewis and Info Engine to ensure that information is regularly transferred between the two systems. This will mean that up-to-date information about services in Powys is available alongside other local authorities' information.

### **Prevention & Early Help Services**

There were four [Community Connectors](#) in post across the county during 2016/17 and these individuals have detailed knowledge of third sector services in Powys that could provide support to the public. These officers have a presence in Powys People Direct and also work with children, young people, their families and adults to support access to community services as well as working with the community to ensure that groups and activities are accessible. We are continuing to develop this service and hope to recruit to the remaining posts during 2017/18 to have nine of these officers in Powys. An example of the work of these officers is presented below:

A married couple were referred to our Community Connector service as the husband was not so steady on his feet and his wife had lost her sight suddenly through a stroke. The wife used to be a home economics teacher and prided herself on making healthy, nutritious food, often growing their own. The local meals on wheels scheme will not deliver down the track they live on outside the rural village.

A Red Cross Support at Home referral was made, to help get shopping and meals from village to door. This was successful, although the couple found the meals not to their taste. They started to experiment with meal preparation, with the husband as eyes and hands, and the wife as a guide to the process. Red Cross acted as positive encouragement and could also get any ingredients needed in town.

Red Cross was able to feedback that husband and wife now have a new system, for housework and cooking, with the husband being much more active, and the wife building up her confidence with her sensory loss and becoming more independent. Red Cross staff have remarked that both people feel more empowered and the positive encouragement for their progress has made a significant improvement to what could have been a very low time, after hospital discharge.

Powys Good Neighbour Scheme provides a 1:1 befriending support for older people with the aim of providing practical support, reducing isolation and promoting independence. The service has 92 active volunteers who helped to support 122 individuals across Powys. During the year, 100% of older people reported that they felt more supported within their community as a result of the volunteer support and 92% of volunteers reported that they have benefited from their volunteering experience. One example of their work is presented below:

A 95 year old lady who lives independently was referred to Powys Good Neighbour Scheme as she has very limited mobility, following a fall, and is therefore totally housebound. She has support and visits from her family whenever they can call in but there are a few days when she is very lonely. The days she spends alone are very long and throughout the winter she becomes very depressed.

A volunteer from the scheme was available on Thursday afternoons and was quite nervous as she had only just become a volunteer. The volunteer made two visits and the scheme



coordinator made calls to the volunteer and individual and found out they had very quickly bonded and had very long chats, having a lot of common interests. The visits have continued for over six months and the coordinator has reviewed the relationship with the individual's daughter-in-law who was so grateful that we had found a volunteer for her mother-in-law. She said the family had been requested not to call or visit on Thursdays, as that was the volunteer's day.

Children's Services has continued to provide prevention and early help services for children, young people and families in Powys. The two programmes below are Welsh Government funded programmes which are delivered in Powys:

- The [Flying Start Service](#) continues to operate within the most deprived areas of Powys. There were 762 children on Flying Start Health Visitors' caseloads and 5,191 face-to-face contacts have been made between Flying Start children and their Health Visitor / the wider health team during 2016/17.
- The [Families First programme](#) in Powys has delivered 17,355 contact points with individuals during 2016/17. The majority (84%) of cases (119/141) showed an improvement in at least one area of our 'distance travelled tool' between the start and end of their Team Around the Family intervention. A further 12 cases (9%) remained the same between the start and end of their TAF intervention and ten cases (7%) deteriorated. Of the cases where there wasn't an improvement, in four cases, the family or young person withdrew from the process and a further four cases were 'stepped up' to Children's Services to receive support at a higher level.

An independent review of Children's Services current prevention and early help programme was started in 2016/17 and this will help to inform how we recommission these services during 2017/18.

During 2017/18, Adult Social Care intends to build upon its current prevention and early help services further by building on existing models:

- We intend to carry out a 24 month pilot of a 24/7 floating support community warden service which will provide rapid response to lifeline alarms. This will be based on the successful Home Based Support model developed in Rhayader.
- The Council currently commissions a variety of third sector organisations to provide advocacy services to adults who need support. The support provided has been evaluated. As it varies, we are considering the need for tendering a single service during the forthcoming year in order to ensure a more consistent approach.

We have implemented a new care and wellbeing assessment in order to meet the requirements of the Social Services & Well-being Act. The assessment process supports the 'What Matters' principle to put the individual at the centre and is a strengths-based approach, focussing on sustainable outcomes and what the individual wants to and can achieve with the support of family, friends, community and where necessary, the Council.

The vast majority (86% or 442 individuals) of adults agreed that they were always treated with dignity and respect. Only 1% (five individuals) said that they were not consistently treated with dignity and respect.

A similar proportion of children and young people (88% or 53 individuals) said that they had been treated with respect. Four individuals (7%) said this was not the case with one comment saying that the Social Services team didn't listen.

The percentage of assessments completed for children within statutory timescales during 2016/17 was 95%, meeting our target of 95%. The implementation of the Social Services &

Well-being Act means that the way we record this measure has changed this year, so we cannot directly compared this to previous years' data.

Our staff have been trained in outcome based working and strength based assessment, including motivational interviewing. Cultural change continues to be at the forefront of service development. This ensures that we work with individuals and carers rather than 'doing to' them.

Adult Social Care is currently using a range of methods in different service areas. The Vanguard Method is being used in older people's service to support multi-disciplinary cultural changes. The 'progression' model in the disability service is focusing on transition and life planning independence. A golden thread running through all support is the need to embed an outcomes focused approach centring on 'what matters' principles and the embedding of outcomes focused care planning. Work is, therefore, currently being undertaken on systems transformation which includes ensuring multidisciplinary integrated asset based working and local area coordination principles across all areas.

An example of how the Vanguard Method can improve the response of outcomes for individuals is detailed below:

The Hospital Occupational Therapist had referred G to Social Services requesting an assessment for her to receive two care calls per day with two carers.

**Background:**

G lives with her son D (for whom she is a carer) in her own house in Brecon. Her daughter, A, has moved to Brecon on a temporary basis to assist her mother with care.

G has osteoarthritis which seriously affects her mobility. She is waiting for a knee replacement, an injection into her right hip and potentially a right hip replacement. G cannot walk at present. She is able to stand with the assistance of a walking frame, but is unable to step around and transfer to a different seat. Her reduced mobility has contributed to severe lower leg lymphoedema. This in turn has led to skin breakdown and infection which has prevented surgery.

G has spent ten weeks in Brecon Hospital since November 2016 because of her lymphoedema and skin breakdown and infection. Lack of leg elevation had been identified by the lymphoedema nurse specialist as contributing to her problems. However, G had been sleeping in her wheelchair or armchair.

G and A had also come into conflict with health professionals on a number of occasions over G's care.

G was referred to the Brecon Wellbeing Team in March as she had arranged her own discharge from hospital three days beforehand. B and H visited her at home for a 'what matters' conversation with G and A.

She was continuing to sleep in a wheelchair, although a specialist riser recliner chair had been ordered by the Occupational Therapist and this was due to be delivered to her home.

**What mattered to G was:**

- To get her legs better, she was despondent with the District Nursing service as she had to wait all day for their visit. She also felt that the District Nurses lacked specialist knowledge about her leg care. G would have liked a copy of her care plan that had been prepared by the Lymphoedema Specialist Nurse.

- To get out more, G now uses a motorised scooter and the Dial-a-Ride car, which her son is able to drive.
- To have a clear plan for the future with regard to orthopaedic surgery. G has been told that having lymphoedema would be a contraindication to surgery. She had been told that lymphoedema could be treated by one surgeon but this was contradicted by other professionals.
- G was keen to access hydrotherapy as she had been told this might be beneficial for both arthritis and lymphoedema.
- Continuity of care was also important and as such, G wished for the existing Occupational Therapist to maintain her involvement.

#### **What mattered to A was:**

- A clear plan for her mother's care and once this was in place, a break from caring for her mother.

#### **What we did for G:**

- We held conversations with G and her family about their strengths and what matters to them. The initial conversations were held to listen and understand what matters to G and her family.
- We linked with Leg Club and Lymphoedema Specialist Nurse regarding continuing management of her legs.
- Contact was made with the lymphoedema specialist team in Swansea to pose the questions about treatment of lymphoedema and contact was made with the Robert Joes and Agnes Hunt Orthopaedic Hospital in Oswestry to discover whether people with lymphoedema can undergo joint replacement surgery. It became clear that patients like G were operated on and that movement was the key to treating lymphoedema. G was referred onto Nevill Hall Hospital for hydrotherapy assessment.
- We also arranged to meet G at a venue of her choice, at her suggestion, as she didn't like to spend time at home.

Once G and A had this information they were able to focus on other aspects of family life, including looking at putting the house on the market and looking at a bungalow which would provide more suitable living accommodation for G and D. They didn't feel that help with care mattered to them and said they would come back to the Well-Being Team if they did feel this was needed

#### **What would have happened in the existing system:**

- It is likely that G would have gone home with a package of care due to recommendations from health professionals. If the care suggested had gone in place it is likely that this would have cost the Local Authority approximately £200 per week (assuming that G paid full contributions). Over the five weeks that we have worked with G this equates to a £1000 saving.
- Physiotherapy would have provided limited visits to make sure G maintained the status quo
- G and A would have continued to try and have answers to their questions about orthopaedic surgery. By not having answers to a number of their questions it is likely that G and A would have had further contact with 'the system' and come into further conflict with professionals.

We take into account the wishes and feelings of children and young people as part of their care and support plan and ensure we provide feedback and an explanation to the young person and their family if we can't accommodate their wishes.

Individuals are able to choose whether they would like to manage their own care via [a direct payment](#), where they receive the funding from us and can employ someone to support them. During 2016/17, 522 individuals opted for direct payments in Powys. We commissioned a service that individuals who receive direct payments can access to help them manage their account or to support them with the payroll. A total of 486 individuals open to Adult Social Care and 31 young people open to Children's Services opted to use this service to support them with administering their direct payments.

We have provided information to our service providers about the change in the Public Services Ombudsman Act 2005 which means that the Ombudsman is now able to consider complaints from individuals who have arranged and funded their own care.

Nearly three quarters (72%) of adults (370 individuals) said they had been actively involved in the decisions about how their care and support was provided. For many of those who didn't feel this always happened, this was explained by family members making decisions on their behalf, usually working alongside care providers. Only 5% (26 individuals) felt they were never consulted on these matters.

Similarly, three quarters (74%) of children and young people (44 individuals) said that their views about their care and support had been listened to. Six individuals (10%) said that this happened only part of the time and 12% (seven individuals) said that they felt that this was not the case.

Only 38% of carers (eight individuals) felt that they had been actively involved in decisions about how their support was provided. Three individuals (14%) felt this happened sometimes. Comments included having had to organise the support themselves, even though it was financed by the Council.

Telecare has been introduced in Powys with the aid of the Integrated Care Fund during 2016/17. A training and demonstration flat has been opened and training has been provided to a large number of practitioners and other stakeholders. Telecare is now being provided to individuals and is already giving positive outcomes. Examples of this are detailed below:

Ms T is an elderly lady who has multiple sclerosis, epilepsy and is registered blind. She is at high risk of falls. Ms T already had a telecare lifeline through our non-assessed careline service and we upgraded her basic pendant to an intelligent falls pendant. In the event of a fall, a call to the monitoring centre will automatically be generated and will no longer be reliant on Ms T having to manually trigger a call for assistance.

Mrs E is an elderly lady who suffers with episodes of psychotic depression. She was recently widowed and is struggling to cope by herself. In between periods of hospital admission an hour a day from the re-ablement service was awarded but this failed to prevent further hospital admission. The son was the main carer who lived close by and did not want a home care package as he felt this would make his Mother dependent. A telephone with pendant alarm and Canary monitoring package was installed with no re-ablement or home care being provided. The son was able to keep a close eye on his Mother and both felt reassured that help could be summoned in the event of an emergency.

Mrs E's son stated:

'The Canary system was fantastic. I could keep an eye on Mum's movements and use that knowledge to inform the community psychiatric nurse of what was going on when she was by herself. I was much less anxious having the ability to log into the system and see that Mum was OK'.

We are planning to provide 'wellbeing calls' via telephone to individuals who may need daily reassurance or prompts and reminders about specific things in the future. These would be similar to the story below:

Mr D is an elderly gentleman who lives alone. He recently had a stroke and the stairs in his cottage are steep. He has a tendency to forget to take his medication and suffers with diabetes. He is at high risk of falls. We installed a Lifeline that is able to issue medication reminders along with a falls pendant. Now if Mr D does not acknowledge his medication reminders, the monitoring centre will notify his niece who is able to respond accordingly.

During the year, we have recommissioned advocacy services for children with a care and support plan during 2016/17 on behalf of the Mid & West Wales region. The new services include the delivery of the Active Offer and continue to ensure support for the local Junior Safeguarding Boards in each of the four member local authority areas. Powys' Head of Children's Services is the Regional Advocacy lead for these four authorities. The new service became operational in October 2016 and 104 children and young people have accessed its services. One of the stories of how advocacy has helped a young person from Powys is presented below:

Callum, a boy of 14, had been placed on the Child Protection Register for neglect. A stipulation from the Child Protection Plan was that Callum should not be left alone at any time. Callum wanted advocacy to help him challenge this part of the plan. He told his advocate the reason given to him was that social workers were claiming he had a 'low mental age' which he denied emphatically.

The advocate visited Callum to listen to his views. Initially his mother sat in at his request, but later the advocate saw him on his own. Callum has always been able to express himself very well verbally and the advocate took down his views about what was happening in his life.

The advocate built up a good relationship with Callum and felt able to channel his views. During the time, Callum's social worker changed and the advocate contacted the new social worker and put forward Callum's views once more. The new social worker made an unannounced visit and she formed a different opinion of the situation, expressing her view to the advocate that she saw no obvious reason why Callum was on the register.

The social worker removed the constraint that Callum should not be left alone. A Core Group Meeting was arranged with a view to rethinking the Child Protection Plan. Callum is feeling less angry about Social Services and is not so frustrated. He was grateful for the persistence of the advocate in representing his wishes.

Three quarters of adults (75% or 386 individuals) knew who to contact about their care and support. Of those who didn't – or were unsure – the majority could contact a family member for help. However, there were some who experienced difficulty in contacting someone about their care and support.

The majority of children and young people (78% or 47 individuals) said that they knew who to speak to regarding their care and support. Five individuals (9%) said they didn't know who to speak to.

We have been continuing to prepare for the implementation of the Wales Community Care Information Service (WCCIS) during the year. We were originally due to start using this new system in November 2016 but data protection issues meant that we could not 'go live' with the new system until these were resolved. We anticipate that we will start using the new database in early 2017/18 across Powys County Council and Powys Teaching Health Board. The system will allow us to share relevant information better.

In last year's report, we referenced our continued work to improve domiciliary care in the county. During the year, domiciliary care has been provided through a mixture of both in-house and procured domiciliary care provision. The in-house service provides approximately 9% of the market and the rest of the market is provided through a mixture of a commissioned framework and spot contracts.

The number of people receiving domiciliary care and the hours of care provided have reduced over the past year. More than a quarter of the care provided is in rural areas. There are differences in the amount of time it takes for domiciliary care to be provided following approval. During 2016/17 in the north of the county (Montgomeryshire), it took on average 15 days for care to commence, while it takes over 26 days in the south of county (Radnorshire and Brecknockshire).

The average age of individuals receiving domiciliary care is 79 and the average care package is 14 hours per week. We intend to re-commission the domiciliary care service in 2018 and work is already underway in preparing for this.

When a young person known to Children's Services is likely to require care and support from Adult Social Care, we ensure that we start the planning for this from the young person's 14th birthday. This includes the sharing of relevant information to ensure a seamless process across social care, health and education services.

We have worked with our partners in Powys Teaching Health Board, as well as other relevant partners, to develop and agree joint commissioning strategies for the following areas:

- [Learning Disabilities](#)
- [Older People](#)
- [Carers](#)
- [Substance Misuse](#)
- Assistive Technology

These strategies have enabled us to commission services which provide support as seamlessly as possible. We are continuing to work with our partners to develop joint commissioning strategies for Physical Disabilities / Sensory Impairment and Domiciliary Care.

Areas for improvement still remain around having correct and up to date data and performance information, making accurate information problematic when planning future needs. Heads of Service continue to work in partnership with the Business Intelligence Unit in order to ensure that information collected is accurate, up to date, compliant with the Social Services & Wellbeing Act and ensures that services managers are enabled to make informed decisions and address performance where necessary.

Four out of five adults (81% or 416 individuals) stated that they were happy with the care and support that they received. Of those who felt otherwise, a large proportion were dissatisfied due to a lack of continuity with carers.

A similar proportion of children and young people (83% or 50 individuals) said that they were happy with the care and support they had had. Comments received related to either specific officers or anxiety when the child's mother was involved.

We have a co-located team in Ystradgynlais of social workers from Adult Social Care, district nurses, occupational therapists, physiotherapists who have stronger links with the GPs. An Administrator within Business Support won the Integration Award in Powys County Council's Staff Awards in 2016 – the member of staff had pro-actively volunteered to move her working base to help make connections successfully and support the team.

Minister for Social Services and Public Health, Rebecca Evans, visited the team in January 2017 and commented: *"It was good to see integrated health and social care in action at Ystradgynlais Community Hospital. Through bringing multiple services together under one roof, the team is providing local people with tailor made, joined-up care."*

An example of the work this team carries out is below:

An individual was referred to the team after the district nursing team had visited a lady who was suffering from acute kidney failure. This individual required help to take extra fluids subcutaneously overnight, as she was unable to intake the appropriate fluids orally. When the district nursing team visited the individual they were able to get the full picture; she had become reclusive and did not leave her house. The individual was also hoarding lots of rubbish that was a risk to herself and whoever entered her flat. The flat was in a poor state and she was clearly not coping.

After conversation within the Integrated Team, it was clear that the individual required input from not only the district nursing team, but also further support from the Re-ablement team to ensure that she was meeting her own needs. They could further assess her as she made progress over the following couple of weeks. We worked with the individual and within 2 weeks the Re-ablement team was able to look at removing their services as the lady had improved considerably. Various other team members have been engaged over the past 3 weeks (physiotherapists, occupational therapists, a social worker, Third Sector and Community Connector) and the individual is now sees the value of keeping her flat in a cleaner state so that it does not put her at risk.

The individual is now leaving her flat and attending a 6-week programme at the day hospital. The individual is visiting leg club once a week and the Community Connector is introducing her to a voluntary knitting group which she enjoys immensely. This is a really good outcome for a lady who was destined for a hospital admission, which was avoided with a much better outcome achieved overall.

Our longer term aim is to ensure a single co-ordinated team that will work to one care plan which will reduce duplication and improve efficiency. A shared single assessment and record will help ensure the individual does not have to repeat their story and can receive multiple input from a range of different professionals and agencies. Using the Vanguard Methodology Adult Social Care will work with Powys Teaching Health Board in order to develop a fully integrated multidisciplinary team in Brecon during 2017/18.

We are considering potential developments with Powys Teaching Health Board which will lead to pooled funds for care homes and joint brokerage functions.

Within the disability service, Alder Advice has been working with staff across both Powys Teaching Health Board and Powys County Council on embedding the progression model which focuses on a revised assessment process. This is supporting further work in the 'Return

to Home 'project which will see a number of individuals returning to provisions within the county. We are also exploring further opportunities to embed the 'progression model' in mental health services and to further our integration options.

W has learning disabilities and had lived in Cardiff in residential care for many years where he missed his home town and especially his family with whom he has a close relationship. W has been supported through the project to move into a supported tenancy with the right support and he is now able to get out into the community he has known from childhood and even pop home to see his mum for tea whenever he likes. Having lived in a big residential care property for many years, W is enjoying lots of the small things involved in having his own home and being part of his local community.

When asked what W likes about being back in Ystradgynlais he replied:

"my new home. I like Merlins (local café). I have a new Blue Ray Player in my room. I am going for Christmas lunch on Friday to The Ynyscedwyn Arms (local pub). I do the hoovering because I like it and it keeps my house clean. I have my own bedroom".

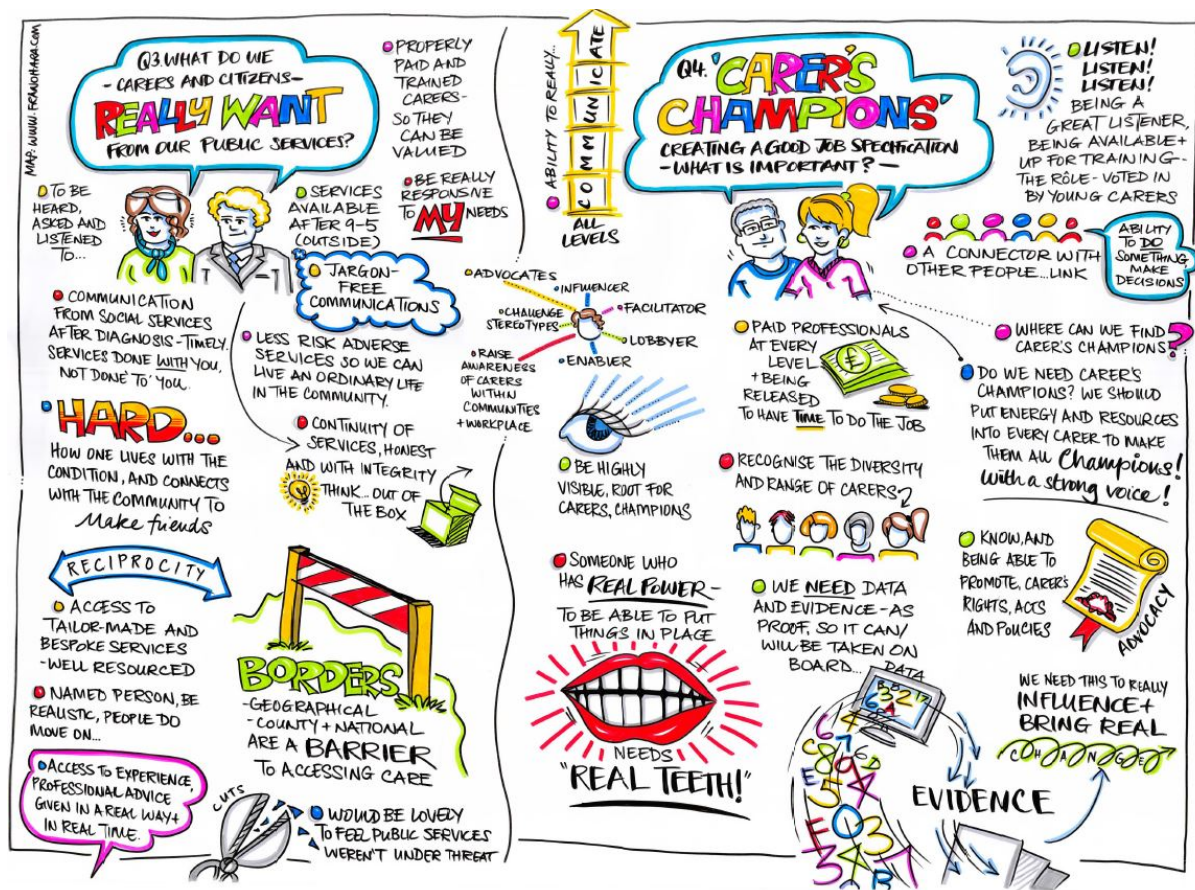
W's social worker added:

"I'm happy to see a local young man back within his home community and thriving, accessing local facilities being supported by staff who are familiar with the area. W talks about the house as being 'home' and was pleased to show me his Christmas tree. This is such a positive outcome for W, it's why I went into social work and what makes it worthwhile."

We recognise that there has been a low uptake of carers' assessments during the year and we are continuing to work to increase this.

A Carers Champion Network event, chaired by "A", who has been a carer since the age of 5 years, took place in February 2017. The aim of the event, which was well attended, was to shape the role of a Carers' Champion. The following graphic gives an insight into conversations on the day.





CSSIW carried out a thematic inspection of services for carers (including young carers) during the year. The findings of this inspection will be published in 2017/18.

P lives with her daughter and son-in-law. She has reached end stage cardiac failure, spending her time either in bed or in a reclined armchair. The family provide all the care. Her daughter provides the personal care. There was a profiling bed in place and a static commode. When referring the District Nurse explained that the family were having great problems with moving and handling as P was no longer able to weight bear. The daughter was using a towel under P as a means to help move her up the bed.

Equipment provided – 4-way glide system, wedge, mobile commode, Quick Move

Care hours – family continued to care for P

Outcomes – daughter was able to care for her mother with much more ease, not needing to call on her husband at inappropriate times re personal care. The wedge was found to be really helpful “as another pair of hands”. P felt more comfortable as her bed position can be easily adjusted. P also felt less of a burden on her daughter. Removed risk of skin sheering.

Social workers provide information about charging arrangements and where necessary refer to our Awards Team. A letter or phone call with the individual or their representative then follows in order to assess whether the individual is required to pay for their care in line with Parts 4 and 5 of Social Services & Wellbeing Act. In some cases, a face-to-face visit between the individual and an Awards & Support Officer helps to gather the relevant information.

When funding is agreed, we provide individuals with a leaflet detailing what services we offer, what will happen if they can't afford to pay the charge and how the means-testing process works.

We have a specialised [Money Advice Team](#) who can provide support with getting online, budgeting advice, debt advice and income maximisation in order to support individuals.

We publish information on the Council's website and individuals can find out about the costs of our services on the same page as our [electronic referral form](#).

## **2 Working with people and partners to protect and promote people's physical and mental health and emotional well-being**

Adult Social Care works with our leisure services provider, Freedom Leisure, and Public Health Wales, to improve the health and wellbeing of referred patients aged 16 and over who are at risk of chronic disease via the National Exercise Referral Scheme. During the year, a total of 17,140 sessions were attended by individuals which is a 30% increase against the previous year.

Within Children's Services, we commission the Fresh programme which is delivered by Freedom Leisure. Fresh helps overweight children aged 5 – 13 learn how to stay trim and healthy the natural way. The ten-week after-school programme supports and educates children and their parents/carers to overcome their unhealthy habits and weight issues and other associated physical and psychological problems via healthy eating and learn how to enjoy physical activity. During 2016/17, 132 children and 237 parents have attended the programme. Of those who responded, 93% evaluated the Fresh programme as a positive experience. There was an average Body Mass Index reduction of 0.85kg/m<sup>2</sup> in the participants completing the programme.

The percentage of children seen by a registered dentist within three months of becoming 'looked after' was 60.0%. We are working closely with partners to improve this.

The percentage of 'looked after' children registered with a GP was 68.6% and as above, we are working closely with partners to improve this.

We work with partners within and outside the Council to support individuals to live healthily. One example is the [volunteers that work with our Countryside Services](#) to maintain Powys' rights of way – a total of 94 individuals have volunteered to support rights of way in Powys, with 22 individuals aged 50-64 years old and 61 individuals aged 65+ years, of which three are aged 81. This project won the Large Team of the Year Award in the Council's 2016 Staff Awards due to the partnership between Countryside Services and the volunteers themselves.

During the year, 13 communities in Powys have been working towards becoming dementia-friendly communities, with 632 participants attending Dementia Friends information and awareness sessions.

Sue and Sandi moved to Powys 12 months ago to live near family members. Their decision was partly based on the experiences they'd had in visiting Brecon and encountering it as a dementia friendly community. They had found the whole community to be welcoming and understanding to a level they had not experienced before, and were genuinely impressed at how shops and businesses had embraced the concept and were making efforts to support them.

Since moving to Brecon, Sue and Sandi have become active in giving their voices to express their views and needs, Sue as a person directly affected by dementia and Sandi as a carer. Dementia Matters in Powys [has recorded](#) Sue giving her views on dementia.

To become dementia friendly, a huge amount of work has been undertaken with local businesses, statutory agencies and cross generational activity with local schools. Local mental health resource centres are expanding their work with people with dementia including hosting memory clinics, singing for life and memory cafés.

Day services for people of working age who have disabilities are varied in nature with a mix of in-house and third sector providers, including social enterprises, which provide both daytime activities, workshops, and employment and training opportunities. Following consultation this year, work is ongoing to reorganise the services in partnership with providers locally in order to ensure more individualised and outcome based provision for individuals.

Children's Services continues to commission a blended online and face-to-face counselling service for young people in Powys. The blended service is delivered by Xenzone and young people can access the online service 24/7 and also request a face-to-face appointment through the [online counselling website](#). During the year, 570 individuals have signed up to the online service and 515 individuals have been referred to the face-to-face service. In 2016/17, 132 young people recorded a clinical improvement in their emotional health & well-being and a further 70 recorded a reliable improvement after using our counselling services.

We have seen increased demand for our counselling service for young people during the second half of 2016/17 which resulted in more young people having to wait for an appointment to see a counsellor than usual. We were able to make some additional funding available to shorten the wait but we recognise that this service may continue to see increased demand. We will consider how we can best meet the mental health and emotional well-being needs of children and young people as part of our recommissioning of prevention and early intervention services during 2017/18.

[Re-ablement](#) in Powys' Adult Social Care is led by therapists (both occupational therapists and physiotherapists) and is provided for up to six weeks in order to support people to regain their independence as much as possible. The service continues to be successful in maintaining and regaining independence and of 248 referrals to the service during 2016/17, 146 individuals were left with no-going or reduced support as a result of the re-ablement they have received. Our Re-ablement Service was inspected by CSSIW during the year and the feedback received was positive.

[The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over in 2016/17 was 8.13 and has continued to improve from a rate of 15.56 in 2014/15 and 11.24 in 2015/16.](#)

[The percentage of adults who completed a period of re-ablement during 2016/17 and:](#)

- [have a reduced package of care and support six months later was 7.87%](#)
- [no package of care six months later was 47.69%](#)

[The average age of adults entering residential care homes was 81.1 years old during 2016/17. This is a new measure following the implementation of the Social Services & Well-being Act so we have no previous performance data for this measure.](#)

The service can experience problems if there are capacity issues within the domiciliary care market. We are ensuring that we take this into account as part of our planning for new domiciliary care commissioning. One example of the work of this service is below:

Mrs W was referred to the Re-ablement team – she lives alone, had fallen and broken her shoulder. The team supported her with personal care and with preparing meals three times per day for six weeks. By encouraging Mrs W to complete her exercises, showing techniques and using aids she is now independent with both tasks. On completion of the six weeks, Mrs W had no input from any service.

We have commenced our strategic review of Golwg y Bannau / Camlas, our purpose built residential and short break children's home in Brecon and will finalise this during 2017/18.

### **3 Protecting and safeguarding people from abuse, neglect or harm**

The Council has a designated safeguarding unit embedded within Powys People Direct. The team works closely with contact officers and other teams across the Council to embed the 'everybody's business model', and also the duty to enquire. The team is made up from a number of professional backgrounds; social work, nursing and the police and provides an end-to-end function around Adult Social Care safeguarding. Members of the public are able to make a safeguarding referral for an adult via our [online referral form](#) and professionals can also refer via [our multiagency referral form](#).

Where a Safeguarding enquiry remains integral to the rest of the individuals' well-being outcomes. Once the Safeguarding Enquiry is completed, any ongoing Care & Support Needs are continued to be reviewed and responded to by the appropriate local teams.

The percentage of adult protection enquiries completed within statutory timescales was 27.46%. We recognise that this needs to improve although the complex nature of some safeguarding enquiries often requires multiagency working which can take longer. Where an enquiry takes longer than 7 days, we are required to record the reason for this.

During the year, we have removed the risk or reduced the risk for 205 individuals. For three Adult Safeguarding Enquiries, the risk remains. Individuals have the right to refuse to participate within their Safeguarding enquiry process if they so wish. A total of 10 individuals refused to participate in actions identified by a safeguarding enquiry within Adult Social Care. Each of these cases is managed on an individual basis working in conjunction with other agencies, for example, Powys Teaching Health Board and Kaleidoscope, our substance misuse service provider, to minimise the risk where we are able to.

We capture the views, wishes and feelings of the individual subject to the Safeguarding enquiry at the point of referral. If the individual does not have capacity to provide this themselves, then we look to an appropriate person to support them to do this. If this is not possible, we would look towards independent advocacy to support the individual.

We monitor the recording of views, wishes and feelings of individuals as part of our Quality Assurance Framework to ensure that the individual is at the centre of the process.

Powys' Adult Safeguarding Team was inspected by CSSIW during the year and its findings will be published in 2017/18.

Our [Shared Lives Scheme](#) has enabled vulnerable adults to choose where and with whom they live. Two of the carers who provide support for vulnerable adults have shared their feedback about the Scheme and you can find out more about [Diane's](#) and [Mandy's](#) stories. The Scheme was [inspected](#) by CSSIW during 2016/17 and the feedback was positive.

Children's Services remains a key partner within the regional safeguarding board for Mid & West Wales, CYSUR and also a key participant in the cross-cutting agenda (children's and adults) within the regional safeguarding board. We have Powys multi agency Local Operational Group (PLOG) which meets quarterly. Under CYSUR sits a Training, Policies & Procedures and a continuum of need subgroup and Powys is represented in all of these subgroups which make regional safeguarding policy and procedural decisions which are implemented locally across the region. During 2016/17, there have been no child practice reviews in Powys.

In line with the national picture, we have seen an increasing child protection referral trend over the past few years, with 436 child protection referrals received in 2016/17. We are investigating this trend and reviewing through a range of measures including working with CYSUR on clarifying levels of needs to inform the actions moving forward. This will ensure that we provide a service that safeguards children with the intention to continually review the rationale for those children on the child protection register.

Emotional abuse continues to be the highest category of registration, followed by neglect and these two factors are often closely linked. In the final six months of 2016/17, we have seen a decrease in the number of children registered under emotional abuse and an increase in the number being registered under the category of neglect. We will undertake an audit to further investigate the shift between categories.

The percentage of re-registrations of children on local authority child protection registers was 3.85%. This has reduced from 4.3% in 2015/16 and remains below our target of 10%.

The average length of time for all children who were on the child protection register during the year was 200.82 days. The average days spent on the register has increased due to a long standing registration with two sibling groups. The complex needs of the four children required ongoing multiagency support to attempt to keep them with their family. De-registration and permanence has now been achieved for them. We now have a flag in place to let us know when a child has been on the child protection register for more than 12 months.

In 2017/18 the opportunities to integrate the capacity and function with both Children's Services and Powys Teaching Health Board will be explored.

Three quarters of adults (75% or 386 individuals) said that they **felt safe**. Of those who did not, a large majority were concerned about the possibility of falling and not being able to call for help. Other comments focussed on crime and anti-social behaviour.

The vast majority of children and young people (90% or 54 individuals) said that they felt safe. Only one young person (2%) said that they never felt safe with a comment referring to the meanness of other children.

Three in five carers (62% or 13 individuals) said that they felt safe. Of the rest who gave an answer, they felt this was the case some of the time. No one said No to this question. Comments received referred to fear of not being able to access help in an emergency and a fear of falling.

The Deprivation of Liberty (DoLS) is also an integrated service within Powys and combines funding from Powys Teaching Health Board and the Council to deliver on duties as set out in legislation. The team is a combination of Best Interests Assessors and administrative support from both health and social care.

## 4 Encouraging and supporting people to learn, develop and participate in society

Powys is fortunate to have a large number of community based, third sector services which support individuals to access the services that are important to them. The 'what matters' conversation is built into our assessment process within both Children's Services and Adult Social Care.

Powys People Direct made a referral to a Community Connector for an individual who wished to obtain emotional support due to recent changes in their life. When the Community Connector spoke with the individual about what mattered to them, the individual said she was struggling to attend important health appointments. She felt she was a burden on her daughter who was trying to support her. The individual explained that she was subject to harassment in her community and the police had been involved on a number of occasions. This had caused her confidence to plummet and she was becoming more isolated in her home, also risking her health as she was not attending the vital health appointments. The family relationships were becoming strained. What mattered to the individual was that she was able to access support so she wouldn't have to call upon her daughter so often. She said "I want my daughter to just be my daughter. I don't want to ask her for help all the time. I want to get my confidence back and be the person I want to be".

A phone call was made to the Community Connector by a close relative of the individual. The relative explained that she had seen the individual, who was very upset and had asked her to make contact with the Community Connector because "She is the only person who listens to me and doesn't judge me". The relative explained that the individual had no credit on their phone to call themselves.

The Community Connector called the individual. The individual had managed to attend an appointment but for her it had gone very wrong. She was deeply distressed and crying uncontrollably. The individual confided in the Connector and after some time they agreed to seek support from the community mental health team. An adult safeguarding referral was made with the individual's agreement. The individual was provided with the number for the Samaritans Freephone number in case the need arose for support again. A further referral was made to Hafan Cymru for emotional support who agreed to meet with the individual and support them in confidence building and other issues. The Connector kept in contact with the individual throughout the period to update them with the referral for support and to ensure that the individual was obtaining the support from statutory services that she needed at that time.

The immediate intervention from the Community Connector enabled the individual to access rapid emotional support. The individual stated "Thank you, thank you, thank you. You have listened to me and saved me from myself and my innermost demons. I really can't thank you enough. You have supported me and removed that level of burden from my daughter and that in itself is of great comfort to me".

Around half of adults (52% or 267 individuals) felt that they could **do things which were important to them**. 44% (226 individuals) said they couldn't, or could do so only some of the time. Health and mobility issues were raised as being the main limiting factors.

A larger proportion of children and young people (69% or 41 individuals) felt that they can do the things they like to do. The remaining respondents felt that this was the case only part of the time, with parents and time cited as barriers.

A third of carers (33% or seven individuals) felt that they can do things that are important to them, with 24% (five individuals) saying this only applied to part of the time. Three carers

A lot, I think I would have been permanently excluded if it weren't for the intervention as well as support from school."

(15%) said that they couldn't. One comment related to ensuring the day centres remained open while others said that their caring duties were a barrier.

Percentage of children with care and support needs achieving the core subject indicator at key stage 2 was 33.33% and was 13.64% at key stage 4. This is a new measure following the implementation of the Social Services & Well-being Act so we have no previous performance data for this measure.

Percentage of 'looked after' children who, during the year to 31st March have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements was 21.2%, which is an increase from 16.4% in 2015/16.

Kyle was previously known to Children's Services. There were behavioural issues & concerns, anti-social behaviour and at risk of offending behaviour which were putting Kyle at risk of permanent exclusion from his school. Kyle had previously worked with the School Nurse and the school felt that a positive male role model was needed. It was highlighted that Kyle had positive family relationships, a supportive family and that behaviour was thought to be better at home.

Kyle was allocated a male worker from our Youth Intervention Service team. Initially Kyle engaged well with the one to one support offered by the worker but it became difficult to maintain regular appointments. After an initial improvement, Kyle's behaviour became worse and he had two external exclusions within a month and the school were looking at a managed move. The work continued and worked on self-image, behaviour, emotions and consequences of actions plus exploring activities available outside of school.

Kyle's final plan described an improvement in behaviour in school to the point where he was off report card. Kyle was said to be engaging in activities in and out of school – rugby and basketball. The worker completed all the work he set out to do and addressed additional factors such as revision techniques and getting Kyle involved in 5 x 60 activities in school. Kyle agreed that his case could be closed as he felt he didn't need our support anymore.

Kyle's feedback to the question "Did we help?" from his final plan was:

As we have detailed above, we are developing our prevention and early help model to support individuals to be active members of their communities. One of the ways we help individuals to support one another is via our [Befriending Services](#) as illustrated by the examples below:

E was referred to Powys Befriending Service by her GP from the local Health Centre almost 12 months ago. She had recently lost her husband and was feeling very isolated, she has family who live away but are in contact with her on a regular basis.

E signed up to the groups and was eager to join in as soon as possible. She attended a lunch club as her first session and was delighted to meet so many people. E has since joined in many other activities and has become a member of the local Dial a Ride. During the conversation at one of the lunches E realised that a friend she hadn't seen for some time was

still resident in Crickhowell and was also a member of Dial a Ride. Since then E has caught up with her friend and they both attend lunch club and keep in contact by telephone now. We have played a very small part in reuniting the friends and also in enabling them both to get out to social events.

The Befriending Service is supported by volunteers and one of their stories is below:

A male, aged 81, bereaved last summer contacted Powys Befriending Service to find out more about the service. The coordinator met the individual to discuss the options and he chose to become a volunteer with particular interest in helping run groups. He could have so easily have become a client of the service as he described himself as lonely and isolated and felt he was slipping into depression. The coordinator and the individual felt he could offer more and gain what he needed by becoming a volunteer. So he joined us as a Volunteer and he now assists another Volunteer in supporting the Whine & Dine group that was launched in November. This group now has nine people signed up for it and this volunteer who still drives collects people to ensure they are able to attend the group wherever it is meeting to have lunch (different places each time). He is a chatty sociable person and the Coordinator has seen him grow in confidence since the group began. He takes an interest in those that he collects and has visited one or two outside the fortnightly lunches and is alert to any issues that he believes the client may have which is really helpful. He clearly derives a great deal of pleasure with being active and involved in other people's lives in such a positive manner and he feels that being a volunteer with Powys Befrienders has "saved his life" at such a difficult time for him.

We are continuing to develop this approach to change our practice so that we can deliver the Social Services & Wellbeing Act. Our partnerships with Powys Teaching Health Board and the third sector will be crucial in supporting us with this work.

- 80% of adult respondents (411 individuals) said they were happy with the support they receive from family, friends and neighbours. Of those who felt otherwise, most said they lacked sufficient or reliable support from people other than (paid) carers or other services.
- 86% of children and young people (52 individuals) said they were happy with their family, friends and neighbours. Three young people (5%) said that this was not true for them with comments received relating to the 'meanness' of others.

## **5 Supporting people to develop safely and to maintain healthy domestic, family and personal relationships**

We have continued to support individuals to maintain the relationships that matter to them. The case study below was referred to our [Youth Justice Service](#):

The male offender (aged 14 years old at the time) and the 12 year old victim had been girlfriend and boyfriend and had had sex five times. The victim then confided in a friend that she was having sex with her boyfriend and the friend disclosed this to a youth worker. This was then reported.

The young offender was a young man who said he had no idea that it was an illegal act to have sex at the age of 14. He was being home educated by his mother and so therefore had not access to sex education. The victim said she was aware that it was illegal but did not want to hurt her boyfriend so willingly went along with it. The victim suffered from her peers as other young people felt she had reported the offender and got him into trouble. She was ostracised



at school and within her local community. Neither of these two young people had spoken to each other as they were adhering to the bail conditions.

The young offender had asked to attend the local school but the school was unsure as to how this would affect the victim and the safety of other young people in the school. The Restorative Approaches Coordinator from our Youth Justice Service was asked to seek the views of the victim on the offender joining her school. This was done and the victim was happy with this but said she would prefer this to happen after they had met and sorted things out.

The Restorative Approaches Coordinator visited each of the young people and they agreed that they would both like to attend a face to face meeting to talk through what had happened and to establish how they felt and to come to an agreement on a way forward. An assessment and preparation session was done with both young people. The mother of the offender was also assessed and prepared for the meeting as was his father. The mother of the victim was also prepared and assessed.

The face to face meeting with the two young people and the families was held and everyone was able to have their say as to what happened and how each was affected. The victim was able to explain how this offence had come to the attention of the authorities. She was also able to say how she felt and the effect her peers were having on her life. The offender apologised that he had done wrong but explained he really did not know that it had been an illegal thing to do.

The following agreement was agreed:

- To be able to have a normal teenaged friendship
- No further sexual activity while either were under the legal age
- The offender agreed that he would speak to peers and try to cool things out for the victim.

With the permission of both parties the contact agreement was passed onto the school along with the victim's views that she was happy to have the offender in the school. At the review meeting everyone was very happy with the outcome of the meeting and felt it had helped to move things forward. They evaluated the session as very satisfactory.

The offender has now joined the school and is integrating well. The two young people are able to meet and even hang out in the same peer group although the victim confided she now had another boyfriend but would not be having sex. The offender stuck to his word and eased the way for the victim to be accepted back with her peers. The offender is working well with his case officer to explore his offending behaviour and to educate him on sexual issues.

Two thirds of adults (66% or 339 individuals) felt that they were **part of the community**, while 27% (or 139 individuals) disagreed or felt this only some of the time. Isolation was identified as the key reason for this. A smaller group identified personal safety for not feeling part of the community, with reasons ranging from harassment to anti-social behaviour, particularly from young people.

A larger proportion of children and young people (84% or 432 individuals) felt that they belonged in the area where they live. 62 individuals (12%) felt that this was sometimes the case. Responses otherwise related to moving to a new home or a lack of other children in the area.

The percentage of children supported to remain living with their family was 73.9% during 2016/17. This is a new measure following the implementation of the Social Services & Well-being Act so we have no previous performance data for this measure.

The percentage of 'looked after' children who returned home from care during the year was 15.3% during 2016/17. Again, this is a new measure following the implementation of the Social Services & Well-being Act so we have no previous performance data for this measure.

The percentage of 'looked after' children on 31st March who have had three or more placements during the year was 13.5%. During the year 22 children had three or more placements. There was evidence of stability whereby 66% of the cohort have remained in their first placement / placement they were in at the beginning of the year. Some children have had more than three placements due to care planning activity to try and keep the children with the family, such as a mother and baby placement.

This year, we have focussed our work to strengthen how we support those who experience domestic abuse. We have finalised and published our Joint Commissioning Strategy for Domestic Abuse in Powys. The new strategy has provided a more coordinated pathway for victims of domestic abuse in Powys.

We have developed our new service specifications for domestic abuse support and tested these with a range of stakeholders to ensure that they are appropriate. We held a 'Meet the Buyer' event with good attendance from potential service providers and began the tendering process for new domestic abuse services in late March 2017. The new services will begin delivery on 1 October 2017. During the year, a total of 59 women, 17 men and 26 children have been supported by the refuges in Powys. Our commissioned Independent Domestic Violence Advisor service has opened 310 cases in 2016/17 and a total of 126 cases open to this service reported significant decreases in the individual's risk levels on closure of the case.

We have appointed a Violence Against Women Domestic Abuse & Sexual Violence (VAWDA SV) Strategic Commissioning Manager to help to deliver the new requirements of the VAWDA SV Act. As part of this role, we have held an event to launch the White Ribbon campaign in Powys, where males pledge to work to end male violence against women. Approximately 50 individuals attended. We have also promoted Level One Awareness eLearning Training in relation to the VAWDA SV Act and approximately 1,200 members of staff within the Council have completed the training in 2016/17. We will continue to build on this and implement further the requirements of the VAWDA SV Act during 2017/18.

Our [Integrated Family Support Team](#) which works with adults with a drink or drug problem to support them to keep their children safe and stay together as a family is presented below:

B (age 7) lived with her Mother until her Mother was found drunk in charge of B by police and arrested for neglect. A Section 47 investigation concluded that Mother was regularly drinking alcohol heavily, experienced poor mental health (i.e. anxiety / depression / overdoses) and as a consequence was considered unable to provide safe and consistent care for B.

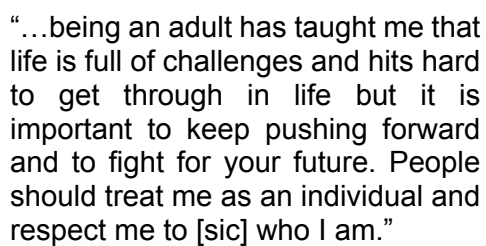
B's father had maintained regular contact with B and an amicable relationship with Mother. B moved to live with Father and maintained contact with Mother through supervised contact. Mother initially engaged with the Integrated Family Support Team (IFST) intervention with the aim of achieving some control over her drinking to allow some unsupervised contact between herself and B. However, during the course of the intervention Mother recognised and accepted that she was dependent on alcohol, clearly identifying that her dependence on alcohol had developed as a 'coping strategy'. Mother recognised that being abstinent from alcohol was the only way she was able to achieve control of her life again.

Mother attended and engaged meaningfully with all scheduled appointments; IFST, Kaleidoscope (our substance misuse provider) and with Hafan Cymru (a mental health support

service) and begun to learn and employ healthier coping strategies to help her manage her alcohol use and anxiety / depression issues. Mother began talking more openly to family and friends about matters, accessing support from them also. Mother planned with Kaleidoscope for home detox and successfully undertook this early on in Phase 2 of the IFST intervention.

Mother and B began unsupervised contact following the first review and overnight stays for B began taking place shortly after. Mother continues to access support from Kaleidoscope, other agencies and family as per IFST Family Maintenance plan and the case was closed to our IFST team following the six month review meeting in November 2016.

Members of our Junior Corporate Parenting Board have provided us with feedback about what they thought their journey should look like if they need care and support. Some of their feedback is presented below and helped to inform our social workers' practice.



"...being an adult has taught me that life is full of challenges and hits hard to get through in life but it is important to keep pushing forward and to fight for your future. People should treat me as an individual and respect me to [sic] who I am."

During the year, a letter about participating in our Junior Corporate Parenting Board was sent to a young person and viewed by another family member. This resulted in a complaint to us and we now ensure that team managers review letters about participation so that they are only sent to young people in appropriate circumstances.

There was only one question asked of parents in their survey. This asked if they had been actively involved in all decisions about how their child/ren's care and support was provided and 17 individuals (62%) said that they had. A third (33% or nine individuals) said that this had only partially happened. Of those that felt that they were not involved, or only partially, the main issues were that they felt they weren't listened to by Social Care or other bodies or that decisions were taken without prior consultation with them. Issues of poor communication were also highlighted.

Only five carers (23%) said they felt supported to continue in their caring role. The same percentage said that this happened only sometimes. Comments received related to anxiety about the future and expressions of a lack of support.

Nine carers (43%) reported that they had been involved in all decisions about how the care and support was provided for person they cared for. Three carers (14%) said this happened sometimes. Comments received related to being involved but not always being listened to.

## **6 Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs**

We have a specialist Money Advice Team who provide advice and support with welfare benefits, personal budgeting and debt. This team works in partnership with the Department

for Work and Pensions to help people make on line applications and provides budgeting advice to vulnerable individuals moving into Universal Credit. The team also works in partnership with Macmillan Cancer Support to provide welfare benefits advice to people affected by cancer.

As well as the specialist team above, many of our workers support individuals economically:

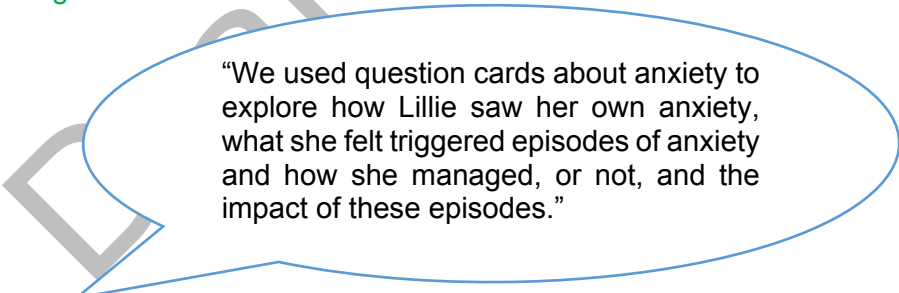
Mrs A had paid her oil bill and the cheque bounced. The oil company threatened to take the oil back and Mrs A was very upset. The warden who supports Mrs A contacted the oil company and they agreed for her to pay by instalments. The warden then accompanied Mrs A to the bank to withdraw the money needed to give to the oil representative, who was coming back that afternoon. Later on, the warden had a telephone call from the oil company representative to say he was going back to Mrs A to return the cash as the bank had transferred the full amount to the oil company. The warden met the rep back at Mrs A's flat and everything was sorted out. The warden noted that by supporting Mrs A with her finances and building up her confidence, Mrs A has not started to go back into town by taxi – Mrs A is now able to go out and do her own shopping and meet up with friends in town.

We have continued to facilitate Powys Youth Forum which is made up of representatives from different organisations in Powys, including school councils, statutory and voluntary sector youth groups, young carers, care leavers and members of Powys' Junior Local Safeguarding Board. The Forum enables young people from across Powys to share their concerns with the representatives and for the reps to consider issues together as a group.

We review whether support is required to access social activities as part of reviews for children on the child protection register or for children in care. Similarly, where needs are identified, the Team Around the Family process has supported children and young people to access social activities to support their needs – an example of this:

Lillie (aged 14) had experienced bullying and social isolation. Her relationship with her Mum and Mum's partner was, at times, difficult and relations were, at times, fraught between home and school. In addition Mum's partner has mental health difficulties. Lillie had high levels of anxiety and very low self-esteem.

A Youth Intervention Service (YIS) worker was allocated to work on anxiety and anger management with Lillie. The YIS Worker said:



"We used question cards about anxiety to explore how Lillie saw her own anxiety, what she felt triggered episodes of anxiety and how she managed, or not, and the impact of these episodes."

The intervention and support agreed at the TAF meeting enabled Lillie to have a successful start. A one-day mechanics course at college was arranged for Lillie and she was the only girl on the course. Lillie initially felt very high levels of anxiety, but said that, even though the anxiety continued for most of the first six weeks of the course, it was less each time and is now totally absent. Lillie learnt stress-reduction techniques and she learnt to reflect on her own strengths and ability to cope in anxious and stressful situations. Following the support, Lillie's score for anxiety went from 4 to 3. Lillie's overall score on the Strengths & Difficulties Questionnaire went from 20 to 11 and the primary issue score from moderate to average.

Lillie said:

"I feel able to face my fears better now".

Lillie's YIS Worker said:

"Lillie has been very receptive and able to reflect on how there have been significant changes to their circumstances, particularly changes in friendship groups since the return to her original High School, and how she no longer experiences bullying. This has led to a reduction in overall anxiety levels and Lillie can identify that the aforementioned changes were very important factors to moving forward."

We have recommissioned support for children and young people with additional needs and disabilities in line with the Social Services & Well-being Act outcomes. Action for Children began delivering the new joint service on 1 October to provide training for staff and where necessary support to access childcare and community activities. The service aims to promote inclusion for this vulnerable group. In the first six months of the service, over three quarters (78%) or 29 out of 37 individuals made positive progress as recorded on their distance travelled tool.

As part of our [Joint Learning Disability Commissioning Strategy](#), we have remodelled our day and employment services for individuals with learning disabilities. The new employment service tender was awarded in October 2016. Day services have been grouped geographically and services in the south have been changed during the year, with services following in the north in 2017/18. These services support 289 individuals to access meaningful employment.

As part of the Team Around the Family (TAF) process, when families identify that they need support with managing their finances and / or support to access employment, the TAF Coordination team can signpost as appropriate and also involve relevant professionals to ensure that the family is supported appropriately.

We have continued to support those young people who are not in education, employment or training (sometimes called being 'NEET') to enable them to access sustainable work.

We received a request for support for a young person, Lucy, who had emotional well-being issues, with being NEET, domestic abuse and homelessness highlighted as secondary concerns. Lucy was previously known to Children's Services and had been evicted, was sofa-surfing and was struggling to manage her debts.

Lucy expressed an interest in going back to college – we were able to support her to complete the application forms and she started a hairdressing course in September 2016, alongside a placement at a local hairdressers. Colleagues in the Council's Housing Solutions Service arranged a meeting with Money Saviour to discuss debts and signed Lucy up to the Tenant Ready programme which helped Lucy to secure a new flat. Lucy's comments are below:

Everyone from the Young Adult Panel are fab and helped me out. I'd like to thank everyone for giving me the help and support that I needed. It's much appreciated!

Powys People Direct is able to signpost members of the public to access financial advice and help with benefits and grants. Those individuals who have care and support needs can access support through the professionals working with them or via our Awards Officers.

Adult Social Care supports Powys' Citizens' Advice Bureau to provide financial advice and support to members of the public in Powys. During the year, a total of £1,055,315 of debt has been written off for individuals in Powys and 99% of individuals who used the service would recommend it to others and would use it again. Some of the feedback from individuals is presented below:

Feedback from a 62 year old individual with mental & physical health conditions who was assisted to appeal his Personal Independent Payment decision and received backdated payments, as well as on-going annual amounts:

"...your work is invaluable, you made us feel that our situation mattered, you carried out the task in a professional, non-judgemental way. Without you and the Citizens' Advice Bureau, not only we, but many more would be left in dire situations"

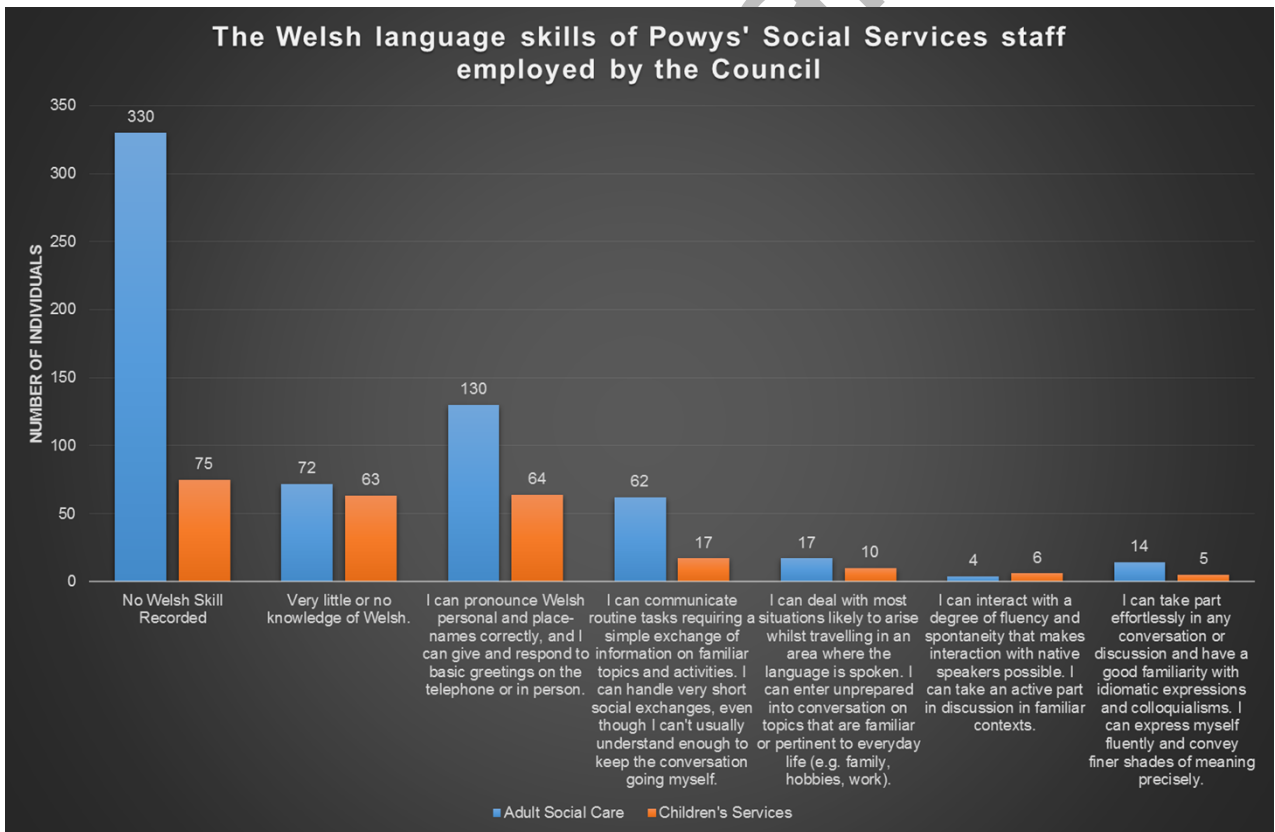
We have also commissioned Powys' Citizens' Advice Bureau to provide a specific service to individuals with substance misuse issues to ensure that this group has access to financial, benefit and debt advice as they can often find it difficult to access support. During 2016/17, this service has negotiated £39,986 of debt and written off £8,294 of debt. This individual suffers from mental and physical health conditions and has been assisted to make a claim for Personal Independent Payment.

"It's really brilliant that you're helping, you were actually able to do something for me, a lot of people I deal with don't seem to care"

We have strengthened how we deliver the 'Active Offer' of Welsh language services to individuals in Powys. Adult Social Care and Children's Services work to the Welsh Government's Strategic Framework on the Welsh Language in Health and Social Care and the 'More Than Just Words Strategic Framework for Welsh language services in health, social services and social care'

Adult Social Care and Children's Services have decided to prioritise maximising provision of the 'Active Offer' and have done this via our multi-agency Welsh Language Promotion, Challenge and Support Group which has developed a joint action plan to progress this work as well as the relevant actions from the Welsh Language Measure. During 2016/17, we have:

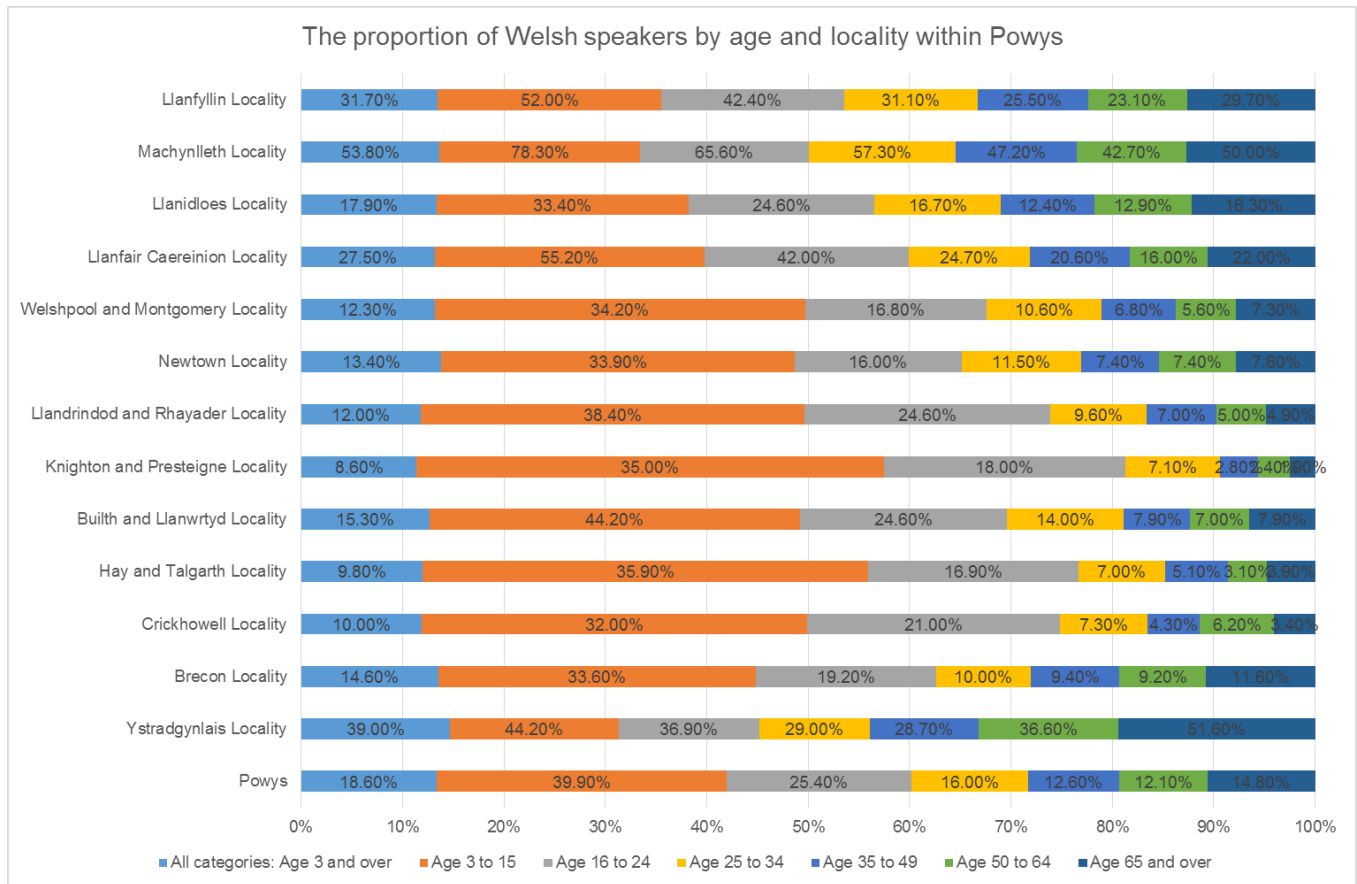
- Gathered information on the Welsh speaking abilities of staff. There are practitioners at all levels who are able to deliver social care services through the medium of Welsh as the figure below shows:



We recognise that we have not centrally recorded the Welsh language skills of some staff, many of whom do not have dedicated access to a computer and we are working to ensure we are aware of their Welsh language skills.

- We made gathering information on language use of individuals mandatory when information is gathered for referrals in Powys People Direct (the front door to our services);

- We aimed to 'match' bilingual staff with Welsh speaking individuals where possible according to the languages spoken, thus relinquishing the need to ask individuals about their 'preferred language'. The figure below shows the proportion of Welsh speakers in the localities of Powys.



The vast majority of adults (91% or 468 individuals) felt that they were able to communicate in their preferred language and 21 individuals (4%) felt that this was not always possible. Those who offered an explanation said that this was often because the individual was non-verbal, meaning they cannot communicate with their voice, as opposed to it being a matter of language choice.

A similar proportion (90%) of children and young people (54 individuals) said that they had been able to use their everyday language. There were no comments which explained why the other respondents had not.

Our aim is to ensure that all individuals receive the 'Active Offer' when being assessed by April 2018.

Where children, young people or adults need to access our services in a language other than English or Welsh, we are able to make arrangements to provide language interpreters.

Four fifths (81% or 416 individuals) of respondents felt that their **home was suited to their needs**. The most common cause for complaints regarding their homes related to the poor quality or lack of adaptations in the home.

We have continued to support individuals to live independent lives as the example below illustrates:



Mrs X is aged 77, lives alone and contacted our Social Foot Care Service to help her with cutting her nails as she was struggling using scissors. During her first visit to the clinic, it became apparent that Mrs X was struggling with her mobility. Mrs X had great difficulty walking owing to a painful knee and hip. Mrs X had to rely heavily on a walking stick for support. She was seen by the volunteer who asked her further about how she was managing and talked to her whilst cutting her nails.

On finishing, the Information and Advice Officer who attends the clinic every month approached Mrs X to see if we could help in any way. They stepped to one side and during the conversation, Mrs X mentioned that she was not able to have an operation on her knee or hip due to a heart complaint. She desperately wanted to remain at home but was struggling to manage financially. Her heating bills were particularly high as she was no longer as mobile.

The Information and Advice Officer completed a benefits check for Mrs X and informed her about Attendance Allowance. Mrs X was referred to the Pension Service for a home visit to help complete an application for Attendance Allowance. Mrs X was awarded £82.30 a week. Our Information and Advice Officer also applied to the Warm Home Discount Scheme on behalf of Mrs X. Mrs X received a discount of £140 off her annual electricity bill.

Through attending the clinic to have her nails cut, Mrs X was able to continue to remain independent and, by accessing information and advice, maximise her income to enable her to stay living in her home without having to worry about putting the heating on.

During 2016/17 an individual had a hoist fitted by a third party contractor to support her with bathing. The installation was faulty and the hoist fell and damaged the bath, so the individual's family got in touch with us. When we investigated, the bathroom suite in question was no longer available, so it was not possible to only replace the bath. As a consequence, we provided and fitted a new bathroom suite. The individual "...was delighted with the helpful and efficient way the authority had handled the whole incident."

In order to act on the evidence which shows that the more independent people are, and the better connected they are with their local communities and services, the better their health and well-being, we recognise that we need to not only modernise and maximise existing housing provision, but also to develop new and innovative ways of meeting future demand and changing aspirations without reducing the quality of care provided.

We therefore undertook a review of the accommodation available for older people in Powys, and looked at the potential role of partner organisations and other private or community bodies in helping to meet this need. This [involved working](#) with colleagues from our Corporate Insight Centre to look at the current demand and how future demand could look depending on a number of different scenarios in different parts of Powys.

Our work has been recognised by the National Commissioning Board and it commissioned the Institute of Public Care at Oxford Brookes University to work with us to produce a [case study](#) of this piece of work.

We have supported individuals to move into Llys Glan yr Afon Extra Care Development in Newtown during this year. The homes in this development are occupied by a mix of residents, all with differing levels of care needs and the eldest of whom is 98 years.

WD, who is 69 years of age, had been a patient at Llanidloes Hospital since July 2015. Before her admission to hospital she had lived in an upstairs flat in Llanidloes but she was unable to return there as her mobility had deteriorated to the extent that a hoist was required for all transfers. This meant that WD would not have been able to use the stairs in her property,

therefore it was deemed by all involved that it would not be safe for her to return home. Attempts to find a suitable property in the town of Llanidloes with doors and turning spaces wide enough to accommodate her large wheelchair failed.

Information was provided to WD about the new complex in Newtown. At this point there were only two options to consider, a move to Llys Glan yr Afon or a move into nursing care. WD had always been very resistive to the latter as the outcome she wanted was to remain living in the community in the right environment with the right level of care.

Following discussion with the care provider at Llys Glan yr Afon, WD was allocated a property. Her transfer involved a considerable amount of multi-agency intervention in order to ensure that the correct equipment was in place along with the right level of care. WD was taken on several visits to the complex to ensure that she was at the centre of any decision making. This, in itself, took considerable organisation as transport was needed to accommodate her large wheelchair.

WD has now settled into her new flat and the complex and is happy with the environment she now lives in. The flexible approach with care provision has allowed her to remain living in the community which was the outcome she desired.

Work will continue into 2018 and beyond to increase and develop the accommodation options available to older people in order to achieve the following outcomes:

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

Children's Services ensures pathway planning is in place to support young people who are looked after by us to live independently as they become adults. We are developing a pledge for care leavers to live independently linked to the [Hidden Ambitions report](#) from the Children's Commissioner for Wales.

- 93% of young people said that they were **happy with the people that they live with.**
- 91% of respondents **lived in a home where they were happy.** The remaining 9% thought this was the case for only part of the time.
- One question was aimed at 18-24 year olds only. Only 30 people answered the question about **having had advice, help and support which would prepare them for adulthood.** Of these 56% felt that they had. 27% of these respondents felt they hadn't or only partially.
- Only 16 respondents answered the question aimed at 16 and 17 year olds, which asked if they **had had help, advice and support that would prepare them for adulthood.** 75% of these said that they had. 12% said that they hadn't, with comments relating to a lack of support from social care teams.
- 63%, of those who answered the question, said that they had **chosen to live in a residential care home.** 27% felt that it was not their choice. The majority of this latter group moved because of a decline in their health or the inability of family or carers to provide support for them.

The percentage of all care leavers who are in education, training or employment at 12 months after leaving care was 71.43% and at 24 months after leaving care was 50%. This is a new measure following the implementation of the Social Services & Well-being Act so we have no previous performance data for this measure.

The percentage of all care leavers who have experienced homelessness during the year was 2.7%. Again, this is a new measure following the implementation of the Social Services & Well-being Act so we have no previous performance data for this measure.

## **How We Do What We Do**

### **Our Workforce and How We Support their Professional Roles**

A restructure of Children's Services was planned for and implemented in Autumn 2016 enabling a locality model for Children's Services, strengthened fostering support provision for in-house foster carers and a stronger senior management team. This included the appointment of a new Head of Children's Services in late September 2016.

Adult Social Care has been led by two Heads of Service since April 2016:

- Head of Transformation for Adults Services
- Head of Operations for Adult Services

These two roles provide capacity to manage the vast agenda to both transform the service whilst also maintaining the delivery of the service.

We are pleased that members of social services have continued to be nominated for Powys County Council's Staff Awards. In 2016, the Dragontree project, comprised of a team of support workers who work across five day centres to support adults with learning disabilities was Runner Up in the Large Team of the Year category and our Fostering Manager was commended within the Leadership Award category.

A review of the Commissioning Team structure across both Adult Social Care and Children's Services is being undertaken with a probable restructure during 2017 to ensure an equitable and manageable split of activity across a number of managers and possibly to involve integrated planning and commissioning functions.

We recognise that some of the challenges we face centre around the availability and sustainability of workforce in order to deliver key roles across the organisation. As a result a workforce plan is being developed to support how we retain and recruit operational staff, such as social workers, domiciliary care staff etc. and will be implemented during 2017-19. This will focus on the staffing needs of the future and the introduction of new hybrid roles which can meet the needs of both Powys County Council and Powys Teaching Health Board to deliver a sustainable quality service.

### **Our Financial Resources and How We Plan For the Future**

The original 2016/17 provisional financial settlement from the Welsh Government saw a decrease of 4.1% compared with 2015/16, meaning a reduction in funding of £7.147million to the Council as a whole. This represented the highest reduction in financial settlement for Powys compared to other local authorities in Wales, with the average being 1.3%.

All local authorities in Wales have highlighted the additional pressures that are faced in providing community-based social services for older people over large geographic and sparse areas and therefore an additional £1.952million was awarded to Powys which in effect limited the reduction to 3%. In addition, service and other pressures added to the overall level of

required savings. The budget for 2016/17 included investment and service pressures of £10.697million and in order to produce a balanced budget savings of £10.004million and other strategies were identified and included in the plan.

In 2016/17, £1.318million of cost reductions were required from Adult Social Care, (including the outstanding requirement from 2015/16 of £0.868million) and £0.616million of savings from Children's Services (including the outstanding requirement from 2015/16 of £0.105million). The savings achieved for Adult Social Care were £0.969million and for Children's Services were £0.510million

The delivery gap in Adult Social Care was due to Cabinet agreed delays; an original plan to reduce Older Day Service activities and deliver £450k of savings was reversed by Cabinet. The service was proactive in identifying and delivered alternative savings to ensure this did not create a gap in its ongoing savings plan. Still to be delivered are third party savings of £478k in Adults and £105k in Childrens, which are to be addressed through the Income and Cost Improvement Board in 2017/18.

At the end of the 2016/17 financial year, Adult Social Care was £3.424million over budget due in part to:-

- savings not achieved on third party savings,
- unfunded historic cost pressures, for example when external delivery of Home Care was brought back in house £0.730k,
- a change in Cabinet decision in respect of Older Day Services £0.641k,
- contract increases in prices due to the national living wage,
- a change in charging legislation in respect of respite £0.250million.

The above were offset by £0.577k of staff slippage and travel costs due to vacancies.

In Children's Services the outturn was an underspend of £0.102million. The contributing factors were staff slippage due to recruitment issues, a completed restructure, and the impact of [IR35 intermediaries legislation](#), which has resulted in an underspend of £454k in the fieldwork budget and £163k in the Children and Young People's due to the maximisation of grant funding within the Authority to utilise underspending of grant allocations by partner organisations. Looked after Children are at a five year high with 160 children in placements at the end of 2016, an increase of 13.5% over 12 months. The growth in demand, complexity of need and safeguarding, has resulted in an outturn overspend of £543k within Family Placements and Out of County Service areas which has mitigated the underspends.

We continue to face unprecedented financial difficulties arising from a combination of increased service demand, inflationary pressures, new responsibilities and a 0.5% reduction in funding from Welsh Government in 2017/18 compared with 2016/17 meaning a reduction in funding of £0.394million. The level of funding represented the joint highest reduction in financial settlement in Wales out of the 22 local authorities with the average being an increase of 0.2%. This position has yet again been helped by the application of a 'top up' which Powys has benefitted from along with three other authorities. This has minimised the level of reduction to 0.5%. The settlement for 2017/18 now includes some recognition of delivering services in a rural, sparsely populated area with the inclusion of a sparsity measure for Social Services. The revision has provided Powys with an additional £3million, which will be implemented over a two year period.

The Council's budget for 2017/18 includes investment and service pressures of £13.621million and in order to produce a balanced budget savings of £9.636million and other strategies have been identified and included in the plan.

A Budget Recovery Plan was agreed at Cabinet on the 20th December 2016 with a number of recommendations taken forward into 2017 which will be monitored through an action plan. The plan noted that Adult Social Care had potential service pressures of over £10million, in part relating to the impact of service demand and non-delivery of savings from previous years. The service will deliver a full Transformation Plan for Adult Social Care that provides a clear vision of the service transformation through to 2021 and will include a review of the base budget and a rigorous review of growth and service pressures to give confidence in delivery of future savings targets.

Additional revenue base funding for Adult Social Care totalling £5.586million in 2017/18 was agreed but this figure will be reduced by the savings target of £2.208million giving a net funding increase of £3.378million. This represents a 6% increase in net budget. In order to address the 2017/18 budget risk within Adult Social Care, we are making adjustments to provide more baseline budget available. A specific reserve of £2.75million for Adult Social Care will also be created that can be accessed during the financial year when agreed criteria are met.

### **Our Partnership Working, Political and Corporate Leadership, Governance and Accountability**

During 2016/17 Adult Social Care and Children's Services have continued to implement our Service Improvement Plans in order to meet our priorities. The Council's [Corporate Improvement Plan](#) contains these priorities, as well as those from the other service areas within the Council. Continued support has been maintained for the Leadership Development Programme in order to raise the quality of team leadership and the way our workforce is managed. Each team's objectives are shared and team members understand how they contribute to corporate objectives. One to one individual performance reviews, which take place every 90 days, provide opportunities for the monitoring of progress and provision of support so that objectives are achieved.

We have worked with Powys Teaching Health Board to develop [The Health & Care Strategy for Powys](#). This strategy outlines the direction that social care and health will take up to 2027 and beyond.

As we have detailed above, we continue to work in partnership with a variety of organisations and agencies during this year – Powys is an active member of the following boards. Click each link to find out more about these and the relevant plans:-

- [Powys Public Service Board](#) which has overseen the production of the [Well-being Assessment](#) and will be publishing its Well-being Plan by 31 March 2018.
- [Powys Regional Partnership Board](#) which has overseen the production of [the Care & Support Population Assessment for Powys](#) and will be using these findings to inform its Area Plan which will be developed by 31 March 2018.
- Child and Youth Safeguarding: Unifying the Region ([CYSUR](#)) – the Mid and West Wales Regional Safeguarding Children Board and its [annual plan for 2017/18](#)
- Collaborative Working and Maintaining Partnership in Adult Safeguarding ([CWMPAS](#)) – the Mid and West Wales Regional Safeguarding Adults Board and its [annual plan for 2017/18](#)

[Powys' People Scrutiny Committee](#), which is made up of elected councillors as well as co-opted members, has continued to provide challenge and scrutiny of Adult Social Care and Children's Services, as well as other areas, during 2016/17.

### **Accessing Further Information & Key Documents**

We hope that you have found this report informative. Where possible, we have provided links to other documents and information throughout the report, but if you need any further

information, or would like to request this document in a different format, please contact us on 01597 826906 for staff assistance.

Draft for Cabinet

**CYNGOR SIR POWYS COUNTY COUNCIL.****CABINET EXECUTIVE**11<sup>th</sup> July 2017

**REPORT AUTHOR:** County Councillor Phyl Davies  
Portfolio Holder for Waste and Property

**SUBJECT:** Household Waste Recycling Centres – Review of changes implemented in April 2017 – reduction in opening days and commercial vehicle restrictions

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**REPORT FOR:** Decision

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**1. Summary**

- 1.1 The Council currently provides five Household Waste Recycling Centres (HWRCs) for residents to deposit bulky waste and recycling. The statutory requirement is to provide at least one facility.
- 1.2 A proposal put forward in the Medium Term Financial Strategy (MTFS), agreed in principle by Council in February 2016, was to close two of the five sites to realise a saving of £700k from April 2017.
- 1.3 A consultation exercise was carried out during November 2016, where residents clearly stated a preference for not closing sites, but instead for reducing opening days and restricting usage.
- 1.4 Due to the strength of public feeling, £200k was provided through the Financial Resource Model (FRM) process to ease the pressure on the service with a further £300k provided from the Budget Management Reserve for 2017/18 only.
- 1.5 The remaining £200k savings target for 2017/18 was then met through a number of measures including a reduction in opening days to three per week at all sites and a strictly enforced restriction on all commercial type vehicles and trailers using the site.
- 1.6 Whilst it was always the intention to review these changes after three months, the newly elected Cabinet have asked that this is undertaken urgently due to the extensive public pressure received during the run up to the Local Government Election.
- 1.7 This report considers the impact of two months of operating the new opening days and vehicle restrictions and assesses the financial impact of any changes made.

## **2. Review Findings**

2.1 As the review is based on two months of operation only it is considered to be of limited statistical accuracy as residents adjust and adapt to the revised arrangements. The results are summarised below.

### **2.2 Complaints**

2.2.1 As perhaps expected, there has been a number of complaints received by the department summarised as follows:

<b>Complaint</b>	<b>Residents</b>	<b>Councillors</b>	<b>AM / MP</b>
Opening Days	21	4	1
Vehicle Restrictions	69	16	2
Hours and Restrictions	9	6	-

2.2.2 A petition to increase opening hours at Newtown and Welshpool, organised by the Liberal Democrats was also received containing 657 signatures.

### **2.3 Tonnage throughput at sites**

2.3.1 Tonnage has decreased at all sites, which may be explained by traders using legitimate routes for their waste and recycling; residents storing up their bulky items; or potentially inappropriately disposing of their waste.

2.3.2 The largest drop in tonnage has been for materials that are also collected at the kerbside. Since the introduction of the changes there have been a number of residents claiming that they did not receive or did not wish to use the kerbside recycling service. Many have now received containers and are having their recyclables collected from their properties.

2.3.3 The amount of DIY type waste has fallen significantly which would suggest that alternative methods of disposal are being used such as using local skip providers.

2.3.4 Garden waste has decreased at the sites but there has been an increase in material through the Community Recycling Sites. This may suggest that commercial type gardeners who were keen users of the HWRC's have found alternative routes for their material.

### **2.4 Site usage**

2.4.1 When the changes were first introduced, queues and congestion were experienced at some sites but this has reduced over time as residents become used to the days that the sites are open.

2.4.2 Site surveys did indicate an increase in vehicle numbers per hour at the site as would be expected with reduced days of opening.



## **2.5 Flytipping**

- 2.5.1 The number of reported flytipping incidents has increased for April and May 2017 compared to the same period in 2016, although some of this increase may be down to residents being encouraged to report such incidents and also that it has been made easier for residents to do so over the last year.
- 2.5.2 Most flytipping on public land is collected by the street cleaning crews of the Highways Grounds and Street Scene service with tonnage collected increasing by 6% in April and May 2017 on the same period in 2016. However, the larger flytips are collected by the refuse collection crews, whose overall tonnage has fallen by 9% using the same time periods.
- 2.5.3 It should be noted that detailed correlation of flytipping activity is extremely difficult to undertake. According to various sources there has been a rise nationally in fly tipping but whether this relates to increased reporting or additional material is difficult to determine.
- 2.5.4 Some sites, particularly Newtown and Lower Cwmtwrch, experienced flytipping at the gates on the days that the sites were closed. As this is an illegal activity any evidence obtained, including CCTV footage, is being acted upon and enforcement action taken where appropriate.

## **2.6 Recycling Rate**

- 2.6.1 The recycling rate at the HWRCs increased during April and May 2017 compared to the same period last year.
- 2.6.2 The overall recycling rate for all municipal waste also increased despite a decrease in total throughput of all materials at the sites.

## **3. Proposal**

- 3.1 The Cabinet has made a commitment to consider the outcomes of the review and consider options taking into account the financial implications of these options.
- 3.2 The changes have proved very unpopular with residents and attracted considerable media attention which has placed Members under pressure to reverse the decision made by the previous Cabinet in February.
- 3.3 A complete reversal of the recent changes to the service provided would require the Cabinet to find £185k per annum (noting that £15k per annum will be delivered through the introduction of waste compaction equipment at the HWRCs).
- 3.4 It must also be stressed that there is a further £300k to be found for 2018/19 as the use of funding from the Budget Management Reserve is

for one year only. Accordingly any service changes made during 2017/18 will add further to the budget pressures for 2018/19 and beyond.

- 3.5 It would appear that the main opposition to the changes has been to the commercial vehicle restrictions as opposed to the reduction in opening days. However, to revert to allowing all commercial vehicles into sites would undo the positive outcomes achieved such as reducing illegal use and encouraging householders to use their kerbside service. A permit scheme such as used by many other authorities would therefore be necessary to ensure that residents who use their commercial vehicles for household waste and recycling are allowed to use the site.
- 3.6 Having considered the above it is proposed that a permit system is introduced for householders wishing to use commercial type vehicles and trailers and Cabinet consider increasing the opening days for sites whilst addressing the budgetary impact of doing so both in the short and long term.
- 3.7 Any changes agreed by Cabinet will require time to implement as a permit system will need to be put in place that is robust enough to prevent fraudulent access to the facilities. Furthermore, the site operators will need time to recruit and train the staff to cover the additional days of opening.

#### **4. Options Considered / Available**

- 4.1 Option 1 - Keep the current restrictions on opening days and vehicles in place – this option would involve no requirement to find additional savings from the Council's 2017/18 budget. It would however continue to have the negative impact on residents.
- 4.2 Option 2 – Restore opening days of all sites to seven days per week and remove commercial vehicle restrictions. This would cost an additional £185k per annum as it would reverse all the savings that have been made with the exception of those associated with the introduction of compaction at the sites.
- 4.3 Option 3 - Increase opening days of all sites to five days per week including weekends and maintain the current commercial vehicle restrictions. This would cost an additional £70k per annum.
- 4.3 Option 4 – Increase opening days of all sites to five days per week including weekends and introduce a controlled permit scheme for residents using commercial type vehicles for their own household waste and recycling. This would cost £100k per annum taking into account staff resources required, on costs, sundries, etc. It should be noted that in order to achieve these savings there would need to maintain a reduction in tonnage of 10% at the sites (using 2016/17 tonnages as the baseline), which is considered achievable by the service. This will enable

the previously negotiated saving of £50k to be retained, with any shortfall in the reduction being compensated on a pro rata basis.

- 4.4 Option 5 – Restore the opening days of all sites to seven days per week and introduce a controlled permit scheme for residents using commercial type vehicles for their own household waste and recycling. This would cost £165k taking into account projected staff costs.
- 4.5 Noting that all options above will need to address the budget shortfall of £300K for 18/19 as identified in 3.4.

## **5. Preferred Choice and Reasons**

- 5.1 It is recommended that Option 4 be progressed as this will provide for an enhanced five day a week service (including weekends) ensuring that residents will have improved access to the five sites.
- 5.2 A permit scheme should also be introduced for residents using commercial type vehicles to ensure that residents have access to the sites for their own genuine household waste. This will ensure that the sites are not misused by traders.
- 5.3 That an in year budget adjustment is provided to deal with the projected 2017/18 shortfall from Council reserves and that the 2018/19 FRM is revised to take into account the revisions to the MTFS which will be required.
- 5.4 Noting that the revised MTFS target is £500k for HWRC savings which was then split between 17/18 (£200k) and 18/19 (£300k). In order to still deliver the MTFS, if option 4 is supported a permanent adjustment of £400k will be required from 2018/19.

## **6. Impact Assessment**

- 6.1 An Impact Assessment was carried out for the original changes introduced in April 2017 and included with the report to the Cabinet of 7<sup>th</sup> February.

## **7. Corporate Improvement Plan**

- 7.1 One of the key priorities of the Corporate Improvement Plan is remodelling council services to respond to reduced funding.
- 7.2 Service objectives for Highways, Transport and Recycling are: to achieve the Welsh Government's recycling targets to reduce the impact on the environment and avoid fines; and to review the way we deliver services to provide £1.7m of savings through an alternative delivery model.

7.3 There is a commitment in the current Medium Term Financial Strategy to review the provision of HWRCs to realise efficiencies of £500k by 2018/19.

**8. Local Member(s)**

8.1 All Members will be affected by the proposal as it will be a countywide revision to the service.

**9. Other Front Line Services**

9.1 There has been an increase in material going through the Community Recycling Sites which has impacted on the Waste and Recycling Operations Team.

**10. Communications**

10.1 Have Communications seen a copy of this report? Yes

10.2 The report is of considerable public interest and any decision will need to be extensively communicated through the press, website and social media to inform residents as widely as possible.

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

11.1 Legal – The recommendations can be supported from a legal point of view provided that the budgetary issues are dealt with and provided that any necessary virements are put in place.

11.2 Finance - The Finance Business Partner notes the contents of the report. If the proposal is accepted this will lead to a shortfall on the saving targets of £400k over the 2 years. The Service has proposed that with a reduction in site tonnage by 10%, the introduction of a Permit system and the installation of Compaction equipment at the HWRC'S, £100k of savings can be achieved. This is not without risk and will be a pressure on the service if the proposed changes are not successful. Of the £200k savings required in 2017/18, £100k will not be achieved (with the recommended option 4), it is proposed that this is funded from the budget management reserve for the current financial year. This could rise if the measures put in place do not realise the remaining £100k.

11.3 For 2018/19 the £100k carried forward and the additional £300k identified in that year will need to be included as a pressure on the revenue budget, the funding of which will be considered within the Financial Resources Model as part of the overall 18/19 budget setting process.

**12. Scrutiny**

- 12.1 Has this report been scrutinised? Yes – 30 June 2017 – version 5
- 12.2 The Scrutiny Working Group support the preferred option – Option 4 – with increased opening hours and introduction of a permit scheme for commercial type vehicles. However they note the budgetary implications of introducing option 4 together with the requirement for further savings in the service for 2018/19.
- 12.3 The Group requested that Option 4 be reworded to clarify the issues surrounding the 10% reduction in tonnages stated in the report. This section has been amended accordingly
- 12.4 Improved communications will be essential going forward.

### **13. Statutory Officers**

- 13.1 The Solicitor to the Council (Monitoring Officer) has commented as follows: “I note the legal comment and have nothing to add to the report”.
- 13.2 The Section 151 Officer has commented: “The decision changes the budget agreed by Council and creates a shortfall that must be covered. The use of the budget management reserve provides certainty around funding in 2017/18 but the financial impact will need to be monitored in this financial year. The reserve is a one-off source of funding and going forward the decision means that alternative savings will be needed in future years’ budgets to reflect the shortfall.”

### **14. Members’ Interests**

- 14.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<b>1) The opening days of all the sites are increased to 5 days per week to include weekend opening (both Saturday and Sunday) by 1<sup>st</sup> September 2017.</b>	<b>To allow residents convenient access to the sites to maximise the recycling of their waste.</b>
<b>2) To introduce a permit scheme for residents to visit the sites to deposit their household waste only though the use of commercial type vehicles and trailers by 1<sup>st</sup> September 2017. Approval of the detailed implementation is hereby delegated to the Portfolio Holder for Waste and</b>	<b>To maintain the £50k saving associated with this service change and ensuring that the sites are managed effectively to prevent illegal use.</b>

<b>Property.</b>	
<b>3) The savings shortfall in 17/18 (£100K) will be met through the use of the Budget Management Reserve.</b>	<b>To ensure that the Council maintains a balanced budget.</b>
<b>4) The savings shortfall in 18/19 of £400K be addressed through the Financial Reserves model as part of the overall budget setting process.</b>	<b>To ensure that the Council maintains a balanced budget.</b>

<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	<b>Yes</b>	<b>Within Budget:</b>	<b>No</b>

<b>Relevant Local Member(s):</b>	<b>All Members</b>
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<b>Person(s) To Implement Decision:</b>	<b>Nigel Brinn</b>
<b>Date By When Decision To Be Implemented:</b>	<b>1<sup>st</sup> September 2017</b>

Contact Officer:	Nigel Brinn
Tel:	01597 82 6659
Email:	nigel.brinn@powys.gov.uk

**Background Papers used to prepare Report:**  
HWRC Changes Data Review

## CYNGOR SIR POWYS COUNTY COUNCIL

## CABINET EXECUTIVE

11<sup>th</sup> July 2017

REPORT AUTHOR: County Councillor Aled Davies

Portfolio Holder for Finance

SUBJECT: Financial Overview and Forecast as at 31<sup>st</sup> May 2017

REPORT FOR: Decision / Discussion / Information

1. Summary

- 1.1 This report provides an update on the Revenue spend against Budget for the year to date, as at 31<sup>st</sup> May 2017, and provides an early indication of the 2017/18 financial forecast. It is important to note that efficiency savings will be committed when they have been delivered, and we maintain this approach to ensure a prudent position.
- 1.2 The report has been prepared on an exceptions basis, using actual variance against budget to define the RAG (Red, Amber, Green and Blue) status of the services' financial position. This method assists in highlighting those Services areas with significant pressures, which are at most risk to the Authority and where corrective action must be taken to ensure a balanced year end budget, and mitigate any risk for future years.

2. Revenue

- 2.1 The projected revenue forecast, is shown in the table below, with a projected overspend of £5.735m, excluding Housing Revenue Account (HRA) and Delegated Schools. This adverse projection is mainly due to unachieved savings targets at this early point in the year and is therefore likely to improve as the year progresses.

Summary Forecast by Directorate	Total Working Budget	Approved Use To / (From) Reserves	Forecast Spend	Variance (Over) / Under Spend	
	£'000	£'000	£'000	£'000	%
People	70,754	0	73,870	(3,116)	(4.4)
Place	38,172	(428)	38,797	(625)	(1.6)
Schools	25,663	545	26,191	(528)	(2.1)
Resources	18,764	(38)	18,651	113	0.6
Central Activities	42,344	(190)	43,923	(1,579)	(3.7)
<b>Total</b>	<b>195,697</b>	<b>(111)</b>	<b>201,432</b>	<b>(5,735)</b>	<b>(2.9)</b>
Housing Revenue Account (HRA)	0	(90)	(79)	79	
Schools Delegated	74,195	(1,191)	74,195	0	0.0
<b>Total including HRA and Delegated Schools</b>	<b>269,892</b>	<b>(1,392)</b>	<b>275,548</b>	<b>(5,656)</b>	<b>(2.1)</b>

2.2 The table contained in Appendix A provides a forecast spend by service, against approved working budget, which includes budgeted transfers to or from reserves.

### 3. **Efficiency savings**

3.1 The efficiency saving target is £11.780m and made up of both in year and previous year's targets, as detailed in the table below. For prudence the forecast includes, only savings that have been achieved or have progressed to a point where there is confidence in final delivery taking place. Savings of £5.513m (47% of the total) have been delivered, this leaves £6.267m yet to be achieved.

	<b>Target £'000</b>	<b>Delivered £'000</b>	<b>Variance</b>
2015/16	1,323	44	1,279
2016/17	841	258	583
2017/18	9,616	5,211	4,405
<b>Total</b>	<b>11,780</b>	<b>5,513</b>	<b>6,267</b>

3.2 The table contained in Appendix B provides a service breakdown on the delivery of savings required within the budget.

### 4. **3<sup>rd</sup> Party Spend and Income**

4.1 The majority of the unachieved efficiencies relates to unachieved 3<sup>rd</sup> Party Spend targets. These savings coupled with undelivered Phase 1 income targets from 2016/17 have been amalgamated into a central budget of £1.320m. This is in addition to the further income targets included in the budget plan for 2017/18 and 2018/19 of £0.4m per annum.

4.2 Key to delivery will be the ownership and buy-in from Heads of Service, with the need to be more 'commercial' and realise the necessity to identify new income opportunities, regularly review charging policy and improve supplier negotiations, which will be delivered and monitored by the Income and Cost Improvement Board.

### 5 **Reserves**

5.1 The revenue reserves held at the beginning of the year totaled £38.8m, with £8.7m held in the General Reserve. The forecast use of reserves to support the revenue budget during the year is £1.4m. Unless the agreed efficiency savings are delivered a further draw on the general reserve will be required, this is currently projected at £5.7m and would reduce the reserve to £2.8m. The revised forecast level of General Fund reserve as at 31<sup>st</sup> May 2017 is 1.42% of total net revenue budget (excluding Schools and HRA), this rises to 3.2% if you include the budget management reserve in the calculation.

### 6 **Revenue Forecast**

6.1 Appendix A confirms that the overspend of £5.735m relates to undelivered efficiency savings of £6.2m offset by net over/underspends currently projected on service budgets. RAG status has been applied to service variance based on the categories



below, and those with a variance calculated at “red” have been explained in more detail.

- **Blue** Underspend above 1%
- **Green** +/- 1% (or £0.05m if budget less than £5m)
- **Amber** Overspend of 1-2% (£0.05m - £0.1m if budget less than £5m)
- **Red** Variance above 2% (£0.1m if budget less than £5m)

<b>7. <u>People Directorate</u></b>	Net Working Budget:	£ 70,754k
	Net Forecast Expenditure:	£ 73,870k
	Variance (Over)/Under Spend:	£ (3,116)k

**7.1 Adult Social Care (ASC) Forecast Overspend £(1,664)k**

7.1.1 The service have delivered 50% of their £2.2m efficiency target. There is a real risk that £603k project for Reablement Intervention is unrealistic and Peopletoo have been engaged to reassess original assumptions. The remaining £500k savings are still outstanding, but at this point no concerns have been raised about their achievement.

7.1.2 The growth monies provided in the base budget for 2017/18 have been allocated to alleviate most of the historic pressures carried by the service. The remaining pressures including in year inflationary increases remain a concern. The National Living Wage pressures are likely to be funded through a Welsh Government Grant.

**7.2 Older people Forecast Overspend £ (1,190)k**

7.2.1 Home Care £720k – the overspend is mainly due to the unachieved efficiency savings for Reablement Intervention. The expected consequence was a reduction in Home Care demand, but the project is likely to deliver cost avoidance rather than savings. There is a further efficiency saving of £100k for right sizing Home Care packages, as yet there have been no inroads made into this target. There is increased demand relating to new clients utilising the Extra Care scheme in the north, although it is likely that this service is more cost effective than traditional home care.

7.2.2 Care Homes £250k - as in previous years there is a risk that Care Home deferred charge income, i.e. from clients relating to sale of their property, will not deliver to target, an estimated shortfall of £250k based on the annual trend if forecast.

7.2.3 Day Centres have made a small contribution towards their £150k savings target from renegotiating independent contracts, at this stage of the year until we have greater confidence we have assumed a £120k un-achievement.

**7.3 Learning Disabilities (LD) Forecast Over Spend £ (430)k**

7.3.1 Resettlement Houses – There are inflation pressures including unfunded uplifts from last year with a cumulative effect of £280k and can only be mitigated by savings or demand management. There is an undelivered savings target of £150k that should be delivered through remodelling of the service, as yet this has not been developed.

## 7.4 Childrens

£ (1,457)k

- 7.4.1 The overspend in Childrens is largely due to unachieved efficiency savings, mainly within Childrens with Disabilities Residential establishments - Golwg Bannau and Golwg Camlas £556k. The business case and service review have been undertaken to establish the feasibility of the selling of respite placements at Camlas. Further discussions are being arranged with Education and Health re trading of Bannau residential placements, and their ability to meet the needs of children placed without incurring additional costs to their service areas. As yet this remains a RED risk.
- 7.4.2 Looked After Children numbers, are at a five year high, and the service is predicting an overspend of £678k. This area is one of significant risk, due to the demand and complexities with service user need and the month on month fluctuating activity, making it very difficult to forecast.

8. <u>Place Directorate</u>	Net Working Budget:	£ 38,172k
	Net Forecast Expenditure:	£ 38,797k
	Variance (Over)/Under Spend	£ (625)k

## 8.1 Highways, Transport and Recycling Forecast Over Spend £ (650)k

- 8.1.1 The main reason for the forecast overspend in this area is outstanding efficiency savings of £1.66m. However, the service is confident that further savings within Highways Grounds and Street Scenes of £209k and the remaining fleet saving of £72k will be achieved by year end. This will then improve the overspend by £281k to an over spend of £369k.
- 8.1.2 There key savings risk is labelled RED within the Logistics Project, the £615k target will not be fully realised in 2017/18 due to delays in the implementation of the re-routing of waste rounds. Alternative savings will need to be identified.
- 8.1.3 £20k of the £260k for Waste is achieved through a restructure and other staff savings have been made within and the remaining target of £209k will be found through changes to working practices.
- 8.1.4 Highways commissioning have not yet achieved their £150k savings target linked to the commerciality of Highways.
- 8.1.5 Savings relating to the implementation of the Trade Waste strategy and Waste collections, totalling £50k and £121k respectively, are forecast to be unachieved because of the possible change to the current policy. A cabinet report will be presented on the 11<sup>th</sup> July to consider whether to reverse the service reduction that was implemented to meet the saving for Household Waste Recycling Centres (HWRC).
- 8.1.6 There are mitigating factors that offset the unachieved savings, these include the use of grant monies allocated to compensate the reduction in Single Environment Grant of £165k, contract savings in relation to Potters Waste and Recycling contract of £317k and savings from Cae Post and Brecon transfer station of £365k, Underspends across the other service areas will also contribute

8.1.7 Management Team have approved a business case to remove Fleet maintenance internal recharging from client budgets, excluding Schools, Joint Venture and the Housing client. The Fleet spend will now be the responsibility of the Fleet department removing the need for the internal billing processes and a more efficient use of staff time.

8.1.8 3 Training posts have been transferred from the Central training team into Highways, Transport and Recycling to eliminate the need to procure external training providers.

## 8.2 Regeneration, Commissioning and Property

8.2.1 This area has a RAG status of green. However, to note, the purchase of the Commercial property at Ladywell House, Newtown is now complete. Additional estimated income is in the region of £336k, and surplus revenue will be used to assist the Service in meeting their savings targets and to reinvest in the Property Rationalisation Strategy.

<b>9</b>	<b><u>Schools Service</u></b>	Net Working Budget	£25,663k
	(non delegated)	Net Forecast Expenditure	£26,191k
		Variance (Over)/Under Spend	£ (528)k

9.1 The Schools Service (non delegated) forecast outturn position at the end of May is £528k overspend.

9.2 Home to School/College Transport has a forecast overspend at year end of £542k, including an unachieved savings target of £158k brought forward from 2015/16. Additional costs, in respect of Special Educational Needs (SEN) transport is the main contributor to the adverse position. A Management Team report is currently being written by the Interim Head of Schools Service to highlight the issues in relation to the current forecast overspend and the budgetary shortfall will be addressed going forward.

9.3 School meals are predicting an overspend of £65k at year end due to revenue costs in association with the rollout of the Cashless Project, including bank charges and licenses. The position has been escalated to the Cashless project team, who will provide monthly updates as the project is rolled out.

<b>10</b>	<b><u>Resources Directorate</u></b>	Net Working Budget:	£ 18,764k
		Net Forecast Expenditure:	£ 18,651k
		Variance (Over)/Under Spend:	£ 113k

<b>11</b>	<b><u>Central Activities</u></b>	Net Working Budget:	£ 42,344k
		Net Forecast Expenditure:	£ 43,923k
		Variance (Over)/Under Spend:	£ (1,579)k

11.1 The large overspend within Central Activities is due to the centralisation of the undelivered 3<sup>rd</sup> Party and Income savings removed from service areas. The Income and Cost Improvement Board will redistribute these targets as and when savings are identified. The Board is tasked with developing opportunities which will contribute to the significant target of £1.720m, with an additional £400k as part of the budget plan for 2018/19.

12	<b><u>Schools Delegated</u></b>	Net Working Budget:	£	74,195k
		Net Forecast Expenditure:	£	74,195k
		Variance (Over)/Under Spend:	£	0

12.1 Some schools have yet to submit approved budgets for the 2017/18 financial year. The Finance team is liaising with these schools in order that the report to Cabinet can be compiled on school balances. As part of the Scheme for Financing schools Secondary Schools are required to submit monthly forecast end of year projections.

12.2 The overall reserves held by schools at the beginning of the year is £353k and it is expected that given the financial situation facing schools the overall reserve balance of schools will move into a significant deficit position by the end of this financial year.

**13 Revenue Grants**

13.1 Noted as per the virement rules - a revenue grant of up to £134k is available through Arwain, the new LEADER programme in Powys, it is for “Supporting Communities help themselves” for a two year duration. The use of the grant requires match funding up to a value of £34k, which will be funded from the specific Rural Development Plan reserve and Regeneration Strategy budget.

**14 Options Considered/Available**

No alternative options are considered appropriate as a result of this report.

**15 Preferred Choice and Reasons**

None to consider.

**16 Impact Assessment**

Is an impact assessment required? Yes/No

**17 Corporate Improvement Plan**

To achieve the Corporate Improvement Plan (CIP) objectives the Council undertakes forward planning with its medium term financial strategy (MTFS) - this sets out the financial requirements to deliver the short and longer term council vision. These capital and revenue monitoring reports are used to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

**18 Local Member(s)**

This report relates to all service areas across the whole County.

**19 Other Front Line Services**

This report relates to all service areas across the whole County.

**20 Communications**

This report has no specific communication considerations. Detailed finance reports are presented to Heads of Service, Cabinet and the Audit Committee. These reports

are public and are part of a range of statutory and non-statutory financial information documents including the Statement of Accounts.

21 **Support Services (Legal, Finance, HR, ICT, BPU)**

This report has no specific impact on support services other than reporting on those service areas financial outturns. Financial Services work closely with all service areas in monitoring financial performance against budgets.

22 **Scrutiny**

Has this report been scrutinised?                      Yes / No

23 **Statutory Officers**

The Strategic Director, Resources (Section 151 Officer) has provided the following comment:

This is the first financial report for 2017/18 and the position is a fair reflection of the projected outturn. The projections will only be adjusted when there is confidence and evidence that savings have been delivered.

As in previous years mitigation from additional sources will be sought and included when identified. The current profile of delivered savings at this stage of the financial year is in line with previous years.

The report draws cabinet’s attention to the work around 3<sup>rd</sup> party spend and income. A number of opportunities are being explored by the Income and Cost Improvement Board and these will be presented to Cabinet. However, some are longer term in nature. A corporate view on current income performance will be taken with a view to making budget adjustments as agreed by Management Team and the Income and Cost Improvement Board.

The Monitoring Officer has no specific concerns with this report.

24 **Members’ Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<ul style="list-style-type: none"> <li>a. The contents of this report are noted by Cabinet; and</li> <li>b. Cabinet supports appropriate action by services to curtail or reduce the reported forecasted service deficits.</li> </ul>	<p>To monitor the council’s financial performance and ensure that spending remains within approved limits and that the 3% minimum general fund reserve is maintained.</p>

<b>Relevant Policy (ies):</b>		<b>Financial Regulations</b>	
<b>Within Policy:</b>	Yes	<b>Within Budget:</b>	n/a

<b>Relevant Local Member(s):</b>	
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<b>Person(s) To Implement Decision:</b>	Jane Thomas
<b>Date By When Decision To Be Implemented:</b>	ongoing

<b>Contact Officer Name</b>	<b>Tel</b>	<b>Fax</b>	<b>E mail</b>
Jane Thomas	01597-826341	01597-826290	<a href="mailto:jane.thomas@powyscc.gov.uk">jane.thomas@powyscc.gov.uk</a>

APPENDIX A

**Forecast Outturn and Undelivered Savings as at 31st May 2017**

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Total Unachieved Savings as at 31st May 2017	Service Under/(Over) spend excl. unachieved savings	Variance (Over) / Under spend as a % of Net Budget	Variance RAG status
		£'000	£'000	£'000	£'000	%	
<b>People</b>							
Adult & Commissioning	56,821	58,485	(1,664)	(1,112)	(552)	-2.93%	R
Children Services	13,133	14,590	(1,457)	(1,101)	(356)	-11.09%	R
Housing General Fund	800	795	5	0	5	0.63%	G
<b>Place</b>							
Leisure & Recreation	9,256	9,200	56	0	56	0.61%	G
Regeneration, Property & Commissioning	8,473	8,505	(32)	(258)	226	-0.38%	G
Highways, Transport & Recycling	20,443	21,092	(649)	(1,633)	984	-3.17%	R
<b>Schools</b>							
Schools Service	25,663	26,191	(528)	(207)	(321)	-2.06%	R
<b>Resources</b>							
Professional Services	6,510	6,512	(2)	0	(2)	-0.03%	G
Information Services	3,579	3,582	(3)	(32)	29	-0.08%	G
Business Services	3,340	3,238	102	(92)	194	3.05%	B
Chief Executive	5,335	5,319	16	(112)	128	0.30%	G
<b>Service Area Totals</b>	<b>153,353</b>	<b>157,509</b>	<b>(4,156)</b>	<b>(4,547)</b>	<b>391</b>	<b>-2.71%</b>	
Central Activities	<b>42,344</b>	43,923	(1,579)	(1,720)	141	-3.73%	R
<b>Total</b>	<b>195,697</b>	<b>201,432</b>	<b>(5,735)</b>	<b>(6,267)</b>	<b>532</b>	<b>-2.93%</b>	
Housing Revenue Account (HRA)	0	-79	79	0	79	0.00%	G
Schools Delegated	74,195	74,195	0	0	0	0.00%	G
<b>Total including HRA</b>	<b>269,892</b>	<b>275,548</b>	<b>(5,656)</b>	<b>(6,267)</b>	<b>611</b>		

**EFFICIENCY TRACKER AS AT 31<sup>st</sup> MAY 2017**

**APPENDIX B**

Efficiency / Saving	2015/16	2016/17	2017/18	Total to be Achieved 17/18	Total Achieved to Date	Remainder to find	Achieved
	£000's	£000's	£000's	£000's	£000's	£000's	%
<b>Place</b>							
Highways Transport & Recycling	151	364	1,839	2,354	721	1,633	31%
Regeneration, Property & Commissioning	14	35	399	448	190	258	42%
Leisure & Recreation	0	0	730	730	730	0	100%
<b>Place</b>	<b>165</b>	<b>399</b>	<b>2,967</b>	<b>3,532</b>	<b>1,641</b>	<b>1,891</b>	<b>46%</b>
<b>Schools</b>							
Schools	158	88	1,619	1,865	1,658	207	89%
<b>Schools</b>	<b>158</b>	<b>88</b>	<b>1,619</b>	<b>1,865</b>	<b>1,658</b>	<b>207</b>	<b>89%</b>
<b>People</b>							
Adult	0	0	2,231	2,231	1,120	1,112	50%
Children Services	0	1	1,101	1,101	0	1,101	0%
<b>People</b>	<b>0</b>	<b>1</b>	<b>3,332</b>	<b>3,333</b>	<b>1,120</b>	<b>2,213</b>	<b>34%</b>
<b>Chief Executives</b>							
Chief Executives	0	0	250	250	150	100	60%
Legal	0	12	28	40	28	12	69%
<b>Chief Executives</b>	<b>0</b>	<b>12</b>	<b>278</b>	<b>290</b>	<b>178</b>	<b>112</b>	<b>61%</b>
<b>Resources</b>							
Business Services	0	0	278	278	187	92	67%
Information Services	0	0	232	232	200	32	86%
Professional Services	0	20	215	235	235	0	100%
Corporate Activiites	999	320	695	2,015	295	1,720	15%
<b>Resources</b>	<b>999</b>	<b>340</b>	<b>1,421</b>	<b>2,760</b>	<b>917</b>	<b>1,844</b>	<b>33%</b>
<b>Grand Total</b>	<b>1,323</b>	<b>841</b>	<b>9,616</b>	<b>11,780</b>	<b>5,513</b>	<b>6,267</b>	<b>47%</b>



**CYNGOR SIR POWYS COUNTY COUNCIL.****CABINET EXECUTIVE  
11 July 2017**

**REPORT AUTHOR:** County Councillor M Alexander  
Portfolio Holder for Education  
County Councillor A Davies  
Portfolio Holder for Finance

**SUBJECT:** School Budgets 2017/2018

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**REPORT FOR:** Decision

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**1. Summary**

- 1.1 Governing Bodies of maintained schools are required, under the authority's scheme for financing schools, to set and submit an annual budget for their school together with initial budget plans for a minimum of the following two financial years. Where a school is planning to set a deficit budget in the current 2017/18 financial year, this budget must be approved and licensed by the Authority.
- 1.2 As at the 31<sup>st</sup> March 2017 there were thirty four (34) schools with cumulative deficit balances totalling £2.48m, this compares with eighteen (18) as at the 31<sup>st</sup> March 2016 with deficits of £0.94m.
- 1.3 The outturn financial position in 2016/17 for schools has seen a significant decrease in the level of reserves held to £0.5m. The reserves held at the 1<sup>st</sup> April 2016 totalled £2.9m, a reduction in the overall balance held by schools between the financial years of £2.4m. The forecast position approved by cabinet in July 2016, for 2016/17 was for a balance of £0.3m at the end of 2016/17. School balances have increased on forecast by £0.2m from the budgeted position in July 2016. Those schools whose balances are greater than that allowed as per the scheme for financing schools will be subject to consideration for claw back. Seventeen (17) schools have been identified as being liable to claw back based on the outturn position.
- 1.4 Officers of the authority continue to work with schools to ensure that Governing Bodies work within the financial constraints of the funding allocated to them and in compliance with the Scheme for Financing Schools and class size requirements, where applicable. Thirty four (34) schools are proposing to set a cumulative deficit balance in 2017/18. Twenty seven (27) schools set a cumulative deficit balance in 2016/17. Seventeen (17) of the thirty four (34) schools do not meet the criteria to be licensed and are considered to be unlicensed. Eight (8)

schools set unlicensed budgets in 2016/17. Welshpool High School has only submitted a one year budget and is breach of the scheme for financing schools, it is included in the thirty four schools quoted above. Llangors C in W School has not submitted an approved budget plan and is in breach of the scheme for financing schools, the schools budget position is therefore not included in the overall position contained within this report.

## **2. Deficit Budgets**

2.1 The scheme for the financing of schools outlines the parameters within which a deficit budget may be licensed.

- The maximum length of time over which a school may repay a deficit is three years, except where a longer period, not exceeding five years, has been agreed in exceptional circumstances and with the support of the Head of Schools and the Section 151 Officer. In practice the timescale will depend on the extent of the deficit and the school's planning and ability to take early action.
- In the primary sector the maximum licensed deficit which may be approved will be up to 10% of the school's budget share but with a ceiling of £50,000. In the secondary and special sectors the maximum licensed deficit which may be approved will be up to 7½% of the school's budget share but with a ceiling of £100,000 for special schools and £150,000 for secondary schools.
- A school with a planned deficit of less than £500 and a planned underspend in the following financial year will not have to apply to have the deficit licensed.

2.2 In July 2016 8 schools were highlighted as having unlicensed budgets. Throughout 2016/17 officers within the authority continued to work with schools to reduce deficit positions, of the 8, Llanrhaeadr Ym Mochnant, Brecon High School, Llanidloes High School, Ysgol Maesydderwen and Ysgol Cedewain Special School remained unlicensed. Churchstoke, Clyro and Ysgol Dolafon submitted revised budget plans which met the requirements of the Scheme for Financing Schools. The direction of travel must be to continue to remove deficits as a matter of urgency.

2.3 During the 2015/16 financial year Crickhowell High School took on the management and running of the Community Sports facilities, at the end of the first financial year the Sports Facilities provision ended with a deficit position of £60k, this deficit has increased to £75k at the end of 2016/17. This does not form part of the schools delegated budget and the deficit is held separately, a recovery plan has been submitted by the School bringing the deficit back into a surplus position in 2019/20 The School position at the 31st March 2017 was a deficit of £253k, the schools budget is in an unlicensed position.

2.4 Cabinet licensed Welshpool High Schools deficit budget in July 2015 with the provision the school came within their forecast financial targets

in each of the following 5 years. The school have only submitted a one year budget plan for 2017-18 showing a deficit of £505k. Recent correspondence with the school has requested the submission of a recovery plan.

### **3. Loan Scheme**

3.1 In 2013/14 the Authority approved the implementation of a loan scheme, funded by the collective balances held by schools, which does not operate by way of a licensed deficit in respect of a particular school on condition that a corresponding sum is repaid from the budget share over the agreed period of the loan.

3.2 The following four schools with projected deficit balances requested and received loans in 2013/14:-

<b>School</b>	<b>Amount (£)</b>	<b>Term</b>	<b>Balance 31<sup>st</sup> March 2017</b>
Brecon High School	432,000	10 Years	£302,400
Caersws CP School	25,000	10 Years	£17,500
Talgarth CP School	25,000	5 Years	£10,000
Ysgol Dyffryn Trannon	45,000	10 Years	£31,500

3.3 The loan scheme was withdrawn during 2015/16 and no further loans have been approved. Schools who have already had loans authorised will continue to have the loans in place subject to meeting the loan repayments and the terms of the loan as per the agreement made at the time.

3.4 Each of the schools have made their first, second and third payments on the loan, Caersws C P School and Ysgol Dyffryn Trannon have submitted approved/ licensed budgets for 2017/18.

Brecon High School and Talgarth C P School have submitted a budget plan which does not comply with the scheme for the financing of schools and would therefore not be licensed. It is noted that Talgarth C P School is closing in August 2017 with the pupils moving to the new school Ysgol Y Mynydd Du.

### **4. Surplus Balances**

4.1 Governing Bodies holding planned cumulative surplus balances in excess of that detailed in the scheme for financing schools are liable for claw back.

4.2 The final outturn figures for 2016/17 shows seventeen (17) schools that have surpluses in excess of the limits set within the scheme for financing of schools.

4.3 The Schools subject to clawback will be written to and asked to provide an explanation as to the reasons for the surplus being in excess of the position submitted to cabinet in July 2016. The schools that fall under potential clawback are:

Builth Wells C P School  
Buttington/Trewern C P School  
Cradoc C P School  
Hafren C P Junior School  
Knighton C in W School  
Ladywell Green N & I School  
Llanfair Caereinion C P School  
Montgomery C in W School  
Mount St Infants School  
Priory C in W (A) School  
Ysgol Dafydd Llwyd  
Ysgol Pennant C P School  
Ysgol Y Cribbarth  
Ysgol Penmaes Special School  
Gwernyfed High School  
Newtown High School  
Llanfyllin High School

4.4 Planned budgets that are in excess of the surplus allowed as included in the scheme for financing schools for 2017/18 will be subject to clawback. 8 schools have planned surpluses in excess of these limits, 6 Primary, 1 Special School and 1 High School.

4.5 In line with the scheme for financing of schools, these schools will be requested to submit a spending plan of how they intend on using this surplus by the 29<sup>th</sup> September 2017. A further report will be brought back to Cabinet during the Autumn term 2017 to advise of the outcome of the review of these plans and to provide members with an update on all school budget plans.

4.6 Under the School Funding (Wales) Regulations 2010, the Authority has the power to direct spending or claw back monies where planned surplus budgets held by schools exceed £50,000 for primary and £100,000 for special and secondary schools.

## **5. Proposal**

5.1 Sixty two (62) Schools have planned surplus budgets with thirty four (34) schools proposing a deficit budget in 2017/18, Llangors C in W School has not submitted a budget and is therefore not included. Welshpool High School has submitted a budget for one year only 2017-

18, this is included in the thirty four schools noted above. The table below summarises the position for each sector:

### **2017/18 Budget Position**

The table below shows the budget position excluding loans to schools.

<b>Type of School</b>	<b>Number of Schools Projected to be in Deficit</b>	<b>Number of Schools Projected to be in Surplus</b>	<b>Actual Deficit</b>	<b>Actual surpluses</b>	<b>Total</b>
			<b>£000</b>	<b>£000</b>	<b>£000</b>
Primary	23	58	(340)	1,445	1,105
Special	2	1	(367)	150	(217)
Secondary	9	3	(2,673)	288	(2,385)
<b>Total</b>	<b>34</b>	<b>62</b>	<b>(3,380)</b>	<b>1,883</b>	<b>(1,497)</b>

- 5.2 Appendix A shows the outturn position for all schools as at 31 March 2017 together with the planned projected budget position and planned cumulative balance for each school for the years ending 31 March 2018, 31 March 2019 and 31 March 2020.
- 5.3 The reserves collectively held by schools at 31 March 2017 were £0.5m. The budget proposals submitted for the 2017-18 financial year project a draw on these reserves of £2.0m which will reduce the projected reserves held at 31 March 2018 to a deficit of £1.5m. The schools ring-fenced reserve is standalone and surplus balances held by some schools support the deficit of others. If the reserve moves into an overall deficit position, as currently projected, the risk falls on the Council's General Fund. It is therefore essential that schools take corrective action to balance their budgets and recover the deficits.
- 5.4 Of the thirty four (34) schools submitting deficit budgets for 2017/18, seventeen (17) of these school budgets are projected to return to surplus over the following two years and are in compliance with the scheme for financing schools, therefore it is proposed that these budgets be licensed:

#### **Primary Schools**

Abermule CP School  
 Berriew C P School  
 Clyro C in W Controlled School  
 Franksbridge C P School  
 Leighton C P School  
 Llanbister C P School  
 Llandrindod Wells C P School Cefnlllys  
 Llanfechain C in W School

Llanfyllin C P School  
Llangedwyn C in W Voluntary Controlled School  
Llanrhaeadr Ym Mochnant C P School  
Llansantffraid C in W Aided School  
Ysgol Dolafon  
Ysgol Dyffryn Trannon  
Ysgol Gymaeg Dyffryn Y Glowyr  
Ysgol Meifod

### **Secondary Schools**

Ysgol Bro Hyddgen

- 5.5 Seventeen (17) schools do not meet the requirements to have their budgets licensed as their projected deficit balance at 31 March 2018 is not brought back into balance within three years, or the deficit in 2017/18 is above the threshold to license:

### **Primary Schools**

Bronllys C P School  
Brynhafren C P School  
Irfon Valley C P School  
Llanfihangel Rhydithon C P School  
Llangynidr C P School  
Talgarth C P School  
Ysgol Maesydre

### **High Schools**

Brecon High School  
Builth Wells High School  
Ysgol Maesydderwen  
Crickhowell High School  
Llanfyllin High School  
Llanidloes High School  
Welshpool High School  
Llandrindod High School

### **Special Schools**

Brynlywarch Hall Residential School  
Ysgol Cedewain Special School

- 5.6 A number of reports have been considered by Cabinet with regard to the financial position of Brecon High School. The Governing Body were required to submit a recovery plan which as a minimum, brought the school's budget into a balanced in-year position in 2017-18. The school submitted a recovery plan which did not meet the criteria set. Further support has been offered by the Authority and a report has been provided to the school which details the minimum and maximum savings that can be implemented. Officers have met with the school to discuss the

report, a follow up meeting will take place to discuss the outcomes and agree the savings that are required to be made.

- 5.7 Ysgol Maesydderwen remains in an unlicensed position, the school was subject to a second independent review during the spring term, the conclusions and recommendations of the review were as follows;

#### **Conclusions**

- The school has made a significant effort to reduce expenditure across all budget headings and this has had a positive impact upon costings.
- Curriculum planning and management of staff is strong.
- The financial management of Maesydderwen is very strong

#### **Overall recommendations**

- The Local Authority, with the approval of its schools, should provide benchmarking information to all schools. The benchmarking of information across two Powys schools and one Swansea school showed marked differences in expenditure. Sharing of ideas and good practice would bring benefits.
- Our perception is that underfunding of secondary schools in Powys is a significant contributory factor to the school's deficit. Further consideration could be given to different models of school organisation, including federation, 3-16 and 3-19 collaborations and the potential impact on both short and long term financial implications.
- An analysis of STATS Wales figures should be provided to cabinet. This would provide a comprehensive overview across counties for politicians. Benchmarking across counties / regions would be another worthwhile financial exercise to consider.
- Although it is difficult to compare like with like, it is worth noting that the smallest secondary school in Swansea, with fewer pupils than Maesydderwen, has at least £500K more in its budget
- Powys funds teacher salaries at UPS1 and most staff in Maesydderwen are on UPS 3. The difference is approximately £3,000 and contributes significantly to the underfunding issue. The school will not be able to reduce its deficit unless it has a more generous delegated budget share. Unless this is done, there is a real danger that the deficit could spiral out of control.
- Schools and the local authority need to work together on the funding issue, not against each other. Learners will gain most from a positive attitude from all and a real desire to support pupils across Powys. The current funding levels are just not good enough for stakeholders and schools deserve better. A tenacious approach, meeting the needs of all stakeholders, needs to be applied to fair funding levels in schools.
- The quantum needs to be reviewed as a matter of urgency.

It is acknowledged that the school has worked closely and fully co-operated with the independent review team and the authority. The budget submitted remains in an unlicensed position, it is proposed that the school continues to work with the Authority to further review the budget.

- 5.8 Llanidloes High School remains unlicensed, the school was subject to a second independent review during the spring term, the conclusions and recommendations of the review were as follows;

### **Conclusions**

- The school has made a significant effort to reduce expenditure across all budget headings and this has had a positive impact upon costings.
- Curriculum planning and management of staff is strong.
- The financial management of Llanidloes is very strong

### **Overall recommendations**

- The Local Authority, with the approval of its schools, should provide benchmarking information to all schools. The benchmarking of information across two Powys schools and one Swansea school showed marked differences in expenditure. Sharing of ideas and good practice would bring benefits.
- Our perception is that underfunding of secondary schools in Powys is a significant contributory factor to the school's deficit. Further consideration could be given to different models of school organisation, including federation, 3-16 and 3-19 collaborations and the potential impact on both short and long term financial implications.
- An analysis of STATS Wales figures should be provided to cabinet. This would provide a comprehensive overview across counties for politicians. Benchmarking across counties / regions would be another worthwhile financial exercise to consider.
- Although it is difficult to compare like with like, it is worth noting that the smallest secondary school in Swansea, with fewer pupils than Llanidloes, has at least £500K more in its budget
- Powys funds teacher salaries at UPS1 and most staff in Llanidloes are on UPS 3. The difference is approximately £3,000 and contributes significantly to the underfunding issue.
- The school will not be able to reduce its deficit unless it has a more generous delegated budget share.
- Schools and the local authority need to work together on the funding issue, not against each other. Learners will gain most from a positive attitude from all and a real desire to support pupils across Powys. The current funding levels are just not good enough for stakeholders and schools deserve better. A tenacious approach, meeting the needs of all stakeholders, needs to be applied to fair funding levels in schools.
- The quantum needs to be reviewed as a matter of urgency.



It is acknowledged that the school has worked closely with the independent review team and the authority and have submitted a budget which shows significant improvement. The 2017/18 and 2018/19 in year budget submitted shows a surplus position and stems the rising cumulative deficit. The budget will remain unlicensed as the cumulative position is a deficit. It is proposed that the authority and the school continue to work collaboratively to reduce the cumulative deficit but no further intervention is proposed at this time.

- 5.9 Bronllys C P School, Talgarth C P School and Ysgol Maesydre are subject to closure at the end of the Autumn term 2017, upon closure any existing deficits (or surplus) are written off by the Authority. It is essential that finance work with these schools to reduce and limit the level of deficit incurred. The overall position of the three schools in the approved budget plans they have submitted is a deficit of £70k.
- 5.10 Ysgol Cedewain's budget remains in an unlicensed position, as the deficit projected to the 31<sup>st</sup> March 2018 is £341k and is greater than the maximum deficit allowable to be licensed under the scheme for financing schools. It is acknowledged that the school has worked with the Authority and that the budget proposal submitted projects a surplus of £123k by 31<sup>st</sup> March 2020. It is proposed that the school continues to work with the Authority to improve the 2017-18 and 2018-19 in year positions but that no further intervention is proposed at this time.
- 5.11 Brynhafren C P School and Llanfihangel Rhydithon C P School both have budgets that are in an unlicensed position as the deficit is greater than the maximum deficit allowable under the scheme for financing schools in 2017-18. It is recognised that these schools have produced recovery plans that brings their budget into a surplus position in 2019-20. It is essential that the schools works with the Authority to reduce the deficits in 2017-18 as far as possible, it is proposed that no further intervention is taken at this time.
- 5.12 For the remaining eight schools it is proposed that the Governing Bodies be issued with a Notice of Concern in accordance with 2.15 of the Scheme, stating that the budget plan is not in compliance with the scheme, and requiring them to take urgent action to remedy the financial position and produce a recovery plan by the 29th September 2017. Each of these schools are subject to being called in to scrutiny and they will be advised accordingly. Members need to note that this is the first step in terms of the potential withdrawal of delegation from a school (Section 2.16 of the Scheme).

- 5.13 An approved budget plan has not been submitted by the Governing Body of Llangors C in W School, it is proposed that the school be issued with a Notice of Concern in accordance with 2.15 of the Scheme, stating that a budget plan has not been received and the school is therefore not in compliance with the scheme for financing schools, and requiring them to take urgent action to submit an approved budget plan by the 21<sup>st</sup> July 2017.
- 5.14 The overall financial position within schools for the last, current and future two years are shown below, this does not include the balances for Llangors C in W School and includes only the 2017/18 budget for Welshpool High School.

### Overall Position

School	Actual Position 2016/17	2017/18	2018/19	2019/20
	£'m	£'m	£'m	£'m
Total Deficit	(2.5)	(3.4)	(4.1)	(6.3)
Total Surplus	3.0	1.9	1.2	0.9
<b>Total Balance</b>	<b>0.5</b>	<b>(1.5)</b>	<b>(2.9)</b>	<b>(5.4)</b>

- 5.15 Schools are forecasting cumulative deficit balances increasing through to 2019/20. Continual monitoring will be required by officers and governing bodies to ensure deficit balances forecast in future years are reduced.

Deficit	Actual Position 2016/17	2017/18	2018/19	2019/20
Secondary	8	9	8	9
Primary	24	23	26	28
Special	2	2	2	2
<b>Total</b>	<b>34</b>	<b>34</b>	<b>36</b>	<b>39</b>

- 5.16 School financial surgeries will continue to take place twice a year, in the autumn and spring terms with current budgets and forecast budgets considered.
- 5.17 The financial position of the Secondary Schools is of particular concern, 9 of the 12 High Schools have submitted unlicensed budget proposals and the level of deficit is projected to significantly increase over the 3 year period unless further action is taken. It is essential that High Schools continue to work with the authority to improve this position. A fundamental review of the fair funding formula and a review of the scheme for financing schools is being carried out, it is essential in these times of austerity that the formula is effective in distribution of

funding. A more fundamental change is required if secondary education is going to continue to be provided within the current funding envelope.

## **6. Powys 2020**

- 6.1 Ensuring that Governing Bodies effectively and efficiently manage their budgets within the resources made available to them by the Council is a key contributor to ensure our schools are financially viable and fit for purpose, and the overarching council's objective that the People in Powys benefit from a financially balanced and fit for purpose council.

## **7. Options Considered / Available**

- 7.1 Budgets were required to be submitted by 1st May, 2017, where schools submitted deficit budgets, officers have worked with Governing bodies to address the deficit balance. Continual work by Governing bodies and officers of the council will be required to ensure balanced budgets.
- 7.2 If following advice from officers the Governing Body do not make appropriate changes to effectively manage their budget within the requirements of the Scheme for Financing Schools, the deficit budget will not be licensed. The Headteacher and Governors can be requested to meet with portfolio holders, Heads of Service and Executive Directors to discuss their budget management.
- 7.3 The Authority also has the option to withdraw delegation from the Governing Body and manage the budget from within the Authority. This can only be done following the issuing of a formal warning notice and non-compliance within a set timeframe

## **8. Impact Assessment**

- 8.1 Is an impact assessment required? No
- 8.2 If yes is it attached? Yes/No

## **9. Corporate Improvement Plan**

- 9.1 One of the objectives within the corporate improvement plan states 'To contribute to a more cost effective delivery of educational provision within available resources' 'Deliver school budgets within the schools funding formula and Statement of Intent principles'

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

- 10.1 All schools across the council are included in this report therefore all local members have an interest.

**11. Other Front Line Services**

Does the recommendation impact on other services run by the Council or on behalf of the Council? No

If so please provide their comments

**12. Communications**

Have Communications seen a copy of this report? Yes

Communications Comment: The report is of public interest and requires the use of news release and appropriate social media to publicise the decision.

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

- 13.1 Legal: The recommendations can be supported from a legal point of view

- 13.2 Finance Deficit and surplus balances must continue to be carefully monitored to ensure schools are in compliance with the Scheme for Financing Schools and that schools take the appropriate action to ensure they meet the requirements.

It is essential that officers from Finance, HR and Schools service continue to work with the Headteachers and Governing Bodies to address school balances.

Work is being carried out to benchmark the funding and the expenditure of Powys Schools to allow comparison across Wales.

- 13.3 Corporate Property: Not required

- 13.4 HR: The Schools HR Team will continue to work with Headteachers, Governors, Trades Unions and Staff to provide advice so that any changes affecting staff that need to be made can be implemented in line with the relevant Powys County Council and School policies.

- 13.5 ICT: Not required if appropriate

**14. Scrutiny**

Has this report been scrutinised?            No

**15. Statutory Officers**

15.1 The Strategic Director Resources (S151 Officer) comments:-

The report covers a significantly worsening position for schools' finances. The table in paragraph 5.1 shows an overall deficit of £1.497m that is ultimately a potential draw on the Council's general fund balance.

In particular the deficit on secondary school balances is evidence of a need to ensure budgets are effectively managed. The Section 151 officer has asked for evidence that schools have made the agreed reductions to meet the requirement to operate within a three year balanced budget.

Cabinet's attention is drawn to the significant financial risk the schools sector now presents to the authority.

15.2 The Solicitor to the Council (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report".

**16. Members' Interests**

(To be completed by the Monitoring Officer)

The Monitoring Officer advises that Members may have an interest in this item if .....

or

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

**17. Future Status of the Report**

(This section must be completed if the report is a confidential/exempt report)

Members are invited to consider the future status of this report and whether it can be made available to the press and public either immediately following the meeting or at some specified point in the future.

The view of the Monitoring Officer is that:

Recommendation:	Reason for recommendation
1. That all planned budgets with a cumulative surplus at 31 March 2018 are approved	To comply with the Authority's scheme for the financing of schools
2. That the Portfolio Holder for Education has the delegated decision on whether to apply clawback to the schools named in paragraph 4.3 of the report, pending reasons for the surplus being in excess of the position submitted to cabinet in July 2016.	To comply with the Authority's scheme for the financing of schools
3. That all schools that are potentially subject to clawback for 2017/18 as set out in paragraph 4.4 have their budgets re-assessed after spending plans have been submitted by the 29th September 2017 and a further report brought back to Cabinet during the Autumn Term 2017.	To comply with the Authority's scheme for the financing of schools
<p>4. That the proposed budgets for the following schools who have planned cumulative deficit balances in 2017/18 are licensed:</p> <p><b>Primary Schools</b></p> <p>Abermule CP School  Berriew C P School  Clyro C in W Controlled School  Franksbridge C P School  Leighton C P School  Llanbister C P School  Llandrindod Wells C P School  Cefnlllys  Llanfechain C in W School  Llanfyllin C P School  Llangedwyn C in W Voluntary Controlled School  Llanrhaeadr Ym Mochnant C P School  Llansantffraid C in W Aided School  Ysgol Dolafon  Ysgol Dyffryn Trannon  Ysgol Gymaeg Dyffryn Y Glowyr  Ysgol Meifod</p> <p><b>Secondary Schools</b></p> <p>Ysgol Bro Hyddgen</p>	To comply with the Authority's scheme for the financing of schools

5. That the budget for Brecon High School remains in an unlicensed position. Following the meeting with the governing body a report is submitted to cabinet to recommend the level of intervention proposed.	To comply with the Authority's scheme for the financing of schools
6. That the budget for Ysgol Maesydderwen remains in an unlicensed position and that the school and Governing Body works with the Authority to further review the budget position.	To comply with the Authority's scheme for the financing of schools
7. That the budget for Llanidloes High Schools and Ysgol Cedewain remain in an unlicensed position.	To comply with the Authority's scheme for the financing of schools
8. That the budgets for Bronllys C P School, Brynhafren C P School, Llanfihangel Rhydithon C P School, Talgarth C P School and Ysgol Maesydre are not licensed.	To comply with the Authority's scheme for the financing of schools
9. The Schools named below with planned cumulative three year consecutive deficit balances, including the current year are not licensed and a notice of concern be issued to each Governing Body and that the Governing Bodies of these schools be required to submit a recovery plan to the authority by the 29th September 2017.  <b>Primary Schools</b> Irfon Valley C P School Llangynidr C P School  <b>High Schools</b> Builth Wells High School Crickhowell High School Llanfyllin High School Welshpool High School Llandrindod High School  <b>Special Schools</b>	To comply with the Authority's scheme for the financing of schools

<b>Brynllwarch Hall Residential School</b>	
<b>10. That the budget for Llangors C in W School is not licensed and a notice of concern be issued to the Governing Body to submit an approved budget plan by 21st July 2017.</b>	<b>To comply with the Authority's scheme for the financing of schools</b>
<b>11. Financial surgeries continue in the autumn and spring terms and schools are reminded of the possibility of claw back.</b>	<b>To comply with the Authority's scheme for the financing of schools</b>
<b>12. Existing Loans are monitored.</b>	<b>To comply with the Authority's scheme for the financing of schools</b>

<b>Relevant Policy (ies):</b>	
<b>Within Policy:</b>	<b>Y</b>
<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	<b>All</b>
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<b>Person(s) To Implement Decision:</b>	<b>School Finance Manager &amp; Schools Service Senior Staff</b>
<b>Date By When Decision To Be Implemented:</b>	<b>11<sup>th</sup> July 2016</b>

Contact Officer: Marie James Tel: 01597 826459 Email: <a href="mailto:marie.james@powys.gov.uk">marie.james@powys.gov.uk</a>
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**Background Papers used to prepare Report:**

CABINET REPORT TEMPLATE VERSION 5



Appendix A - School Balances

School	2016/17 Cabinet Budget	2016/17 Actual Outturn	2017/18 Draft Budget	2018/19 Draft Budget	2019/20 Draft Budget
Abermule CP School	4,395	(4,103)	(716)	7,946	29,548
Archdeacon Griffiths C in W A School	(4,567)	(3,470)	6,967	(15,312)	(33,874)
Arddleen C P School	9,979	7,783	19,444	26,265	31,348
Ardwyn Nursery & Infants School	33,622	21,169	9,853	0	0
Banw C P School	26,707	37,220	21,068	(4,139)	(31,733)
Berriew C P School	12,876	(5,580)	(1,440)	3,821	8,343
Bronllys C P School	2,568	(5,399)	(6,850)	0	0
Brynhafren C P School	(2,834)	(16,027)	(33,695)	(18,272)	2,716
Builth Wells C P School	10,524	59,014	51,244	39,851	(5,578)
Buttington/Trewern C P School	38,225	50,906	32,230	27,208	6,269
Caersws C P School	4,627	16,643	12,415	16,169	24,668
Carreghofa C P School	32,940	28,669	4,185	(50,034)	(122,914)
Castle Caereinion C in W School	15,788	23,095	8,305	(570)	(15,145)
Churchstoke C P School	(15,378)	3,351	2,222	1,995	3,512
Clyro C in W Controlled School	(45,208)	(24,351)	(8,660)	5,482	6,868
Cradoc C P School	25,644	54,232	17,724	(20,090)	(52,176)
Crickhowell C P School	37,406	39,820	2,559	2,746	1,407
Crossgates C P School	25,980	49,172	41,448	32,159	12,371
Forden C in W School	23,436	36,734	33,424	33,866	26,177
Franksbridge C P School	9,189	6,700	(9,784)	(3,399)	1,378
Gladestry C in W Controlled School	31,414	38,727	27,135	15,119	5,284
Guilsfield C P School	36,187	45,385	21,387	18,006	(7,877)
Gungrog C in W School	2,027	32,219	32,112	0	0
Hafren C P Junior School	37,432	63,264	41,478	33,438	19,496
Hay-On-Wye C P School	34,924	1,887	10,908	(1,396)	(11,108)
Irfon Valley C P School	6,859	(2,353)	(3,714)	(10,333)	(23,027)
Knighton C in W Controlled School	48,423	77,882	46,145	52,377	58,989
Ladywell Green Nursery & Infants School	47,858	74,537	57,634	41,839	26,823
Leighton C P School	129	(15,109)	(14,395)	242	798
Llanbedr C in W Aided School	2,164	7,768	8,079	5,675	2,611
Llanbister C P School	(16,518)	(5,836)	(6,064)	71	6,677
Llandinam C P School	9,501	26,015	21,632	18,049	16,100
Llandrindod Wells C P School Cefnllys	43,793	(4,996)	(14,825)	17,816	52,492
Llandrindod Wells C in W Controlled Sch	42,273	43,421	15,697	(1,041)	(45,467)

School	2016/17 Cabinet Budget	2016/17 Actual Outturn	2017/18 Draft Budget	2018/19 Draft Budget	2019/20 Draft Budget
Llandysilio C in W School	32,958	45,776	25,172	9,816	(29,107)
Llanelwedd C in W Primary School	(5,350)	(10,600)	18,689	34,428	35,738
Llanerfyl C in W Foundation School	296	7,745	5,369	(21,398)	(53,211)
Llanfaes C P School	10,057	37,013	21,751	25,630	38,781
Llanfair Caereinion C P School	31,208	50,788	32,022	17,124	12,426
Llanfechain C in W School	3,166	(10,769)	(11,816)	(9,651)	2,880
Llanfihangel Rhydithon C P School	3,832	(18,356)	(32,376)	(9,947)	9,103
Llanfyllin C P School	(12,983)	(15,756)	(21,685)	1,048	12,421
Llangattock C in W Controlled School	19,095	15,129	12,595	(10,970)	(38,258)
Llangedwyn C in W Voluntary Controlled	(12,852)	(43,973)	(7,418)	17,727	32,099
Llangors C in W Controlled School	(6,997)	3,556	0	0	0
Llangynidr C P School	53	10,059	(4,795)	(32,689)	(70,692)
Llanidloes C P School	56,287	66,804	55,762	32,456	1,223
Llanrhaeadr Ym Mochnant C P School	(33,820)	(14,166)	(5,420)	5,571	7,343
Llansantffraid C in W Aided School	(30,360)	(50,515)	(25,179)	(17,078)	8,042
Maesyrhandir C P School	15,199	29,250	8,689	(61,581)	(133,562)
Montgomery C in W School	28,290	51,966	32,608	28,095	8,484
Mount Street C P Infants School	57,519	83,113	51,830	22,124	26,186
Mount Street C P Junior School	2,515	37,606	34,999	38,329	41,114
Nantmel C in W Controlled School	8,034	0	0	0	0
Newbridge-On-Wye C in W Controlled Sc	16,884	21,338	28,338	18,167	26,075
Oldford Infants School	25,830	37,907	35,911	0	0
Penygloddfa C P School	24,105	23,072	6,962	(8,344)	(5,820)
Presteigne C P School	1,194	9,394	2,251	6,550	2,914
Priory C in W Aided School	70,600	109,863	80,411	41,177	(19,053)
Radnor Valley C P School	2,173	21,482	25,674	29,499	14,182
Rhayader C in W Controlled School	2,301	(8,940)	16,932	7,907	(6,037)
Sennybridge C P School	26,466	19,572	7,473	3,342	(4,187)
St Mary's Catholic School	(4,091)	2,768	9	(9,660)	(17,355)
St Michael's C in W V A School	7,738	19,145	637	(26,496)	(81,999)
Talgarth C P School	1,963	(5,142)	(23,715)	0	0
Treowen C P School	23,866	43,191	30,263	28,612	(12,143)
Ysgol Bro Cynllaith	15,993	17,984	6,271	(433)	(7,277)
Ysgol Bro Tawe	24,294	40,379	46,589	33,264	(11,708)
Ysgol Dafydd Llwyd	54,003	92,301	42,118	(11,803)	(58,302)
Ysgol Dolafon	(28,474)	(3,570)	(3,493)	(2,270)	631

School	2016/17 Cabinet Budget	2016/17 Actual Outturn	2017/18 Draft Budget	2018/19 Draft Budget	2019/20 Draft Budget
Ysgol Dyffryn Trannon	(16,270)	(28,286)	(15,501)	(9,849)	1,530
Ysgol Glantwymyn	(14,019)	7,109	13,551	21,691	12,244
Ysgol Gynradd Carno	11,203	9,395	11,439	6,734	2,844
Ysgol Golwg Y Cwm	13,637	31,945	46,420	47,218	27,367
Ysgol Gymaeg Dyffryn Y Glowyr	(20,824)	(16,106)	(25,522)	(20,295)	7,430
Ysgol Llanbrynmair	(2,822)	18,300	16,970	18,051	8,921
Ysgol Maesydre	(12,249)	(37,606)	(39,458)	0	0
Ysgol Meifod	(18,236)	(44,488)	(23,266)	(6,904)	961
Ysgol Pennant	35,426	68,777	59,318	46,177	35,217
Ysgol Pontrobert	18,919	22,212	16,223	2,503	4,253
Ysgol Rhiw Bechan	33,471	29,001	29,792	8,592	(30,277)
Ysgol Y Cribbarth	31,499	57,603	44,179	26,188	(19,209)
Ysgol-Y- Bannau	28,397	16,680	32,297	5,707	(24,737)

<b>Total Primary</b>	1,091,419	1,608,338	1,105,021	599,912	(247,550)
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Brecon High School	(186,755)	(219,627)	(790,062)	(1,384,342)	(1,936,677)
Builth Wells High School	(112,085)	(293,813)	(607,918)	(941,338)	(1,340,331)
Gwernyfed High School	186,076	253,396	182,282	136,663	2,969
Ysgol Maesydderwen	(35,983)	(103,957)	(196,880)	(350,109)	(496,589)
Crickhowell High School	(28,727)	(253,084)	(183,961)	(180,198)	(154,021)
Ysgol Uwchradd Caereinion	16,638	82,416	7,480	(115,487)	(258,831)
Llanfyllin High School	129,477	231,184	(77,051)	(398,613)	(728,447)
Llanidloes High School	(175,641)	(190,581)	(177,644)	(177,442)	(239,875)
Ysgol Bro Hyddgen	(77,486)	(133,590)	(84,339)	3,684	5,080
Newtown	81,214	176,539	97,849	41,885	(80,084)
Welshpool High School	(207,774)	(283,858)	(505,079)		
Llandrindod High School	41,434	(128,292)	(50,244)	(27,730)	(19,446)

<b>Total Secondary &amp; Middle</b>	(369,611)	(863,269)	(2,385,569)	(3,393,028)	(5,246,254)
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Brynllwarch Hall Residential	27,787	(27,395)	(26,032)	(19,795)	(8,335)
Ysgol Cedewain Special School	(517,433)	(445,812)	(340,578)	(129,245)	123,397
Ysgol Penmaes Special School	107,809	213,893	149,848	46,952	(75,552)

<b>Total Special</b>	(381,837)	(259,314)	(216,762)	(102,088)	39,510
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<b>Total</b>	339,971	485,755	(1,497,310)	(2,895,204)	(5,454,293)
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**CYNGOR SIR POWYS COUNTY COUNCIL.****CABINET EXECUTIVE**11<sup>th</sup> July 2017

**REPORT AUTHOR:** County Councillor Myfanwy Alexander  
Portfolio Holder for Education

**SUBJECT:** 21<sup>st</sup> C Schools Programme - Ffederasiwn Ysgolion  
Carno, Glantwymyn & Llanbrynmair Federation

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**REPORT FOR:** Decision

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**1. Summary**

1.1 In 2011, the Council submitted its Strategic Outline Programme (SOP) to the Welsh Government, for capital investment for the schools estate, as part of the Welsh Government's 21<sup>st</sup> C Schools Programme. Within the SOP, investment was prioritised for the 'Llanidloes & Machynlleth Area Review'. The Review was concluded in 2013/14, and three schools were formally federated – Ffederasiwn Ysgolion Carno, Glantwymyn and Llanbrynmair. The Federation is a successful example of an innovative rural school model which has ensured that Welsh-medium primary education is flourishing in three rural communities.

1.2 This report seeks Cabinet approval to submit a Business Justification Case (BJC) to the Welsh Government's 21<sup>st</sup> C Schools Programme for capital investment to improve the Federation's school buildings, ensuring all pupils in the Federation are taught in appropriate learning environments with adequate safeguarding arrangements.

1.3 The project has been developed in partnership with the communities in the Federation, and will be funded from three sources – Welsh Government will contribute 50% of funding, in accordance with the terms of the 21<sup>st</sup> C Schools Programme, with the remainder funded jointly by the local authority and the utilisation of community funding for Carno through the local windfarm development – Tir Gwynt. It would not be possible to fund the development in Carno without this contribution from the community.

1.4 This report is supported by the following appendix:

- Appendix 1: Federation Business Justification Case

## 2. Background

2.1 As part of its Schools Modernisation Programme, Powys County Council commenced a review of education provision in the Machynlleth area in 2010.

2.2 The outcome of the catchment review was that an All Through School for 4 – 18 year olds was established in the town of Machynlleth, and that the three outlying primary schools – **Ysgol Carno, Ysgol Glantwymyn and Ysgol Llanbrynmair** - should form a formal federation of Welsh-medium primary schools. This BJC focuses on investment in the federation only.

2.3 The Federation has now been in operation since 2014 with a new headteacher, a single governing body and a single leadership team operating across the three sites. There are currently 157 pupils in the Federation. They are all relatively small schools providing Welsh-medium education in a rural area that stretches between Cemmaes Road to the West and Carno to the East. The size of the schools, the distance between the three and the fact that they are all Welsh-medium schools serving a larger rural hinterland, were key reasons for establishing the Federation.

**Table 1 – Pupil numbers and forecasts**

	Pupil No's (Reception to Year 6) PLASC 2017 data	Pupil Projections 2018	Pupil Projections 2019	Pupil Projections 2020	Pupil Projections 2021	Total number of places available
Glantwymyn	69	66	61	65	64	84
Carno	36	36	37	36	36	49
Llanbrynmair	52	60	61	60	62	70
<b>Total</b>	<b>157</b>	<b>162</b>	<b>159</b>	<b>161</b>	<b>162</b>	

2.4 Standards of teaching and learning within the Federation are good, as shown in Table 2. Two of the schools were inspected within the first two terms following the establishment of the Federation.

**Table 2 – Standards**

School	Date of Estyn inspection	Outcome of Estyn inspection	National categorisation of Schools 2016
<b>Glantwymyn</b>	2014	Current Performance: Adequate Prospects for Improvement: Good	<b>Yellow</b>

<b>Carno</b>	2009	x7 Grade 2	Yellow
<b>Llanbrynmair</b>	2015	Current Performance: Good Prospects for Improvement: Good	Green

2.5 The condition of the school buildings is variable. An initial BJC was submitted to Welsh Government in early 2015, requesting 21<sup>st</sup> Century Schools capital funding to invest in Ysgol Glantwymyn. Welsh Government was unable to support the case at the time, as it did not address the condition of Ysgol Carno. Ysgol Carno has been graded as a condition D school, due to the lack of sustainability as it housed in an ageing demountable building.

**Table 3 – Building condition**

	Overall Grading Condition	Suitability	Sustainability	Condition
Glantwymyn	C	C	C	B
Carno	D	D	C	B
Llanbrynmair	B	B	C	B

2.6 The condition data is based on EC Harries survey undertaken in 2009 but re-assessed by PCC in 2016.

### **3. Proposal**

3.1 The BJC presents the case to provide equitable school accommodation across the three sites of the federation, specifically to:

#### **Ysgol Glantwymyn**

- extend the current school entrance to provide administrative space and to improve safeguarding
- provide a disabled W/C facility, which is lacking
- provide adequate car parking and drop-off area

#### **Ysgol Carno**

- eradicate the dependence on demountable accommodation by building a new 2 class school adjacent to the Carno community hall, as the current demountable accommodation was graded as a condition 'D' building by Welsh Government.

## Ysgol Llanbrynmair

- provide minimal investment to provide a canopy for outside learning and storage facilities

3.2 The project meets the aims of the Welsh Government's 21<sup>st</sup> C Schools Programme and its investment objectives, as follows:

### **'Aims:**

- *reduce the number of poor condition schools;*
- *ensure that we have the right size schools, in the right location that:*
  - *provide enough places to deliver Welsh and English medium education; and*
  - *ensure the effective and efficient use of the educational estate.*

**Investment Objective One** - *To provide efficient and effective educational infrastructure that will meet current and future demand for places by 2024.*

- *Backlog maintenance costs for the schools and colleges selected for Band B are reduced by at least 50% (based on the assumption that approximately 50% of the projects in the Programme will be replacements for existing assets).*
- *No category D buildings in the estate.*
- *c25% of Category C condition buildings are improved to Category A or B.*

**Investment Objective Two** - *Optimise the use of infrastructure and resources, to deliver public services for our communities by 2024. This will include flexibility of our assets so that space and facilities available for our stakeholders are maximised.*

- *Our aspiration is for all facilities that receive investment commit to making assets available for community use if local demand exists.*
- *10% of schools / colleges that receive funding from the Programme have co-located public services on site if local demand exists.' (21<sup>st</sup> C Schools Programme Band B SOP February 2017).*

## **4. Financial Information**

4.1 The total cost associated with the project is **£2,854,410.15** The authority is requesting that Welsh Government provide 50% of the total cost of the project, with Powys County Council responsible for the remaining



50%. However, Carno Recreation Association will be contributing £500k to the cost of replacing Ysgol Carno, reducing the authority's contribution to **£927,205.08**. This means that, in effect, the authority's main contribution will be to the Glantwymyn and Llanbrynmair schemes, with the Carno scheme funded by the Welsh Government and Carno Recreation Association.

4.2 The following table shows the breakdown of costs between organisations – the figures include contingency allowance and inflation:

<b>Project Costs and Welsh Government Contribution</b>	
<b>Total Project Cost (inclusive of optimism bias and risk)</b>	£2,854,410.15
<b>Welsh Government Contribution</b>	£1,427,205.07
<b>Powys County Council Contribution</b>	£927,205.08
<b>Carno Recreation Association Contribution</b>	£500,000

4.3 As the contribution from the Carno Recreation Association is a grant contribution, the authority and the Association will be entering into a legal agreement. A virement will be required to reduce the budget for the Ysgol Bro Hyddgen project to finance the increased budget for this scheme. The current budget is £1.866m and will require an additional £0.989m, with a corresponding decrease in Ysgol Bro Hyddgen. The Ysgol Bro Hyddgen Capital project is to be completed as a combination of Band A and Band B of Powys 21<sup>st</sup> Century Schools Programme and the funding will be increased in the submission to be completed shortly.

4.4 The legal department note the contents of the report and will support in drafting and completing any legal documentation when and where required, based on instructions received and Cabinet decision made

4.5 The grant from Carno Recreation Association will be a conditional one and a legal agreement is currently being negotiated between Carno Recreation Association and Powys County Council. If Cabinet approves the recommendation and Welsh Government subsequently approve the capital funding request, a legal agreement will need to be reached before the project incurs expenditure.

Currently, the 2 options are:

1) Should the school close during a defined period and it is agreed that the Recreation Association will receive an agreed proportion of their £500k, there would be no major vat implications.

2) If it is agreed that the Recreation Association received a share of the sale proceeds then the £500k is consideration for a beneficial interest in the land. There is a potential future financial risk to the Council if this payment is based on the sale value as, for VAT purposes, this means that the grant from the Association is consideration for a beneficial interest in the land. As such, this impacts the vat recovery as it brings a proportion of the input tax on the construction works into the Council's partial exemption calculation (this would not normally be the case because there is a HMRC concession in place for capital expenditure on education). This is a significant potential financial risk to the Council as our Partial Exemption situation is already compromised over the next 2-3 financial years due to various projects across the Council.

## **5. Options Considered / Available**

- 5.1 Within the BJC, a number of options for capital investment within the federation have been evaluated and costed. These were discussed with the governing body, headteacher, local members and with the Carno Recreation Association during the process

Appendix 1 lists the considered options on page 22.

## **6. Preferred Choice and Reasons**

- 6.1 The preferred option is taken forward because it provides the best value for money and long-term solution for the development of the federation, whilst also addressing minor problems with the existing infrastructure.

The preferred option will:

- Eradicate the dependency in Carno on demountable accommodation
- Provide adequate administration, storage and disabled W/C spaces in Glantwymyn
- Enhance safeguarding in Glantwymyn by extending the school entrance and improving car parking facilities
- Provide equitable accommodation for every pupil being taught within the federation

- 6.2 The following benefits have been identified:

- Improved learning outcomes and raised attainment levels. There is a clear link between new and improved school buildings and improved performance as highlighted by Estyn.
- Positive learning and social experiences through the medium of Welsh
- Facilities that enhance their learning experiences, leading to increased motivation and improved performance

- School performance improves, raising staff motivation and morale
- School performance leads to increase in number of pupils accessing Welsh-medium education locally, increasing the critical mass and providing more professional development opportunities for teachers
- Improved use of technology to support teaching and learning across the three schools
- More opportunities to facilitate distributed leadership and increased responsibilities
- Reduction in school running costs
- Reduction in maintenance costs
- Improved educational environment for pupils and staff by being non-reliant on temporary accommodation.
- Pupils are able to meet their full potential
- Improving performance raises awareness of the Welsh language and Welsh-medium provision in the locality, leading to increased interest and demand for Welsh-medium education
- Improving performance also raises awareness and is a potential 'success story' on how federated schools are performing
- Staff have increased job satisfaction
- Staff have greater opportunities to use wider range of different learning and teaching styles
- Increased opportunities for continuous professional development
- Headteacher has appropriate office space to enable strategic and operational planning for further development of the Federation
- Administrative staff have appropriate office space to enable effective running of the three school federation
- Senior leadership team are able to utilise technology to improve communications across the three schools
- Better use of resources and facilities so teachers can focus on developing specific elements of the overall curriculum
- Improved service delivery for pupils and parents through greater integration between services

## **7. Impact Assessment**

7.1 Is an impact assessment required? No

7.2 If yes is it attached? N/A

## **8. Corporate Improvement Plan**

8.1 One of the priorities in the council's Corporate Improvement Plan is 'Improving learner outcomes for all, minimising disadvantage'

8.2 Within this priority, the council states that we must 'provide improved access to Welsh-medium education'.

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

9.1 The following comments have been received by local members:

9.2 Cllr Elwyn Vaughan:

Unig sylw gen i fyddai croesawu'r buddsoddiad ac ei fod yn arwyddion o ffydd ar ôl cyfnod heriol yn ariannol. Rhaid nodi a croesawu'r buddsoddiad preifat yn arbennig o Garno, swm sylweddol mewn ardal wledig ac i'w llongyfarch. The only comment I have would be to welcome the investment as a token of faith after a financially challenging time. The private investment, especially from Carno, is to be noted and welcomed. This is a substantial sum in a rural area and they are to be congratulated.

9.3 Cllr Les George:

Recently representing the Carno Ward for the federation I find myself energised by the dedication and enthusiasm of this small group of gifted individuals who concentrate their efforts for the advantage of the community and outlying areas. This well presented and detailed document highlights the importance of long awaited investment into the education system in our Mid Wales rural area.

I have read through the detailed information held within the BJC draft document and have noted some minor statements and inaccuracies which I have discussed with our community representative for clarification at our meeting on Monday, 26 June at Carno. We are satisfied with the general content and welcome your continued support.

The minor comments we need to make regarding the BJC draft document, I am sure with your clarification will not impede the urgency to meet the presentation dates to the Cabinet and Welsh Assembly Government. Many thanks for all your efforts

9.4 Cllr Diane Jones-Poston:

Having been recently elected to represent the Llanbrynmair ward, I am pleased to note the programme of investment to support and enhance the level of education within the Federation of Glantwymyn, Llanbrynmair and Carno schools.

I very much welcome and support the importance of the investment into these three federated rural schools. Living in rural Powys, schools are the life blood of our rural communities and it is vital to protect and enhance the quality of education for our children and ensuring the sustainability of the Welsh language in our rural area.

I am satisfied with the general content of the draft paper and agree with the recommendation to approve the submission of the BJC to Welsh Government to secure the capital funding needed to invest in the Federation.

## **10. Local Stakeholders/ Partnerships**

### 10.1 Carno Recreation Association

Carno Recreation Association are looking forward to the opportunity of working with Powys County Council to bring a permanent school building to Carno after 20 years.

The £500K investment from Carno Recreation Association is primarily sourced from the Tirgwynt Windfarm and the community benefits received from the Developer, Belltown. We feel that the provision of a permanent school building is vital to the community and the growth of the Welsh language in this area.

This project represents another first for Powys County Council. Following the successful federation of our three Welsh medium schools, this collaboration between PCC and ourselves is an innovative use of community benefit funding which safeguards Welsh medium education in Carno for generations to come. The building will represent a long term legacy for the residents of Carno and its surrounding area.

## **11 Other Front Line Services**

11.1 Does the recommendation impact on other services run by the Council or on behalf of the Council? No

## **12. Communications**

12.1 Have Communications seen a copy of this report? Yes

12.2 The Communications Manager notes that the report is of public interest and requires proactive news release and use of social media to publicise the decision

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

### 13.1 Legal

The legal department note the contents of the report and will support in drafting and completing any legal documentation when and where required, based on instructions received and Cabinet decision made

### 13.2 Finance

The Schools finance manager notes the contents of the report the revenue costs of the schools will be required to be funded from the funding provided through the schools fair funding formula.

The Capital and Financial Planning Accountant confirms that a virement will be required to finance this project from the Ysgol Bro Hyddgen project and will be financed from a combination of Borrowing, Capital Receipts and reserves.

In turn, the funding to complete Ysgol Bro Hyddgen will be financed from Band B.

### 13.3 Corporate Property

Corporate Property notes the contents of the report and supports the proposed investment in the assets as investment is essential to ensure that the assets are maintained and sustainable into the future. The failure to address backlog maintenance issues will only lead to further costs being incurred by the Council in the future.

### 13.4 HR (if appropriate)

N/A

### 13.5 ICT (if appropriate)

N/A

## 14. Scrutiny

14.1 Has this report been scrutinised? No

## 15. Statutory Officers

15.1 The Strategic Director for Resources (S151 Officer): I note the comments made by finance and the approach to bring funding certainty to the project

15.2 The Solicitor to the Council (Monitoring Officer) comments will be reported at the meeting.

## 16. Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<b>To approve the submission of the Business Justification Case to Welsh Government to secure capital funding to invest in Ffederasiwn Carno, Glantwymyn &amp; Llanbrynmair Federation.</b>	<b>To significantly improve the condition of the learning environment within the Federation</b>

To approve the virement of £989k from Ysgol Bro Hyddgen to the Ffederasiwn Carno, Glantwymyn & Llanbrynmair Federation in 2018/19.	To ensure the budget is fully financed. Ysgol Bro Hyddgen forms part of Powys 21 <sup>st</sup> Century Schools Band A and Band B Programme.
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<b>Relevant Policy (ies):</b>	School Transformation Policy 21 <sup>st</sup> Century Schools Programme Welsh in Education Strategic Programme (WESP)		
<b>Within Policy:</b>	<b>Y</b>	<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	Cllr Elwyn Vaughan Cllr Les George Cllr Diane Jones-Poston
----------------------------------	--

<b>Person(s) To Implement Decision:</b>	School Transformation Team
<b>Date By When Decision To Be Implemented:</b>	July 2017

Contact Officer: Betsan Ifan Tel: 01597 826594 Email: <a href="mailto:Betsan.ifan@powys.gov.uk">Betsan.ifan@powys.gov.uk</a>
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**Background Papers used to prepare Report:**

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**Powys County Council**  
**21<sup>st</sup> Century Schools Programme**

**BUSINESS JUSTIFICATION CASE (draft)**

**FFEDERASIWN CARNO, GLANTWYMYN A LLANBRYNMAIR  
FEDERATION**

**Version Number: v7**

**Issue Date: 30 June 2017**

## CONTENTS

1. Executive Summary.....	3
2. Strategic Context.....	5
3. The Case for Change.....	8
Key data.....	13
4. Investment Objectives and Benefits.....	15
5. Main Risks.....	18
6. Options Appraisal.....	22
7. Procurement Route.....	33
8. Funding and Affordability.....	34
9. Management Arrangements.....	36

### Appendices

Appendix 1: Designs

Appendix 2: Project Costs

Appendix 3: Options Appraisal

## 1. EXECUTIVE SUMMARY

- 1.1 This Business Justification Case (BJC) is seeking approval from Welsh Government for a financial contribution in support of a proposal to build a new permanent school building for Ysgol Carno to replace the current demountable; to extend and remodel Ysgol Glantwymyn.
- 1.2 The total capital costs associated with the proposal is **£2,854,410.15** including all fees and contingency allowance, with Powys County Council requesting **£1,427,205.07** from Welsh Government.
- 1.3 The schools are part of a formal federation of three primary Welsh-medium schools - 'Ffederasiwn Carno, Glantwymyn a Llanbrynmair' - which was established in **2014** following a review of education in the Machynlleth catchment as part of the Authority's Schools Modernisation Programme.
- 1.4 The main focus of this investment proposal is to ensure that every pupil who is being taught in the three schools within the federation receive their education in equitable and adequate accommodation. The BJC presents the case to provide equitable school accommodation across the three sites of the federation, specifically to:

### Ysgol Glantwymyn

- extend the current school entrance to provide administrative space and to improve safeguarding
- provide a disabled W/C facility, which is lacking
- provide adequate car parking and drop-off area

### Ysgol Carno

- eradicate the dependence on demountable accommodation by building a new school adjacent to the Carno community hall, as the current demountable accommodation was graded 'D' for suitability by Welsh Government.

### Ysgol Llanbrynmair

- provide minimal investment to provide a canopy for outside learning and storage facilities

- 1.5 The investment will also be spent on improving and extending the current building of Ysgol Glantwymyn, which scored a C for suitability and sustainability in the Welsh Government assessment of school buildings in 2009. The proposed works comprise an extension to form a new staff room, reception and school entrance area, with smaller extensions providing storage space to class bases. Car-parking facilities and drop off areas will also see improvement and a new MUGA (multi use games area) will be built on the grounds to compensate for the loss of play area This is a proportionate response that increases the sustainability of the school within the Federation, providing accommodation that directly meets the shortfall against current design standards. The placement of the main extension further serves to increase the entrance's visibility and improve safeguarding.
- 1.6 The investment in Ysgol Carno will be spent on providing a permanent, sustainable, multipurpose building. Ysgol Carno was categorised as D for suitability in the Welsh

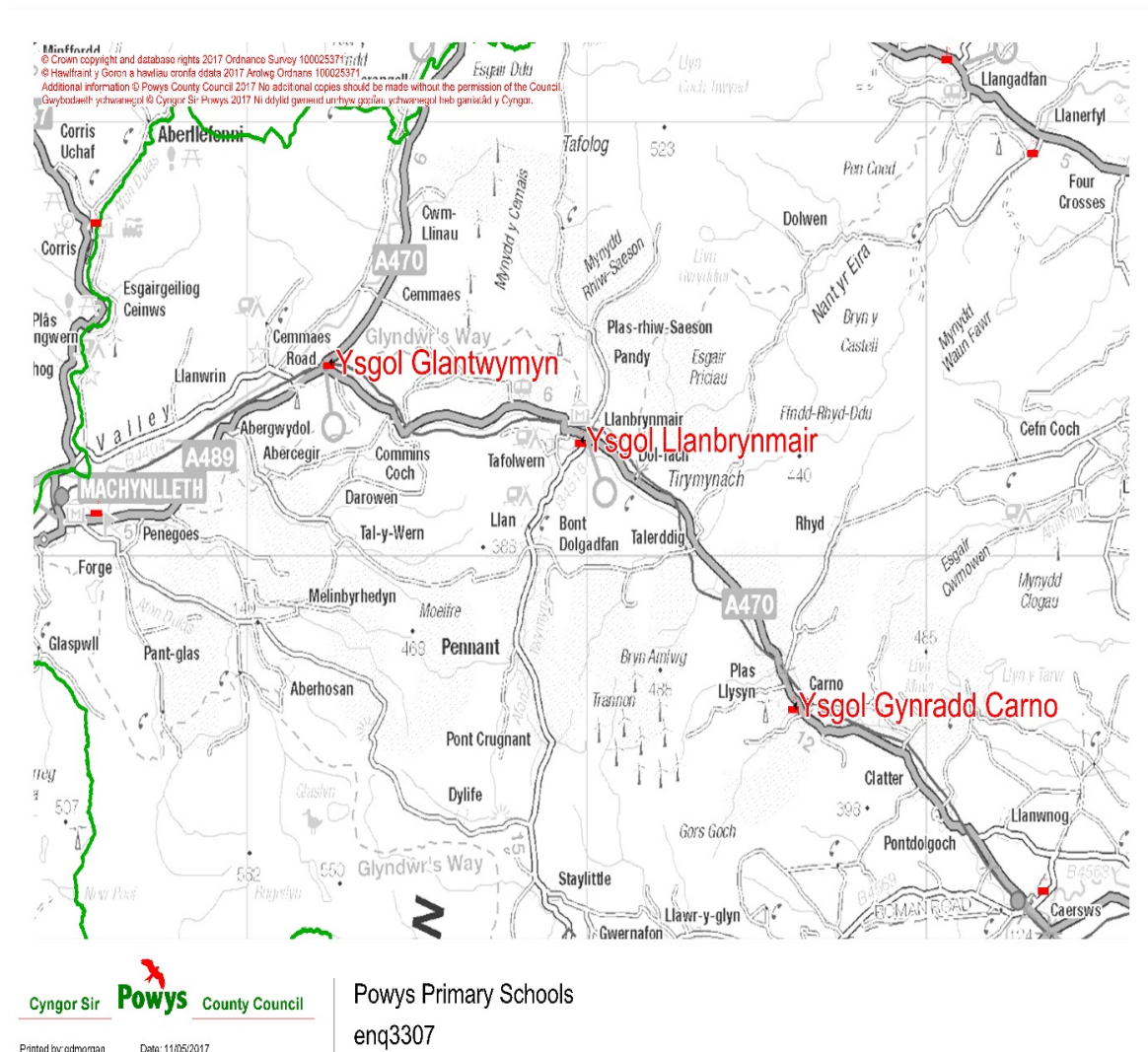
Government assessment of school buildings survey in 2009, due to the fact that current school premises is housed in demountable accommodation. The proposed works is to build a 60 place school, with one early year's room.

- 1.7 A small investment will also see a new canopy be erected for the KS1 pupils at Ysgol Llanbrynmair to enable an effective outdoor learning environment.
- 1.8 An initial BJC was submitted to Welsh Government in early 2015, requesting 21<sup>st</sup> Century Schools capital funding to invest in Ysgol Glantwymyn, however this business case was rejected citing that capital investment should not be considered solely for Ysgol Glantwymyn as it is only one school that forms a 3 school federation. Because Ysgol Carno is entirely housed in demountable accommodation, which is graded 'D' for suitability, Welsh Government requested a revised business case.
- 1.9 Powys County Council has since evaluated all viable options and is submitting a business case that addresses this issue, ensuring that every pupil who attends the federation receives their education in suitable, sustainable and equitable accommodation.

## 2. STRATEGIC CONTEXT

- 2.1 As part of its Schools Modernisation Programme, Powys County Council commenced a review of education provision in the Machynlleth area in 2010. Machynlleth is located in the Dyfi Valley area of North West Powys, on the border with Ceredigion and Gwynedd. The area includes a small rural market town of Machynlleth and a number of small outlying villages. At the time the review commenced, there was a dual-stream secondary and primary school in the town of Machynlleth, and three Welsh-medium primary schools in outlying communities. These three schools were located within a 20 mile radius of each other, but serve a wider geographical area of around 30 sq. miles.

Below is a map showing the location of each school



- 2.2 The outcome of the catchment review was that an All Through School for 4 – 18 year olds was established in the town of Machynlleth, and that the three outlying primary schools – **Ysgol Carno, Ysgol Glantwymyn and Ysgol Llanbrynmair** - should form a formal federation of Welsh-medium primary schools. This BJC focuses on investment in the federation only.
- 2.3 At the time, the rationale for supporting a formal federation was that it would enable the three schools to remain in their communities whilst benefiting from a stronger, sustainable governance model that would lead to raised standards of education, opportunities to share resources and gain economies of scale and efficiencies. The fact that the three schools are Welsh-medium schools serving strong Welsh-speaking areas was a key factor in the decision.
- 2.4 The federation is now in operation with a new headteacher, a single governing body and a single leadership team operating across the three sites. There are currently 157 pupils in the schools. Working together through the single governing body structure enables the schools to raise standards and maintain local education provision by sharing resources, staff, expertise and best practice. It also enables the governing body to develop effective and accountable mechanisms to pool resources, releasing capacity in the senior management team and gain economies of scale and efficiencies.
- 2.6 Following numerous discussions with the federation governors and local stakeholders, the authority has agreed that investment is needed at Glantwymyn as the hub of the Federation and further investment is needed to ensure that pupils at Ysgol Carno have a permanent school base, eradicating the need for demountable accommodation.
- 2.7 As the federation is in its relative infancy, *Developing Delegated Leadership across the Federation* is a priority within the Federation's Improvement Plan. To achieve this, it is essential that there is permanent space at Ysgol Carno and appropriate space within Ysgol Glantwymyn, as the hub of the federation, to enable the Head and senior leadership team to have sufficient space and time to develop the necessary strategies. It is also necessary to ensure that there is a fit-for-purpose administrative centre within the federation to support the strategies and the operational management of the schools.
- 2.8 The new federation's strength is that staff from the three schools work are already working closely as a team across the three schools to achieve the following objectives:
- Develop the Skills Framework across the federation to ensure that skills across the curriculum are developed and agree new programmes of work in accordance with the new curriculum.
  - Continued focus is needed on More Able and Talented pupils (MAT) in order to maintain standards and ensure progress over time
  - Continue to embed writing strategies across the age range in order to maintain and improve standards, especially for More Able pupils

- Revise the schemes of work in line with the Literacy and Numeracy Framework and the new curriculum
- Improve standards of numeracy in order to challenge pupils according to their abilities
- Improve standards of extended writing across the curriculum
- Improve standards of pupils' handwriting and presentation of work
- Ensure that schemes of work identify appropriate progression in all subjects and all areas of learning
- Improve the performance of More Able & Talented Pupils
- The federation has already developed its ICT Strategy for Learning, because it recognises the need to utilise ICT to deliver the benefits of federation across the three schools. A HWB+ platform has been established across the Federation schools - HWB+ is the Welsh Government's Virtual Learning Platform for schools which promotes collaborative working, not just for teachers but also for pupils – this is a fundamental part of the vision for teaching and learning across the federation.

### 3. THE CASE FOR CHANGE

#### Ysgol Carno - problems with the Status Quo

- 3.1 **The main problem with Ysgol Carno, is that it is entirely housed in demountable accommodation and has been categorised a 'D' for suitability.**
- 3.2 The school has been functioning from the temporary accommodation for approximately 22 years. Originally, this temporary building was only ever meant to be a short term fix following the school's departure from an older building that required significant investment and had become dilapidated.
- 3.3 Whilst the current temporary accommodation has been fairly well-maintained over the years, it is now showing signs of wear and tear and investment is required to bring the school accommodation up to standard.
- 3.4 The average life expectancy of the kind of demountable accommodation in Carno is around 25 years, meaning that the current accommodation is fast approaching its end of life. The kind of demountable used at Carno (as you can see in the below picture) is old in comparison to new models which typically have longer life expectancies (around 35 years).
- 3.5 Currently there are problems with roof leakages, regulating classroom temperature (especially during the summer and winter months), and poor standard of acoustics, impacting on staff and pupils' experience of teaching and learning.
- 3.6 The temporary accommodation has two classrooms, toilets/cloakroom and a small administration area. There is no room for storage or library facilities and there is a lack of appropriate and hygienic area for the pupils to eat their lunch. Because of this, arrangements are in place for pupils to transfer to the community centre at lunchtime.
- 3.7 Within the Federation, the Ysgol Carno has places for 49 pupils, and currently has 42 pupils (including nursery aged pupils). The school population is expected and projected to remain fairly stable for the next five years.

Particular problems with the status quo include:

- School is in demountable accommodation, making it difficult to attract new pupils
- School received a category D for Suitability in a recent WG property survey
- Limited W/C and cloakroom facilities for staff and pupils
- Small classroom bases
- Lack of administrative office space and dedicated staff room
- Lack of storage facilities
- Limited ICT facilities
- Lack of dedicated areas for 1-1 tuition /small group working
- Lack of dining area (the pupils currently have to eat their lunch at the community centre)
- Pupils in Carno are not receiving their education in an equitable environment in comparison to the pupils on the other two sites



- 3.8 During the area review of education, one of the options considered and consulted upon was to close Ysgol Carno, due to relatively low pupil numbers and because no permanent headteacher was employed by the school.

During the consultation, the importance of retaining Ysgol Carno as an integral and strategically placed school was strongly and passionately highlighted by staff, parents, pupils and members of the wider community. In particular, it was highlighted that Ysgol Carno is of strategic importance as a Welsh-medium school in an area with fairly low numbers of Welsh speakers, and this was an important consideration during formal consultation. Ysgol Carno is also of strategic importance to maintaining Welsh-medium provision at Ysgol Bro Hyddgen where the steady stream of Welsh-medium pupils is essential to maintain Ysgol Bro Hyddgen as a rural secondary school in the north-east of the county.

The consultation resulted in the federation of three Welsh-mediums schools (Carno, Glantwymyn, Llanbrynmair) and therefore securing the future of each school. The federation have by now a long-established and permanent headteacher.

- 3.9 It has also been noted that housing development projects are forthcoming in the Carno, and these are referenced within the Powys Local Development Plan (LDP). The following is included within the LDP:
- 13 dwellings on the parcel of land off Ffordd dol-Llin, Carno
  - 25 dwellings on the parcel of land just north of Gerddi Cledan
- 3.10 In considering the LDP and the housing to children of primary school age ratio, Ysgol Carno could potentially see an increase of 10.4 pupils.
- 3.11 The existing school is located adjacent to the existing community centre, in the centre of the village. It has good pedestrian accessibility and is easily accessible from the A470 and adjoining house estates. There is ample car parking space and sufficient outdoor learning space, which will be significantly increased when the school is built.
- 3.12 The existing community centre is used by the school on a daily basis, enabling them to deliver the school curriculum effectively. A new school, directly adjoining the existing community centre will provide added benefits, in that it will provide a safer and a more integrated facility which will meet Welsh Government's vision for 21<sup>st</sup> century education. It will also enable resources and space to be shared more widely within the community and federation, and will enrich the experiences available to pupils and community users.
- 3.13 Early years provision is currently provided by Cylch Meithrin at the community centre.

Below pictures show the current demountable accommodation





### **Ysgol Glantwymyn – problems with the status quo.**

- 3.14 Ysgol Glantwymyn** is the largest school within the federation, and is located in the village of Cemmaes Road, six miles from the town of Machynlleth in the Dyfi Valley. It is located next to the main A470 trunk road and the Mid Wales railway line, in a small housing estate. It is centrally located within the catchment and is the central administrative and managerial hub for the Federation. The headteacher is based at the school, as is the administrative officer, although they also spend time during the week at both of the other schools.
- 3.15 Following the establishment of the federation, the school was inspected by Estyn in September 2014. It was judged that provision at the school was good, and that prospects for improvement were also good.
- 3.16 The overall condition of the school building is classed as 'B', according to Welsh Government's assessment of school buildings 2009. It was built in 1969 as an area school, following the closure of a number of smaller village schools. It currently has four classrooms that are used for teaching, a small internal central space and a small office. The staff room is currently used as the library. Toilet facilities are located in the main building, but there are no disabled toilet facilities.
- 3.17 There is a large community centre attached to the school which is used for school assemblies, dinners, PE and music lessons and additional extra-curricular activity. The school also has a playing field and external spaces. A Cylch Ti a Fi, Cylch Meithrin and an after-school club meets regularly in the community centre.

3.18 However, there are concerns about both its suitability and its sustainability, both rated as 'C'. In particular, there are issues related to the internal layout as follows:

- Lack of administrative office space and dedicated staffroom (staff currently use the library space)
- Lack of a separate headteacher's office
- Lack of private meeting space for support agencies etc.
- Lack of storage facilities
- Poor arrival point with ancillary safeguarding issues
- No facilities for disabled toilet for pupils
- Low levels of thermal insulation
- Limited ICT facilities
- Lack of dedicated areas for 1-1 tuition /small group working
- Lack of car-parking and drop-off facilities
- Restrictions on the effective utilisation of the small central hall as an education facility due to the lack of other staff and small group areas within the school.
- Restrictions on the utilisation of co-located community hall.

3.19 Below picture shows the current entrance at Ysgol Glantwymyn, with particular problems in that the entrance and gate is not visible from the administrative area.



## Ysgol Llanbrynmair – problems with the status quo

3.20 Ysgol Llanbrynmair is in a relatively good condition, and requires no significant alteration to the current building.

### Key Data for the Federation

**Table 1 – Pupil numbers and forecasts**

	Pupil No's (Reception to Year 6) PLASC 2017 data	Pupil Projections 2018	Pupil Projections 2019	Pupil Projections 2020	Pupil Projections 2021	Total number of places available
Glantwymyn	69	66	61	65	64	84
Carno	36	36	37	36	36	49
Llanbrynmair	52	60	61	60	62	70
<b>Total</b>	<b>157</b>	<b>162</b>	<b>159</b>	<b>161</b>	<b>162</b>	

**Table 2 – Ysgol Carno pupil intake (including nursery)**

Pupils leaving	Incoming pupils	Totals
Pupils leaving in July 2018: 4	Incoming September 2018: 10	36+6 = 41
Pupils leaving July 2019: 5	Incoming September 2019: 6	42+1 = 43
Pupils leaving July 2020: 6	Incoming September 2020: 5	43-1 = 42
Pupils leaving July 2021: 4	Incoming September 2021: 9	42+5 = 47

**Table 3 – Building condition**

	Condition	Suitability	Sustainability
Glantwymyn	B	C	C
Carno	B	D	C
Llanbrynmair	B	B	C

The condition data is based on EC Harries survey undertaken in 2009 but assessed by PCC in 2016

**Table 3 - Standards**

School	Date of Estyn inspection	Outcome of Estyn inspection	National categorisation of Schools 2016
Glantwymyn	2014	Current Performance: Adequate Prospects for Improvement: Good	Yellow

<b>Carno</b>	2009	x7 Grade 2	Yellow
<b>Llanbrynmair</b>	2015	Current Performance: Good Prospects for Improvement: Good	Green

### Early Years Provision

Early years provision is currently being delivered at all three schools within the Federation, with 19 children currently accessing Welsh-medium Cylch Meithrin provision.

## 4. INVESTMENT OBJECTIVES AND BENEFITS

4.21 The investment is driven by the following objectives:

- To improve the permanent capacity for Ysgol Carno by replacing the demountable accommodation with a permanent school building adjacent to the community hall
- To provide adequate teaching and administrative space at Ysgol Glantwymyn to meet Building Bulletin requirements
- To improve the outside learning space and storage capacity at Ysgol Llanbrynmair
- To improve the learning outcomes for pupils across the Federation
- To facilitate the establishment of the Federation by providing appropriate facilities to serve as the educational, managerial and administrative hub
- To provide a permanent, sustainable, multipurpose building at Carno and Glantwymyn that will enable the provision of community focused services
- To provide a stimulating teaching and learning environment with 21<sup>st</sup> C facilities, including improved ICT facilities, centred on the learning, self-esteem and well-being of all learners within the Federation
- To optimise local service delivery through consolidation and increase lifelong learning opportunities for all of the community, in accordance with PCC's Community Focused Schools Strategy and the Powys One Plan.
- To strengthen and safeguard the promotion of the Welsh language, culture and heritage across the communities of which the three schools serve.
- To sustain strong and well established links with Ysgol Bro Hyddgen

4.22 The authority believes that this proposal represents the best opportunity to safeguard and sustain educational standards for the future and provide a platform for improvement through significant investment in permanent facilities. This proposal demonstrates the authority's commitment to sustain and develop learning opportunities for all children, especially in such rural locations as Glantwymyn, Llanbrynmair and Carno, in order for them to reach their full potential.

4.23 The main **quantitative** benefits associated with the investment are:

- Improved learning outcomes and raised attainment levels. There is a clear link between new and improved school buildings and improved performance as highlighted by Estyn.
- Positive learning and social experiences through the medium of Welsh
- Facilities that enhance their learning experiences, leading to increased motivation and improved performance
- School performance improves, raising staff motivation and morale
- School performance leads to increase in number of pupils accessing Welsh-medium education locally, increasing the critical mass and providing more professional development opportunities for teachers
- Improved use of technology to support teaching and learning across the three schools
- More opportunities to facilitate distributed leadership and increased responsibilities
- Reduction in school running costs
- Reduction in maintenance costs

4.24 The main **qualitative** benefits associated with the investment are:

- Improved educational environment for pupils and staff by being non-reliant on temporary accommodation.
- Pupils are able to meet their full potential
- Improving performance raises awareness of the Welsh language and Welsh-medium provision in the locality, leading to increased interest and demand for Welsh-medium education
- Improving performance also raises awareness and is a potential 'success story' on how federated schools are performing
- Staff have increased job satisfaction
- Staff have greater opportunities to use wider range of different learning and teaching styles
- Increased opportunities for continuous professional development
- Headteacher has appropriate office space to enable strategic and operational planning for further development of the Federation
- Administrative staff have appropriate office space to enable effective running of the three school federation
- Senior leadership team are able to utilise technology to improve communications across the three schools
- Better use of resources and facilities so teachers can focus on developing specific elements of the overall curriculum
- Improved service delivery for pupils and parents through greater integration between services
- Improved facilities to enable lifelong learning opportunities within the communities

### **Community Benefits**

- 4.25 Community Benefit clauses will be integral to any future building contract as it is part of the Council's strategic approach to procurement to drive the regeneration of the local economy by maximising local expenditure and impact.
- 4.26 Following approval of the BJC, the invitation to tender will require contractors to submit a preliminary Community Benefits Plan which in addition to the general requirements of the SEWSCAP Framework will highlight initiatives that benefit the communities of Glantwymyn, Llanbrynmair and Carno.
- 4.27 Following the selection and appointment of a successful contractor, a final Community Benefits Plan specific to this project will be agreed by PCC and relevant key stakeholders.
- 4.28 PCC is experiences in delivering community benefits, utilizing experiences from the Gwernyfed and Welshpool projects. PCC is considering a range of community benefits for this project including:
- Workforce initiatives – targeted recruitment and training and apprenticeship schemes
  - Supply chain initiatives
  - Community initiatives
  - Educational initiatives
  - Environmental initiatives
  - Equality and diversity
- 4.29 Potential benefits arising from these programmes include:
- Encouraging people back to work



- Up-skilling to enhance employability
- Improving the local and regional skill pool
- Ensuring opportunities are visible to suppliers and sub-contractors within the locality of the project
- Providing opportunity for smaller and local suppliers
- Facilitating continuity and potential expansion for SMEs
- Enhancing community cohesion
- Practical use of the school curriculum
- Providing a lasting legacy

4.30 The Value Wales Community Benefits Toolkit will be adopted and utilised during the delivery of the Community Benefits Plan to capture all relevant data and ensure that any lessons learned or long term legacy issues are recorded.

## **5. PROJECT RISKS**

- 5.1 The table below provide a summary of the key non-financial and financial risks that might affect any option of delivery. These risks were identified during a workshop in October 2014 and were further evaluated in May 2017.

Risk no.	Cat.	Risk	Description/notes	owner	Date identified	Last updated	impact	Like-likelihood	Mitigation	Action status
<b>R1</b>	Non-fin	Learning outcomes are not improved to the expected level	The expected extent of the following is not realised:  Improved learning outcomes across the Federation  Performance across the Federation leads to increase in number of pupils accessing Welsh-medium education locally, increasing critical mass	Challenge advisors	20.10.14	20.6.17	M  At best – educational standards not increased  At worst, educational standards decrease	L	Detailed consideration of all potential options and full economic analysis of shortlisted options to demonstrate vfm	Manage successful delivery of the project
<b>R4</b>	Non-fin	Staff morale and wellbeing not improved	Through improved environment for managerial and administration of the Federation	Challenge advisors	20.10.14	20.6.17	L	M	Investment in school building will facilitate improvements to staff morale and wellbeing but there are many other factors that influence this outcome outside of the control of this investment	No action at present
<b>R5</b>	Non-fin	Professional development opportunities for staff not improved	Increased staff complement will result in reduced responsibility for subject areas, therefore increasing levels of subject expertise	Challenge advisors	20.10.14	20.6.17	L	M	Investment in school building will facilitate improvements to staff professional development opportunities but there are many other factors that influence this outcome outside of the	No action at present

									control of this investment	
<b>R6</b>	Fin	Running costs increase beyond expected levels		Gareth Jones	20.10.14	20.6.17	M	M	This is a significant risk – particularly as energy costs may rise unpredictably. However, this cannot be controlled and risk is mitigated through continuous monitoring of school budgets	Ongoing – active monitoring of school budgets
<b>R8</b>	Fin	Construction and access costs are greater than expected		Property	20.10.14	20.6.17	H	M	This is a significant delivery risk which will be mitigated through the commercial contract with the construction contractor – see commercial case	Ongoing – active contract management
<b>R10</b>	Fin	ICT costs greater than expected		Gareth Jones	20.10.14	20.6.17	L	M	This risk would have a relatively low impact but IT spec could be reduced accordingly if necessary	No action at present
<b>R11</b>	Fin	Political risk	Change in political direction and prioritisation over capital spend	Gareth Jones	20.10.14	20.6.17	H	L	This is a strategic issue that needs to be closely monitored at 21C Programme level – <b>refer to the Programme Board</b>	No action at present
<b>R12</b>	Fin	Funding not available	WG do not support the project and this has impact on overall deliverability	Gareth Jones	20.10.14	20.6.17	H	H	Continue to liaise with WG	No action at present



## **6. OPTIONS APPRAISAL**

- 6.1 The list of possible options for the investment was generated using the options framework in workshop sessions and discussions held between Powys County Council staff, the Federation Board of Governors and Headteacher, and the Carno Recreation Association.

### **A. Investment Objectives**

- 1** To improve the permanent capacity for Ysgol Carno by replacing the demountable accommodation with a permanent school building adjacent to the community hall
- 2** To provide adequate and equitable teaching and administrative space at the Federation to meet Building Bulletin requirements
- 3** To improve the outside learning space and storage capacity at Ysgol Llanbrynmair
- 4** To improve the learning outcomes for pupils across the Federation
- 5** To facilitate the establishment of the Federation by providing appropriate facilities to serve as the educational, managerial and administrative hub
- 6** To provide a permanent, sustainable, multipurpose building at Carno and Glantwymyn that will enable the provision of community focussed services
- 7** To provide a stimulating teaching and learning environment with 21<sup>st</sup> C facilities, including improved ICT facilities, centred on the learning, self-esteem and well-being of all pupils within the Federation and improved lifelong learning opportunities for members of the communities
- 8** To optimise local service delivery through consolidation where possible, in accordance with PCC's Community Focused Schools Strategy and the Powys One Plan.
- 9** To strengthen and safeguard the promotion of the Welsh language, culture and heritage across the communities of which the three schools serve.

### **B. Critical Success Factors**

1. Strategic Fit –
  - 21st Century Schools Programme
  - Schools Effectiveness Framework
  - National Model for Schools
  - One Powys Plan
  - Powys School Transformation Programme
  - Powys Welsh in Education Strategic Plan (WESP)
  - Powys Community Focussed Schools
  - Powys ICT Strategy
2. Value for Money
3. Achievability
4. Service Delivery
5. Affordability

### C. Available Options: Ysgol Glantwymyn

The following options have been considered:

Do nothing	Option 1 Do minimum	Option 2 Intermediate	Option 3 Maximum
	Internal reconfiguration of the classrooms	Extension to current school and minor reconfiguration of the internal area to maximise workable space. Utilize the community hall that is situated next door for shared use. Improve safeguarding by developing the pupil drop-off area, car parking and school entrance area.	Build a new school for the Federation within the locality

Option 1 Do Minimum	
Internal reconfiguration of classrooms	
<p><i>Advantages</i></p> <ul style="list-style-type: none"> <li>• <i>improves internal layout of classrooms</i></li> <li>• <i>improvement to acoustics in classrooms</i></li> <li>• <i>larger school hall will provide a more functional space for larger group activities</i></li> </ul>	<p><i>Disadvantages</i></p> <ul style="list-style-type: none"> <li>• <i>does not address the issue of poor storage facilities, lack of disabled toilets, staff accommodation and lack of office space/headteacher office.</i></li> <li>• <i>does not address the issue of poor parking and drop off facilities</i></li> </ul>

## Option 2 Intermediate

Extension to current school and minor reconfiguration of the internal area to maximise workable space. Utilize the community hall that is situated next door for shared use. Improve safeguarding by developing the pupil drop-off area, car parking and school entrance area.

### Advantages

- *improves internal layout of classrooms*
- *improvement to acoustics in classrooms*
- *formal agreement for the use of the community hall is already in place and provides a more functional space for larger group activities*
- *will address the issue of poor storage facilities, lack of disabled toilets, staff accommodation and lack of office space/headteacher office.*
- *Enables the school to have adequate space to function as the main administrative and managerial hub for the Federation*
- *Improves safeguarding due to improvement to visibility and design of school entrance*
- *Capital investment proportionate to needs and size of school population*
- *Improves the pupil drop-off area and car parking facilities*

### Disadvantages

- *Does not provide a whole-school solution*



### Option 3 Maximum

Build a new school for the Federation in the locality – approximate cost £4m

#### *Advantages*

- *Meets current and medium term projections for Welsh medium education*
- *Provides 21<sup>st</sup> C Schools Facilities*
- *Provides a school with suitable facilities both external and internal*
- *Maximises use of county facilities*
- *Provides a school building and facilities that is attractive to parents leading to further increase in demand for Welsh medium education*

#### *Disadvantages*

- *Requirement to find suitable land for a new build*
- *Significantly higher cost of building a new school*
- *Disruption to current school of relocation*
- *Pupils may be unnerved by move to a new school*
- *Potential opposition from parents and staff to a relocation*
- *Could lead to an increase in the level of surplus places at other schools as pupils are attracted to the new school*
- *Capital investment required disproportionate to needs and school population*
- *Increase in pupil transportation costs*

## PREFERRED OPTION

<b>Ysgol Glantwymyn</b>	<b>Option 2: Intermediate</b>  Extension to current school and minor reconfiguration of the internal area to maximise workable space. Utilize the community hall that is situated next door for shared use. Improve safeguarding by developing the pupil drop-off area, car parking and school entrance area.
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On the basis of the above, Option 2 provides the best value for money by providing significant physical improvements and therefore educational benefits at a fraction of the cost of a new build solution. It is the option that best meets the business needs as set out in the case for change above. It provides a focus for the federated schools in the catchment and provides a stimulating teaching and learning environment. The preferred option also makes full use of the community hall for educational use thus preventing the need for construction of new facilities.

This is a proportionate response that increases the sustainability of the school within the Federation, providing accommodation that directly meets the shortfall against current design standards. The placement of the main extension further serves to increase the entrance's visibility and improve safeguarding

The other options have been discounted for the following reasons:

### **Option 1: Do Minimum**

This option would cost less and would provide some physical improvements such as acoustic treatments to classrooms and there would be limited educational enhancements but would not provide improvements to staff facilities, a new entrance and would not improve storage capacity and safeguarding, pupil-drop off and car parking needs are not addressed.

### **Option 3: Maximum**

This option would have the advantage of providing a brand new educational facility but the benefits of constructing a new school in this location do not justify the £4m cost of the project. Logistically, given the distance between the three schools, finding available and viable land for the new build would be extremely problematic.

## D. Available Options: Ysgol Carno

The following options have been considered:

Do nothing	Option 1 Do minimum	Option 2 Intermediate	Option 3 Intermediate	Option 4 Maximum
	Invest in the current demountable accommodation	Invest in new, replacement demountable accommodation at a cost of approx. £500,000	Invest in new 'off-site pre-fabricated building' at a cost of £1,423,000	Build a new 2 classroom school next to community hall

Option 1 Do Minimum	
Invest in the current demountable accommodation to bring higher standards of school buildings and include more teaching and administration space	
<p><i>Advantages</i></p> <ul style="list-style-type: none"> <li>• <i>improves internal layout of classrooms and administrative areas</i></li> </ul>	<p><i>Disadvantages</i></p> <ul style="list-style-type: none"> <li>• <i>Does not address the long-term issues of school being housed in temporary accommodation that are graded D for sustainability</i></li> <li>• <i>Does not address the issues of poor acoustics in classrooms</i></li> <li>• <i>Current site does not allow sufficient space to accommodate additional demountable accommodation</i></li> <li>• <i>Potential disruption to pupils and teachers whilst the work is being carried out</i></li> <li>• <i>Further investment would be needed in the near future to bring the demountable up to standard</i></li> </ul>

## Option 2 Intermediate

Invest in new, replacement demountable accommodation at a cost of approx. £500,000

### Advantages

- *improves internal layout of classrooms and administrative areas*

### Disadvantages

- *Does not address the long-term issues of school being housed in temporary accommodation that are graded D for sustainability*
- *Does not address the issues of poor acoustics in classrooms*
- *Current site does not allow sufficient space to accommodate additional demountable accommodation*
- *Potential disruption to pupils and teachers whilst the work is being carried out*
- *Average lifespan of demountable accommodation is smaller than permanent buildings therefore further investment would be required in the future*
- *Does not provide value for money*
- *Does not meet School Transformation Policy and Asset Management Strategy in eradicating the need for demountable accommodation*
- *Stakeholders would not support the project*
- *The authority would lose £500,000 contribution towards the project*

### Option 3 Intermediate 2

Invest in new 'off-site pre-fabricated building' at a cost of £1,423,000

#### *Advantages*

- *Provides a 21<sup>st</sup> Century building and facilities solution*
- *improves internal layout of classrooms*
- *improvement to acoustics in classrooms*
- *improvement in storage facilities*
- *School can be built without disrupting pupils and teachers*
- *Improved staff, pupils and parents morale, being in new and improved accommodation*

#### *Disadvantages*

- *Capital investment ratio for the size of the school is high*
- *Does not secure value for money*
- *Gaining stakeholder support would be difficult and authority could risk losing £500,000 contribution towards construction costs*
- *Option only partially addresses long-term issue of school being housed in temporary accommodation*
- *Average lifespan of demountable accommodation is smaller than permanent buildings therefore further investment would be required in the future*

## Option 4 Maximum

Build a new 2 classroom school next to community hall

### Advantages

- *Meets stakeholder expectations*
- *Powys CC would secure value for money in constructing a permanent school building with a grant contribution from Carno Recreation Association*
- *Addresses the long-term issues of school being housed in temporary accommodation that are graded D for suitability and provides a long-term solution*
- *Provides a whole school solution*
- *Provides a 21<sup>st</sup> Century building and facilities solution*
- *improves internal layout of classrooms*
- *improvement to acoustics in classrooms*
- *improvement in storage facilities*
- *supports WG objective of having 1 million speakers by 2050*
- *Meets Welsh Government and Powys County Council objective of having community focussed schools*
- *School extension can be built without disrupting pupils and teachers*
- *Permanent school building could attract more pupils*
- *Improved staff, pupils and parents morale*

### Disadvantages

- *Without capital investment from the Carno Recreation Association, capital investment ratio of expenditure per pupil for Powys County Council is high*

<ul style="list-style-type: none"> <li>• <i>Carno Community Council are supportive of the proposal</i></li> <li>• <i>An agreement in principle with Carno Recreation Association to contribute funds towards the proposal is agreed and formal agreement is being negotiated</i></li> </ul>	
---	--

<b>YSGOL CARNO</b>	<b>OPTION 4 MAXIMUM</b> Build a new 2 classroom school next to the community hall
--------------------	--

On the basis of the above, Option 4 provides the best long-term value for money solution by eradicating the need for pupils to be taught in demountable accommodation, and therefore adhering to the Schools Transformation Policy and Asset Management Policy. It is the option that best meets the business needs as set out in the case for change above. This option secures the future of the school as part of the federation in the catchment and provides a state of the art, 21<sup>st</sup> Century teaching and learning environment for the pupils. The preferred option also makes full use of the community hall for educational use, providing a long-term, sustainable, community focussed solution that fully satisfies stakeholder expectations.

The other options have been discounted for the following reasons:

**Option 1:** Do Minimum.

This option would not provide a long-term solution and children would continue to receive education in demountable accommodation. Further investment would be required in the near future as the life-span of demountable accommodation is only 25 years, meaning that this solution would not provide value for money.

**Option 2:** intermediate option 2

This option would not provide a long-term solution and children would continue to receive education in demountable accommodation. Further investment would be required in the near future as the life-span of demountable accommodation is only 25 years, meaning that this solution would not provide value for money. This option does not meet the School Transformation or Asset Management Strategy.

**Option 3:** Intermediate option 3

This option would have the advantage of providing a brand new educational facility but value for money would not be achieved. Stakeholder engagement and satisfaction would be low and the authority would risk losing the £500,000 contribution from Carno Recreation Association.

## PREFERRED OPTION

<b>Ysgol Carno</b>	Collaborate with the Carno Recreation Association to build a new extension to the nearby community hall to accommodate the school
<b>Ysgol Glantwymyn</b>	Extension to the new school and utilize the community hall. Improve safeguarding by developing the drop-off/ car parking and school entrance area
<b>Ysgol Llanbrynmair</b>	An option appraisal wasn't carried out for Ysgol Llanbrynmair as the requirements were minimal investment - erecting a new canopy and small extension for storage in the Reception area



## 7. PROCUREMENT ROUTE

- 7.1 The Authority will utilise Sell2Wales and will be tendering a fully designed package using the eTenderwales procurement portal. This approach allows the Authority to bring additional value to the design by virtue of its knowledge of the school and the long-term needs of the wider Federation. Tendering contractors will be required to be CHAS and Constructionline registered and it is likely that the award will be made on a cost/quality basis allowing selection to consider relevant experience and the contractor's ability to benefit the Welsh economy.

### Implementation timescale

- 7.2 The aspiration is for all works to be completed by January 2019. The project completion date is staggered between the three schools to ensure minimal disruption for pupils. Work will need to be carried out during the summer holidays at Glantwymyn and Llanbrynmair to ensure that both schools are fully operational during school time, this also ensures greater value for money for the authority and Welsh Government by eradicating the need to provide temporary accommodation.
- 7.3 The school extension to the Carno Community Centre will not operationally impact on Ysgol Carno therefore works can be carried out during term-time.
- 7.4 An indicative procurement and implementation timescale is shown in the table below (the alternating dates is due to the need for some Glantwymyn works to be carried out during summer holidays):

	<u>Carno, Glantwymyn, Llanbrynmair Federation project</u>
<b>Agree form of contract</b>	September 17
<b>Appoint contractor</b>	November 17
<b>Construction phase</b>	January – 2018 to January 2019
<b>Occupation</b>	September 2018 – January 2019

## 8. FUNDING AND AFFORDABILITY

- 8.1 The purpose of this section is to set out the indicative financial implications of the preferred option (as set out in the economic case section).
- 8.2 Subject to the approval of the Business Justification Case, 50% of the project will be funded by WG. The remaining 50% funding will be met by Powys County Council (subject to affordability). However, a contribution of £500k will be provided by a third party – the Carno Recreation Association – for spend on the Carno element of the project.
- 8.3 The Council has confirmed that the overall costs (within the scheme) exceeds the cost envelope for the project shown within the Strategic Outline Programme provided to Welsh Government in 2011, but this has been mitigated by reducing the funding on another scheme within the Strategic Outline Programme by £526.5k, therefore increasing the funding envelope for this scheme.

### Summary of Project Costs

<b>Project Costs and Welsh Government Contribution</b>	
<b>Total Project Cost (inclusive of optimism bias and risk)</b>	£2,854,410.15
<b>Welsh Government Contribution</b>	£1,427,205.07
<b>Powys County Council Contribution</b>	£927,205.08
<b>Carno Recreation Association Contribution</b>	£500,000

The attached Appendix (Appendix 2) shows the breakdown of project costs.

It is assumed all VAT is recoverable in accordance with HMT guidance.

### Carno Recreation Association contribution

- 8.4 Following the rejection of the initial Business Justification Case, Powys CC has held ongoing discussions with Carno Recreation Association in order to reach an agreement for a grant contribution of £500,000 to invest in the Ysgol Carno school building project.
- 8.5 An agreement in principle has been agreed and a formal agreement is currently being drafted by legal representatives for both parties

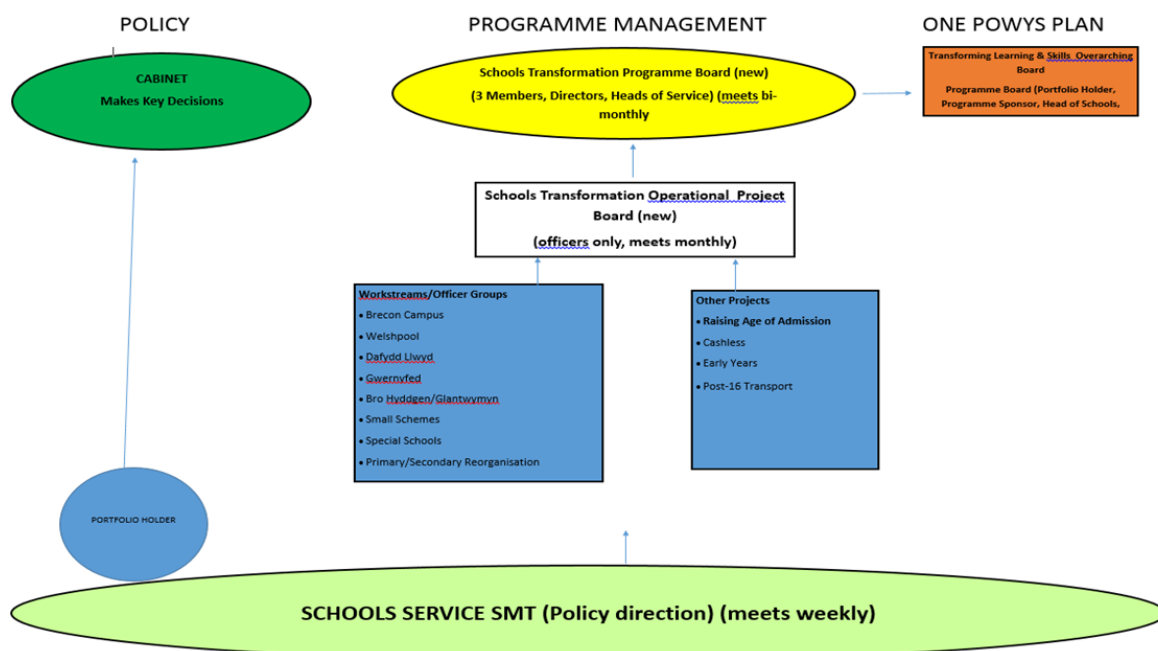
## 9. MANAGEMENT ARRANGEMENTS

8.1 The management case describes the detailed arrangements for the day-to-day project management of the project and by setting out in more detail the actions that will be required to ensure the successful delivery of the scheme, in accordance with best practice and also describing the proposals that have been implemented to date.

### Management Arrangements

9.2 This Project is a strategic priority for Powys County Council and, as such will be managed using the Prince2 methodology as it will provide a framework to ensure this project will be managed effectively.

Figure 1: Governance arrangements for the scheme



### Programme Management Arrangements

9.3 The Schools Transformation Programme Board is responsible for monitoring and reviewing the delivery of the Schools Transformation Programme which includes two inter-connected programmes of work: Schools Reorganisation and 21st C Schools Programme.

9.4 The Programme Management Team consisting of the Project Manager and Strategic Lead Programme Management is responsible for the overall integrity and coherence of the Programme. Project Managers will be appointed for each of the Projects within the portfolio to manage the day to day running of the Project.

### Project Management Arrangements

- 9.5 A joint project board will be established which will include PCC and Carno Recreation Programme Board, as well as representatives from the Federation itself. The Project Board is ultimately responsible for assurance that the project remains on course to deliver the desired investment objectives of the required quality to meet the 21st Century Schools agenda.
- 9.6 Under the general principles of the PRINCE2 methodology, the project board will manage the activities and outputs of the project, meet Welsh Government requirements (in order to meet funding requirements) and any specific guidance issued during the project's lifespan.

### **Benefits Realisation**

- 9.7 Benefits realisation will require active management. A Benefits Review Plan will be established and overseen by the Project Board – it will define how and when a measurement of the achievement of the project's benefits can be made.

### **Risk Management**

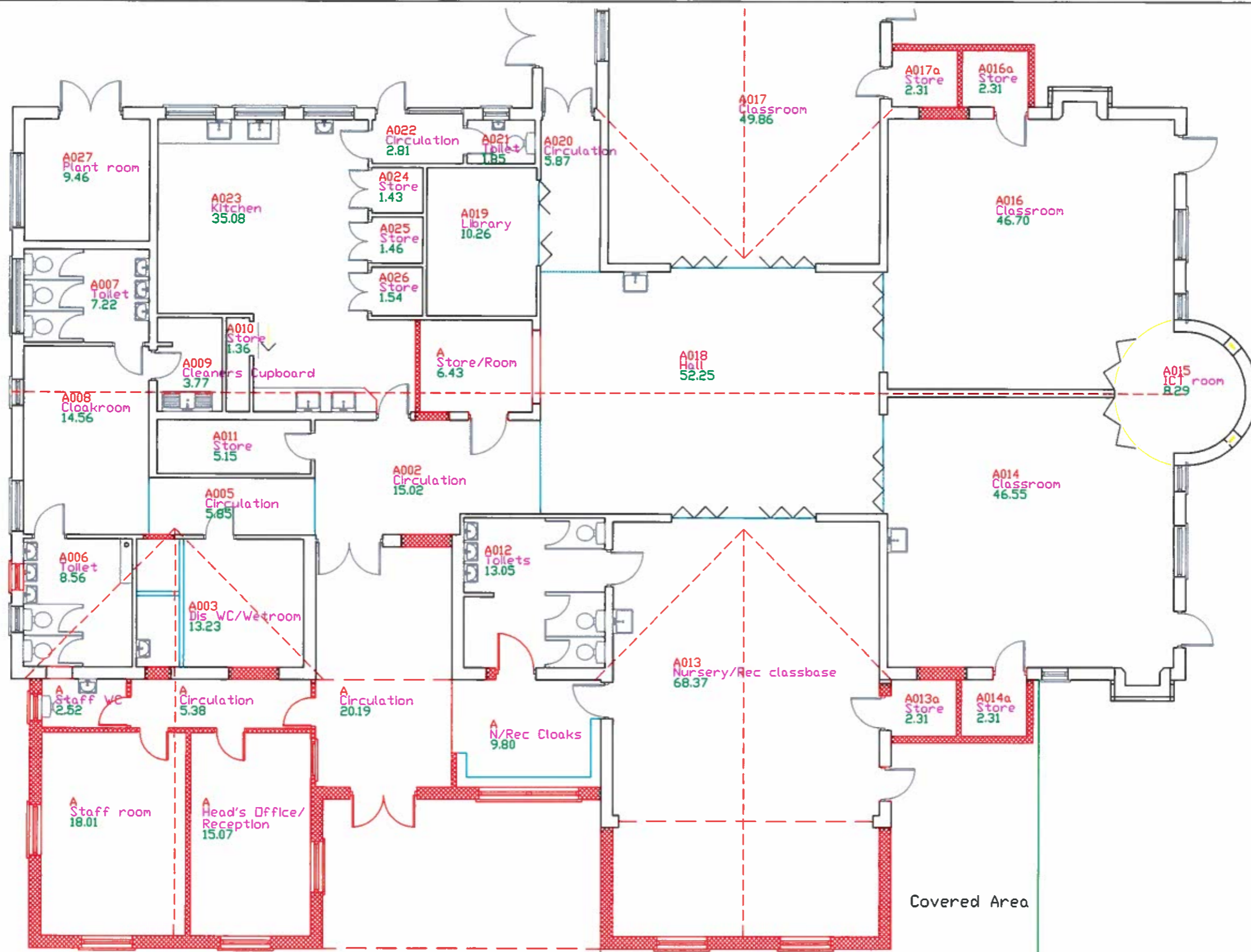
- 9.8 The Project Board has already identified the risks associated with the project and has created a critical path list of risks identified throughout the life of the project.
- 9.9 For risk management to be effective, risks will be:
- **IDENTIFIED** This includes risks being considered that could affect the achievement of the project's objectives, and then described to ensure that there is common understanding of these risks.
  - **ASSESSED** This includes ensuring that each risk can be ranked in terms of estimated likelihood, impact and immediacy, and understanding the overall level of risk associated with the project.
  - **CONTROLLED** This includes identifying appropriate responses to risks, assigning risk owners, and then executing, monitoring and controlling these responses.

### **Post programme evaluation**

- 9.10 The project will be reviewed on completion in January 2019. Gateway Reviews will continue to be used at the 21C Schools Programme level to maintain successful delivery.

Issue Date: 30 June 2017


Senior Reporting Officer: Gareth Jones, Interim Head of Schools Service

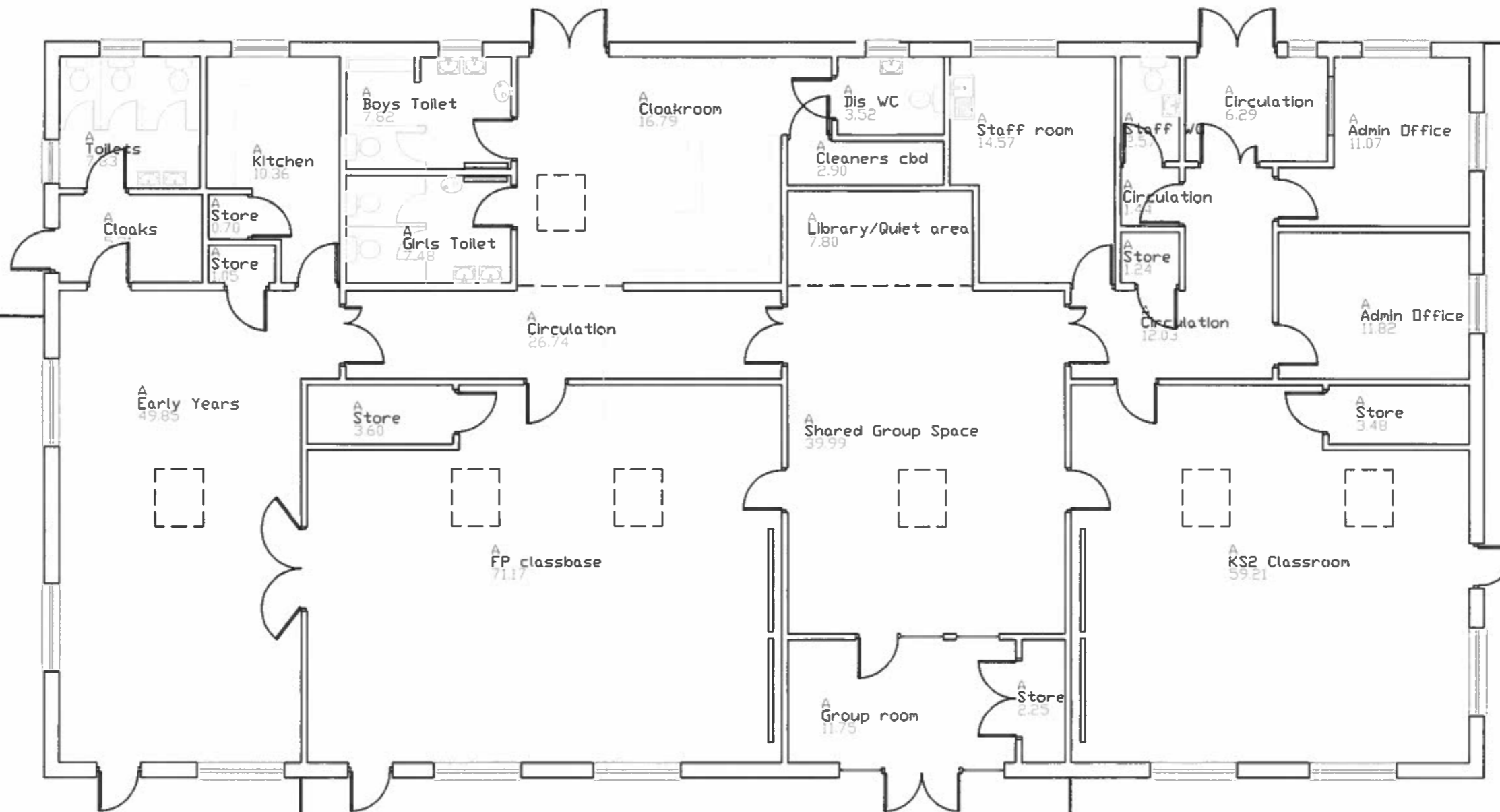


REVISIONS:		
Rev	Date	Description

**NOTE:**  
 This drawing is not to be scaled; refer only to figured dimensions.  
 All dimensions to be checked on site.  
 Any discrepancies to be reported to the asset management section.

**CURRENT DRAWING**

Ysgol Gantwymyn	6017
Proposed Plan	Date: 17/01/2017 Drawn: A. J. Seaboy Scale: 1:100
	<b>Powys County Council</b> Powys County Hall, Llandrindod Wells, Powys, LD1 8LG Telephone 01507 828000 Facsimile 01507 838200
<b>Cyngor Sir Powys</b> Adfywio, Eldda a Chomisiynu Regeneration, Property and Commissioning	




REVISIONS:

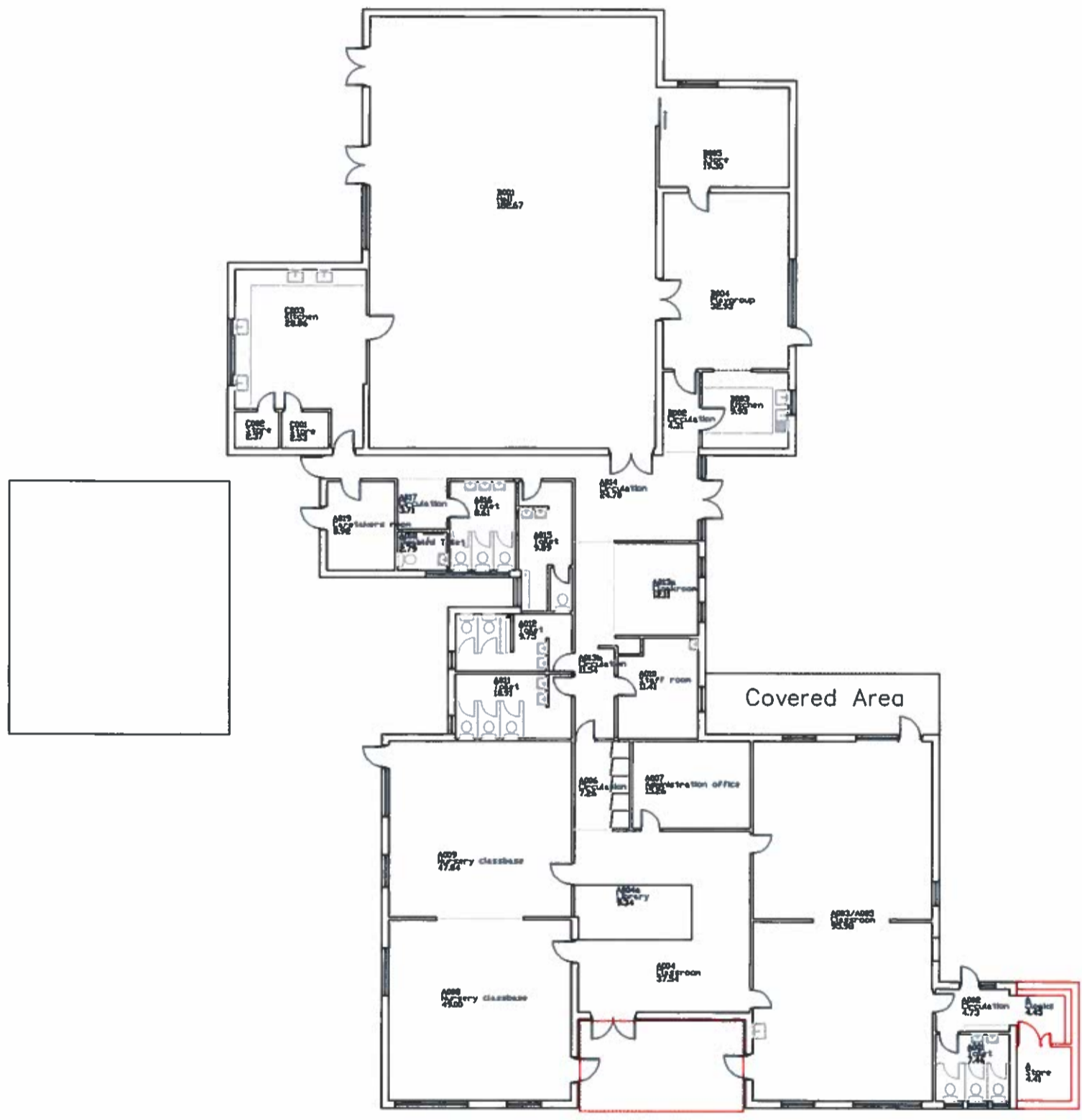
Rev	Date	Description


NOTE:

This drawing is not to be scaled; refer only to figured dimensions.  
 All dimensions to be checked on site.  
 Any discrepancies to be reported to the asset management section.

CURRENT DRAWING

Ysgol Gynradd Carno	6011/6 Prop Plan
Proposed Plan Sketch H	Date: 13/01/2017 Drawn: A.J. Bebb Scale: 1:100
 <b>Powys</b>	<b>Powys County Council</b> Powys County Hall, Llanfihangel Wells, Powys, LD1 8LG Telephone 01507 828000 Facsimile 01507 828200 <b>Cyngor Sir Powys</b>
	Adfywio, Elddo a Chorislynu Regeneration, Property and Commissioning ..\Copyright\Final_Logo_Sizing.jpg



R E V I S I O N S:			Ysgol Llanbrynmair		6036
Rev	Date	Description	CURRENT DRAWING		Date 15/02/2017 Drawn A. Jones Scale 1:200
			NOTE: This drawing is not to be scaled; refer only to figured dimensions. All dimensions to be checked on site. Any discrepancies to be reported to the asset management section.		 <b>Powys County Council</b> Powys County Hall, Llanidloes Walk, Powys, LD1 3LG Telephone 01597 826000 Facsimile 01597 826250 <b>Cyngor Sir Powys</b> Adfywlo, Elddo a Chomislynu Regeneration, Property and Commissioning ..\Copyright\Final_logo_Sizing.jpg

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	2016/17				2017/18				Carno
	Carno	Glantwymyn	Llanbrynmair	Total	Carno	Glantwymyn	Llanbrynmair	Total	
Construction				0.00		10,000.00	7,783.95	17,783.95	983,216.79
Furniture and Equipment				0.00				0.00	90,050.67
Removals				0.00				0.00	2,500.00
Statutory Fees				0.00	6,622.93	3,400.00	1,000.00	11,022.93	
Professional Fees	15,222.42	14,051.21		29,273.63	101,227.34	113,087.00	4,640.00	218,954.34	44,549.90
Specialist Surveys and Reports	1,100.00	1,100.00		2,200.00	21,000.00	22,500.00	4,000.00	47,500.00	
Design and Development /Construction/Client Change Risk				0.00				0.00	125,299.00
Project Manager Schools	0.00	1,522.84		1,522.84				0.00	
Contingency 10%									139,079.00
	16,322.42	16,674.05	0.00	32,996.47	128,850.27	148,987.00	17,423.95	295,261.23	1,384,695.36

Funding

WG					64,424.90	148,987.00	17,423.95	230,835.86	700,509.12
Contribution from Rec Assoc					64,425.37			64,425.37	435,574.63
PCC	16,322.42	16,674.05		32,996.47	0	0	0	0	248,611.61

2018/19			Total			
Glantwymyn	Llanbrynmair	Total	Carno	Glantwymyn	Llanbrynmair	Total
829,749.41	18,162.56	1,831,128.76	983,216.79	839,749.41	25,946.51	1,848,912.71
10,752.00		100,802.67	90,050.67	10,752.00	0.00	100,802.67
0.00		2,500.00	2,500.00	0.00	0.00	2,500.00
	0.00	0.00	6,622.93	3,400.00	1,000.00	11,022.93
51,190.69	1,987.60	97,728.19	160,999.66	178,328.90	6,627.60	345,956.16
		0.00	22,100.00	23,600.00	4,000.00	49,700.00
105,583.03	3,757.41	234,639.45	125,299.00	105,583.03	3,757.41	234,639.45
		0.00	0.00	1,522.84	0.00	1,522.84
116,141.30	4,133.10		139,079.00	116,141.30	4,133.10	259,353.40
1,113,416.43	28,040.67	2,266,799.06	1,529,868.05	1,279,077.48	45,464.63	2,854,410.15

490,551.74	5,308.36	1,196,369.22	764,934.02	639,538.74	22,732.31	1,427,205.07
		435,574.63	500,000.00			500,000.00
622,864.69	22,732.32	894,208.61	264,934.03	639,538.74	22,732.32	927,205.08

**DISCOUNTED CASHFLOW (DCF) SUMMARY SHEET**

Discounted Cashflow (DCF) Summary Sheet		Inc. Optimism Bias		Excl. Optimism Bias	
Option No.	Option Name/Description	NPC (£m)	EAC (£m)	NPC (£m)	EAC (£m)
Option 1:	Do Nothing ( <i>or Do Minimum</i> )	19.1	19.1	19.1	19.1
Option 2:	Preferred Option	21.5	21.5	21.2	21.2
Option 3:	Option description ...	0.0	0.0	0.0	0.0
Option (...)	Add options as necessary ...	...	...	...	...

**DCF** = Discounted Cashflow

**NPC** = Net Present Cost

**EAC** = Equivalent Annual Cost

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<b>OPTION 1:</b>	<b>Do Nothing (or Do Minimum)</b>	<b>Please read comment</b>
<b>Option Description:</b>	Add description ....	

**Appraisal Period** 0 Year '0' must be counted as a valid year (eg, 0-29 years = 30 years)

	Sum of Cashflows £m	1st year	2017	2018	2019	5th year	2021	2022	2023	2024	10th year	2026	2027	2028	2029	15th year	2031	2032	
		2016	1	2	3	2020	5	6	7	8	2025	10	11	12	13	2030	14	15	16
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>CASHFLOWS (Please read comments)</b>																			
<b>PROPERTY &amp; OPPORTUNITY COST</b>																			
Opening Value	0.0																		
Transactions	0.0																		
Residual Value	0.0																		
<b>TOTAL PROPERTY &amp; OPP. COSTS</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>CAPITAL COST (examples provided - not exhaustive)</b>																			
Initial Capital Costs	0.6		0.2																
Optimism bias	0.0																		
Lifecycle Costs	0.0																		
Other Capital Costs	0.0																		
<b>TOTAL CAPITAL</b>	0.6	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>REVENUE COST (examples provided - not exhaustive)</b>																			
Salaries	36.5	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61
Building Running Costs	4.8	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08
Other Revenue Costs	1.6	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
<b>TOTAL REVENUE</b>	42.9	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
<b>TOTAL COST (Cap &amp; Rev)</b>	43.5	0.7	0.9	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Discounted Cashflow	19.1	0.7	0.9	0.7	0.6	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.4	0.4	0.4	0.4
<b>Net Present Cost (NPC)</b>	19.1																		
<b>Equivalent Annual Cost (EAC)</b>	19.1																		
<b>Discount Rate</b>		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
<b>Discount Factor</b>		3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
<b>Annuity Factor</b>		1.0000	0.9662	0.9335	0.9019	0.8714	0.8420	0.8135	0.7860	0.7594	0.7337	0.7089	0.6849	0.6618	0.6394	0.6178	0.5969	0.5767	
<b>Years</b>		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
<b>EAC Calculation</b>		1.0000																	
<b>Sum of Discount Factors</b>		1.0																	
<b>NPC (excl. Optimism Bias)</b>	19.1	0.7	0.9	0.7	0.6	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.4	0.4	0.4	
<b>EAC (excl. Optimism Bias)</b>	19.1																		



40th year	45th year					50th year					55th year					60th year				
2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.2																				
0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61
0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08
0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
0.9	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59
3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
0.2731	0.2651	0.2574	0.2499	0.2426	0.2355	0.2287	0.2220	0.2156	0.2093	0.2032	0.1973	0.1915	0.1859	0.1805	0.1753	0.1702	0.1652	0.1604	0.1557	0.1512
22.1661	22.4312	22.6886	22.9384	23.1811	23.4166	23.6453	23.8673	24.0828	24.2921	24.4953	24.6926	24.8841	25.0700	25.2505	25.4258	25.5960	25.7612	25.9216	26.0773	26.2285
0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1

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<b>OPTION 2:</b>	<b>Option name ...</b>
<b>Option Description:</b>	Add description ...

**Appraisal Period** 0 Year '0' must be counted as a valid year (eg, 0-29 years = 30 years)

	<b>Sum of Cashflows</b>	1st year	2017	2018	2019	5th year	2021	2022	2023	2024	10th year	2026	2027	2028	2029	15th year	2031	2032
	£m	0	1	2	3	2020	5	6	7	8	2025	10	11	12	13	2030	15	16
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>CASHFLOWS (Please read comments)</b>																		
<b>PROPERTY &amp; OPPORTUNITY COST</b>																		
Opening Value	0.0																	
Transactions	0.0																	
Residual Value	0.0																	
<b>TOTAL PROPERTY &amp; OPP. COSTS</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>CAPITAL COST (examples provided - not exhaustive)</b>																		
Initial Capital Costs	2.3	0.0	0.2	2.1														
Optimism bias	0.3			0.3														
Lifecycle Costs	0.3																	
Other Capital Costs	0.0																	
<b>TOTAL CAPITAL</b>	2.8	0.0	0.2	2.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>REVENUE COST (examples provided - not exhaustive)</b>																		
Salaries	36.5	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61
Building Running Costs	5.3	0.08	0.08	0.08	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
Other Revenue Costs	1.6	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
<b>TOTAL REVENUE</b>	43.4	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
<b>TOTAL COST (Cap &amp; Rev)</b>	46.2	0.7	0.9	3.1	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Discounted Cashflow	21.5	0.7	0.8	2.9	0.7	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.4	0.4	0.4
<b>Net Present Cost (NPC)</b>	21.5																	
<b>Equivalent Annual Cost (EAC)</b>	21.5																	
<b>Discount Rate</b>		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Discount Factor</b>		3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
<b>Annuity Factor</b>		1.0000	0.9662	0.9335	0.9019	0.8714	0.8420	0.8135	0.7860	0.7594	0.7337	0.7089	0.6849	0.6618	0.6394	0.6178	0.5969	0.5767
<b>Years</b>		0	1.9662	2.8997	3.8016	4.6731	5.5151	6.3286	7.1145	7.8740	8.6077	9.3166	10.0016	10.6633	11.3027	11.9205	12.5174	13.0941
<b>EAC Calculation</b>		0																
<b>Sum of Discount Factors</b>		1.0000																
<b>NPC (excl. Optimism Bias)</b>	21.2	0.7	0.8	2.7	0.7	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.4	0.4	0.4
<b>EAC (excl. Optimism Bias)</b>	21.2																	

		20th year					25th year					30th year					35th year				
2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m

0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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0.1

0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61
0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03

0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

0.7	0.7	0.8	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

0.4	0.4	0.4	0.4	0.4	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.2	0.2	0.2	0.2	0.2	0.2
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Page 154

17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
0.5572	0.5384	0.5202	0.5026	0.4856	0.4692	0.4533	0.4380	0.4231	0.4088	0.3950	0.3817	0.3687	0.3563	0.3459	0.3358	0.3260	0.3165	0.3073	0.2984	0.2897	0.2812
13.6513	14.1897	14.7098	15.2124	15.6980	16.1671	16.6204	17.0584	17.4815	17.8904	18.2854	18.6670	19.0358	19.3920	19.7379	20.0738	20.3998	20.7164	21.0237	21.3221	21.6118	21.8930

0.4	0.4	0.4	0.4	0.4	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.2
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

40th year	45th year					50th year					55th year					60th year				
2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61
0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
0.9	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59
3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
0.2731	0.2651	0.2574	0.2499	0.2426	0.2355	0.2287	0.2220	0.2156	0.2093	0.2032	0.1973	0.1915	0.1859	0.1805	0.1753	0.1702	0.1652	0.1604	0.1557	0.1512
22.1661	22.4312	22.6886	22.9384	23.1811	23.4166	23.6453	23.8673	24.0828	24.2921	24.4953	24.6926	24.8841	25.0700	25.2505	25.4258	25.5960	25.7612	25.9216	26.0773	26.2285
0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1

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<b>OPTION 3:</b>	<b>Option name ...</b>
<b>Option Description:</b>	Add description ...

**Appraisal Period** 0 Year '0' must be counted as a valid year (eg, 0-29 years = 30 years)

	<b>Sum of Cashflows</b>	1st year	2018	2019	2020	5th year	2022	2023	2024	2025	10th year	2027	2028	2029	2030	15th year	2032	2033	
	£m	0	1	2	3	2021	5	6	7	8	2026	10	11	12	13	2031	15	16	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
<b>CASHFLOWS (Please read comments)</b>																			
<b>PROPERTY &amp; OPPORTUNITY COST</b>																			
Opening Value	0.0																		
Transactions	0.0																		
Residual Value	0.0																		
<b>TOTAL PROPERTY &amp; OPP. COSTS</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>CAPITAL COST (examples provided - not exhaustive)</b>																			
Initial Capital Costs	0.0																		
Optimism bias	0.0																		
Lifecycle Costs	0.0																		
Other Capital Costs	0.0																		
<b>TOTAL CAPITAL</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>REVENUE COST (examples provided - not exhaustive)</b>																			
Salaries	0.0																		
Building Running Costs	0.0																		
Other Revenue Costs	0.0																		
<b>TOTAL REVENUE</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL COST (Cap &amp; Rev)</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Discounted Cashflow	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Net Present Cost (NPC)</b>	<b>0.0</b>																		
<b>Equivalent Annual Cost (EAC)</b>	<b>0.0</b>																		

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Discount Rate</b>	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
<b>Discount Factor</b>	1.0000	0.9662	0.9335	0.9019	0.8714	0.8420	0.8135	0.7860	0.7594	0.7337	0.7089	0.6849	0.6618	0.6394	0.6178	0.5969	0.5767
<b>Annuity Factor</b>	1.0000	1.9662	2.8997	3.8016	4.6731	5.5151	6.3286	7.1145	7.8740	8.6077	9.3166	10.0016	10.6633	11.3027	11.9205	12.5174	13.0941
Years	0																
EAC Calculation	1.0000																
Sum of Discount Factors	1.0																
<b>NPC (excl. Optimism Bias)</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>EAC (excl. Optimism Bias)</b>	0.0																





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	<b>Carno</b>	<b>Llanbrynmair</b>	<b>Glantwymyn</b>	2017/18	2019/20
<b>SALARIES &amp; WAGES</b>	167,529	208,509	231,858	607,896	607,896
<b>PREMISES</b>	16,546	34,886	28,273	79,704	89,342
<b>OTHER REVENUE COSTS</b>	8,315	6,086	12,209	26,610	26,610
<b>Total Net expenditure</b>	<b>192,390</b>	<b>249,481</b>	<b>272,340</b>	714,210	723,848

## Notes

These costs are based on the 17/18 full year approved budgets

Staffing varies each year due to pupil numbers etc

Grants have been removed

Other revenue costs have been reduced by any income ie donations etc.

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**CYNGOR SIR POWYS COUNTY COUNCIL.**

**Cabinet**  
**11<sup>th</sup> July 2017**

**REPORT AUTHOR: County Councillor James Evans**  
**Portfolio Holder for Equalities**

**SUBJECT: PCC Strategic Equality Plan 2016/20:**  
**October - March progress report of 2016/17.**

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**REPORT FOR: Information / Decision**

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**1. Summary**

- 1.1 The purpose of this report and the appendices is to communicate the progress made during the last 6 months (Oct 16 – Mar 17) against Powys County Council's Strategic Equality Plan 2016 – 2020. It also includes the Council's annual employment information report in relation to equalities and end of year review of the objectives, actions and measures.
- 1.2 It provides information on how the local authority is meeting its requirements in relation to the Equality Act 2010 and more specifically, the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

**2. Background and Additional Information.**

- 2.1 The aim of the public sector equality duty is to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. It is an integral and important part of the mechanisms for ensuring the fulfilment of the aims of the Equality Act 2010. The duty ensures that equality considerations are built into the design of policies and the delivery of services and that they are kept under review. This will achieve better outcomes for all.
- 2.2 In exercising their functions, public bodies are required to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act
  - advance equality of opportunity between people who share a relevant protected characteristic and those who do not
  - foster good relations between people who share a protected characteristic and those who do not.
- 2.3 The Act explains that having due regard for advancing equality of opportunity in the second aim involves:

- removing or minimising disadvantages experienced by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

2.4 The Act describes fostering good relations in the third aim as tackling prejudice and promoting understanding between people who share a protected characteristic and those who do not. Meeting the duty may involve treating some people more favourably than others, as long as this does not contravene other provisions within the Act.

2.5 The nine protected characteristics are:

Characteristic	Description
sex/gender	being male or female
age	being a certain age; but often being younger or older
race	being a particular colour, ethnic origin, national origin or nationality
religion or belief	having a recognised religion or belief or a lack of belief
pregnancy and maternity	women who are pregnant or on maternity leave
disability	all disabled people, both physically and mentally
gender reassignment	people who change their gender from the one assigned at birth
sexual orientation	how people feel as well as act, in respect of people of the same sex, people of the opposite sex, or both sexes
marriage and civil partnership	being in a marriage or civil partnership

2.6 Powys County Councils Strategic Equality Plan 2016-2020 can be found by clicking on the following link:

[\*Equalities & Fairness at the Council\*](#)

### **3. Annual Reporting Requirements.**

3.1 In order to show how the authority is meeting its specific duties under the act we will first look at the progress and evaluation of the equality objectives over the last 6 months. Second our employment information.

3.2.1 The attached appendix a presents the progress against each of the seven equality objectives and the associated strategic actions to deliver each objective over the last 6 months. Each action is listed with accountable owners and then progress against each of these actions evaluated using the Achievements, Issues, Actions approach and an

appropriate 'BRAG' status (Blue = completed; Green = On schedule; Amber = Some minor issues; Red = Some major issues or concerns) awarded.

3.2.2 The following table provides an overview of the progress made to fulfilling each of the authority's objectives and provides a breakdown of the number of actions / measures that were red, amber, green or blue.

2015-16 Year end position					
Objective	Blue	Green	Amber	Red	No Data
1	1	5	1	1	
2		3	2		1
3		5	4	1	
4		4		1	
5	1	7	1		
6		1			
7		2			
<b>Total</b>	2	27	8	3	1

To summarise 2 actions have been completed, 27 actions are on schedule, 8 are behind schedule, 3 are off schedule and there was 1 nil returns. All actions owners whose actions that have not progressed to plan have been asked to provide actions to address slippage.

3.2.3 Below are the objectives that have a BRAG status of red.

Objective	Action	BRAG
1 Close attainment gaps in education.	Support schools in ensuring that Personal Education Plans (PEP) for Looked After Children are of good quality, ensuring effective use of the LAC Pupil Deprivation Grant (PDP).	
	<b>Issues identified this reporting period</b>	
	The transfer of responsibility of PEPs back to social workers (as is their legal responsibility), has resulted in a steep reduction in the number of completed PEPs. The LAC PDG is funding 'Education Support Worker' posts to support looked after children in school at a time of turbulence or disruption, and is delivering positive results. Attachment training has been delivered across the county and highly valued by staff. Offers of training to social workers on PEPs has been offered through the year with little take up.	

Objective	Action	BRAG
3 Improve living conditions in cohesive communities.	Implementing night stop within the Local Authority.	
	<b>Issues identified this reporting period</b>	
	A meeting took place on 27th March 2017 and	

	it was agreed this is a service for 16-25 year olds not just care leavers. The Senior Manager has been actioned with taking it to the service's management team to discuss whether or not this is to be progressed further. Need to either jointly commission with Adults and housing or "outsource".	
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Objective	Action	BRAG
	Pilot and promote key scrutiny meetings via webcasting.	
	<p>There are currently a number of matters being discussed with the contractor relating to:</p> <ul style="list-style-type: none"> <li>(i) Clarification of the numbers of hours purchased for webcasting and ongoing costs for webcasting hours in future;</li> <li>(ii) Installation of an unit so that translations (which can be heard in the Chamber) can also be heard on the live webcast.</li> </ul>	
4 Increase access to justice and encourage democratic participation.	<p>In addition whilst the Council when it decided to proceed with webcasting indicated that it would wish to webcast Council, Cabinet, Planning and some scrutiny committee meetings, this has not been confirmed with Council since webcasting was implemented. There is also a resource implication for the Council in supporting an increased level of webcasting and the Council will need to identify the funding to make these resources available.</p> <p>The recent Welsh Government White Paper on Reforming Local Government indicates that Councils should webcast all meetings. However there is no clarity as yet as to what the actual requirement will be until the Draft Bill is published in 2018.</p>	

Further detail of performance can be found in the appendix a.

3.3 Appendix b presents Powys County Councils employment information as of the 31st March 2017.

3.3.1 We are generally meeting the duty however we are unable to report on the protected group gender reassignment. Employees are encouraged to disclose and be supported in terms of our Equality policy statement and wider workplace equality initiatives; however, nil reports to date. We are unable to report on employees who have applied for training and how many succeeded in their application as the authorisation of going on training courses isn't managed or recorded centrally. It is a verbal agreement between an employee and their manager. We are also unable to report on employees who have left the authority's employment who were pregnant or on maternity at the time.

#### **4. End of year review of the objectives, actions and measures**

Having reviewed the plan with services there are no changes to the objectives however there are some minor amendments and deletions to the actions and measures. Please see appendix c.

#### **5. Training**

5.1 In October 2016 it was reported to Cabinet that the one area of concern from an internal audit was training and as a result 6 improvement actions agreed.

5.2 44 face to face training sessions have been scheduled for this year for staff. The new eLearning package has been written and is currently being built by Powys Skills Academy after a long delay. Specific training courses have been set up purely for domiciliary care and other Social Services staff. New members training has been scheduled.

#### **6. Proposal**

The cabinet note the employment information report, SEP progress to date and areas where work is ongoing. Cabinet agreed 2017 review.

#### **7. Options Considered / Available**

7.1 Delivery of the Strategic Equality Plan and the annual employment information report in relation to equalities is a statutory requirement.

#### **8. Preferred Choice and Reasons**

8.1 Reporting progress on a half yearly basis was considered to be the best option for providing visibility of progress to plan and ensuring the council meets its statutory requirements.

#### **9. Impact Assessment**

9.1 Is an impact assessment required? No in relation to the information.  
Yes in relation to SEP.

9.2 If yes is it attached? Yes

Equalities is a cross cutting theme that needs to be considered by all services and policies.

The plan's impact assessment was submitted in May 2016 and updated a year later in which the summary stated 'The 16-20 SEP will ensure we meet our statutory requirement but also help the authority to create an equal society that protects and promotes equal, real freedom and opportunity to live in the way people value and would choose, so that everyone can flourish. An equal society recognises people's different needs, situations and goals, and removes the barriers that limit what people can do and be.'

**10. Corporate Improvement Plan**

- 10.1 The council's guiding principles are based on the well-being of future generations. The purpose of this report links directly to the Corporate Improvement Plan as it is one of these guiding principles 'A more equal Wales'. The report informs members, council employees, citizens of Powys and other stakeholders about the progress made against the Strategic Equality Plan. The council has an annual statutory duty to report on the Strategic Equality Plan.

**11. Local Member(s)**

- 11.1 This is the council's Strategic Equality Plan and is applicable to all areas of the county.

**12. Other Front Line Services**

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

The appropriate front line services have informed the report.

**13. Communications**

- 13.1 Have Communications seen a copy of this report? Yes

No proactive communications action required.

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

- 14.1 Legal recognises the obligations required under this legislation and has no comment to make on its implementation within the authority at this stage



- 14.2 Finance - The contents of the report have been noted
- 14.3 Corporate Property (if appropriate)
- 14.4 HR (if appropriate)
- 14.5 ICT (if appropriate)

**15. Scrutiny**

Has this report been scrutinised? No but the SEP 16-20 was in March 2016.

- 15.1 All but one of Scrutiny's recommendations were accepted. The decision was made not to include targets against the measures in the SEP and instead refer to their source e.g. Service Improvement Plan, Hearts and Minds delivery plan to ensure accuracy.

**16. Statutory Officers**

- 16.1 The Strategic Director Resources (S151 Officer) notes the comments made by finance.

The view of the Monitoring Officer is that: The Strategic Plan on equality is both essential and a legal requirement, progress of which must be monitored with a successful conclusion in mind.

**17. Members' Interests**

- 17.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

**18. Future Status of the Report**

Members are invited to consider the future status of this report and whether it can be made available to the press and public either immediately following the meeting or at some specified point in the future.

The view of the Monitoring Officer is that:

Recommendation:	Reason for Recommendation:
The cabinet note the employment information report, SEP progress to date and areas where work is ongoing. Cabinet agreed 2017 review.	Reason for Recommendation: To comply with statutory requirements and good business practice.

<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	<b>Y / N</b>	<b>Within Budget:</b>	<b>Y / N</b>

<b>Relevant Local Member(s):</b>	
----------------------------------	--

<b>Person(s) To Implement Decision:</b>	
<b>Date By When Decision To Be Implemented:</b>	

Contact Officer: Beti-Jane Ingram Tel: 01597 826411 Email: Bets.Ingram@powys.gov.uk
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**Background Papers used to prepare Report:**

Individual monitoring reports over the plans duration.  
Trent equalities data.  
Services AIAs.

CABINET REPORT TEMPLATE VERSION 5

Objective Reference	Objective	Period	RAG status	Achievements	Issues	Mitigating actions	Evidence	Owner
4.a.	Organise a young person's annual member development day.	Quarter 1		The next day will take place in 2017 but no date set as yet. The day helps to improve communication and engagement between Powys County Councillors and young people and give Councillors an insight into how young people view life in the county. County Councillors will gain an understanding of the challenges that young people face today and Youth Forum members will gain an understanding of how elected members can support them (Exploring the youth voice within a community setting in line with the requirements of the Well Being of Future Generations Act).			Evaluation forms completed by attendees	SB
		Quarter 2						
		Quarter 3						
		Quarter 4						
4.b.	Create a new members website covering everything a potential member needs to know.	Quarter 1		Information has been included on the Elections 2017 website that candidates will need to be aware of. The Member Development working Group reviewed the WLGA candidates pack and made comments. This document together with the IRPW information on Members allowances is now on this website. An Induction Programme for New Members and for all Members has been considered by the Member Development Working Group and the Democratic Services Committee which will be placed on this website for candidates, as well as being emailed to all political group leaders and to all current Members.			Reports to Member Development Working Group and Democratic Services Committee. Elections website.	WR
		Quarter 2						
		Quarter 3						
		Quarter 4						
4.c.	Pilot and promote key scrutiny meetings via webcasting.	Quarter 1			There are currently a number of matters being discussed with the contractor relating to: (i) Clarification of the numbers of hours purchased for webcasting and ongoing costs for webcasting hours in future; (ii) Installation of an unit so that translations (which can be heard in the Chamber) can also be heard on the live webcast.  In addition whilst the Council when it decided to proceed with webcasting indicated that it would wish to webcast Council, Cabinet, Planning and some scrutiny committee meetings, this has not been confirmed with Council since webcasting was implemented. There is also a resource implication for the Council in supporting an increased level of webcasting and the Council will need to identify the funding to make these resources available.  The recent Welsh Government White Paper on Reforming Local Government indicates that Councils should webcast all meetings. However there is no clarity as yet as to what the actual requirement will be until the Draft Bill is published in 2018.			WR
		Quarter 2						
		Quarter 3						
		Quarter 4						
4.d.	Empower the Democratic Services Committee to look at ways in which public participation operates successfully across Wales.	Quarter 1		Democratic Services Committee were empowered to look at ways in which public participation operates successfully across Wales. The Committee considered principles on which to develop a protocol in July and the County Council at a later point agreed the draft protocol. A pilot was undertaken in early 2017 and a review will now take place to determine how best to allow public participation in future.			Reports to Democratic Services Committee and Full County Council.	WR
		Quarter 2						
		Quarter 3						
		Quarter 4						

Objective Reference	Measure	Period	RAG status	Achievements	Issues	Mitigating actions	Evidence	Owner	
4.e.	Explore options for introducing public participation and make proposals aimed at introducing a system to allow members of the public to contribute in council meetings.	Quarter 1		See 4.d. above				See above	WR
		Quarter 2							
		Quarter 3							
		Quarter 4							
4.a.	Young person's annual member development day feedback.	Quarter 1		See above 4.a.				SB	
		Quarter 2							
		Quarter 3							
		Quarter 4	n/a						
4.b.	Website created and fit for purpose.	Quarter 1		Elections website being used for candidates. Council's intranet will be used for Members to use when they are elected.				WR	
		Quarter 2							
		Quarter 3							
		Quarter 4							
4.c.	Number of scrutiny meetings webcasted during last reporting period AND Number of viewers to the webcasted scrutiny meetings during last reporting period	Quarter 1		No meetings in the period and none planned currently due to issues with the congress system. Also scrutiny will not be a priority once the system issues are resolved.	System issues which are being worked through.	Working with contractor and system supplier on solutions.		WR	
		Quarter 2							
		Quarter 3							
		Quarter 4							
4.d.	Democratic Services Committee report on the set task.	Quarter 1		Work completed. Democratic Services Committee agreed draft protocol for recommendation to Council in September, 2016. see 4.d. above.			Reports to Democratic Services Committee and Full County Council	WR	
		Quarter 2							
		Quarter 3							
		Quarter 4							
4.e.	A successful system proposed.	Quarter 1		Democratic Services Committee were empowered to look at ways in which public participation operates successfully across Wales. The Committee considered principles on which to develop a protocol in July and the County Council at a later point agreed the draft protocol. A pilot was undertaken in early 2017 and a review will now take place to determine how best to allow public participation in future.			Reports to Democratic Services Committee and Full County Council	WR	
		Quarter 2							
		Quarter 3							
		Quarter 4							

Page 172

## CYNGOR SIR POWYS COUNTY COUNCIL.

## AUDIT COMMITTEE

6<sup>th</sup> July 2017

## CABINET

11th July 2017

**REPORT AUTHOR:** County Councillor Aled Davies  
Portfolio Holder for Finance

**SUBJECT:** Treasury Management Qtr 4 Report

**REPORT FOR:** Information

**1. Summary**

1.1 CIPFA's 2009 Treasury Management Bulletin suggested:

“In order to enshrine best practice it is suggested that authorities report formally on treasury management activities at least twice a year and preferably quarterly.”

The CIPFA Code of Practice on Treasury Management emphasises a number of key areas including the following:-

xi. Treasury management performance and policy setting should be subject to scrutiny prior to implementation.

1.2 In line with the above this report is providing information on the activities for the quarter ending 31<sup>st</sup> March 2017.

**2. Economic Background and Forecasts**

2.1 The economic background is attached at Appendix B.

2.2 The most recent forecast of interest rates by the Authority's advisor is as follows:

	<b>Jun 17</b>	<b>Sep 17</b>	<b>Dec 17</b>	<b>Mar 18</b>	<b>Jun 18</b>	<b>Sep 18</b>	<b>Dec 18</b>
<b>Bank rate</b>	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
<b>5yr PWLB</b>	1.40%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%
<b>10yr PWLB</b>	2.00%	2.10%	2.20%	2.30%	2.30%	2.40%	2.40%
<b>25yr PWLB</b>	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%
<b>50yr PWLB</b>	2.50%	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%

### **3. Treasury Management Strategy**

3.1 The Treasury Management Strategy approved by Full Council on 9th March 2016 is at Appendix A.

3.2 The Authority's investment priorities within the Strategy are: -

- (a) the security of capital and
- (b) the liquidity of its investments.

3.3 The Authority aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite has been low in order to give priority to security of investments.

### **4. Current Investments**

4.1 The current investment market is difficult in respect of earning the level of interest rates commonly seen in previous years as rates are very low and in line with the 0.25% Bank Rate.

4.2 The Authority's investment position as at 31st March 2017 is as shown below:-

<b>Invested with:</b>	<b>Principal £000's</b>	<b>Interest Rate</b>	<b>Start Date</b>	<b>Maturity Date</b>
Santander	20,000	0.25%	N/A	Deposit A/c
BOS	11,425	0.15%	N/A	Deposit A/c
HSBC	0	0.00%	N/A	Deposit A/c
<b>Total</b>	<b>31,425</b>			
Lloyds TSB - LAMS	1,000	3.20%	13.08.12	14.08.17

4.3 Interest rates on the deposit accounts decreased, as expected, following the bank rate cut in August. Since 31<sup>st</sup> March the BOS account has reduced to 0.05%. The Santander rate remains at 0.25% as a result of the original account opened with Abbey National stating that it must be at bank rate.

4.4 Higher return rates are difficult to achieve as the Authority is not in a position to invest its cash for more than a short period of time.

4.5 There have been no credit rating changes in the last few months in respect of the banks that the Authority utilises for deposits.

UK Sovereign Rating Action:

The following took place following Brexit:

Fitch:

- Sovereign rating downgraded by one notch, from AA+ to AA
- Outlook lowered to Negative, from Stable

Moody's:

- Sovereign rating affirmed, at Aa1 (equivalent to AA+ from Fitch / S&P)
- Outlook lowered to Negative, from Stable

Standard & Poor's (S&P):

- Sovereign rating downgraded by two notches, from AAA to AA
- Remains on Negative Outlook

#### 4.6 Local Authority Mortgage Scheme:

In August 2012, following a Cabinet report, the Authority entered the Local Authority Mortgage Scheme with an allocation to Lloyds TSB of £1M. Under the scheme this was deemed as Capital Expenditure. However, the Wales Audit Office (WAO) opinion differed from this in that they suggested it should be treated as an investment. Unfortunately, despite meetings and extensive correspondence by Capita Treasury with the Welsh Government, Welsh Local Government Association and the Wales Audit Office, agreement on the accounting treatment for Welsh authorities has not been reached despite the provision of 3 separate legal opinions supporting the Capital Expenditure position. As such, Capita have said that they are not sure there is much more they can do in Wales. This Authority has concurred with WAO's requirement to treat this as an investment and, as such, the amount is included in the table above and is being accounted for as an investment. Council approved this investment following a retrospective report on 16<sup>th</sup> May 2013.

#### 4.7 Redemption Penalties:

There are no current fixed investments to redeem.

#### 4.8 Investment returns in future years:

Our advisors' current suggested earning rates for investments for budgeting purposes are as follows:-

	Suggested Rate
2017/18	0.25%
2018/19	0.25%

These are based on investments for up to three months duration.

### 5. **Credit Rating Changes**

5.1 There have been no credit rating changes relevant to this Authority's position during the last quarter.

5.2 The credit rating list for end of March is attached as a separate file to this report.

### 6. **Borrowing / Re-scheduling**

6.1 Effective management of the Authority's debt is essential to ensure that the impact of interest payable is minimised against our revenue accounts whilst maintaining prudent borrowing policies.

#### 6.2 The Authority's Capital Position:

The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the current year's

unfinanced capital expenditure and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through external borrowing or utilising temporary cash resources within the Council.

Net external borrowing (borrowings less investments) should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for the current year and next two financial years. This allows some flexibility for limited early borrowing for future years.

CFR Position:

	As at 31.03.16 Actual	2016/17 Original Estimate	2017/18 Original Estimate	2018/19 Original Estimate
	£M	£M	£M	£M
Capital Financing Requirement	302,363	307,313	326,288	354,093

6.3 The Authority had outstanding long-term external debt of £226.4M at 31<sup>st</sup> March 2016. In relation to the CFR figure for 31<sup>st</sup> March 2016, this equated to the Authority being under borrowed by £76M. This is a prudent and cost effective approach in the current economic climate. However, internal borrowing is only a temporary situation and, based on capital estimates, it will be necessary for the Authority to borrow at stages over the next few years. As such, the Authority needs to be mindful that it may be prudent to borrow whilst interest rates are at their low levels and carry the cost of this borrowing as opposed to borrowing at a future date at increased rates.

6.4 Capital Budget/Spend per efinancials:

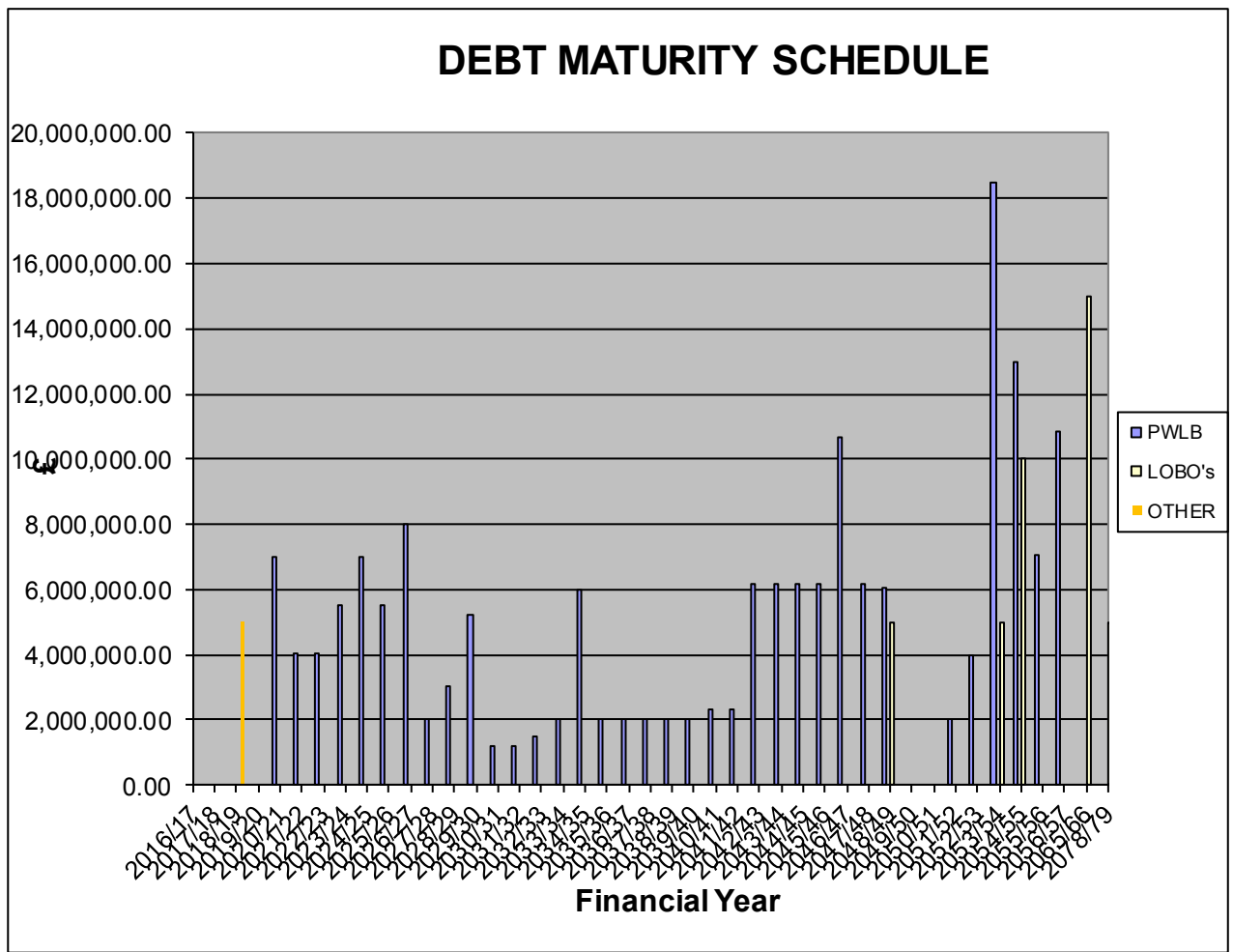
<b>Capital:</b>	<b>Approved Budget</b>	<b>Working budget</b>	<b>Actual Capital Spend (not including commitments)</b>	<b>%age spend</b>
	45,069,066			
June		52,381,477	3,087,768	5.89%
Sept		55,298,113	9,782,827	17.69%
Dec		58,855,874	17,515,538	29.80%
March		43,429,765	29,801,369	68.62%

The financing of the approved capital budget included £20.4M of Prudential borrowing in total.

6.5 *Debt Maturity Profile as at 31.03.17:*

(please click on the graph below and increase the percentage in the toolbar above for an enhanced view)





#### 6.6 Rescheduling:

The Public Works Loans Board released a circular regarding rates on 20<sup>th</sup> October 2010. As a result of this, rates immediately increased by 0.87-0.88 basis points across the board. The overall impact of this circular was that it is far more difficult for authorities to reschedule debt

Members are aware that officers continue to look for interest savings on a daily basis by monitoring rates that may mean the Authority can re-schedule some of its debt or prematurely repay debt if applicable. However, PWLB interest rates have not been conducive towards rescheduling.

#### 7. Prudential Indicators

7.1 All TM Prudential Indicators were complied with in the quarter ending 31st March 2017.

#### 8. VAT

8.1 The Treasury Manager acts as the authority's VAT officer. VAT can pose a risk to the authority hence the TM has been asked to include VAT information in these quarterly reports.

8.2 The monthly VAT returns were submitted within the required deadlines during the quarter ending 31<sup>st</sup> March 2017.

### 8.3 Key Performance Indicators:

The VAT KPI's for 2016/17 are attached at Appendix C.

## 9. **Banking Contract**

9.1 The current corporate banking contract with HSBC is due to expire on 30<sup>th</sup> June 2017. Following discussions and a benchmarking exercise to ensure that HSBC are competitive, a new 3 year contract has been agreed with HSBC with prices remaining the same.

## 10. **Suppliers paid by Cheque**

10.1 During the review of the banking contract and charges, Finance highlighted ways of reducing bank charges. One of these relates to cheque payments made to suppliers.

10.2 In 2016/17 2,204 creditor cheques were printed (excluding petty cash cheques for cashing by staff). The costs for producing a cheque and BACS payment are per the following table:-

	No. of cheques	Bank Charge	Postage Cost	Stationery Cost	Total Cost
Cheque	2,204	0.12p	0.38p	0.50p	£2,204.00
BACS	2,204	0.02p	Nil	Nil	£44.08
Cheques stopped as uncashed	56	£4.00			£224.00

Based on the above, the saving to the Council in 2016/17 had the relevant suppliers been paid by BACS rather than by cheque would have been £2,383.92.

10.3 Suppliers must have a bank account whether paid by cheque or BACS. Many local authorities have introduced a policy whereby they no longer pay any suppliers by cheque. It is proposed that this Authority does the same with effect from 1<sup>st</sup> September 2017. In order to achieve this, all suppliers currently paid by cheque will receive a letter informing them of the change taking place and a form for them to supply their bank details. Service areas will also be informed so that they can make relevant arrangements if and where necessary.

### **Proposal**

1. It is proposed that the Treasury Management quarterly report is received.
2. It is proposed that the Authority ceases to pay suppliers by cheque with effect from 1<sup>st</sup> September 2017.

### **Statutory Officers**

The Strategic Director – Resources (s151 officer) notes the content of the report and supports the recommendation. It is important that members are kept informed about this key activity. In addition, the proposal that the Authority ceases to pay suppliers by cheque (with effect from 1<sup>st</sup> September 2017) is supported, given the savings this generates. The Finance Service will ensure there is communication with suppliers about this change

The Solicitor to the Council (Monitoring Officer) has made the following comment:  
 "I have nothing to add to the report".

**Future Status of the Report**

Not applicable

<b>Recommendation:</b>		<b>Reason for Recommendation:</b>	
That the Treasury Management Quarterly Report be received		To ensure Cabinet remains informed about current Treasury Management performance	
That Cabinet agree to cease paying suppliers by cheque wef 1 <sup>st</sup> September 2017		To reduce bank and other charges to the Authority	
<b>Relevant Policy (ies):</b>		Treasury Management Policy	
<b>Within Policy:</b>	<b>Y</b>	<b>Within Budget:</b>	<b>N/A</b>
<b>Person(s) To Implement Decision:</b>		<b>N/A</b>	
<b>Date By When Decision To Be Implemented:</b>		<b>1st September 2017</b>	
Contact Officer Name:	Tel:	Fax:	Email:
Ann Owen	01597 826327	01597 826290	<a href="mailto:ann.owen@powys.gov.uk">ann.owen@powys.gov.uk</a>

**Background Papers used to prepare Report:**

CIPFA Code of Practice on Treasury Management and Cross Sectoral Guidance Notes  
 Treasury Management Policy Statement  
 Advisors' Information  
 WAG Guidance on Local Government Investments 2010  
 PWLB circulars

## **Appendix A:**

### **Approved Treasury Management Strategy 2016/17:**

#### **7.5 “High” credit quality:**

7.5.1 It is proposed that the Authority continue with the following in respect of defining a “high” credit quality. If a rating is not available from any of the rating agencies then the available ratings will be used. Members will note that this proposal excludes investments with some banks off the advisors’ suggested list:-

Long Term Ratings (in respect of long-term investments):

Permitted Fitch Ratings	Permitted Moodys Ratings	Permitted S&P Ratings
AAA	Aaa	AAA
AA+	Aa1	AA+
AA	Aa2	AA
AA-	Aa3	AA-

Short Term Ratings (in respect of short-term investments):

Permitted Fitch Ratings	Permitted Moodys Ratings	Permitted S&P Ratings
F1+	N/A	A-1+
F1	P-1	A-1

#### **7.6 Country limits:**

7.6.1 It is proposed that the Authority will use approved counterparties from the UK and approved counterparties from other countries with the following sovereign credit ratings:-

Permitted Fitch Ratings	Permitted Moodys Ratings	Permitted S&P Ratings
AAA	Aaa	AAA

<b>Country</b>	<b>Maximum Investment per Country</b>	<b>Credit Rating/Other Assessment of Risk</b>
AAA countries	£20M (held in call accounts)	As per rating list
UK	No Maximum Investment	As per rating list

7.7 *Group/Institutions - Counterparty Criteria/Limits:*

**Specified Investments:**

<b>Institution</b>	<b>Maximum Investment per Group/Institution £M</b>	<b>Maximum Length</b>	<b>Credit Rating/Other Assessment of Risk</b>
UK Banks	20 (a maximum £10M to be held in fixed term investments)	Up to 364 days	As per Capita's matrices and the Authority's definition of a high credit rating
Foreign Banks	5	Up to 364 days	As per Capita's matrices and the Authority's definition of a high credit rating
Other Local Authorities	25	Up to 364 days	N/A

**Non-Specified Investments:**

<b>Institution</b>	<b>Maximum Investment per Group/Institution £M</b>	<b>Maximum Length</b>	<b>Credit Rating/Other Assessment of Risk</b>
UK Banks	10 (£2M limit with any one institution)	Up to 2 years	As per Capita's matrices and the Authority's definition of a high credit rating
Lloyds Bank (as a mortgage lender in the LAMS scheme)	5	Up to 5 years	N/A
Foreign Banks	2	Up to 2 years	As per Sector's matrices and the Authority's definition of a high credit rating
Money Market Funds (max. of 5)	10	N/A	All are AAA rated plus the parents/owners must meet the Authority's short term investment criteria
Other Local Authorities	10	Up to 2 years	N/A
European Investment Bank Bonds	3	2-3 years	N/A

*Note: Limits for Specified and Non-Specified are combined limits. The maximum limit will also apply to a banking group as a whole.*

## **Appendix B**

### **Economic Background**

With many hypothetical scenarios on the table, given the shock election results, Theresa May has reshuffled her cabinet, appointing some notable ministers. Damian Green, a well-known Europhile has been appointed as the Prime Minister's deputy, prompting speculation that the government could be shifting towards a softer Brexit. There were also rumours emerging from Northern Ireland that the Democratic Unionist Party is insisting on a soft Brexit and greater investment in Northern Ireland in return for supporting a minority Conservative government... although these rumours have since been quashed by political insiders. In light of Theresa May's narrow victory, it is highly likely that controversial legislative proposals, such as the so called "dementia tax", will not be put forward in a trimmed-down legislative programme.

The headline inflation rate for the UK touched a four year high, as the rising cost of foreign package holidays, food, games and toys helped bump up the UK Consumer Price Index (CPI) to 2.9% in May, from 2.7% previously. Retailers have seemingly been more willing to pass off the higher cost of imports onto consumers in an attempt to maintain existing margins. However, there are signs that input price pressures are relaxing as Producer Prices increased by 11.6%, a slowdown from 15.6% recorded in the previous month. To add to the doom and gloom, the squeeze on UK households intensified as wage growth continued to slow, meaning that real wages (which take account of inflation) are falling at their fastest pace in three years. The UK average weekly earnings, including bonuses, slipped to 2.1% from a revised 2.3%. Meanwhile, excluding bonuses, wages grew by 1.7%, lower than the consensus of 2%. Depending on consumer resilience, falling real wages has the potential to lead the UK into a consumption driven economic slowdown. Further afield, US retail sales registered their biggest drop for 16 months in May, amid dwindling purchases of motor vehicles and discretionary spending. The Commerce Department reported a drop in retail sales of 0.3%, following an unrevised increase of 0.4% in April. Core Retail Sales, which strips out volatile food and energy, also registered a drop of 0.3% in the same period.

The release came in alongside the much anticipated US consumer price data, which also came in below market expectations. US CPI fell by 0.1% on the month in May, whilst core consumer prices rose by a paltry 0.1%, relative to the consensus of 0.2%. The year-on-year gain in the CPI in May was still larger than the 1.6% average annual increase over the past 10 years. However, muted price pressures have resulted in investors reevaluating the likelihood of further rate hikes this year. As a result, the US dollar trade weighted index fell alongside US T-bill yields, whilst stock index futures pared gains.

Back on the domestic front, data showed that retail sales grew at their slowest rate in four years in May. The release by the Office for National Statistics stated that sales volumes fell by 1.2% on the month, falling more than the 0.8% forecasted by the market. The figures follow the exceptional 2.3% gain recorded the previous month, although economists have warned that the April figure was distorted by the timing of the Easter holidays. The FTSE 250, which encompasses a high proportion of consumer-focused businesses, fell by 1.3% on the back of the release.

After a two day meeting, the US Federal Reserve announced that it was raising short term interest rates by 25 basis points, marking the third consecutive quarterly increase. The Federal Funds target rate now stands at 1.00% - 1.25% and the 'data dependent' Fed

expects economic conditions to improve in the upcoming months, thereby warranting another 25 basis point increase before the end of the year. The central bank also noted that they would be taking steps to “normalise” their balance sheet. This ballooned after the financial crisis of 2007-2008 prompted the use of unconventional monetary policy, leading the Fed to amass \$4.5tn worth of bonds, including \$1.8tn in mortgage securities. The statement by the Fed highlights their view that the recent sombre tone to hard data is viewed as a temporary blip. Whether this is the case remains to be seen and the sole dissenter, Minneapolis Federal Reserve Bank President Neel Kashkari, does not seem to think so.

Policymakers at the Bank of England narrowly voted in favour of keeping interest rates on hold at their current levels. The vote was split at 5-3 as Kristin Forbes, Ian McCafferty and Michael Saunders cited unsustainable levels of inflation as their rationale for an immediate rate hike. The split vote was unexpected by capital markets and placed an upward pressure on gilt yields and sterling, which has been recently undermined by the snap election outcome.

As expected, Eurozone inflation slowed in May, primarily as a result of weakening energy prices. While the headline inflation rate remained at 1.4% in May, the core inflation, which excludes energy, food, alcohol & tobacco, slipped to 0.9% from an unrevised 1.2%. The readings, which are below the 2% target, will add weight to the European Central Bank’s cautious approach, despite being pressurised by Germany to remove its stimulus measures.

## **Appendix C**

### **VAT - Key Performance Indicators:**

#### **Creditor Invoices**

VAT return for	No of high value Creditor invoices checked	No of Creditor invoices highlighted as requiring "proper" document for VAT recovery	%age of creditor invoices checked requiring "proper" document for VAT recovery
Apr-16	169	5	2.96%
May-16	131	3	2.29%
Jun-16	165	10	6.06%
Jul-16	156	8	5.13%
Aug-16	220	8	3.64%
Sep-16	183	4	2.19%
Oct-16	155	8	5.16%
Nov-16	188	8	4.26%
Dec-16	171	7	4.09%
Jan-17	196	14	7.14%
Feb-17	189	12	6.35%
Mar-17	284	17	5.99%

#### **Cash Receipting Entries**

VAT return for	No of cash receipting entries checked by formula per the ledger account code used	No of cash receipting entries needing follow up check	%age of cash receipting entries needing follow up check
Apr-16	3,770	6	0.16%
May-16	4,059	8	0.20%
Jun-16	4,283	10	0.23%
Jul-16	3,794	7	0.18%
Aug-16	2,888	10	0.35%
Sep-16	3,994	8	0.20%
Oct-16	4,263	19	0.45%
Nov-16	4,301	28	0.65%
Dec-16	3,515	20	0.57%
Jan-17	2,800	6	0.21%
Feb-17	2,539	15	0.59%
Mar-17	1,373	7	0.51%



### Debtor Invoices

VAT return for	No of Debtor invoices checked (value >£5k)	No of checked debtor invoices with incorrect VAT code used	%age of debtor invoices with incorrect VAT code
Apr-16	52	3	5.77%
May-16	34	9	26.47%
Jun-16	38	15	39.47%
Jul-16	32	6	18.75%
Aug-16	29	6	20.69%
Sep-16	39	5	12.82%
Oct-16	65	12	18.46%
Nov-16	55	11	20.00%
Dec-16	36	6	16.67%
Jan-17	54	11	20.37%
Feb-17	49	11	22.45%
Mar-17	74	16	21.62%

### Purchase Cards

VAT return for	No of Purchase Card transactions for previous month for which paperwork requested for checking	No of Amazon invoices included in Purchase card check	No of Purchase Card transactions for which no response received within timescale	Value of VAT potentially claimable but recharged to budget due to non-response	No of Purchase Card transactions where VAT claimed incorrectly	%age of Purchase Card transactions available to be checked where VAT was claimed incorrectly	Value of VAT incorrectly claimed hence recharged to budget
Apr-16	0					#DIV/0!	
May-16	0					#DIV/0!	
Jun-16	0					#DIV/0!	
Jul-16	0					#DIV/0!	
Aug-16	0					#DIV/0!	
Sep-16	0					#DIV/0!	
Oct-16	0					#DIV/0!	
Nov-16	0					#DIV/0!	
Dec-16	110	22	16	£643.41	20	21.28%	£416.93
Jan-17	129	61	18	£787.97	24	21.62%	£847.21
Feb-17	143	53	41	£2,723.93	10	9.80%	£274.62
Mar-17	67	14	13	£1,448.71	5	9.26%	£14.96

**Note: Purchase card checking re-commenced when a temporary extra resource was made available to the Treasury Management team in January.**

## Voluntary Declarations

Per HMRC regulations, any vat errors discovered can be adjusted in the current VAT account if they are:

- below the reporting threshold (>£10,000 or up to 1% of the VAT return Box 6 figure up to a maximum of £50,000)
- not deliberate
- for an accounting period that ended less than 4 years ago.

Any errors that do not meet these conditions have to be reported to HM Revenue and Customs and are referred to as voluntary declarations. The following have been reported during this financial year. No penalties have been applied by HMRC but interest has been charged.

Date of declaration	Value of voluntary declaration	Service Area	Interest charged by HMRC
25-Aug-16	£35,229.04	Newtown High School	£698.95
01-Dec-16	£119,560.81	Leisure – BSU	)
11-Jan-17	£15,223.65	Fleet - Pool cars	)
30-Jan-17	£20,592.34	Regen – invoices to YFC's	) £2,277.23

## Chargebacks to service areas

As a result of the Creditor invoice checking, Treasury Management produce a monthly list of Creditor payments for which a “proper” vat document has not been received. Any VAT amounts on these invoices are held in the vat account and are not claimed until such time as a valid invoice is received. During the majority of the year, the list was posted on the Intranet and service areas had three months to source a valid document, after which time and on no receipt of a valid document, the vat amount is recharged to the service area cost centre. Towards the end of the year this process changed so that the relevant budget holder is emailed the details and asked to source a correct invoice within one month.

At 31<sup>st</sup> March 2017 the amount recharged to revenue service areas in this respect for the financial year was £22,985.12. The amount recharged to capital projects was £7,868.27.

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## Delegated Decision List

13 June	Portfolio Holder for Housing and Countryside Services	Authorised officers to proceed with submission of the application to suspend the Right to Buy and related rights.
16 June	Portfolio Holder for Housing and Countryside Services	Approval to acquire the freehold of a flat in Newtown to add to the HRA stock.
20 June	Portfolio Holder for Education	Approval of budget virement in respect of M&E improvement works at Maesydderwen High School.
20 June	Portfolio Holder for Highways and Portfolio Holder for Property & Waste	Approval to roll forward of budgets in respect of Tesco Welshpool remedial works, pay & display machines, street light efficiency upgrades, structures strengthening, Heol Meurig Ystradgynlais, Dolafon culvert replacement, strategic salt reserve and Rhayader transfer station.
21 June	Portfolio Holder for HR ICT & Communications	Approval to roll forward ICT budgets.
22 June	Portfolio Holder for Highways	Approval of Highways Capital Programme 2017/18 Delegate to the HAMP Project Board to determine and approve amendments to the prioritised list of schemes within overall budget allocations in accordance with asset management principles. Adopt the revised life expectancies for surface treatments. Approval to continue the moratorium on major schemes within budget allocations.
23 June	Leader	Approval to make an application to the Land Registry to remove Victoria Park Football Ground and Surrounding Land, Llanidloes from Powys County Council's title and have it registered in the name of Llanidloes Town Council.
27 June	Portfolio Holder for Education	Approval to roll forward of budgets in respect of Welshpool Church in Wales School, Severn Valley Welsh Medium, Welshpool Catchment and Gwernyfed High School refurbishment.

27 June	Portfolio Holder for Children's Youth, Libraries and Leisure Services	Approval to roll forward budgets in respect of the Judge's Lodgings grant, plant & machinery, Ystradgynlais Grandstand, leisure centre improvements and Waun Capel Parc Pavilion.
5 July	Portfolio Holder for Property and Waste	Approval to sell a small parcel of land at 37 Cae Glas, Welshpool

## Cabinet Forward Work Programme

Cabinet/ Management Team	Cabinet	Matter for Decision	Portfolio Holder/ Officer	Decision Maker Cabinet Portfolio Holder	Pre- Scrutiny	Comments
	<b>July</b>	POCA spend approvals	Portfolio Holder for Housing & Countryside Services Clive Jones	Portfolio Holder		
	<b>July</b>	Approval to support biddings for Letting Agency	Portfolio Holder for Housing & Countryside Services Jenni Thomas	Portfolio Holder		
	<b>July</b>	Domiciliary Care Future Commissioning of External Services	Portfolio Holder for Adult Social Care Lee Anderson	Portfolio Holder		
5 September	<b>19 September</b>	21 <sup>st</sup> Century Schools Consideration of Band B Strategic Outline Programme	Portfolio Holder for Education Marianne Evans	Cabinet		
5 September	<b>19 September</b>	Treasury Management Review 2016/17	Portfolio Holder for Finance Ann Owen	Cabinet		
5 September	<b>19 September</b>	Treasury Management Quarter 1	Portfolio Holder for Finance Ann Owen	Cabinet		
5 September	<b>19 September</b>	Consideration of new schools reorganisation proposals	Portfolio Holder for Education Marianne Evans	Cabinet		
5 September	<b>19 September</b>	Home to School Transport policy	Portfolio Holder for Education Gareth Jones	Cabinet	Pre Scrutiny February	

<b>Cabinet/ Management Team</b>	<b>Cabinet</b>	<b>Matter for Decision</b>	<b>Portfolio Holder/ Officer</b>	<b>Decision Maker Cabinet Portfolio Holder</b>	<b>Pre- Scrutiny</b>	<b>Comments</b>
5 September	<b>19 September</b>	Outcome of consultation on supply teachers pay and conditions	Portfolio Holder for Education Gareth Jones	Cabinet		Deferred from December to await Welsh Govt guidance.
5 September	<b>19 September</b>	School Modernisation Progress Report	Portfolio Holder for Education Marianne Evans	Cabinet		
5 September	<b>19 September</b>	Churchstoke Housing Development	Portfolio Holder for Property & Waste Natasha Morgan	Cabinet		Outline planning permission obtained.
5 September	<b>19 September</b>	Brecon Tourist Information	Portfolio Holder for Regeneration & Planning Jenni Thomas	Cabinet		
5 September	<b>19 September</b>	Residential care fee setting arrangement	Portfolio Holder for Adult Social Care Lee Anderson	Cabinet		
5 September	<b>19 September</b>	Children's and Adult Services Quarterly Safeguarding report	Portfolio Holder for Adult Social Care Portfolio Holder for Children's Services	Cabinet		
5 September	<b>19 September</b>	Financial Overview and Forecast Report	Portfolio Holder for Finance Jane Thomas	Cabinet		
5 September	<b>19 September</b>	Fleet Workshop Investment	Portfolio Holder for Highways Stephen Offley	Cabinet		
5 September	<b>19 September</b>	Route Optimisation	Portfolio Holder for Highways Portfolio Holder for Property & Waste	Cabinet		For decision



			Ian Harris			
<b>Cabinet/ Management Team</b>	<b>Cabinet</b>	<b>Matter for Decision</b>	<b>Portfolio Holder/ Officer</b>	<b>Decision Maker Cabinet Portfolio Holder</b>	<b>Pre- Scrutiny</b>	<b>Comments</b>
5 September	<b>19 September</b>	Grass Cutting / Street Cleansing Review	Portfolio Holder for Highways Adrian Jervis	Cabinet		For information?
5 September	<b>19 September</b>	Parking Policy	Portfolio Holder for Highways Tony Caine	Cabinet		Adopt Policy
5 September	<b>19 September</b>	Rights of Way Improvement Plan	Mark Stafford-Tolley	Cabinet		
5 September	<b>19 September</b>	S33 Road Traffic Act authorisation for motor vehicle events	Mark Stafford-Tolley	Cabinet		
5 September	<b>19 September</b>	Llanbister and Llanfihangel Rhydithon CP Schools	Portfolio Holder for Education Marianne Evans	Cabinet		
5 September	<b>19 September</b>	Consideration of initial Business Case re North Powys Secondary Welsh-medium Review	Portfolio Holder for Education Marianne Evans	Cabinet		
12 September		Corporate Improvement Plan Tracker	All Portfolio Holders	Strategic Overview Board		
12 September		Risk Register	Caroline Evans	Strategic Overview Board		
12 September		Regulatory Recommendation tracker	Tom Yeo	Strategic Overview Board		
	<b>October</b>	Licensing - Conditions for Taxi Cabs	Portfolio Holder for Licensing	Portfolio Holder		

<b>Cabinet/ Management Team</b>	<b>Cabinet</b>	<b>Matter for Decision</b>	<b>Portfolio Holder/ Officer</b>	<b>Decision Maker Cabinet Portfolio Holder</b>	<b>Pre- Scrutiny</b>	<b>Comments</b>
26 September	<b>10 October</b>	Review of the Schools funding formula	Portfolio Holder for Education Marie James	Cabinet		Findings, impacts and recommendations for changes to the schools funding formula following the review that is taking place
26 September	<b>10 October</b>	Consideration of consultation reports re new recommendations for Llanbister and Llanfihangel Rhydithon CP Schools	Portfolio Holder for Education Marianne Evans	Cabinet		
26 September	<b>10 October</b>	Office Accommodation – North Powys Review	Portfolio Holder for Property & Waste Natasha Morgan	Cabinet		
26 September	<b>10 October</b>	Financial Overview and Forecast Report	Portfolio Holder for Finance Jane Thomas	Cabinet		
26 September	<b>10 October</b>	Consideration of Feasibility Study re Special Schools review	Portfolio Holder for Education Marianne Evans	Cabinet		
26 September	<b>10 October</b>	Staylittle Outdoor Centre	Portfolio Holder for Leisure Services Jenny Ashton	Cabinet		
	<b>October</b>	Public Health Bill implications eg public toilets policy	Ken Yorston	Portfolio Holder		
	<b>October</b>	Approval of the Health & Safety and Animal Feed Plans	Portfolio Holder for Housing & Countryside Services Beverley Cadwallader	Portfolio Holder		

			Clive Jones			
<b>Cabinet/ Management Team</b>	<b>Cabinet</b>	<b>Matter for Decision</b>	<b>Portfolio Holder/ Officer</b>	<b>Decision Maker Cabinet Portfolio Holder</b>	<b>Pre- Scrutiny</b>	<b>Comments</b>
	<b>October</b>	Re-modelling of workshops	Portfolio Holder for Property & Waste Natasha Morgan	Portfolio Holder		
24 October	<b>7 November</b>	Treasury Management Quarter 2	Portfolio Holder for Finance Ann Owen	Cabinet		
24 October	<b>7 November</b>	Cemeteries Review Outcomes	Nia Hughes	Cabinet		To determine whether or not we wish to change our policy on the provision of burial grounds and associated services
24 October	<b>7 November</b>	HTR Commissioning Project Full Business Case	Portfolio Holder for Highways Lisa Griffiths	Cabinet		The FBC will be confirming the feasibility or not for us to progress with the development and implementation of the Wholly Owned Company for the HTR service
24 October	<b>7 November</b>	Children's and Adult Services Quarterly Safeguarding report	Portfolio Holder for Adult Social Care Portfolio Holder for Children's Services	Cabinet		

<b>Cabinet/ Management Team</b>	<b>Cabinet</b>	<b>Matter for Decision</b>	<b>Portfolio Holder/ Officer</b>	<b>Decision Maker Cabinet Portfolio Holder</b>	<b>Pre- Scrutiny</b>	<b>Comments</b>
24 October	<b>7 November</b>	Financial Overview and Forecast Report	Portfolio Holder for Finance Jane Thomas	Cabinet		
5 September	<b>7 November</b>	Traffic Regulation Orders	Portfolio Holder for Highways Tony Caine	Cabinet		Adopt lifting of TROs
	<b>28 November</b>	Council Tax Base	Portfolio Holder for Finance Andrew Griffiths	Cabinet		
21 November	<b>5 December</b>	Financial Overview and Forecast Report	Portfolio Holder for Finance Jane Thomas	Cabinet		
21 November	<b>5 December</b>	Moelfre City	Portfolio Holder for Highways Alastair Knox	Cabinet		For decision
21 November	<b>5 December</b>	Flood Risk Management Plan	Portfolio Holder for Highways Alastair Knox	Cabinet		Policy to be approved
	<b>December</b>	Review of CAP Policy	Portfolio Holder for Housing & Countryside Services Natasha Morgan	Cabinet		
	<b>December</b>	Review of Farms Policy	Portfolio Holder for Housing & Countryside Services Natasha Morgan	Cabinet		

<b>Cabinet/ Management Team</b>	<b>Cabinet</b>	<b>Matter for Decision</b>	<b>Portfolio Holder/ Officer</b>	<b>Decision Maker Cabinet Portfolio Holder</b>	<b>Pre- Scrutiny</b>	<b>Comments</b>
	<b>December</b>	Review of Commercial Property Policy	Portfolio Holder for Property & Waste Natasha Morgan	Cabinet		
	<b>January 2018</b>	Bid to deliver animal health to Torfaen	Portfolio Holder for Housing & Countryside Services Clive Jones	Portfolio Holder		
	<b>March 2018</b>	Newtown Bypass	Portfolio Holder for Highways Shaun James	Cabinet		For information
<b>Page 205</b>	<b>April 2018</b>	Highways Asset Management Plan (HAMP)	Portfolio Holder for Highways Alastair Knox	Cabinet		Policy to be adopted
	<b>April 2018</b>	Review of protocol for authorising Motor Vehicle Events		Cabinet		

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