

Public Document Pack



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CABINET
Tuesday, 6th July, 2021

The use of Welsh by participants is welcomed. If you wish to use Welsh please inform us by noon, two working days before the meeting

SUPPLEMENTARY PACK

1.	VISION 2025: OUR CORPORATE IMPROVEMENT PLAN ANNUAL PERFORMANCE REPORT
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To consider a report by the Leader, County Councillor Rosemarie Harris and County Councillor Beverley Baynham, Portfolio Holder for Corporate Governance and Regulatory Services.

(Pages 3 - 102)

2.	PCC IMPROVEMENT BOARD ARRANGEMENTS
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To consider a report by the Leader, County Councillor Rosemarie Harris.

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CYNGOR SIR POWYS COUNTY COUNCIL

CABINET EXECUTIVE

06 July 2021

REPORT AUTHOR: County Councillor Rosemarie Harris, Leader
County Councillor Beverley Baynham, Portfolio Holder
for Corporate Governance and Regulatory Services

REPORT TITLE: Vision 2025: Our Corporate Improvement Plan Annual
Performance Report 2020-2021 (including integrated
Strategic Equality Plan Objectives)

REPORT FOR: Decision

1. Purpose

1.1. The purpose of this report is to present the Vision 2025: Corporate Improvement Plan (CIP) Annual Performance Report 2020-2021, which, for the first time, fully incorporates the annual monitoring of the Council's performance against its Strategic Equality Objectives.

2. Background

2.1. Vision 2025: CIP Annual Performance Report

The CIP Annual Performance Report presents Powys County Council's performance during 2020-21 against the well-being objectives published in Vision 2025: Our Corporate Improvement Plan, including the Strategic Equality Objectives (see section 2.1.1). The well-being objectives are:

- We will develop a vibrant **economy** (*including equality objectives 1 and 2*)
- We will lead the way in providing effective, integrated **health and care** in a rural environment (*including equality objectives 3 and 4*)
- We will strengthen **learning and skills** (*including equality objective 5*)
- We will support our **residents and communities** (*including equality objective 6*)

There is also an internal facing objective called **Making it Happen**.

2.1.1. Strategic Equality Objectives

During 2019-20, an in-depth review was undertaken of the Council's Strategic Equality Objectives and, after considering the views of residents and the local and national challenges, they were re-focused to create six new objectives, which are outlined below. These objectives will be reviewed annually to consider changing needs and priorities.

- **Equality Objective 1)** By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment.
- **Equality Objective 2)** By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap.
- **Equality Objective 3)** By 2024, we will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations
- **Equality Objective 4)** By 2024, we help people to get the support they need to prevent homelessness
- **Equality Objective 5)** By 2024, we will improve opportunities and outcomes for children living in poverty.
- **Equality Objective 6)** By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive. This will enable them to easily access the services they need and participate fully in everyday life.

For the first time, the CIP and Annual Performance Report include the Strategic Equality Objectives, rather than producing a separate Strategic Equality Plan (SEP) Annual Monitoring Report, as in previous years. This approach ensures that all objectives are fully embedded in the Council's overarching vision and plan.

The report sets out how the Council performed during 2020-21 against its commitments and provides information on how the Council is meeting its requirements in relation to the Equality Act 2010 and, more specifically, the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, and the Socio-economic Duty.

2.2. The report has been designed to provide a balanced and open account of the Council's performance during the year. It also meets the Council's reporting duties under the Well-being of Future Generations (Wales) Act 2015 and the Local Government (Wales) Measure 2009. In doing so, it includes:

- A detailed analysis of the progress made to deliver each of the Well-being Objectives during 2020-21
- A detailed analysis of the progress made to deliver each of the Strategic Equality Objectives during 2020-21
- How the Council has engaged and consulted with residents, communities, and businesses
- Feedback from regulators (Audit Wales, Care Inspectorate Wales, and Estyn) and how the Council is responding to their comments.

2.3. The report has been developed using information from the following sources to ensure clear alignment and consistency:

- Quarterly Corporate Performance Reports
- Quarterly Transformation Programme Highlight Reports
- Revenue and Capital Outturn Reports
- Annual Governance Statement 2020-21
- Specific information relating to the Council's COVID-19 response and recovery

2.4. A Quick Read version of the report has been produced, together with a one-page infographic, to ensure the Council's performance is communicated effectively.

3. Advice

3.1. Cabinet is required to publish the CIP Annual Performance Report by 31 October to comply with legislation. Similarly, Strategic Equality Monitoring must be published by 31st March after each year, but it is considered good practice to publish by July. Therefore, the CIP Annual Performance Report with newly integrated Strategic Equality Plan Monitoring must be published by 31 October 2021.

4. Resource Implications

4.1. The Head of Finance (Section 151 Officer) comments that "The performance presented in the CIP Annual Performance Report reflects the activity undertaken across the Council during the year, and the costs are included and reported within the Revenue and Capital Budgets."

5. Legal implications

5.1. Legal: the recommendations can be accepted from a legal point of view

5.2. The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report".

6. Data Protection

6.1. Not applicable.

7. Comment from local member(s)

7.1. The CIP Annual Performance Report 2020-21 (with integrated Strategic Equality Objectives) impacts with equal force across the whole County, and therefore comments have not been sought from individual Members.

8. Integrated Impact Assessment (IIA)

8.1. An IIA is not required as the annual report (with integrated Strategic Equality Objectives) does not include any proposals or service changes.

9. Recommendations

It is proposed that:

- 9.1. Cabinet makes a judgement on the Journey Checker position, using the evidence in the Vision 2025: CIP Annual Performance Report 2020-2021.
- 9.2. Cabinet considers the content of the Vision 2025: CIP Annual Performance Report 2020-2021 (with integrated Strategic Equality Plan Objective Monitoring) and satisfies itself that the following criteria have been met; that:
 - key achievements identified are collectively considered to be the ones most important/relevant to be published
 - the report provides an open, balanced, and realistic self-assessment of performance across the Council
 - there is appropriate information that demonstrates not only what and how much the Council does, but also the difference the Council is making in terms of outcomes, benefit, and impact
 - the document is clear and provides the right level of information to be meaningful and relevant to all audiences.
- 9.3. If it is so satisfied, that Cabinet recommends the Vision 2025: CIP Annual Performance Report 2020-21 (including integrated Strategic Equality Plan Annual Monitoring Report 2020-2021) to Full Council for approval on 15 July 2021.

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Head of Service: Emma Palmer

For Executive Management Team: Dr Caroline Turner, Chief Executive



Vision 2025:
Our Corporate Improvement Plan
Annual Performance Report
April 2020 - March 2021

In April 2018 we launched Vision 2025: Powys County Council's Corporate Improvement Plan which set out our seven-year vision for the county and our plans for how we would achieve it. We review and update Vision 2025 annually to ensure that the commitments contained within it are still the right ones to meet residents and business needs. For the first time, in 2020 we incorporated our new Strategic Equality Objectives into Vision 2025, rather than producing a separate plan. This ensures that they are fully embedded in the Council's overarching vision and plan.

This document presents our performance during 2020-21 against the Well-being and Equality objectives set out in Vision 2025: Our Corporate Improvement Plan.

Let us know what you think of this report and how you think we could improve services in the future.

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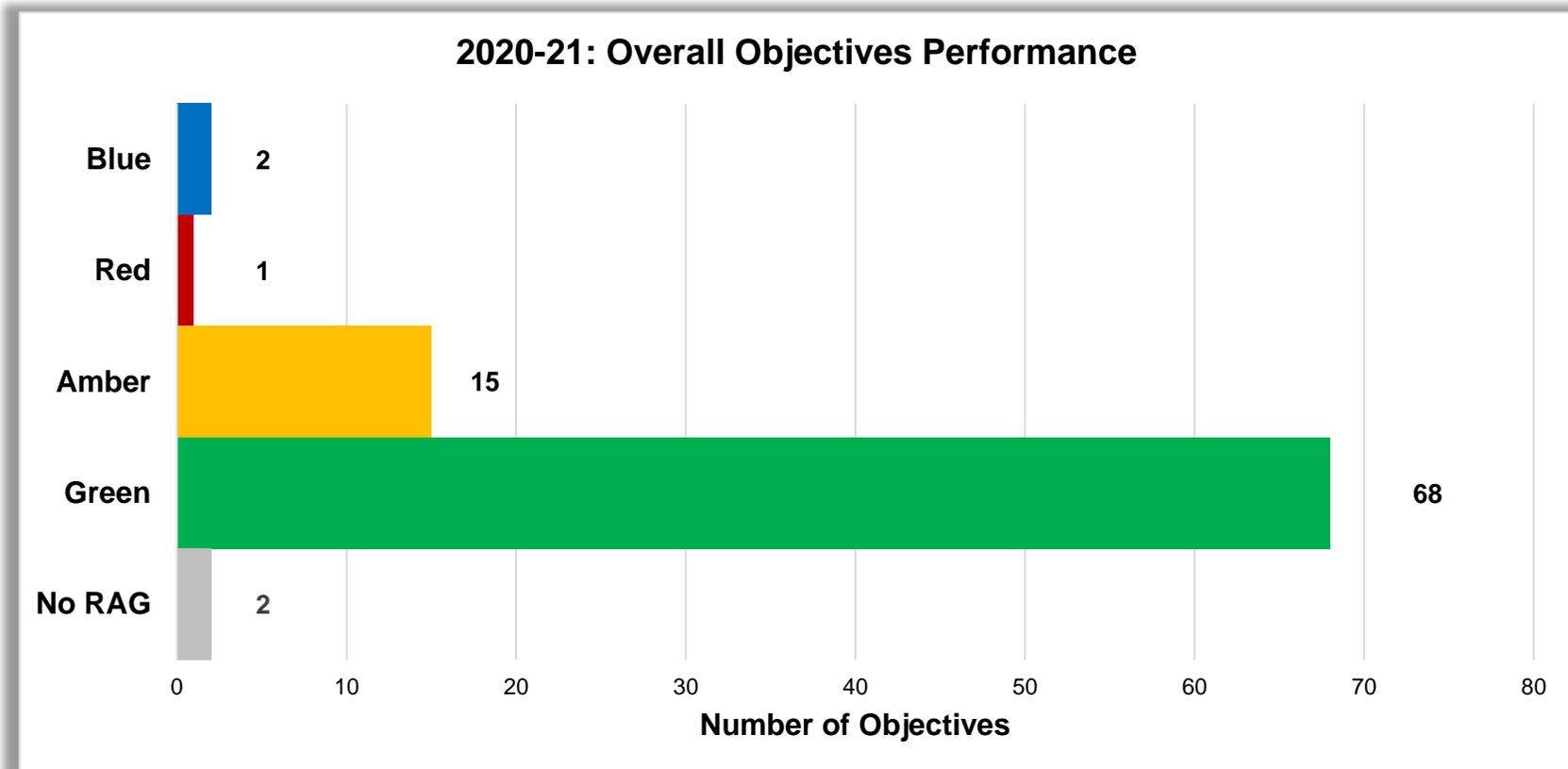
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Summary of Performance

During 2020-2021, the Council's priority has been responding to the COVID-19 pandemic – keeping people safe, stopping the spread and reaching out to those that needed help the most. Inevitably this has impacted most of the services we provide and resulted in some planned activity either being delayed or paused, as staff and members focused their efforts on our COVID-19 response.

Despite the challenges, we have made clear progress against a number of our well-being objectives, through the hard work of councillors, staff, and partners, and overall we have judged our performance to be 'Good'. 68 (77%) of the 88 objectives in place to support Vision 2025: Our Corporate Improvement Plan during 2020-21 were reported green (on track), 15 were amber (mainly on track), 1 was red (not on track), 2 were blue (complete), and 2 objectives had no data but a comment has been provided (no RAG).



Good performance against our measures:

- Working in **partnership** with key agencies we have engaged with and supported 1,233 businesses, including through direct financial support
- 634 local suppliers engaged in the Council's **procurement** process, which is an increase from 526 the year before
- Support is being given to 12 **community broadband** projects, compared to 3 in 2019-20, and one project is in build phase.
- 168 people have now progressed into **employment** since 2018, with support from the Communities for Work+ and Workways employability activities.
- The mean **Gender Pay Gap** has reduced from 8.1% to 7.55%
- 96% of children who the intervention and prevention service work with remained with their families safely
- 93% of **children looked after** received a statutory visit within timescale.
- We have increased the number of **foster carers** from 75 to 81
- 499 adult clients received **direct payments** to manage their care and support, which is an increase from 2019-20
- 575 new adult clients were supported in their own home through **assistive technology** (over 1,800 to date).
- The number of children **educated through the medium of Welsh** in year 1 has increased by 1.21% since 2019-20.
- The number of families accessing the **Incredible Years Programme** has increased to 186.
- 55 primary **schools** are now categorised as standard A or B for overall condition, compared to 46 in 2019-20.
- 100% of **schools** now have improved infrastructure installed to support digital learning.
- **Staff sickness** has reduced from 9.29 days to 7.36 days per full time equivalent (12-month cumulative).
- A '**People's Panel**' with 500 members has been established.
- £2.1 million of **efficiencies** were identified through reviewing and redesigning our services to become more efficient.

- 35 **automated processes** are now available to our customers to help them access services more easily and 42,644 residents now have a '**My Powys Account**' where they can view and manage their service requests 24/7.

Average performance against our measures:

- As part of our Powys Pound initiative the proportion of revenue spend with **Powys based suppliers and providers** was 39%.
- 118 new **council homes** are 'in build' (under construction) against the 2023 target of 250 homes.
- The number of qualified **social worker vacancies** remains at 32.
- The average delivery time for completing adaptations (**for accessible homes**) was 134 days, missing our target of 130 days.
- The number of **engagement and consultation** activities to engage residents and staff was lower than anticipated, at 27 activities.
- Work has continued with our partners (Network rail and Transport for Wales) on the **Transport Interchange** Improvements and Pedestrian and Cycle Links projects, with feasibility study of options being undertaken, however progress has been delayed.
- 4 new **apprentices** were employed (making 63 in total since 2017, and 2 short of our target). 74 staff were following an apprenticeship framework during the year.

Poor performance against our measures:

- 57% of people have undertaken **equality and diversity** (e-learning) training, against our target of 80%
- Due to COVID-19, the **Local Authority Trading Company** has been on hold since March 2020.
- Attendance (footfall) at **libraries and museums** (including virtual visits for libraries) was lower than in 2019-20, at 117,204 visits.
- 86% of complaints were responded to within statutory timescales missing our target of 100% and lower than 2019-20.



Introduction

This document meets the Council's responsibility under the **Well-being of Future Generations (Wales) Act 2015** and the **Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011** to report on the progress it has made in meeting its Well-being objectives and Strategic Equality Objectives for the preceding financial year (2020-2021). Our well-being objectives show how we are contributing to a national set of goals (the 7 well-being goals) in a sustainable way (this means thinking about the longer term, involving people in planning our services, considering how we can deliver services in collaboration with others, ensuring our plans are integrated and putting resources into preventing problems occurring or getting worse). See below for how our well-being objectives contribute to the 7 Well-being goals, and Appendix A for a description of the 5 Ways of Working and the 7 Well-being Goals. Our equality objectives show the priorities we are focusing on to promote equality and diversity and improve our services and employment practices to meet the different needs of our residents and employees. This report also meets the Council's responsibility to review its Improvement Objectives and assess its performance in the previous financial year in line with **the Local Government (Wales) Measure 2009** and shows how the Council is delivering the 7 aspects of improvement.

How Our Well-being Objectives Contribute to the Seven Well-being Goals

Our Well-being Objectives	A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
We will develop a vibrant ECONOMY (including Equality Objectives 1 and 2)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
We will lead the way in providing effective, integrated HEALTH AND CARE in a rural environment (including Equality Objectives 3 and 4)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
We will strengthen LEARNING AND SKILLS including Equality Objective 5)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
We will support our RESIDENTS AND COMMUNITIES (including Equality Objective 6)	Yes	Yes	Yes	Yes	Yes	Yes	Yes





Leader's Introduction

Councillor Rosemarie Harris

Our ambitious plan – better known as Vision 2025: Our Corporate Improvement Plan – was first presented by my Cabinet and I in April 2018. It set out a five-year programme of work aligned to clear objectives and outcomes.

Our Annual Performance Report would usually focus primarily on what we have done over the past year to achieve our objectives. However, 2020-21 was a year like no other, where planned activity had to be paused as we redirected staff and spending towards our coronavirus response.

This report therefore provides an assessment of progress against our well-being objectives, as well as the COVID-19 recovery priorities which the Council quickly put into place in support of its Business Continuity Plan; Responding to COVID-19; Keeping our communities safe; and Running the Council.

For the first time, our Annual Performance Report also includes progress against our Equality Objectives, which are now integrated within our Corporate Improvement Plan rather than being reported separately in a Strategic Equality Plan Annual Monitoring Report.

I am pleased to share the Council's progress against its Vision 2025 with you and am proud of what we have been able to achieve during 2020-21, building on some weaknesses that we had identified in previous years reports.

In September 2020, we welcomed the news that Care Inspectorate Wales (CIW) would be stopping its enhanced monitoring of the Council, as it acknowledged a 'significant improvement' in the Council's Social Care provision. The Improvement and Assurance Board was disbanded; however, the Council continues to hold internal Service Improvement Boards to maintain momentum across key services.

Given the unprecedented year, and the global pandemic, the Council must deliver things very differently and we are asking residents to support us in future-proofing Powys. We will continue to adapt and establish new ways of working and deliver services that support residents, communities, and business. In doing so, we are also making an effort to consider how we can work more sustainably and contribute to the national well-being goals established by the Well-being of Future Generations Wales Act.

Work undertaken by council services throughout the pandemic has been featured on the Welsh Local Government Association (WLGA) website as examples of good practice. More information is available on the WLGA website:

<https://www.wlga.wales/good-council-practice-covid-19>

In May 2021 I was pleased to announce that the Council would revoke its Business Continuity Plan and begin to resume business as usual. However, this does not mean returning to the pre-COVID-19 way of working; the future will be very different.

I remain thankful to all Powys residents, our staff, county councillors and partners for their continued collaboration, and tremendous efforts over the past year, not only in keeping our communities safe during the pandemic but also for helping to realise our vision for Powys.



Our Vision

“By 2025 Powys will be widely recognised as a fantastic place in which to work, live and play”

Our Well-being and Equality Objectives:

Well-being Objective 1: We will develop a vibrant **ECONOMY**

- We will enable people with a disability to have improved opportunities for valued occupation including paid employment (Equality Objective 1)
- We will ensure equality of opportunity for all our staff and take action to close the pay gap (Equality Objective 2)



Well-being Objective 2: We will lead the way in providing effective, integrated **HEALTH AND CARE** in a rural environment

- We will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations (Equality Objective 3)
- We will help people to get the support they need to prevent homelessness (Equality Objective 4)



Well-being Objective 3: We will strengthen **LEARNING AND SKILLS**

- We will improve opportunities and outcomes for children living in poverty (Equality objective 5)



Well-being Objective 4: We will support our **RESIDENTS AND COMMUNITIES**

- We will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life (Equality Objective 6)



Our Approach

We are an open and enterprising council

- Working with communities, residents and businesses
- Willing to look at new ways of working and delivering services
- Focussing on solutions rather than problems

Our Values

- **Professional:** Whatever role we play in the council, we act with professionalism and integrity
- **Positive:** We take a positive attitude in all we do
- **Progressive:** We take a proactive and responsible approach to planning for the future



- **Open:** We keep each other informed, share knowledge and act with honesty and integrity
- **Collaborative:** We work constructively and willingly on joint initiatives



Our Guiding Principles

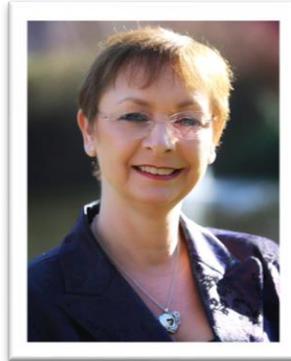
- **Long-term** - Balancing short-term needs with the need to safeguard the ability to also meet long-term needs
- **Prevention** - Putting resources into preventing problems occurring or getting worse
- **Integration** - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies
- **Collaboration** - Working together with other partners to deliver our priorities
- **Involvement** - Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area
(based on the Well-being of Future Generations (Wales) Act 2015 sustainable development principles)



Message from the Chief Executive

Dr Caroline Turner

My role, as Chief Executive, is to ensure that all staff have 'Vision 2025' at the core of the work that they do, regardless of their role, team, or service. This focus has always been a key driving force within the Council and has been particularly critical during 2020-21 when we joined our residents, colleagues, and partners in the COVID-19 response.



Page 16 Although 2020-21 presented a variety of unexpected challenges for the county and the Council, I am pleased to report the progress that the Council has made not just in pursuing its priority well-being objectives and strategic equality objectives, but in responding directly to the pressures of COVID-19.

As a Council, we are committed to continuing to develop our services and making best use of innovations and opportunities to improve our ways of working. Our Annual Performance Report for 2020-21 reflects the ongoing pursuit of positive transformation, detailing the progress that has been made against our Transformation Programme, which includes projects that will have a significant impact within the county:

- Transforming Powys
- Transforming Education (Learning & Skills)
- Transforming Communities (Residents & Communities)
- Transforming the Economy (Economy)
- Transforming Well-being (Health & Care)

There are areas of our performance we can be proud of, but we know we are not meeting expected standards in some areas and need to make these our priority as we move forward. We recognise that some activities have not progressed due to COVID-19, and that data is unavailable for some objectives; where possible and appropriate, we aim to resume reporting in 2021-22.

Based on performance against our measures and objectives we have rated each of our well-being objectives using a scale of excellent to poor.

- The economy is: good.
- Health and Care is: good.
- Learning and Skills is: good.
- Residents and Communities is: adequate
- Making it Happen is: adequate

We are keeping abreast of the implications of Brexit by attending a monthly meeting with the WLGA and all other local authorities within Wales. This allows us to keep on top of new legislation that is being passed and also allows us to share any issues that are being experienced throughout Wales. We are also looking at how Brexit directly impacts Powys County Council and discussing any wider implications with our external partners.

The pandemic continued to impact residents, communities, and the Council considerably throughout 2020-21, and our attention was prioritised on both responding to the situation as it developed and planning a phased recovery. Although the Council has received Government support, services will continue be impacted for years to come.



We will continue to learn from our experiences and use best practice to improve how we work to achieve good outcomes for our residents and communities. For example, we will develop new ways of working that were highlighted throughout 2020-21 when our workforce adapted to home based and agile working, using a wider range of technological options to fulfil their roles.

While many have referred to 'returning to normal', we aspire to provide services and opportunities that are better than the pre-pandemic 'normal'. We will continue to use the principles of the Well-being of Future Generations (Wales) Act 2015 to challenge our approach and support our proactive pandemic response and recovery.

A key priority remains planning and creating a Powys that future generations can be proud of. We aim to make Powys a county full of opportunity and innovation, in which people want to work, live, and

play both now and for many years to come. To do this, we are thinking long-term, joining up policies and service delivery by collaborating across different sectors and with partners, and predicting and preventing issues.

We are committed to representing everyone within Powys, and strive to provide accessible, equitable services that meet the needs of individuals and communities within the county.

We encourage you – our residents, businesses, partners, and stakeholders – to participate in our engagement activities and consultation exercises, as it is only with your involvement that we can truly recover from these challenging times and create a thriving future for our county. Please consider signing-up to our Citizens Panel to have your say and follow our social media pages to keep up to date with Council news and events.

Visit: www.powys.gov.uk



How we measure and analyse our performance

At the start of each year, we publish an updated **Corporate Improvement Plan (CIP)** which sets out the activities and projects we will work on to help us deliver our long-term well-being objectives. The CIP also sets out a series of success measures with aspirational targets, showing the difference we're aiming to achieve for our residents and communities. To know whether we are on track with our projects, objectives, and targets, we must have a robust and timely way of monitoring and measuring performance against them. That is why we have a **Performance Management and Quality Assurance Framework** in place. This is a process for asking **how many** or **how much** we have done, **how well** we have undertaken activities or **how good** was a service that we delivered. To ensure we give sufficient **challenge** to service improvement we also have in place member-led **scrutiny arrangements** that continuously ask whether we are doing what we set out to do, and whether we are doing it well; this includes the views of the public, partners and regulators, balancing community concerns with issues of strategic risk and importance and communicating well so the voice of residents is heard in the decision-making process.

The Council monitors performance against the projects, objectives, and success measures in its Corporate Improvement Plan quarterly (every three months). At the end of each quarter, each service completes a **self-assessment** to identify performance against the key projects and targets it is accountable for. The performance information is challenged at a Service Performance Review meeting, before being reported to the Council's Senior Leadership Team and Cabinet. The quarterly report is used to provide **assurance** that performance is on track and that resources are being used effectively. Where performance is below expected levels, actions are identified to help bring performance back on track. This document draws on the information from the 2020-2021 quarterly reports and presents the following performance information.

A detailed analysis of the progress we have made to deliver each of our Well-being and Equality objectives during 2020-21, including: Each of our objectives has been given an **overall judgement of performance**, ranked as excellent, good, adequate, or poor depending on the BRAG (Blue, Red, Amber, Green) status given to the series of objectives and success measures which support delivery of the objective (Appendix A includes definitions).

- **Excellent** – All objectives completed or on track and success measures meeting targets
 - **Good** – Majority of objectives on track and improving
 - **Adequate** – Commitments broadly on track, but limited impact on outcomes
 - **Poor** – Majority of commitments off-track and outcomes not improving
- **Progress** against projects and activities (including real-life case studies)
 - Performance against our **success measures** and 2020-21 targets (including trend in performance from 2018-19, 2019-20, and 2020-21)
 - How we have **engaged and consulted** with residents, communities, and businesses
 - How much we have **spent and saved**?
 - How the steps we have taken contribute to a more **sustainable Wales** and Powys' journey so far towards maximising contribution to the seven well-being goals and acting in accordance with the sustainable development principle. (Appendix A includes definitions)
 - Feedback from our **regulators** (Audit Wales, Care Inspectorate Wales and Estyn) and how we are responding to their comments



Listening to Our Residents

Powys County Council is signed up to the National Principles for Public Engagement in Wales¹ to ensure conversations with our stakeholders are meaningful, timely and appropriately resourced.

We believe all our residents, partners and businesses should be engaged and consulted so their voice influences future decisions and service provision.

During 2020-21, several consultation and engagement exercises were conducted to seek views from the residents of Powys on a range of policy and service matters, and further information is included within each Well-being Objective section of this report.

Due to the COVID-19 pandemic, and Welsh Government lockdown regulations, face-to-face focus groups, on-street surveys, and public events, were unable to take place during the past twelve months. This means that the consultation and engagement exercises conducted in 2020-21 have been primarily online and printed copies only distributed if/when required.

Listening to Our Regulators

We are answerable to a number of external regulatory bodies who perform inspections on our services, these are:



Audit Wales is the public sector watchdog for Wales. Their aim is to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.



Care Inspectorate Wales (CIW) encourages the improvement of social care, early years, and social services by regulating, inspecting, reviewing, and providing professional advice to ministers and policy makers.



Estyn is the Office of Her Majesty's Chief Inspector of Education and Training in Wales. Their mission is to achieve excellence for all learners in Wales through raising the standards and quality in education and training. Estyn has a wide range of statutory inspection and reporting responsibilities which include inspection of all publicly funded education and training across Wales.

Outlined within this report, under each Well-being Objective, are key audit reports that we have received from regulators during 2020-21. We have used the findings in the reports to strengthen our plan for 2021 onwards.

¹ <https://www.participationcymru.org.uk/national-principles/>

WELL-BEING OBJECTIVE 1: THE ECONOMY

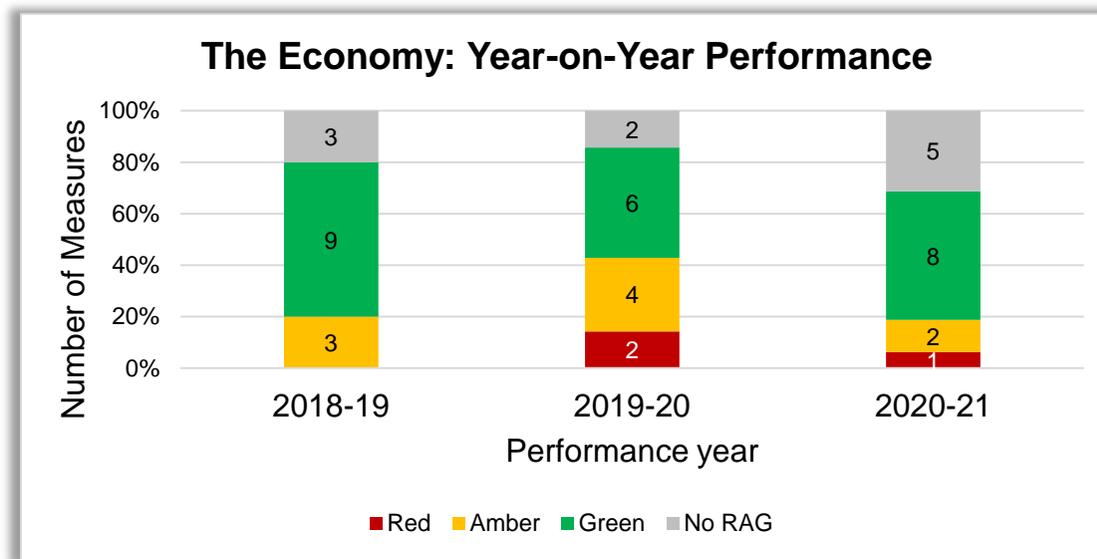


What outcome are we aiming to achieve?

The Powys economy is thriving and sustainable.

Overall assessment of performance:

Overall, we have judged performance of this well-being objective to be 'Good'. 19 (83%) of the 23 objectives in place to support this well-being objective during 2020-21 were reported green and 4 were amber. 8 measures used to monitor success were green and 2 were amber and 1 was red (no RAG status was available for 5 of the measures).



Progress against our objectives and success measures:

Providing support for businesses to grow:

- Planning permission was granted for the new **Abermule Business Park**, which will provide flexible options for start-up businesses and local companies. The site is specifically allocated for small and medium sized employment opportunities and will capitalise on the county's main road and transport infrastructure. Read more by visiting: <https://en.powys.gov.uk/article/10433/Mid-Wales-economy-to-receive-boost-as-new-business-park-is-approved>
- In February 2021, the Council completed the purchase of the Grade II* listed **Automobile Palace in Llandrindod Wells**, supported by funding from the Welsh Government's Transforming Towns. The Council plans to sensitively refurbish the building and develop it as a business centre to support the regeneration of the town and local economy. Read more here: <https://en.powys.gov.uk/article/10533/Iconic-Automobile-Palace-to-be-Given-New-Lease-of-Life>
- To help support local companies become suppliers to the council, a **Social Value Portal** has been trialled for large contracts to give suppliers who are able to provide value to the local area a better chance of success in winning tenders.
- Funding was secured that allowed more than £500,000 of **capital grants** to be delivered to 80 businesses. Read more about available grants by visiting: <https://en.powys.gov.uk/article/10418/New-capital-grants-available-for-Powys-businesses>

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By 2022 we will have developed at least two business units at the Abermule Business Park	New Measure for 2020-21	New Measure for 2020-21	Contract awarded; contractors on site.	Not Available
By March 2021 working in partnership with key agencies we will have engaged with and informed at least 400 businesses across the county.	New Measure for 2020-21	New Measure for 2020-21	1,233 businesses engaged	Not Available
By March 2021 we will have increased in real terms the total amount spent with Powys based suppliers above the total amount spent in 2019-20. (Note: definition changed for 2020-21 so trend data is not available)	2% increase (from 27% to 29%, equating to £59 million)	1% increase (from 29% to 30%, equating to £62 million)	39%	Not Available



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021 we will have increased the number of local suppliers engaged in the council's procurement process and the number of tenders awarded to local suppliers, compared to 2019-20. <i>*The figure only includes suppliers who are invited to tender through the eTendering Wales Portal.</i>	New Measure for 2019-20	526 local suppliers engaged	634 local suppliers engaged	Improved

Promote Powys as a place to live, visit and do business:

Transformation Project: Mid Wales Growth Deal

- In December 2020, the Mid Wales Growth Deal reached a significant milestone as the Heads of Terms were signed by the Welsh Government, UK Government, and the region's local authorities of Ceredigion and Powys.
- **'A Vision for Growing Mid Wales Strategic Economic Plan and Growth Deal Road Map'** was published, and can be accessed on the Growing Mid Wales website: <http://growingmidwales.co.uk/article/9659/Strategic-Growth-Priorities>
- In March 2021, The Growing Mid Wales Partnership announced the creation of the **Mid Wales Skills Partnership**. The new partnership will work with business leaders and stakeholders across the region to drive change in the skills landscape.
- The Mid Wales Growth Deal will receive **£5.5 million per year** from 2021-22 for 10 years.
- **Feasibility studies** have been commissioned for key priority themes, and EU funding has been secured for the establishment of a **Regional Programme Office**.



For more information about the Mid Wales Growth Deal, please visit: <http://growingmidwales.co.uk/>

For the latest news and information about Growing Mid Wales, please follow the Twitter account [@GrowingMidWales](https://twitter.com/GrowingMidWales)



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
In 2020-21 we will have secured a Mid Wales Growth Deal	New Measure for 2020-21	New Measure for 2020-21	Work is underway to develop programme level business cases to achieve full deal agreement by end of 2021-22	Not Available
By 2030 we will have increased Gross Value Added* across the Mid Wales region (*Gross Value Added - In economics, gross value added (GVA) is the measure of the value of goods and services produced in an area, industry, or sector of an economy).	New Measure for 2020-21	New Measure for 2020-21	Office for National Statistics data has been delayed until May 2021.	Not Available

Improve the availability of affordable and sustainable housing:

Transformation Project: Affordable Homes

Our affordable homes development programme now has a total of 227 units planned against a target of 250 homes. 118 **new council properties** were under construction across the county, at sites in Newtown, Llanidloes, Clyro, and Brecon, with a combined contract value of over **£20 million**. The appointment of 35 sub-contractors, 31 of which are Welsh based and 14 are Powys based contractors provides an additional economic boost to the community. The first stage handover of four units on Heol y Ffynnon, Brecon has taken place. This development will provide a mix of 1-, 2-, 3-, and 4-bedroom low carbon accommodation available at an affordable rent. Home grown Welsh timber is being used as part of its construction with timber being used for both the primary structure and external materials, including cladding, windows, and doors, which supports the council's Wood Encouragement Policy. Internally, the dwellings are all designed to Welsh Government Development Quality Requirements standards and Lifetime Homes. Our housing developments are being built to the low-energy Passivhaus standard, helping to cut carbon emissions and lower tenant energy bills.



BREAKING NEWS! The Home-Grown Homes and Bowling Club (Newtown) projects have been shortlisted for the Constructing Excellence in Wales Awards 2021. We are pleased to collaborate with partners to deliver these projects and look forward to hearing more after the awards ceremony in September.

- 25 empty properties have been bought back into use as homes. We also completed and let the new Machynlleth Gypsy and Traveller site.



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By the end of 2023 we will have built 250 new council homes, let at social rents on secure tenancies, in areas where they are most needed across the county	174 sites allocated	Worked has commenced on 32 units	118 properties under construction	Improved

Improve our infrastructure to support regeneration and attract investment:

- As part of the Arwain LEADER funded project - **Better Broadband Solutions**, a contract was awarded to deliver a pilot project to bring high-speed futureproof broadband to Powys' rural communities. The initial pilot will focus on Aberedw, Glaschw m and Cregina, Llanafan Fawr and Llanwrthwl, and Dwyriw and Manafon, as they work together to improve their broadband and develop a toolkit to help other communities with the process. Read more about the project by visiting: <https://en.powys.gov.uk/article/10786/Powys-communities-work-together-for-better-broadband> In total, we supported 12 active projects in Powys with advice and assistance regarding **community broadband**:
 - Aberedw (Mid Powys, Scoping) **Arwain Pilot Project*
 - Bwlch y ddar (North Powys, 30 properties)
 - Llanafan Fawr & Llanwrthwl (Mid Powys, 148 properties) **Arwain Pilot Project*
 - Llanfihangel (North Powys, 70 properties)
 - Llangors (South Powys, Scoping)
 - Llangynidr (South Powys, Scoping)
 - Melinbyrhedyn (North Powys, 64 properties)
 - Nantmel (Mid Powys, Scoping)
 - Pentrebach (Mid Powys, 30 properties)
 - Rhayader (Mid Powys, Scoping)
 - Rhiwcynon Ward (Mid Powys, Scoping) **Arwain Pilot Project*
 - Rhiwlas (North Powys, 30 properties)
- We appointed a **Community Broadband Officer** to help improve broadband speeds across the county. We have also created and launched a new council webpage dedicated to providing information and support on broadband, and more information is available on our website at: <https://en.powys.gov.uk/article/10258/Broadband---enabling-a-Digital-Powys> We also gained a presence on the Welsh Government site for the **local broadband fund**.
- The Council, in partnership with Newtown and Llanllwchaiarn Town Council, secured £500,000 in funding from Welsh Government under the scheme '**Transforming Towns Green Infrastructure Programme**' which supports economic regeneration and wider sustainable development. Residents and business owners were consulted on plans for rejuvenating four areas within the town centre: Back Lane and High Street junction, High Street, Severn Square, and Gas Street Car Park. The planned enhancements include community planting beds, new recycled plastic seating, and a busking circle. Results of the consultation showed that installing urban green infrastructure in Newtown Town Centre was supported by 82% of respondents. More information about the project is available by visiting: <https://en.powys.gov.uk/article/9994/Have-your-say-on-the-Growing-Newtown-project>



- A 12-week engagement exercise was undertaken to identify areas of improvement and new **active travel routes** within Powys (e.g., cycle lanes, zebra crossings, pavement improvements). Residents' views will be used to shape active travel networks within 11 designated localities and a final public consultation is planned for summer of 2021. More information about Active Travel in Powys can be found at: <https://en.powys.gov.uk/article/3962/Active-Travel>
- We were successful in achieving a number of grants to support capital infrastructure projects including for active travel which specifically target works at Newtown Bridge, Newtown to Llanidloes Road and Llandrindod Wells - Spa Road East to Cefnlllys Lane. Also, further funding has been achieved in relation to the Local Transport Fund and Local Transport Network, focusing on large scale infrastructure / interchange enhancements at Machynlleth Rail / Bus interchange. Several grants for **flood alleviation schemes** have been received from Welsh Government, totalling **£810,000**.



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
<p>By March 2021 we will complete the brief, design, or construction phases on the following projects:</p> <ul style="list-style-type: none"> • Transport Interchange Improvements at Machynlleth and Welshpool • Pedestrian and Cycle Links from Crickhowell to Llangattock and at Newtown Severn Crossing 	Llandrindod Transport Interchange completed. Phase 1 of Presteigne Active Travel completed, and Phase 2 started. Over £2 million of capital invested in transport infrastructure.	Only 65% of work completed against a target for 80%, including: Machynlleth Interchange designed / working with TfW; Knighton designed; Presteigne completed; Welshpool in conception stage; Newtown ongoing.	Transport interchange: a feasibility study of options is being undertaken. Llandrindod: complete. Knighton: unfunded. Presteigne: completed. Welshpool: unfunded.	Improved
By March 2021 we will have supported more than three communities through advice and assistance regarding community broadband solutions.	4 communities supported	3 communities supported	12 community projects supported, with one project in build phase	Improved

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021 we will have supported the submission of at least ten relevant funding applications to support Powys Communities and the economy	New Measure for 2020-21	New Measure for 2020-21	20 funding applications	Not Available

Improve skills and support people to get good quality jobs:

- We continued to deliver the **Communities for Work+ project** aimed at getting people into work and improving their employability prospects. The team received additional funding from Welsh Government, allowing the recruitment of two new members of staff, an employment mentor, and an employer liaison officer. This will enable us to provide an enhanced service to people in Powys in need of support, especially given the impact of COVID-19 on unemployment. For more information about the project and the help and support available, please visit:

<https://en.powys.gov.uk/article/9667/Communities-for-Work-Powys>

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By 2022, more than 150 people will have progressed to employment as a result of taking part in employability activities	34 people employed	131 people employed	168 people employed	Improved

Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment

- Strengths based conversations have been undertaken with all individuals who are currently in supported employment however due to COVID-19 and ongoing business continuity, we have not been able to fully develop the options available in respect of **supported employment** and use **strengths-based approaches** to ensure that supported employment converts to independent employment where possible.
- The creation of a **work, leisure and learning partnership** (including citizens and carers) to lead to development of employment opportunities has also been delayed as result of COVID-19.



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
Each year we will see an increase in the number of people with disabilities in paid employment in the county	New Measure for 2020-21	New Measure for 2020-21	Data was not available at the time of publication	Not Available
Each year we will see an increase in the number of people receiving social service support to access employment	New Measure for 2020-21	New Measure for 2020-21	Data was not available at the time of publication	Not Available

Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap

- Our **staff equalities network** is now up and running with approximately 20 members from across the Council bringing a variety of roles, experience, and backgrounds. Topics discussed and action taken so far include: Black, Asian, and Minority Ethnic group and COVID-19; Embedding Equalities in policy and practice; signing up to the Zero Racism Wales Campaign and feeding back to Welsh Government's on their Equality and Inclusion funding consultation.
- **The Gender Pay Gap (GPG)** for 2020 evidences a further improvement in the closing of the GPG. From 2019 to 2020, the mean GPG has **reduced from 8.1% to 7.55%**, with the median GPG reducing from 8.3% to 7.62%. Whilst national pay awards have contributed to reducing the pay gap, with higher increases in pay for female dominated roles at the lower end of the pay scales, actions within the **Gender Pay Gap Action Plan** continue to be practiced and evidences that our recruitment principles are fair and equal to all, with an example being an increase in the number of females appointed to Chief Officer roles.
- Work has continued to ensure that all interview panels are equality and diversity trained. At least **one member of the interview panel** must be trained in **safer recruitment** and this includes issues around equality and diversity therefore the policy has been amended to state at least one panel member must have completed this training to ensure fairness in the process. Furthermore 57% of the workforce have completed Equality and Diversity training.
- We continued to **strengthen leadership and development training for all staff**, including a new ILM4/5 Leadership and Management programme which commenced in February 2020 and an ILM7 Management course which started in November 2020.
- A **review of the Trent HR self service recruitment process** took place during the year to ensure that the recruitment process follows Equality and Diversity legislation and provides opportunities for everyone to gain employment with the authority. There are a range of flexible working options available that are designed to meet the needs of the community and ensure that the Council attracts a diverse workforce.



- We are currently working with PTHB to implement a kick start programme for Health and Social Care which supports our objective to '**Identify funded training opportunities to encourage returners**'. A bid for this was submitted to Welsh Government and steps are being taken to encourage up to 30, 16-24 year olds to have work experience placements within the Health and Social care Sector.
- **A comprehensive review programme** is in place and is being implemented to ensure our **HR policies** are up to date and fit for purpose. Work continues to introduce new initiatives including enhancing the employee well-being offer to staff and services. A wide range of employment policies have been introduced supporting workforce flexibilities, including the support of the New Ways of Working project and a new agile working policy.
- We had already started working to ensure our **Senior Leadership Team role model flexible working** before the activation of the Emergency Plan during March 2020. Since then, the Senior Leadership team have been working very effectively and flexibly from home. Whilst working differently, good visible leadership has been maintained throughout the challenging year and lessons learnt have been captured and are being used to develop our new ways of working.
- We were unable to obtain **feedback from staff** in relation to equality objective 2 due to focusing on business-critical work during the pandemic. Similarly, the focus group that would have engaged in this did not meet and the annual employee perception survey was not undertaken during this time, due to other pandemic related priorities.

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021, we will have increased the number of people who have been trained in equality and diversity (e-learning) to 90%	New Measure for 2019-20	25%	57% completed the training compared to 25% the previous year. Performance is being monitored closely by EMT through a new corporate dashboard and work is being done across all services to prioritise and drive compliance up to 90% during 2021-22.	Improved
Each year we will continue to reduce the gender pay gap (this was 8.25% in 2018-19)	New Measure for 2020-21	New Measure for 2020-21	The improvement from 2019 to 2020, from 8.1% to 7.55% mean and 8.3% to 7.62% median, represents a closure of the gap by 8.48% mean and 8.19% median.	Improved
Each year we will obtain feedback from staff in relation to this objective, from survey(s) and/ or focus group(s).	New Measure for 2020-21	New Measure for 2020-21	Although COVID-19 impacted on planned progress, an Equalities Group was formed in November 2020 and met four times.	Not Available



Our COVID-19 Response

- We launched the **#SupportLocalPowys** social media campaign to encourage residents to support the local economy, particularly during the pandemic. It promoted traditional shops and businesses with an online presence / website that customers could use to order delivered goods or collect (in line with social distancing measures). More information about the campaign is available at: <https://en.powys.gov.uk/supportlocalpowys>
- COVID-19 travel and health and safety restrictions meant that the Council undertook targeted media campaigns, particularly during July and August, to encourage people to **visit Powys safely** (when appropriate to do so), and not to visit hotspots. Key themes included looking forward to inviting visitors back to Powys when it was safe and legal to visit the county. Further information about the 2020 campaign is available at: <https://en.powys.gov.uk/article/9365/Plan-ahead-and-visit-Powys-safely>
- To support our High Streets, we offered free parking throughout the summer school holidays. Find out more by visiting: <https://en.powys.gov.uk/article/9429/Two-hours-free-parking-to-help-town-centres>
- We administered nine **grant schemes** since the start of the pandemic, delivering **£85 million to more than 10,000 businesses** in the county. We also awarded **Retail Leisure and Hospitality Relief** worth more than £11 million to 1,375 Business Rates accounts.
- **Homeless** enquiries and applications increased by 300% and our Centralised Homelessness Co-ordination Cell helped to co-ordinate the response, bringing together partners to find multi-agency solutions. Confirmed rough sleepers were brought inside where possible through the provision of temporary accommodation and two council houses were provided as extra domestic abuse shelters.



How much did we save/spend in 2020-21?

Headline capital investments:

- Over £11 million was used to develop plans and build new housing in the county.
- £6.9 million was invested in resurfacing, surface dressing, and structural maintenance.
- Just under £600,000 was spent on business parks.
- £345,000 was invested in the Auto Palace Research and Development Centre.
- £556,000 was spent on flood alleviation schemes.

Headline savings:

- £58,390 was saved (so far) by implementing the 'Bring Your Own Phone' project, reducing corporate phone contracts.
- £50,000 was generated by Income and Awards commercial income.
- £109,770 reduction in match funding of grants for 2020-21 with specific focus on the secondary ERW team, which has been dispersed.

The Future Generations Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?

	Getting started	Making simple changes	Being more adventurous	Owning our ambition	Leading the way
2019-20			Yes		
2020-21				Yes	



Listening to Our Residents: Economy

Powys Businesses COVID-19 Survey

In the summer of 2020, we were keen to know what effect the coronavirus is having on businesses across the county and what support they might need then and in the future. We continue to work closely with the Welsh Government to support businesses through this difficult time. The survey was heavily promoted through the council's social media channels as well as a press release, Portfolio Holder video blog, and email distribution.

The response: There were 1,016 responses in total. A wide range of businesses from all over the county completed the survey - big and small, old, and new – 63% of whom consider their business to be tourism related. The most common ways businesses were impacted were identified as temporary closures and reduced sales. The main actions taken by businesses for their workforce included furloughing staff and reducing staff hours, 96 businesses responded to say they had laid off staff permanently. Half of respondents were worried about their business surviving at the time the survey was conducted. Most respondents had accessed business support of some kind during the pandemic. Whilst many were grateful for this, they felt more financial help was needed to sustain their business. Feedback from this consultation exercise has been used in council discussions and work with Welsh Government, Business Wales, and partner organisations.

Council Tax Premium: Long-term Empty Properties

Since 01 April 2017, long-term empty properties in Powys are subject to a Council Tax premium of 50%, resulting in a total Council Tax charge of 150%. Regulations allow for a 100% Council Tax premium to be charged on long-term empty properties resulting in a total charge of 200%.

In Powys we have 996 properties that are classed as long-term empty (as of April 2020). More than 100 of those properties have been empty for 10 years or more. This consultation was conducted to understand why properties are left empty, the benefits of fewer empty properties within local communities and what impact increasing the premium may have on numbers of long-term empty properties.

The response: There were a total of 274 responses to this consultation, with 68% of respondents identifying as being responsible for paying Council Tax on a long-term empty property in Powys. When specifically asked what the most appropriate course of action would be regarding the Council Tax premium, 49% wanted to leave it at a 50% premium, 30% of respondents answered to increase it to 100% once a property has been empty for 2-3 years. The results from this consultation will help us determine the appropriate premium charge on long-term empty properties in Powys.

Council Tax Premium: Periodically Occupied Properties

On 24th September 2020, we considered a notice of motion to increase the Council Tax premium for periodically occupied properties to 75%. A consultation was conducted to find out the impact these properties have within local communities with regards to tourism and the local economy, the



impact on the availability of affordable housing and what impact increasing the premium may have on numbers of periodically occupied properties in the future.

The response: There were 780 responses to the consultation, with 74% of respondents identifying as being responsible for paying Council Tax on a periodically occupied property in Powys. When specifically asked what the most appropriate course of action would be regarding the Council Tax premium, 79% wanted to leave it at a 50% premium, 3% of respondents answered to increase it to 75% and 18% of respondents answered to increase it to a 100% premium. The results will help us to determine future policy in relation to council tax premiums on periodically occupied properties.

Future-Proofing Powys

Given the unprecedented year and the global pandemic of COVID-19 we must deliver things very differently and ask residents to support us in future-proofing Powys and getting the county on the road to recovery. Previous budget consultations focused on specific service provisions, but this year, with the aim of future-proofing Powys, we wanted to engage residents on a longer-term vision for us to deliver sustainable and effective services for the next five to 10 years.

The response: There were 205 responses to the online survey, with respondents sharing their opinions on our response to the COVID-19 pandemic, business and the economy, health and well-being, council offices, digitalisation, Council Tax, and the future, post COVID-19. The consultation report was presented to Cabinet in January and the feedback used in budget discussions and decisions for 2021-22.



WELL-BEING OBJECTIVE 2: HEALTH AND CARE

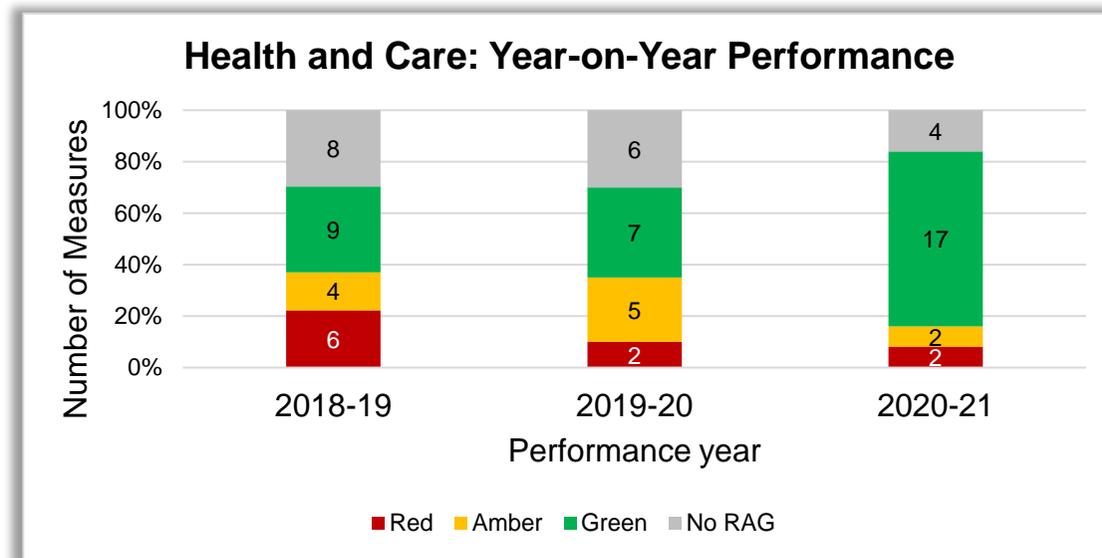


What outcome are we aiming to achieve?

Powys residents start well, live well, and age well.

Overall assessment of performance:

Overall, we have judged performance of this well-being objective to be 'Good'. 19 (79%) of the 24 objectives in place to support this well-being objective during 2020-21 were reported as green, and 5 were amber. 17 measures used to monitor success were green, 2 were amber, and 2 were red (no RAG status was available for 4 of the measures).



Progress against our objectives and success measures:

Ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued, and acted on:

- 12 colleagues from Adults and Children's Services were seconded onto the Open University Social Work degree course to become **qualified social workers** as part of the 'Grow Your Own' vision. More information about the scheme is available at: <https://en.powys.gov.uk/article/6176/Social-Work---Qualify-as-a-Social-Worker>
- The **Early Help** service dealt with a significant increase in demand, and successfully adapted service provision to meet the changing circumstances in line with Government and Public Health guidelines.

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Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
The number of Children Looked After per 10,000 population will be lower than the number in 2019-20 and the Wales average of 114 Children Looked After per 10,000 population	87 children per 10,000	99 children per 10,000	98.4 children per 10,000	Not Available
The number of children subject to child protection plans per 10,000 population will be lower than the Wales average of 45 children per 10,000 population	58 children per 10,000	37 children per 10,000	34 children per 10,000	Not Available
85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely	New Measure for 2020-21	New Measure for 2020-21	96%	Not Available
The number of qualified social worker vacancies will be lower (as at 01-01-2020 there were 32 qualified social worker vacancies)	36	32	32 vacancies	Not Available
The number of children out of county, placed with Independent Fostering Agencies or residential placements will be lower than the number in 2019-20	78 children	51 children	48 children	Improved



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
70% of children, young people and their families will report that they achieve their family goal through accessing Early Help.	New Measure for 2020-21	New Measure for 2020-21	94%	Not Available
75% of audits will demonstrate that the child's voice is evidenced in the child's plan.	New Measure for 2020-21	New Measure for 2020-21	82.5%	Not Available
There will be an increased number of Powys foster carers (as at the end of January 2020 there were a total of 75 full time foster carers)	New Measure for 2020-21	New Measure for 2020-21	81 foster carers	Not Available
90% of statutory visits for Children Looked After will be carried out on time	91%	92%	93%	Improved
Feedback from 75% of young people demonstrates satisfaction with the service for children and young people	New Measure for 2020-21	New Measure for 2020-21	83%	Not Available



Ensure that Powys adults are safe, resilient, fulfilled and have their voices heard, valued, and acted on:

- The **Community Catalyst Programme** has helped around 20 people in Powys to set up their own 'micro-enterprise' to start working for themselves delivering social care in the county. Participants in the pilot are supporting 48 people, providing over 400 hours of care per week. More information about the programme can be accessed via: <https://en.powys.gov.uk/article/10248/Remarkable-growth-of-social-care-enterprise-scheme-in-Powys>
- In March, the Council and home care agencies operating within the county agreed an improvement to pay and working conditions. This year will see an extra £1.50 added to the average hourly rate paid to care agencies which sign up to the Bronze level of the **Powys Pledge** for existing packages of care and support. The Powys Pledge is a three-year programme to develop the home care (or domiciliary care) sector in the county. Details about the pledge can be found on our website at: <https://en.powys.gov.uk/article/10709/Paid-care-workers-to-get-improvements-to-pay-and-conditions-thanks-to-pledge>

Transformation Project: Extra Care

- The Extra Care Housing development at Pont Aur in **Ystradgynalis** had planning permission granted by the Council, and all Welsh Government grant funding conditions have been met within this financial year to allow the project to proceed into the construction and development phase. The development is a joint project alongside the Pobl Group and will see the existing sheltered housing accommodation upgraded to include Extra Care facilities.
- In relation to the Extra Care development in **Welshpool**, planning permission and Listed Building Consent have been achieved following a decision by Welsh Government not to 'call in' the applications. ClwydAlyn have signed Construction Contract with building contractor, SAB (Drainage) approval has been granted and the Neuadd Maldwyn site has legally been transferred to ClwydAlyn. Ali Bulman, Corporate Director, welcomed the Welsh Government decision: "This is really good news, and we can now press on with the project to provide much-needed accommodation of this type in Welshpool."
- In relation to the Extra Care development in **Brecon**, the commissioned Provider is in the late stages of purchasing land to facilitate the new scheme. The project will commence in earnest following the first project board meeting, which will be held in Quarter 1 of 2021-22.



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
New extra care facilities are open and utilised by the end of 2022 with 60+ additional apartments in use	New Measure for 2020-21	New Measure for 2020-21	The new extra care facilities are not yet complete.	Not Available
Reduction in admissions into residential care	New Measure for 2020-21	New Measure for 2020-21	166 fewer admissions	Not Available
Delayed admissions into residential care (increasing average age on admission)	New Measure for 2020-21	New Measure for 2020-21	Average age on admission was 85	Not Available

Transformation Project: North Powys Well-being Programme

- Programme support work continued throughout 2020-21 despite COVID-19.
- The high-level programme requirements have been defined with some acceleration for change projects, with business cases agreed to continue with **Children First Community Development** approach in Newtown and Welshpool, with the plan being to roll out the model in Machynlleth and Llanidloes too, and to develop **Spirometry and Sleep Diagnostic Services**.
- **Clinical Network** sessions on surgery, medicine, paediatrics, and rehabilitation were facilitated under the Mid Wales Joint Committee.
- The **Model of Care for Powys** was approved by the Council's Cabinet and Powys Teaching Health Boards' Executive Board, after being postponed due to COVID-19.
- **Strategic modelling** and detailed service design has been undertaken, and a technical demand and capacity group was established. Multi-agency stakeholder engagement was initiated, and site surveys have been commissioned.



For updates and more information, please follow the North Powys Wellbeing Twitter account [@PowysWellbeing](https://twitter.com/PowysWellbeing)



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
Improved health outcomes and reduced health inequalities for children in deprived communities in north Powys	New Measure for 2020-21	New Measure for 2020-21	COVID-19 has had a significant, negative impact on children and their families. This has impacted health outcomes and exasperated health inequalities.	Not Available
Reduced out of county travel through more integrated pathways and greater utilisation of digital	New Measure for 2020-21	New Measure for 2020-21	Out of county travel has reduced	Not Available
More people remaining at home and a reduction in unnecessary admissions to hospital or care.	New Measure for 2020-21	New Measure for 2020-21	More people remaining at home. Reduction in unnecessary admissions.	Not Available

Improving the Cancer Journey (ICJ) in Powys

The ICJ is a project jointly run by Powys County Council, Macmillan Cancer Support, and the Powys Teaching Health Board, that aims to improve access to information and support for those living with cancer in Powys.

The first year of this Macmillan Cancer Support funded programme aligns with the focus on the big four diseases which feature in the joint Health and Care strategy – of which cancer is one. The focus for the first year has been on understanding what support and systems are in place following a diagnosis, capturing patient experiences of their cancer pathways and journeys, liaising with hospital trusts and GPs across the county and developing four pilot projects.

These pilots involve the Bracken Trust, PAVO, Credu and the health board's specialist palliative care team in testing out how utilising MacMillan's electronic holistic needs assessment (eHNA) could better support and co-ordinate a package of care that meets a person's emotional, practical, physical, social, and spiritual needs following a diagnosis.

For more information, please visit: <https://www.powysrpb.org/icipowys>



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
During 2020-2021 we will establish the percentage of new contacts who are referred to or receive: <ul style="list-style-type: none"> Information and advice Community Connector support 	New Measure for 2020-21	New Measure for 2020-21	Information and Advice: 28% Community Connector: 13%	Not Available
By March 2021 100% of adult safeguarding enquiries will be completed within statutory timescales	95%	96%	95%	No change
By March 2021, the number of persons (per 1,000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment will be lower than in 2019-20 (this was 1.36 at the end of December 2019)	1.49	Data not available as NHS stopped recording due to COVID-19	Data not available as NHS stopped recording due to COVID-19	Not Available
By March 2021, the rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over will be lower than in 2019-20 (this was 1.13 at the end of December 2019)	New Measure for 2020-21	New Measure for 2020-21	Data not available as reporting stopped due to COVID-19	Not Available
During 2020-2021 we will establish: <ul style="list-style-type: none"> The percentage of adults who complete a period of reablement and have a reduced package of care and support six months later The percentage of adults who complete a period of reablement and have no package of care and support six months later 	New Measure for 2020-21 New Measure for 2020-21	New Measure for 2020-21 New Measure for 2020-21	3% 80%	Not Available Not Available

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021, the number of adult clients supported in their own home through assistive technology will be higher than in 2019-20 (This measure will also be used to report progress against our Equality Objective 6).	563 adults supported	708 adults supported	COVID-19 affected the prescribing of technology, however a further 575 adults were supported	Not Available
By March 2021, the number of adults receiving direct payments will increase (this was 472 at the end of December 2019)	New Measure for 2020-21	New Measure for 2020-21	499 adults receiving direct payments	Not Available
During 2020-2021 we will establish the number of social workers / Occupational Therapists who have qualified as a result of training supported by the local authority within the financial year.	New Measure for 2020-21	New Measure for 2020-21	5 staff qualified	Not Available

Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations

- 204 Older Persons properties benefitted from **Fit for Purpose** work in the last year, 74 properties received **upgrading of Lighting systems** to meet RNIB Standards and 130 properties benefitted from **Level Access and improvements to their estates**.
- Major improvements have taken place at our **older persons accommodation at Mill Close in Newtown**. Improvements included new patio areas created for individual ground floor flats with the installation of patio doors which have allowed our Tenants to enjoy the summer months outside with many filling pots and planters with beautiful plants and flowers. Improvements and resurfacing to all footpaths and steps have taken place, including the installation of new red powder coated handrails, which are warmer to the touch and help those with sight impairment. The courtyards in Mill Close have also been resurfaced with an easy maintenance resin-bound flooring system, which is highly durable, porous, and attractive in appearance. Tenants much prefer it to old fashioned tarmac. As with all our projects, our tenants were fully involved in the consultation process and played an important part in the design and planning, which has helped achieve a great result, which they will benefit from for many years to come. For more information, please visit: <https://en.powys.gov.uk/whqs>



- **Oldford Close** residents (a group of older persons bungalows) had raised the issue of the deteriorating condition of communal pathways and had requested mobility scooter storage. Level access improvement works have been undertaken where possible to future proof accommodation and reduce the risk of trips and falls. The gardens to the rear of the properties were sloping and difficult to manage, this is also being addressed by the appointed contractor Evans Construction, where works are nearing completion.
- Work began in the spring on **Wyeside Gardens, Hay on Wye** and despite putting works on hold due to the coronavirus pandemic improvements to the estate are nearing completion. Improvements include new parking areas, with drop off points for dial ride and ambulance transport, resurfacing and widening of footpaths and resurfacing of the communal rotary line area at the rear of the building with resin bond surfacing.
- **128 large/medium completions** have been secured by end of 2020-21 as a result of the **disabled facility grant**, even though COVID-19 impacted activity in vulnerable / shielding households. 99% of the full year grant was allocated however the progression of work and claims for expenditure within these vulnerable households continues to be impacted by the COVID-19 pandemic. Continued support of our vulnerable households is essential, and the Council continues to actively engage with service partners to ensure applications are processed and works progressed in a timely but safe manner, whilst adhering strictly to Government COVID-19 guidelines. Activity will continue to be monitored closely to maximise delivery of adaptations.
- The Housing Services Development Team have started a '**value engineering**' exercise to make sure that the design, specification, and development of new municipal housing is as efficient as possible. The production of a suite of standard house types is under way, which will reduce costs. The detailed design of properties is being reviewed to make sure that chosen designs and materials do not add unnecessary costs to both initial construction and ongoing maintenance. The Housing Revenue Account Business Plan Review for 2021-2022 is now underway to identify efficiencies that may allow the Council to generate surpluses to help support the continued development of council-owned homes.

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
We will deliver adaptations within 130 calendar days (at the end of December 2019, the average number of calendar days to deliver adaptations was 136 days)	New Measure for 2020-21	New Measure for 2020-21	134 days	Not Available



Equality Objective 4: By 2024, we will help people to get the support they need to prevent homelessness

- The Council currently has two **Housing Support Hoarding Therapists** working with hoarders identified through the Housing Department, Social Services and PAVO Community Connectors. The support system developed has enabled housing officers and other agencies to gain access to properties and make essential safety assessments, carry out repairs, and provide therapy to people who had previously cut themselves off from all outside contact. The disruption this condition causes within households and across the local community can be substantial, and Powys' approach and interventions should lead to long term reductions in hoarding and a reduction in potential evictions over time. During 2020-21 therapeutic support for people who hoard has continued to be delivered both remotely and, where deemed safe to do so, face to face despite the pandemic restrictions.
- Housing Services developed a **draft hoarding policy** which will be considered for approval in 2021-22.
- There is a well embedded ethos of continuous improvement of service provision for **people at threat of homelessness in Powys**. The approach utilised, includes robust needs assessments to aid the procurement of appropriate services. The Council has also used a systems thinking, problem solving process to ensure that commissioned services complement each other in line with its housing support programme. This has a central aim of providing the right support, at the right time at the first time of asking. This is a whole system approach that works to identify and remove barriers in the system for people to live a good life. By continuous learning and improving the effectiveness of locality-based support we have been able to respond to the restrictions and difficulties caused by the pandemic and continued to provide housing support.
- **Housing support** is available to be delivered across over **66 areas in Powys**, and this includes providing access to support for people with mental health issues, sensory disabilities, complex needs, support out of domestic violence and other factors that may impact their housing circumstances. The service is continually looking at ways to make the support more easily accessible to clients. Continued delivery of support under the current COVID-19 restrictions has been challenging with the reduction of 'face to face' provision and the **locality hubs** that were well on the way to being developed further have had to shut up shop, so providers have had to assist clients to access and learn how to use digital technology where appropriate.
- A **Housing First for Youth** project was implemented with 10 units of support available. The expansion of this project is dependent on the availability of suitable properties, and we are working with local Housing Associations to source more properties. There are currently two additional 'move on' options for people to move on from Domestic Abuse refuges, and additional units of refuge accommodation are under development in Montgomeryshire. We invested in a Mid and South West Wales regional pilot **Domestic Abuse perpetrator programme** with the aim of preventing Domestic Abuse.
- There was a substantial and sustained increase in the availability of housing and support options for **people with learning disabilities** in Powys including the addition of new properties and the re-purposing of older properties. During the year, completion of a number of tenders for supported living services took place. In addition, the 24-hour supported living teams expanded their roles to deliver additional support in communities.



- We **increased its investment in 'Accessibility Powys'** work with disabled people to ensure that throughout the pandemic, individuals have had access to meals, medication, and appropriate signposting to housing related support services where applicable. In addition, we have continued to expand access to digital equipment for people to stay in touch with loved ones and enable them to contact relevant agencies such as utility companies, Department of Work and Pensions, access to benefits advice and other tenancy related issues. The support has included lending people digital equipment such as computer tablets, mobile phones, laptops, and software designed for the hearing and visually impaired and providing ongoing support to learn how to use the equipment. Over 60 additional people have been supported to access a range of support services specifically in place for people with disabilities and sensory impairments. In the context of people with sensory impairments, face to face support with the appropriate measures in place such as PPE and meeting outside, has continued to be provided throughout the pandemic, and has ensured that the most vulnerable individuals have had housing related support.
- During 2020-21 the **total number of homeless households rehoused** in alternative accommodation was 170.
- The lack of **British Sign Language** (BSL) trained support staff across Powys County Council continues to be an issue so BSL training is to be made available through Sense Cymru to increase the number of BSL support staff in each locality.
- **Housing Cell forums** (developing intelligence) have been held initially on a weekly, and currently on a fortnightly basis throughout the past year, with regular contributions from a range of stakeholders, including Housing, Probation, Police, Legal services, Supported Housing providers, PAVO Community Connectors, Community Mental Health team and others, working across localities to prevent homelessness. In addition, we have had **fortnightly locality problem solving meetings** in North, Mid and South Powys to develop and improve housing solutions for people at threat of homelessness or in unsuitable and/or temporary accommodation.

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
Number of people supported directly and indirectly	New Measure for 2020-21	New Measure for 2020-21	1,101 units of support (and 1, 475 alarm units)	Not Available
Percentage of times people are on an even keel at the end of each support session	New Measure for 2020-21	New Measure for 2020-21	>99%	Not Available
The amount of demand	New Measure for 2020-21	New Measure for 2020-21	Over 15,000 demands made on the Housing Service	Not Available
The amount / percentage of failure demand	New Measure for 2020-21	New Measure for 2020-21	Improved response to customers seeking support with their Housing needs by first point of contact resolution	Not Available



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
Barriers to preventing homelessness / social isolation are removed successfully	New Measure for 2020-21	New Measure for 2020-21	Interventions put in place during the past year have reduced the impact of the barriers identified	Not Available

Regional Partnership Board priorities

We are committed to working with our partners through the Regional Partnership Board (RPB) and have continued to play our part in delivering the priorities set out in the Joint Area Plan. For more information on the achievements of the RPB please visit <https://www.powysrpb.org/>

Bwrdd Partneriaeth
Ranbarthol Powys
Iechyd a Gofal
Cymdeithasol



Powys Regional
Partnership Board
Health and
Social Care

Director of Social Service Annual Report

A report is produced every year called 'Annual Overview Report of the Statutory Director of Social

Services', along with supporting documents. The purpose of this report is to present a recognisable picture of the services provided and delivered by social services. It provides a more in-depth view of what we have achieved in the last 12 months and highlights our priorities and improvement actions for the future.

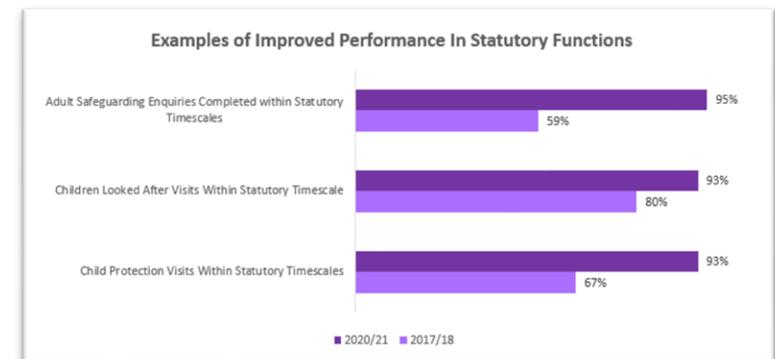
For a copy of the latest report visit: <https://en.powys.gov.uk/article/2188/Social-Care-ACRF-Annual-Council-Reporting-Framework>

Our COVID-19 Response

- The Council made over 33,600 **welfare calls** to vulnerable and/or shielding Powys residents. The residents who received the calls were asked if they need help getting food or prescriptions, or if they need care or social support. Working in partnership with the Powys Association of Voluntary Organisations and the Community Connectors teams, staff who normally worked in different roles across the Council offered a range of help. Read more in the press releases available on our website: <https://en.powys.gov.uk/article/9100/More-than-10000-welfare-calls-made-in-five-weeks> and <https://en.powys.gov.uk/article/9551/More-than-23000-welfare-calls-made-in-Powys-before-service-ended> and <https://en.powys.gov.uk/article/10381/Council-staff-start-making-welfare-calls-again>



- A **Community Sector Emergency Response Team (C-SERT)** was established which quickly enabled PAVO, supported by Powys County Council, Health Board, and Third Sector partners, to coordinate and help the informal and formal voluntary sector response. This involved the establishing of 13 community connector local support networks, who played a vital role in joining the dots of well over 100 community groups and providing essential information, advice, and guidance to them.
- In response to the reported national rise in the levels of **domestic abuse** due to the COVID-19 pandemic Children's Services launched a campaign encouraging residents to report any concerns they had about children, young people, and adults in their communities as well as highlight domestic abuse services. Flyers were distributed to households by our third sector partners alongside a social media campaign.
- Whilst other agencies withdrew from direct contact with large numbers of children, the Children's Services workforce went to extraordinary lengths to ensure that as much of our **face-to-face contact with children, young people and their families** could continue while complying with government guidance and regulation.
- Social care is a principal area of expenditure and we have seen tremendous progress which, under our current leadership, led to the **removal of 'enhanced monitoring'** by Care Inspectorate Wales of both our Adults' and Children's and Families' Services.
- Increased development and effectiveness of **preventative services** minimised the need for later intensive statutory involvement. These services saw an increasing demand and they flexed their delivery models to adjust to restrictions. This is underpinned by outcomes such as 94% of people achieving their family goal through access to **Early Help**, and 96% of young people who work with the Intervention and Prevention Service avoiding family breakdown.
- We introduced the Bronze Level of the **Powys Pledge** to improve the pay and conditions of those working in the home care sector.
- Significant work was undertaken in partnership with the NHS to ensure that we did all we could to reduce the pressure on **hospital beds**.
- **Performance** has improved significantly in recent years, with adult safeguarding enquiries completed within statutory timescales increasing from 59% to 95%, children looked after visits within a statutory timescale increasing from 80% to 93%, and child protection visits within statutory timescales increasing from 67% to 93%.
- Our Commissioning and Contracts team were shortlisted for **Go Awards Wales** for their support for the care market during the pandemic. The team rallied around the independent sector at a time of severe strain, committing to financially support the market to ensure its sustainability, managing their PPE supply lines and running weekly Skype calls with care homes and home care agencies. We ran an open-book review of the real-life costings of the sector and agreed fee uplifts.



- During the pandemic we pushed ahead with numerous projects. A new **'Virtual Wallet'** app was introduced to help Direct Payments users manage their care, along with our Care and Support Finder. This latter web-based resource helps service users link up with people working in care who have capacity to support them.
- In May 2020, the **Mind of My Own** app was launched to provide a virtual communication tool to help young people keep in touch with their social worker. We've used technology to adapt, for example our Occupational Therapy teams used Google Street View to help design an external ramp for one resident.

How much did we save/spend in 2020-21?

Headline capital investments:

- Approximately £12 million was spent on major refurbishment of Council housing.
- £136,000 was spent on developing of a day centre facility in Llandrindod (Lant Avenue).
- £75,900 was invested in community equipment.

Headline savings:

- £335,000 saving made in Adult Social Services through strengths-based reviews releasing capacity.
- Nearly £1.5 million saved through decommissioning and recommissioning services.
- Nearly £1.5 million saved as a result of placements for Children Looked After (closer to their homes and communities).

The Future Generations Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?

	Getting started	Making simple changes	Being more adventurous	Owning our ambition	Leading the way
2019-20			Yes		
2020-21				Yes	



Listening to Our Residents: Health and Care

Deaf – Hard of Hearing Survey

Deaf and hard of hearing people in Powys were asked for their views on how we can communicate with them. The online survey asked residents how easy - or otherwise - they have found it to communicate with the council when discussing or requesting services. A British Sign Language (BSL) video - the first time we have asked questions using BSL - was available for people who use this language with respondents offered a variety of ways to respond.

The response: There were 42 responses to this survey, with 65% of respondents over the age of 56. Many respondents reported only being able to communicate with help from a support worker or family member and explained that their first language is BSL and that they struggle with the English language. Respondents called for a greater use of text messaging to contact the council and the introduction of video calling with BSL signers (including the use of WhatsApp). Sense Cymru were cited as an organisation which is good to communicate with, along with banks, PAVO and the RNIB.

Digital Research Questionnaire

We conducted a digital research study involving two versions of the same survey – one specifically for voluntary organisations. The aim of the survey was to find out what motivates respondents, what barriers they are experiencing, if any, and if Digital Solutions could help overcome them.

We were particularly looking for the views of volunteers providing home support in Powys or are thinking about providing home support, care providers or those who are thinking of starting their own business in this area and anyone aged 50+ looking for someone to help support them with basic tasks or care in their home or thinking about this for the future.

The response: The main research questionnaire had 49 responses, with three voluntary organisations answering the survey specific to them. Information gathered included how many hours respondents volunteer, if they were looking for paid employment as a carer, how they find people needing support and if they would consider registering on an online platform to advertise their support, and if yes, who they would prefer to manage that platform.

Bannau/Camlas Quality of Care

An anonymous survey was conducted on behalf of Children's Services to review the quality of care at Bannau/Camlas in Brecon. The survey asked for satisfaction feedback and gave opportunities for respondents to express their views on how the service could improve.

The response: The survey, sent out to parents, carers, staff, and other stakeholders, was completed by 26 people, 73% of whom stated they are satisfied with the quality of care received by children/young people in Bannau / Camlas. Overall, all responses to questions relating to satisfaction were positive throughout the survey. Many useful suggestions and comments were also received and passed onto Children's Services.



Listening to Our Regulators: Health and Care

CIW: Performance Evaluation Inspection (September 2020)

Care Inspectorate Wales (CIW) convened an Improvement Conference on 9 October 2020. The purpose of the Improvement Conference was for CIW to seek assurance that we, through our senior officers and elected members, recognise and thoroughly understand the concerns held by CIW about our performance, provision or leadership and are able to demonstrate improvements have been made.

“Overall, we found the local authority has made significant progress since our last inspections. People in Powys can be assured the local authority is committed to enabling their voices are heard and ensuring they receive the care and support they need. There was a collective willingness to focus on prevention as a means of ensuring communities and services become sustainable for the future. Senior managers and lead members have raised the standards expected in social care”. Colleagues from PTHB, Education, Dyfed-Powys Police, Audit Wales and the Improvement and Assurance Board provided their views. This allowed us wider insight into how Powys County Council is advancing on practice, corporate oversight, scrutiny and partnership working. Frontline staff continue to receive regular supervision sessions to guide and support their practice and relevant training is available to them. Recruitment continues to be a challenge in children’s services, despite efforts made by the local authority. Powys County Council has developed very good performance data and quality assurance reports, which enable officers and councillors to see where progress has been made or sustained and identify areas for further development.

Outcome: *Given the information gathered from our work over the last three years, including speaking to people using services and engagement with our partners, we conclude Powys County Council has made substantial progress since their last inspections and that enhanced monitoring arrangements at Powys County Council social services are no longer required.*

An Improvement and Assurance Board for Social Care was previously set up in 2018 to provide challenge and support following CIW’s reports relating to Children’s services and Adult services. Following an Independent Review of progress made on organisational improvement and following the Minister for Housing and Local Government’s approval, the Improvement and Assurance Board formally met for the last time at the end of September 2020. Alternative arrangements are now in place at the Council to replace the Improvement and Assurance Board and for us to manage our own improvement.



WELL-BEING OBJECTIVE 3: LEARNING AND SKILLS

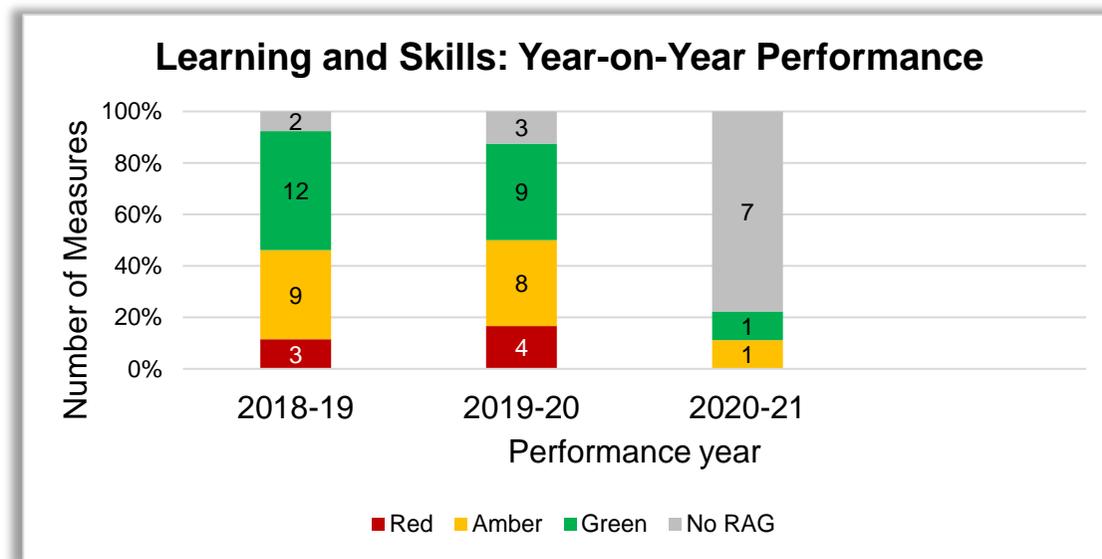


What outcomes are we aiming to achieve?

Powys residents are capable, confident, and fulfilled.

Overall assessment of performance:

Overall, we have judged performance of this well-being objective to be 'Good'. 20 (83%) out of the 24 objectives in place to support this well-being objective were green, 1 was amber, and 1 was blue (no RAG is available for 2 of the objectives). 1 measure used to monitor success was green, and 1 was amber (no RAG is available for 7 of the measures).



Progress against our objectives and success measures:

Improve educational attainment of all pupils:

- Due to the Welsh Government's withdrawal of **GCSE and A level examinations** in 2020, a comparison of assessment results has not been provided for 2020-21. Comparative reporting will be reinstated when examinations return.
- Comparative **pupil attendance** data is not available due to the impacts of COVID-19. However, the Council continued to self assess and monitor pupil attendance throughout the pandemic, recording attendance of 94.3% over the spring term, with 18.3% of pupils receiving face-to-face learning and 76% engaging in remote learning.
- To help inform decision making, the Education Service has introduced new **business intelligence dashboards** that provide the team with 'live' data about various aspects of the service, including pupil attendance, incidents, and compliments and complaints received by the Council regarding the Schools Service (this does not include compliments or complaints received directly by individual schools).
- The first-ever **online immersion course** for learners in Powys that want to move to Welsh-medium education commenced in February. It provides an opportunity for latecomers to Welsh-medium education to quickly get up-to-speed with their Welsh-language skills and begin their journey to becoming bilingual. Some more information about the course is available at: <https://en.powys.gov.uk/article/10480/Online-Welsh-medium-education-immersion-course-up-and-running>
- New policies and procedures for behaviour were implemented to support pupils with **behavioural, emotional, and social difficulties** (BESD).
- The **Emotional Well-being and Mental Health Strategy** was launched in October 2020.
- The new **Regional Learning and Skills Partnership** was established, in collaboration with Ceredigion County Council. Find out more by visiting: <https://en.powys.gov.uk/article/10647/Mid-Wales-Skills-Partnership-created>

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By July 2021, attendance rates will increase in primary schools from 95.1% (2018-19) to 95.5%	95.1%	95.8%	Due to the impact of COVID-19 no comparative attendance data is available.	Not Available



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By July 2021, attendance rates in secondary schools will increase from 94% (2018-19) to 95%^	94.5%	94%	Due to the impact of COVID-19 no comparative attendance data is available.	Not Available
By July 2023, 70% of secondary schools will have an average capped 9-point score above 385 (this was 27% in July 2019) and 40% will have an average score above 400 (this was 9% in 2019).	265	238	No data available. On 18 March 2020, Welsh Government cancelled examinations.	Not Available
Through increased challenge and support from the council, nine secondary schools will have above 20% of pupils with 5A*-A GCSEs (this was four schools in 2019), eight secondary schools above 22% pupils with 5A* - A GCSEs	New Measure for 2020-21	New Measure for 2020-21	Due to the impact of COVID-19 no comparative attendance data is available.	Not Available
By July 2021, the number of pupils educated through the medium of Welsh in Year 1 will increase by 1% (2020-21). The total number of Year 1 Powys pupils in 2019-20 is 1,293; of these 270 pupils in Year 1 are educated through the medium of Welsh (20.89%).	New Measure for 2020-21	New Measure for 2020-21	22.1% (258 pupils) of the overall cohort of 1,169 pupils are accessing education through the medium of Welsh.	Not Available

Support children and families to have the best start in life:

- **Incredible Years** and parenting courses were delivered online / remotely to families as an alternative to face-to-face training.
- Nearly all children were allocated places in **early years** settings for the spring and summer terms 2021, however, some settings have or will increase the number of their staff to accommodate an increase in demand for places.
- **A Flying Start portal** was launched; it enables families to easily check their eligibility status by inputting a Powys postcode on the website. Eligible families can then benefit from activities, group sessions and additional childcare offerings, available within this Welsh Government scheme. Check your eligibility by visiting: <https://en.powys.gov.uk/article/1481/Flying-Start>



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021, the number of families accessing the Incredible Years programme will increase from 50 in 2018-19 to 160	50 families	44 families	186 families	Improved
By March 2021, all 'early years' children will have access to 10 hours (per week) funded education in an Early Years setting within their cluster through a medium of their choice.	New Measure for 2020-21	New Measure for 2020-21	Most children returned to their chosen provision. However, due to local setting restrictions on movement between different settings, a few children were not able to access their full education provision.	Not Available

Provision for learners with special educational needs:

- Cabinet approved a **Strategy for the Future of Special Educational Needs (SEN) and Additional Learning Needs (ALN)** in Powys, following an engagement exercise. Ysgol Penmaes in Brecon is setting up a SEN/ALN satellite provision at Crossgates Primary School for pupils from across Powys and aims to support learners as near to home as possible. More information about the satellite provision is available on our website at: <https://en.powys.gov.uk/article/10717/New-SEN--ALN-satellite-provision-being-developed-for-mid-Powys>
- A **school perception survey** was undertaken with Head Teachers in respect of Powys' response to COVID-19, and 100% of respondents agreed that the **Team Around the Hub** model provided a range of multi-agency support services that were easily accessible, and that '**Check In, Catch Up and Prepare**' provided effective support for the well-being of staff and pupils. 100% of respondents also agreed that there was effective provision and support for **vulnerable learners**.

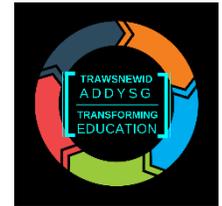
Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
During 2020-2021 we will establish the satisfaction level of Head Teachers, regarding the ALN service. By September 2021 we improve the satisfaction level	New Measure for 2020-21	New Measure for 2020-21	The next headteacher perception survey will take place in June 2021.	Not Available



Improve our school infrastructure:

Transformation Project: Transforming Education in Powys

- Councillor Rosemarie Harris, the Executive Leader of the Council, approved the new ten-year **Strategy for Transforming Education in Powys**, following extensive engagement with stakeholders.
- In November 2020, Welsh Government approved plans for a new £48 million state-of-the-art **flagship learning and leisure community campus** in Machynlleth, which will include a 620 place all-through school with early years facilities, leisure, and library provision. It will be designed to meet Passivhaus accreditation for energy efficiency standards.
- Welsh Government approved the Strategic Outline Case for a combined Newtown Primary School / North Powys Wellbeing Programme site, which will provide a **multi-agency well-being campus**, delivering a range of health and social care services together on one site.
- As part of the **21st Century School Programme** 'new builds', a contract will be awarded shortly for Ysgol Cedewain to enable designs, while concept designs have been completed for the Bro Hyddgen Community Campus and Brynllwarch. A contractor has been appointed to construct Ysgol Gymraeg y Trallwng ahead of its planned opening in September 2022. The Strategic Outline Case for **Ysgol Calon y Dderwen** in Newtown was approved by the Minister for Education in December 2020. The new school will replace the current Hafren Junior School and Ladywell Green Infant School, which are merging. In January 2021, **Welshpool Church in Wales Primary School** moved into their 21st Century facility. The new **Welsh Medium Primary School in Welshpool** was granted planning permission and will be built on the former site of Ysgol Maesydre; it is the first Passivhaus primary school to be built by the council.
- New schools at **Ysgol Llanfyllin** (all-age school) and **Ysgol Cwm Banwy** were established.
- The **transformation of school buildings** continued at pace; a contractor was appointed to build Ysgol Gymraeg y Trallwng, RIBA 4 designs were in final stages of completion for Ysgol Bro Hyddgen, and RIBA 2 (outline design) was completed for Brynllwarch Hall School. The tendering process for a contractor for Cedewain school was completed, and the site selection exercise for Gwernyfed High School concluded.



The **Secondary School Improvement Strategy** was developed and approved for implementation commencing during the 2021 spring term. The **Welsh Medium Education Strategy** was approved in December 2020, following engagement with parents, learners, schoolteachers, and others. It sets out how the Council will improve access to Welsh-medium provision. The Welsh Government **Education Technology Investment Programme** was implemented across Powys schools to improve connectivity, networking, and servers.

For more information and updates about Education in Powys is available via the Twitter account [@powyseducation](https://twitter.com/powyseducation)



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021, the number of primary schools that are categorised as an overall condition standard of A and B will increase from 46 in 2019-20 to 49. <i>(In 2020-21 the measure was revised to show number of schools rather than percentage of schools)</i>	59%	60% (46 schools)	55 schools	Improved
By March 2021, 100% of Powys schools will have the digital infrastructure in place to enable learners, teachers, and staff to embrace the digital learning options that improved Wi-Fi, broadband and improved speeds bring. (This measure will also be used to report progress against our Equality Objective 6).	New Measure for 2020-21	New Measure for 2020-21	Installation of wi-fi, networking and servers has been completed in all schools.	Not Available
Improve the breadth of academic and vocational English medium provision available to year 12 learners through careful planning based around need and quality of provision.	New Measure for 2020-21	New Measure for 2020-21	Planning is underway for 2021 - 2022 academic year, with Powys schools working collaboratively to provide a broad academic and vocational subject offer for all Powys pupils.	Not Available
Improve the breadth of academic and vocational Welsh medium provision available to year 12 learners through careful planning based around need and quality of provision	New Measure for 2020-21	New Measure for 2020-21	Planning is underway for 2021 - 2022 academic year, with Powys schools working collaboratively to provide a broad academic and vocational subject offer for all Powys pupils through the medium of Welsh.	Not Available

Improve the skills and employability of young people and adults:

- Schools were encouraged to create and recruit to **Apprenticeship positions**, and a presentation was made to the meeting of Secondary Headteachers was well received.



- The Council worked with Powys Teaching Health Board to engage young people in 6-month placements under the Government's **Kickstart scheme**. It will encourage up to thirty 16-24 year-olds to have work experience placements within the Health and Social care Sector. We have also worked with Cambrian Training on a Kickstart programme for the wider council. More information about the scheme can be found on the Government website at: <https://kickstart.campaign.gov.uk/>
- The last data released showing the percentage of 16 years olds who were **Not in Education, Employment or Training** (NEET) identified that Powys had the third lowest number of 'NEETs' in Wales (1.0% in 2019-20, which was below the 2% target).
- The Youth Intervention Service met virtually with all secondary schools in Early Identification Partnership meetings to identify learners most at **risk of disengagement** and offered or facilitated appropriate support.

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021, the number of apprentices employed by the council will increase to 65 (at the end of 2018-19 the number of apprentices employed totalled 51)	16 new apprentices employed (51 total since 2017)	8 new apprentices employed (59 total since 2017)	4 new apprentices employed (63 total since 2017)	Improved
By March 2021, we will establish the perceptions of students on the quality of careers advice they receive and will aim to increase satisfaction thereafter.	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, this activity has not taken place.	Not Available
By March 2021, the percentage of all learning activities through the Powys Adult Community Learning Partnership will be maintained at 94% or above. (During 2018-19, 1,460 learners benefitted from adult learning programmes)	99% reached completion and 94% achieved the qualification	99% reached completion and 95% achieved the qualification	Due to COVID-19, no data is available.	Not Available
By March 2021, the percentage of 16 years olds who are NOT in education, employment or training will be maintained below 2%	1.7%	1.0%	This data will not be available until 2021-22.	Not Available



EQUALITY OBJECTIVE 5: by 2024, we will improve opportunities and outcomes for children living in poverty

- The support provided to **disadvantaged pupils** during the COVID-19 period has been significant, with nearly all accessing childcare provision, digital devices being provided to ensure they are not disadvantaged, and many schools providing weekly welfare support for these learners.
- During the pandemic **supermarket vouchers and direct BACS payments** were issued to all entitled free school meal families/pupils. We saw a 19.5% increase from December 2019 to December 2020 in **free school meal entitlement claims**. The Council regularly informs schools and posts to all Parents via the ParentPay communication system to sign post free school meals.
- An annual review uptake exercise was undertaken to **identify children who are entitled to free school meals** and target advice to encourage take up and 25 claims were added.
- We continued to support families with the cost of living through advice and assistance. During the year, **742 awards for school clothing grants** have been made to the value of £105,075; £11,076,591 has been paid out to 10,214 customers through the **council tax reductions scheme** and we provided **Discretionary Housing Payment support** to help residents with housing related issues to the value of £585,000.
- We are committed to supporting the **Period Dignity** initiative and will be extending its contract to provide feminine hygiene products to all our schools, including via the coin-free vending machines in our secondary schools. Due to the success of the coin-free vending machines, secondary schools have been offered further units and larger primary schools have also been given the opportunity to have units installed. Period dignity vouchers were issued to the families of 657 young girls aged 9 and over who were in receipt of free school meals to support with the cost of feminine hygiene products during lockdown. Following the success of the teen starter pack which were issued during 2020, further stock has been purchased for each girl aged 9 and over, in preparation for the new financial year. Joint working with Youth Services has ensured that packs of teen starter packs are also available to young people through outreach services and youth clubs.
- As part of their school improvement plans, all schools identified how they use their **Pupil Deprivation Grant (PDG)** to support vulnerable learners. Provision is in place for educational support for children who are entitled to free school meals during periods when the schools are closed. Welsh Government have allowed schools to use the PDG funding up to the end of the summer term 2021 due to the fact schools have been providing remote learning for most pupils during the spring term 2021.
- Nearly all governing bodies continue to give due consideration to the **Welsh Government School Uniform Guidance**. As part of the measures to re-open schools a Powys wide decision was made to relax uniform rules for practical reasons as well as the additional costs to families potentially needing to purchase new uniform. Letters have been issued to all eligible families who have children in receipt of free school meals, or who are caring for children looked after, to inform them that the PDG Access uniform grant is available and provide details of how to claim. 79% made a claim.

- In December 2020 3,950 properties were encouraged take up of **fuel efficiency measures** with NEST. During early 2021 the Council will learn the outcome and be able to evaluate how successful it was.
- We have not been able to look at the provision of **additional support by reducing council tax for foster carers**, due to COVID-19 and ongoing business continuity.

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2020.	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, and in line with Welsh Government advice, this data has not been recorded.	Not Available
The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2020.	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, and in line with Welsh Government advice, this data has not been recorded.	Not Available
The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2020.	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, and in line with Welsh Government advice, this data has not been recorded.	Not Available
The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2020.	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, and in line with Welsh Government advice, this data has not been recorded.	Not Available

Our COVID-19 RESPONSE

- Within 7 days of the notification from Welsh Government that schools would close all our schools had collaborated with partners to provide **emergency childcare hubs** in 13 clusters. Re-purposing was an essential community function and provided safe childcare provision for the children of key workers and vulnerable children, 7 days a week, including school holidays, and was also available in our Pupil Referral Units and Special Schools.



- Three workstreams were established to support the **safe reopening of school buildings**: teaching, learning, and emotional health, and well-being. This work with schools and families was recognised by **Estyn** in their Thematic Review report, which was published in January 2021.
- At the beginning of the spring term 2021, all schools moved to **remote learning provision**. On 22 February, foundation phase pupils returned to face-to-face learning and on 15 March, key stage 2 and year 11 and 13 pupils returned to face-to-face learning in schools and other year groups experienced well-being sessions in preparation for the full reopening of schools on the 12 April 2021.
- **Practical technological support** was provided, and 881 young people in Powys that didn't have laptops have received them, 4G dongles were distributed to families to help them overcome connectivity issues, 2,500 laptops were prepared and delivered to schools and over 1,100 laptops were provided to teachers.
- During the year, some **schools had to close** briefly because of the number of coronavirus cases or the impact of COVID-19 on staffing levels. Throughout the year, children, families, and schools adapted to the changing circumstances created by the pandemic, and in line with Welsh Government advice, education was provided as a mixture of **online and blended learning** and, when the situation allowed, face-to-face provision.
- During the pandemic, in addition to business-critical work, statutory processes in areas such as **Special Educational Needs, Additional Learning Needs and admissions** continued as usual. While remaining responsive to the daily needs of young people in Powys, the 'Transforming Education in Powys' projects successfully continued as planned and, in addition to public consultations and post-16 student voice sessions, 1 primary school moved into its new 21st Century facility, contractor tendering was undertaken for 2 schools, design stages for 2 schools, and site selection for 1 school.
- In January 2021 a **staff, pupil and parental survey** was undertaken of their views and experiences of remote and blended learning. In total, 392 responses from staff and 3,422 responses from parents and pupils were received. Outcomes of the survey were shared with schools and governors.
- **Suicide awareness and prevention training** took place for all schools, jointly supported by the Education service and Healthy Schools Wales. All schools identified a **mental health champion or well-being lead**. Each cluster nominated a mental health champion to support the implementation of the strategy, and the group met twice during the spring term 2021.
- **Online Weekly Virtual Youth Groups** continued, and sessions included youth information, cooking, escape rooms, quizzes and much more.
- **Education Welfare Officers** conducted **doorstep visits** to those young people who had not been 'seen'. The youth team took a small welfare / study pack to those young people to encourage them to engage with study and to look after themselves, signposting them to support if they needed it.



- **The Youth Intervention Service (YIS)** worked closely with the high schools on providing a fast response where concerns arose around young people with vulnerabilities. Schools referred directly into the YIS, and support workers provided a broad range of emotional health and well-being support to young people and their parents using remote methods. This support work included helping young people engage with their online schoolwork and other issues directly related to COVID-19 and social isolation. More than 1,000 young people and their families were supported through both online and face-to-face interventions.
- In conjunction with Careers Wales, the **Detached Team** contacted 580 young people who were Not in Employment, Education or Training, with the view to engaging them and identifying opportunities for their involvement in education, employment, or training pathways.

How much did we save/spend in 2020-21?

Headline capital investments:

- £6.5 million was invested through the 21st Century Schools programme.
- £2.25 million spent on school major improvements.
- Just under £1 million spent on childcare grant schemes.

Headline savings:

- £226,000 saved by the removal of the Learning and Inclusion Support Team (LIST) officers.
- £120,000 saved by small school closures.
- £109,770 saved through reductions in match funding of grants for 2020-21 with specific focus on the secondary ERW team, which has been dispersed.

The Future Generations Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?

	Getting started	Making simple changes	Being more adventurous	Owning our ambition	Leading the way
2019-20			Yes		
2020-21				Yes	



Listening to Our Residents: Learning and Skills

Governor Questionnaire

As part of the review into how we deliver governor training, the bulletins and the briefing sessions, School Governors and Clerks to the Governors were invited to complete an online survey, asking for their views. The responses to this survey were collated during the first national lockdown and were to be used to help the council plan for when schools were able to return to normal.

The response: A total of 188 people completed the survey, the majority of whom stated that they have attended School Governor Service training sessions within the past two years. When asked if they would like to see more training courses available via e-learning the majority agreed with some commenting that anything that can be delivered effectively this should be. Those who had attended the Governor Briefing Sessions found them useful to meet other Governors and share ideas, experiences, and best practice. The new Welsh Curriculum and schools post-COVID-19 were highlighted as a preferred topic at future briefing sessions.

Page 60 Transforming Education Programme

A variety of consultations took place throughout 2020-21 to inform our Transforming Education programme, and these are detailed below.

The Funding Formula for the Financing of Schools (2021 - 2022): Additional Learning Needs

Prior to the pandemic, the intention had been to review the whole fair funding formula that distributes funding to Powys schools to ensure that the distribution formula meets the needs of the schools in the future, during and following the Transforming Education programme. However, reluctantly, it was agreed (through the Head of Finance, the interim Chief Education Officer, Schools Forum, and the Formula Review Group) that this review would need to be postponed during the pandemic period (where the Council was operating on a business-critical basis) and would not take place during 2020. Work on this is expected to begin in 2021.

An ALN formula sub-group was established to work through the current issues and a range of options for improvement. We considered all the views given by the group and put forward this consultation which set out the proposed changes.

The response: This consultation ran for one month and the majority of respondents were neither supportive nor unsupportive of most of the proposals listed in the survey. All proposed changes and any transitional arrangements will have to be managed within the same overall budget amount.



The Future of Special Educational (SEN) /Additional Learning Needs (ALN) in Powys

On 23 of June 2020, our Cabinet approved an engagement exercise on a draft vision for SEN/ALN provision in Powys. The draft vision for SEN/ALN in Powys was:

- All pupils across Powys will receive high quality provision that meets their needs, no matter where they live
- Most pupils with SEN/ALN will be taught in their local mainstream school
- All pupils with SEN/ALN will be placed in a provision that meets their needs, as near to home as is practicably possible, with the appropriate specialist teaching, support and facilities that enables every learner to meet their potential
- There will be a comprehensive range of specialist provision, including special schools, PRU, specialist centres, satellite centres and early assessment provision
- This will include both English and Welsh medium provision
- Special schools will cater for those pupils who have the most complex needs, for example severe learning difficulties (SLD), profound and multiple learning difficulties (PMLD) and complex ASD
- Schools within and across geographical areas will support each other and share effective practice

The response: During the engagement period, a number of issues were raised about our current ALN / SEN provision. This included that pupils had different quality and type of provision depending on where they lived, some had to travel long distances to reach provision that meets their needs while the access to provision through the medium of Welsh is inconsistent. Following the consultation, a report was prepared summarising the feedback received, and the document updated as needed. These documents were considered by the Council's Cabinet in November 2020. The proposed strategy has been shaped thanks to feedback from the engagement exercise where people were given the opportunity to have their say on a draft vision for SEN / ALN provision.

Home to School / College Transport Policy

The Learner Travel (Wales) Measure 2008 states that all local authorities have a duty to transport learners to their nearest suitable school if they meet the qualifying distance criteria. The Council's current Home to School Transport Policy was approved in 2018 however, since its implementation in September 2019, it became apparent that there was a need to further review the policy to reduce ambiguity to ensure that the policy can be applied consistently. The proposed changes included:



- Removal of the practice of reimbursing 16 - 19 aged learners who travel out of county to study
- Removal of the practice of providing transport following a change of ordinary place of residence for learners in years 10,11,12 and 13
- Clarified the appeal process to make it clearer.

The response: Following the consultation, a Consultation Report was prepared summarising the issues raised during the consultation period and the Policy updated as needed. The Consultation Report and the post-consultation version of the policy was considered by the Cabinet in September 2020. It is intended that the updated policy will be implemented from September 2021.

Establishment of a New All-Age School in Llanfair Caereinion

We consulted on proposals to establish a new all-age school for pupils aged 4-18 in Llanfair Caereinion. The proposals were as follows:

- To close Llanfair Caereinion C.P. School and Caereinion High School
- To establish a new bilingual all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School
- The current target date is to close the two schools on 31st August 2022, with the new school opening on 1st September 2022.

The response: A total of 111 respondents completed the consultation. In addition, 8 written responses were received from respondents, including Estyn. Officers from the council met with the School Council of Llanfair Caereinion C.P. School and Caereinion High School to get their views on the proposals. Consultation meetings were held with the staff and governors of both schools. The consultation report including responses from the above engagement exercises is published on the council website.

Further to a decision made by Cabinet, the council published a Statutory Notice proposing to merge Llanfair Caereinion C.P. School and Caereinion High School to establish a new all-age school for pupils aged 4-18 in Llanfair Caereinion. The Objection Period ended on 23rd March 2021.

Change of Language Category of Ysgol Bro Hyddgen

We consulted on a proposal to change the language category of Ysgol Bro Hyddgen. The proposal was as follows:

- To make a regulated alteration to alter the medium of instruction at Ysgol Bro Hyddgen to Welsh medium.
- This would be introduced on a phased basis, year-by-year, starting with Reception in September 2022.



The response: Feedback from the consultation will be collated and summarised, and a consultation report will be produced and shared with stakeholders. The Cabinet will consider the consultation report and whether they wish to proceed with the options outlined in the consultation document. This is expected to happen in the spring of 2021.

Ysgol Dyffryn Trannon

At the time of writing (April 2021), we were consulting on a proposal to change the language category of Ysgol Dyffryn Trannon. The proposal was as follows:

- To make a regulated alteration to alter the medium of instruction at Ysgol Dyffryn Trannon from dual stream to Welsh-medium
- This would be introduced on a phased basis, year by year, starting with Reception in September 2022.

This consultation was being held in accordance with the School Organisation Code (2018) and School Standards and Organisation (Wales) Act 2013. Consultation started on the 25 February 2021 and was due to end on the 15 April 2021.

Mount Street Infants School, Mount Street Junior School in Brecon, and Cradoc C.P. School

At the time of writing (April 2021), we were consulting on proposals to amalgamate Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School to establish a new primary school for pupils aged 4-11 on the three current sites. The proposals were as follows:

Phase 1:

- To close Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School
- To establish a new English-medium primary school for pupils aged 4-11 on the current sites of Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School.

The target date to close the three schools was the 31 August 2022, with the new school opening on the 1 September 2022.

Phase 2:

- To make a regulated alteration to transfer the new school to a new school building on a new site in Brecon.

The target date for this phase was September 2024 (at the earliest). This consultation was being held in accordance with the School Organisation Code (2018) and School Standards and Organisation (Wales) Act 2013. Consultation started on the 25 February 2021 and was due to end on the 15 April 2021.



Listening to Our Regulators: Learning and Skills

Estyn: Post-inspection Progress Conference (November 2020)

In November 2020 Estyn held a virtual post-inspection progress conference with us. The purpose of the progress conference was to review the extent to which we have progressed our plans in addressing the five recommendations identified by the inspection in 2019.

Following the progress conference Estyn concluded the following:

“The local authority demonstrated that it has begun to make sound progress since the inspection. It is showing a clear commitment to addressing the issues that were raised as well as evaluating its progress against its plans. Importantly, it is building leadership capacity which has the potential to secure sustainable improvements. Overall, the local authority has identified sufficient resources to implement its plans as well as considering the barriers to progress and associated risks appropriately. We are aware that COVID-19 has meant that the local authority has had to divert considerable time and attention to managing and supporting its learning communities. Taking into consideration all of the above, we will reconvene in around six months to consider whether it is likely that the local authority could be removed from follow-up at a point six months from that visit through a monitoring visit”.

Estyn: Local authority and regional consortia support for schools and Pupil Referral Units (PRUs) in response to COVID-19 (January 2021)

In January 2021, Estyn released a report on ‘Local authority and regional consortia support for schools and PRUs in response to COVID-19’. The report covers the ways councils across Wales have adapted their work to respond to the challenges from COVID-19. Although the report is a national report, it does reference our work during the pandemic. For example, the report includes reference to our work around support and learning for post-16 learners. This includes work to support pupils through the Powys Learning Pathways website, bridging units for pupils about to start post-16 courses and the streaming of online learning to pupils accessing classes from teachers based outside their main school campuses.

The report can be viewed on the Estyn website: <https://www.estyn.gov.wales/thematic-report/local-authority-and-regional-consortia-support-schools-and-prus-response-covid-19>

Estyn: Preparing for the Curriculum for Wales – case studies and cameos from secondary, all-age, and special schools (November 2020)

The report can be viewed on the Estyn website: <https://www.estyn.gov.wales/thematic-report/preparing-curriculum-wales-case-studies-and-cameos-secondary-all-age-and-special>





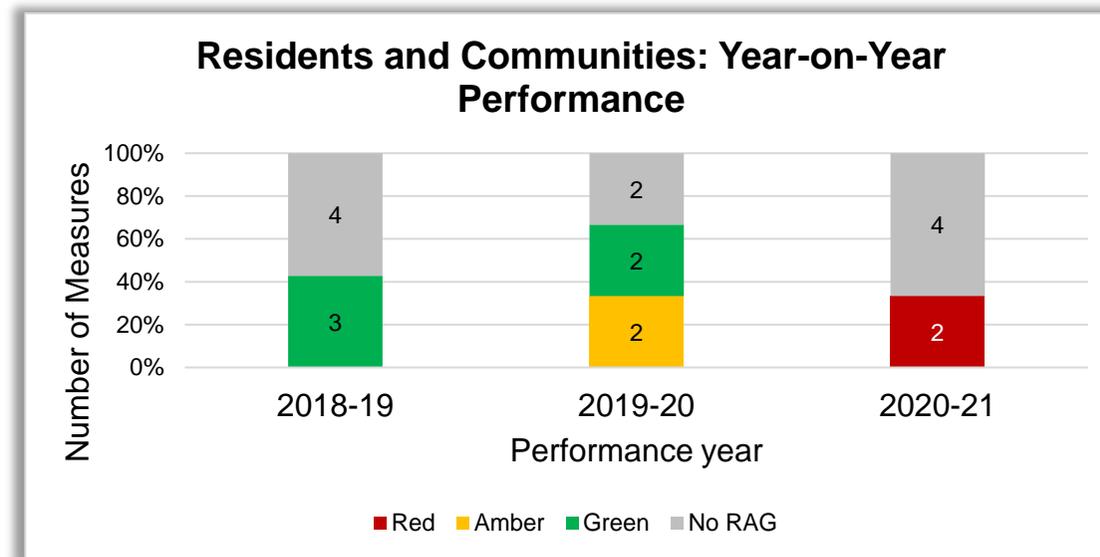
WELL-BEING OBJECTIVE 4: RESIDENTS AND COMMUNITIES

What outcomes are we aiming to achieve?

Powys communities are vibrant, resourceful, and connected.

Overall assessment of performance:

Overall, we have judged performance of this well-being objective to be 'Adequate'. 5 (71%) of the 7 objectives in place to support this well-being objective were green, and 2 were amber. 2 measures used to monitor success were red (no RAG was available for 4 of the measures).



Progress against our objectives and success measures

Strengthen community development and resilience:

- We undertook urgent repair works and administered grants on behalf of Welsh Government when **Storm Francis** created unprecedented flash flooding, causing extensive damage to structures in the Felindre valley near Knighton and severe flooding in Ystradgynlais in August 2020. This was followed by localised damage caused by **Strom Christoph** in February 2021; staff battled to protect properties and spearheaded clean-up operations, working with residents, contractors, and emergency services.
- As part of our Love Where You Live Strategy, a number of **estate / environmental improvements** were identified by tenants and officers, and work is being undertaken to confirm the costs of these improvements. Our summer works programme and winter ground maintenance programme were delivered on site. A feasibility study was completed on the proposed re-configuration of flats on **the Penybryn / Aelybryn Site** (Ystradgynlais) as part of the proposed wider estate regeneration.
- Compliance One Hundred is improving the health and safety of all housing assets owned by the Council. Particular progress was made with regard to Fixed Electrical Testing, lifting equipment and water system management. This has reduced the risks to the Council and communities of accident, injury or ill health linked to housing assets. There is still much to do and progressing compliance work has continued to be prioritised throughout the pandemic. Welsh Housing Quality Standards works have continued to be widely welcomed and given high satisfaction ratings by tenants.

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2022, the levels of 9,176 satisfaction with the quality of their neighbourhood will be higher than in 2019/20. (Overall, 66% of respondents to the STAR survey were satisfied with services provided by the council's Housing Services')	N/A	84%	The next STAR survey is due in 2021-22.	Not Available

Strengthen our relationship with residents and communities:

- A programme of **countryside access improvement** work, funded by the Welsh Government Access Improvement Grant, has allowed two footbridges near **Gladestry** to be replaced. You can read the press release here: <https://en.powys.gov.uk/article/10711/Improvements-for-Powys-Countryside>
- Three small **libraries** in Llanfair Caereinion, Talgarth, and Llanwrtyd Wells will re-open as part of a new **community partnership**, following their



transfer to community groups. The Council's library service will support the community partnership libraries for a period of five years, to give them the stability to become established and develop. You can read the press release here: <https://en.powys.gov.uk/article/10723/Three-smallest-Powys-libraries-transferring-to-community-groups>

- Powys NERS (**National Exercise Referral Scheme**) remains temporarily suspended by Public Health Wales; however, the team have remained in regular contact with **452** participants. This year, the Powys NERS team have created **29** online exercise videos which have attracted **9,176** views. These are being widely used across Powys and other areas across Wales.
- In collaboration with our partners Freedom Leisure, a number of **refurbishment and improvement works** are being made to our leisure and sports facilities including [Knighton Sports centre](#), [Llanidloes Sports centre](#) and the [Flash Leisure Centre](#), Welshpool. The works demonstrate our continued commitment to provide high-quality, inclusive, and fully accessible leisure facilities for all communities in Powys.
- Virtual and online opportunities were quickly developed by the **Sport Powys** team to enable people to access a range of activities, sessions, challenges, tips, links, and general advice to help them stay motivated, active, happy, and mentally stimulated. We worked alongside a number of partners including National Governing Bodies, Clubs, Athletes and Powys residents for posts and content to best engage our audience.
- More than £30,000 was awarded for the '**Be Active Wales Fund**', which is an emergency relief fund to protect, prepare and progress clubs, supporting them with anything they feel is critical to enabling them to return to activity and sustain their opportunities in the communities.
- We worked with partners including PAVO, Freedom Leisure, Thu Urdd, and Activ8 to provide Welsh and English language **summer sessions** for more than 2,100 children aged 5-16, across 8 venues in Powys.
- The recorded **online Storytime** had more than 4,000 views, and craft activities and Lego challenges were issued to encourage participation in the annual **Summer Reading Challenge** for children.
- The **heARTscape** project mobilized, focusing on the themes of arts, climate change, well-being, and digital. Using funding from the Arts Council of Wales (Connect & Flourish) and Regional Development Plan (Arwain) totalling £133,659, heARTscape is a creative partnership alliance between Powys County Council's Arts & Cultural Service, National Resources Wales, Impelo and 4Pi Productions.
- Collaborative **Arts & Health initiatives** between the Council and Powys Teaching Health Board included securing funding to deliver HORIZON, a strategic arts in health project, art at end of life (partnership with National Museum Wales), mental health and ecotherapy programmes.
- **Knighton library** held some outdoor socially distanced rhyme times in the park.
- The **School Holiday Enrichment Programme (SHEP)** was due to be run by 6 primary schools over the summer holiday but was unfortunately cancelled due to COVID-19. The funding for the programme was reallocated to support free school meals funding allowance for entitled pupils across Wales during the summer holidays.

Transformation Project: Brecon Place Based Strategy

- As a result of the opening of the new high school and Y Gaer in Brecon the original scope of this project changed, and the original plans were not progressed. In July 2020, the Transformation Delivery Board made the decision to remove this project from the Council's Vision 2025 Transformation Programme.

The 2021-21 objective for this project was:

- We will improve the availability of housing; promote Powys as a place to live, visit and do business; create innovative environments; transform in partnership; and strengthen our relationship with residents and communities.

The 2020-21 measures for this project were:

- By July 2020, council, partner, and community needs will be identified.
- By July 2020, office and front-line service accommodation requirements will be clearly defined.
- By July 2020, a delivery programme will be prepared.

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
At least 2% more people will be physically active throughout Powys as a result of participating in the range of schemes on offer (there was an increase of 2% in 2018-19)	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, data is not available.	Not Available
Attendance at arts and cultural events; performances; exhibitions will be higher than in 2019-20 (this was 260,303 in 2018-19)	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, data is not available.	Not Available
Attendance (footfall) at libraries and museums (includes virtual visits for libraries) will be higher than in 2019-20 (this was 707,143)	New Measure for 2020-21	New Measure for 2020-21	117,204 visits	Not Available
Participation in arts and cultural events; activities; workshops will be higher than in 2019-20 (this was 39,155 in 2018-19)	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, data is not available.	Not Available
Attendance at events and activities held in libraries, museums, festivals will be higher than in 2019-20 (this was 20,286 in 2018-19)	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, data is not available.	Not Available



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
The percentage of pupils using the SHEP programme over the summer holidays will increase, benefiting their health and well-being (average attendance in the 2019 summer holidays was 64.6%)	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, the SHEP programme for 2020 was cancelled, and data is not available. 5 schools have signed-up to provide the 2021 SHEP.	Not Available

Safeguarding and enhancing the natural environment for residents and communities:

- A dedicated **Biodiversity Officer** took up their post to progress the **Powys Local Nature Recovery Action Plan**. They will be working with all Services to compile the activities that contribute to the Council's section 6 duties of the Environment (Wales) Act 2016 into measures against which the Council can report. More information about biodiversity in Powys can be found by visiting: <https://en.powys.gov.uk/article/2486/Biodiversity-in-Powys>
- **A Biodiversity and Resilience of Ecosystems Duty Report** was prepared, setting out the high-level strategy for meeting the Council's biodiversity duty.
- In September 2020 the Council declared a Climate Emergency. This included an ambition to reduce its carbon emissions to net zero, in line with the Welsh public sector target of 2030. The Council has set up its own working and is working with Welsh Government, the Growing Mid Wales Partnership, the Powys Public Service Board and other stakeholders to act on climate change. [Climate Change - Powys County Council](#)

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
Our success measures will be developed as part of developing the Section 6 Plan.	New Measure for 2020-21	New Measure for 2020-21	N/A	Not Available



Equality Objective 6: By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive. This will enable them to easily access the services they need and participate fully in everyday life

- We implemented **BT Relay** which helps deaf, speech-impaired, and hearing people talk to each other over the phone and **BrowseAloud** (assistive technology software that adds text-to-speech functionality to websites).
- The recent **sensory loss survey findings** supported us in setting our requirements for our future **new omni-channel system** (a multichannel approach that seeks to provide the customer with a seamless experience). Customer Services are working with Organisational Development and the Sensory Loss team to provide training and an e-learning module to raise awareness across the organisation.
- An options appraisal for **alternative delivery models for libraries and museums** was finalised and continued delivery of the existing service in-house was identified as the preferred option at this time. Progress with the virtual hub continues, focusing on development of the library webpages for the new cultural services website which is due for launch shortly. Priorities for this include the expansion of online health and well-being information and promotion of existing resources in an accessible, user-friendly way.
- We continued to promote **Ask Sara, a self-help guide** providing expert advice and information on products and equipment for older and disabled adults and children. Evidence dictates that the number of "hits" on the website increases when we actively advertise this self-help guide; a regular programme of promotion has therefore been implemented.
- We have been working to **improve accessibility** for our residents by providing training to our staff in how to make information more accessible and easier to view on our website. We constantly review and improve our website so that it is easier for everyone to use, including those with a wide range of disabilities and with limited literacy skills. This includes making sure information is presented in a simple and clear way and that it can be understood by people who are deaf or have visual impairments. A week-long communications event was undertaken to inform staff of the new the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.
- A **Community Broadband Officer** was successfully recruited to take forward our aim of 'inspiring and encourage our local digital economy to use the transformative power of technology and encourage engineers and developers to build the next wave of inclusive technology for people with disabilities'.
- Through the Hwb Programme we completed major digital network infrastructure improvements in our schools. **Network switches** were replaced at all Powys schools and **Wired & Wi-Fi data points** installed and upgraded. 1,865 **new laptops** were set up and delivered for teachers and learners.



Our COVID-19 Response

- Powys County Council, Powys Teaching Health Board and Powys Association of Voluntary Organisations (PAVO), as key partners of Powys Regional Partnership Board, established a **Community Sector Emergency Response Team (C-SERT)** to coordinate and support emergency response to people in the community who may be affected by COVID-19 through formal and informal volunteers. Read more by visiting: <https://www.wlga.wales/community-connectors-in-powys-powys-cc>
- The Powys County Council Regeneration Team, Grow in Powys, helped the Powys **food banks** to manage the challenges and changes brought about by COVID-19. Read more by visiting: <http://www.wlga.wales/supporting-food-banks-powys-cc>
- Despite the operational challenges and increases in waste and recyclables, we continued to deliver our recycling and waste services without significant disruption to residents. When possible, the Households Waste and Recycling Centres also continued to operate efficiently with traffic management and increased hygiene controls in place.
- Powys County Council libraries were unable to continue with the facility to reserve books through the Library Catalogue during the pandemic. However, a new **Order & Collect library service** was developed in response to the crisis, and through staff adaptability and strong partner networks, libraries have been able to ensure that books have reached even the most isolated of customers. Visits to libraries have been made COVID-19-safe through robust risk assessments, allowing residents to access face-to-face services when government guidance has allowed. More than 3,300 book bags were ordered through our website, with a satisfaction rating of 4.76 out of 5. Read more by visiting: <http://www.wlga.wales/development-of-the-click-and-collect-system-for-library-books-powys-cc->
- Powys Library Service launched the '**Powys Remote Readers**' online book group for adults, which meets remotely every two months via Zoom. They also joined the Booktrust Cymru, Wales-wide, pilot library scheme aimed at providing packs to families who did not receive one from their Health Visitor due to the coronavirus lockdown.
- Staff creativity and digital innovation have led to the creation of **virtual activities** and availability of new **digital resources**. Tablet device loans were trialled, and funding has been secured to roll this scheme out wider, enabling library staff to reach vulnerable and digitally excluded residents to ensure equity in service delivery. Further funding for digital development has enabled **libraries and museums** to acquire a range of digital equipment, which staff have used to engage residents through a varied programme of online activities.
- The Web Team at Powys County Council developed a web-based system in response to assessing whether eligible people needed regular **food parcel** deliveries, monitoring the well-being of **vulnerable residents** on a weekly or fortnightly basis, and responding to needs for support from Powys Social Care or **Community Connectors** volunteers. Read more by visiting: <http://www.wlga.wales/web-based-food-parcel-and-welfare-calls-system-powys-cc->



- Despite the pandemic, **Sport Powys** continued its key activities and delivered training with and for residents and communities through social media, sports clubs, community groups, schools, volunteers, and in collaboration with partners. They supported essential delivery of activities in the Emergency Childcare Hubs.
- Due to government restrictions, the **leisure and sport centres** in Powys were closed for the majority of 2020-21, and staff were furloughed. **Freedom Leisure** rolled out the 'Keeping Wales Well' daily programme of online activities, provided by their staff all over the UK. When centres were allowed to reopen, participation was understandably low initially due to pandemic anxiety, but stringent measures and risk assessments had been implemented to ensure that all leisure facilities were safe places to participate.
- Throughout the year, 109 information and support e-bulletins were issued by **POWYS ARTS & CULTURE**, providing comprehensive assistance to the arts sector, which was significantly impacted by the need to 'lockdown'.
- With the support of Welsh Government funding, **five** new public protection officers were recruited to bolster the Public Protection Team's response to the COVID-19 pandemic. The officers check businesses for compliance, including ensuring there is enough space for social distancing, checking cleaning routines, correct use of PPE, and making sure track and trace procedures are followed. Between the beginning of March and the end of October, the team had proactively **advised over 4,767 businesses and made 722 visits across the county.**

How much did we save/spend in 2020-21?

Headline capital investments:

- £1.6 million was spent in Sports and Leisure to deliver the essential works and projects needed to ensure the facilities are compliant, safe, and accessible.
- Just under £7 million was spent through the Welsh Housing Quality Standards.
- £1.37 million was spent on Hwb in Schools and Infrastructure.

Headline savings:

- £62,738 saved through a 25% reduction in funding for key independent arts organisations.
- £150,000 saved by Countryside access reductions. For the most part, this has been achieved through a staff restructure and reduction in associated costs e.g., travel.



The Future Generations Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?

	Getting started	Making simple changes	Being more adventurous	Owning our ambition	Leading the way
2019-20		Yes			
2020-21			Yes		

Listening to Our Residents: Residents and Communities

Active Travel – October 2020 and March 2021

The Active Travel (Wales) Act 2013 aims to make Wales a walking and cycling nation. To achieve this the legislation is placing a duty on local councils to identify, improve and promote designated "active travel routes" within any town that has a population of over 2000 residents. Eleven Powys towns were identified by the legislation. This survey aims to find out local resident's walking and cycling habits in those areas with a view to identifying popular routes and destinations and helping to establish an active travel network in the town.

The response: Following the first occurrence of the Active Travel consultation in October 2020 there were 193 responses to the survey. Responses highlighted preferred methods of travel within the eleven designated towns and views of what would be done to help respondents walk or cycle short journeys more often, themes including map of routes, better signage, and reduction of town speed limits. Alongside this survey the Active Travel Network Map Stakeholder Engagement is also running. This initiative provides the opportunity for stakeholders and residents to update and develop the aspirational active travel network they previously identified in their town during the Integrated Network Map process of 2016-2017.

Digital Services for Archives, Museums and Libraries

The coronavirus pandemic has changed the way we plan and deliver our services. It has been recognised that digital services must take a prominent role in transforming the future of our archives, museums, and libraries in Powys.

We sought views on how we can develop our digital resources so that we can deliver improved and more efficient services. This includes using technology to connect with communities, offering more services online and helping people to use those services with confidence.



MAKING IT HAPPEN



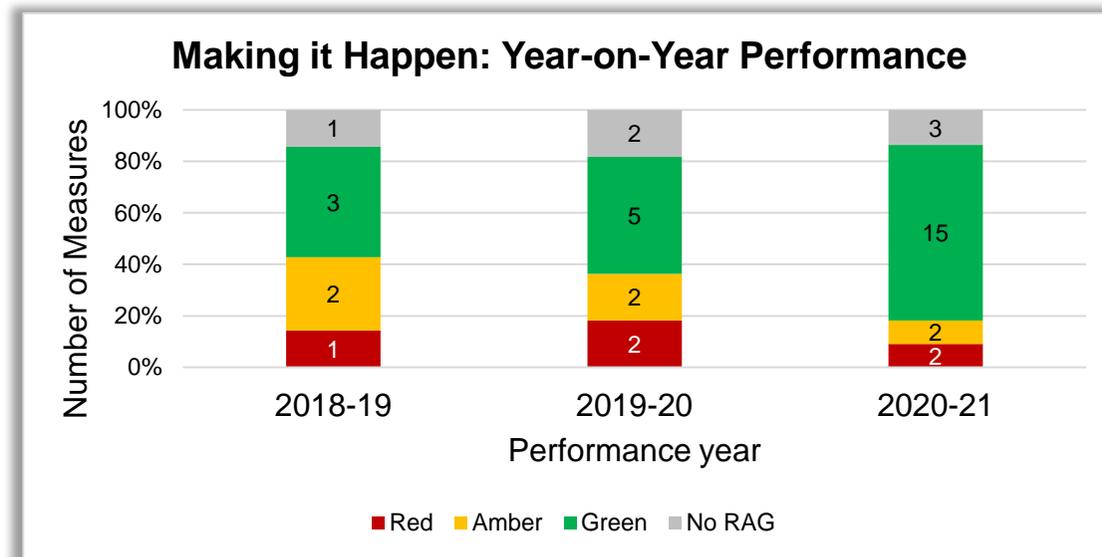
What outcome are we aiming to achieve?

Powys County Council is a high performing and well-run council.

Overall assessment of performance:

Overall, we have judged performance of this well-being objective to be 'Adequate'. 5 (50%) of the 10 objectives in place to support this well-being objective were green, 3 were amber, 1 was red, and 1 was blue. 15 measures used to monitor success were green, 2 were amber and 2 were red (no RAG status was available for 3 of the measures).

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Progress against our objectives and success measures:

Engage and communicate:

- Overall, engagement and consultation has been restricted due to the pandemic, however, 27 exercises have been undertaken to gauge resident, business, and staff views on a number of topics (details of individual exercises have been included throughout this document). We continued to use our **digital engagement platform** to make it as easy as possible for people to engage with us.
- We continued to strengthen our communication with residents and in doing so, we issued 457 **proactive news releases** during the year (against a target of 300), and **responded to 622 media enquiries**, with 99.04% being returned within deadline (target: 96%).
- The use of **Microsoft Office 365** software for Welsh Translation was trialled and is now being used for internal communication. We continued to provide services bilingually in line with the Welsh Language Standards. This means providing a service in Welsh without someone having to ask for it. An **automised translation request and logging process** was developed to facilitate and support the new working arrangements. Training was also provided for employees to develop their Welsh language skills, with 124 members of staff enrolling on **Welsh courses**. For a detailed account of how we have implemented the Welsh Language Standards during 2020-21, please see our Welsh Language Standards Annual Report, which is available by visiting: <https://en.powys.gov.uk/article/3268/Welsh-Language-Standards>

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021, the Powys Citizens Panel will be established on the 'My Powys Account'.	New Measure for 2020-21	Work has been ongoing to develop this but has been put on hold due to the service invoking its business continuity plan because of COVID-19	A 'People's Panel' of 500 members has been established.	Not Available
By March 2024, we will have undertaken a Residents Survey.	New Measure for 2020-21	The survey is not due until 2021.	The survey is not due until 2021-22.	Not Available
By March 2021, the number of engagement and consultation activities undertaken to engage residents and staff will be maintained.	New Measure for 2020-21	New Measure for 2020-21	27 activities	Not Available



Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021, Microsoft Office 365 Welsh translation will be widely used by services as the main source for internal translation and first draft external translation.	New Measure for 2020-21	New Measure for 2020-21	The '365' translation option has been promoted.	Not Available
By March 2021 we will have engaged residents and third sector partners using existing networks facilitated by Powys Association of Voluntary Organisations.	New Measure for 2020-21	New Measure for 2020-21	A business case for the new platform has been approved, and a shared platform will launch in 2021-22.	Not Available

Strengthen leadership and governance:

Transformation Project: Workforce Futures

- The staff **Annual Appraisal process** has been further developed to enable managers and staff to discuss and explore the Council's values and the employee behaviours in undertaking their roles. Whilst the annual appraisal process was initially deferred to enable staff and managers to focus on the response to the pandemic, since the process was launched during September, we have seen excellent completion rates for **appraisals of 85%, exceeding the target of 80%**. We are also planning to develop and simplify the process further by rolling out the electronic version within our HR system (Trent).
- As part of the integrated business planning process for 2021-22, all services have **completed workforce plans** and training needs analyses to help ensure they have the right staff with the right skills in place next year to deliver the changes, improvements, and transformation they have planned. This workforce planning process also helps managers and their teams to think, act and deliver differently in support of the 5 ways of working.
- An ILM4 Leadership and Management programme and Coaching Conversation course has started. The new corporate staff induction has been developed ready for roll out and the staff corporate handbook has also been updated.
- Due to the impact of COVID-19, the Council did not undertake its annual **staff survey**. Instead, two well-being surveys were completed that were specifically focused on gauging the extraordinary working situation created by the pandemic. The results contributed to the Council's ongoing review of its working practices and approach to staff support.



- In September 2020, we welcomed the news that Care Inspectorate Wales (CIW) would be stopping its enhanced monitoring of the Council, as it acknowledged a 'significant improvement' in the Council's Social Care provision. The **Improvement and Assurance Board** that was in place to govern the improvements in relation to social care was disbanded; however, the Council continues to hold internal Service Improvement Boards to maintain momentum across services. Further information is available by visiting: <https://en.powys.gov.uk/article/9678/Improvement-Board-progress-recognised-by-Minister>
- The Council was acknowledged by Audit Wales for recommencing its **Council meetings** promptly by quickly converting to online 'virtual' meetings. During the year, a greater number of meetings were held compared to 2019-20, including an increase of 62.5% in Cabinet meetings, 148% increase in the number of Cabinet / Executive Management Team meetings, and 74% increase in Scrutiny and Finance Panel meetings.
- **More information about our Council meetings**, when they take place, how you can participate, and how to access records of previous meetings is available at: <https://en.powys.gov.uk/article/5566/Council-committees-and-meetings>

Our success measures and targets for 2020-21	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
Improvement in the number of employees who are proud to work for Powys County Council.	62% proud to work for the council 75% feel valued as a team member 72% enjoy their job	77% proud to work for the council 84% feel valued as a team member 79% enjoy their job	Due to COVID-19, the usual annual staff survey was not completed.	Not Available
Reduction in the total number of working days/shifts per full time equivalent employee lost due to sickness absence (12-month cumulative). At the end of December 2019, 8.44 days / shifts per council employee, on average were lost due to sickness absence.	9.5 days	9.29 days	7.36 days	Improved
Increase in the percentage of staff who have completed an annual appraisal and the percentage of staff that have completed a 6-month review (at the end of December 2019, 51% of staff had completed an annual appraisal).	Not available due to change in recording process from quarterly to annual	57% received Annual Appraisal	85% received Annual Appraisal	Improved

Changing how we work:

Transformation Project: Digital Powys

- Significant work has been undertaken to support our services to **operate digitally** during the pandemic, and this re-prioritisation of work has impacted on the 'cashable savings' that we planned to achieve during 2020-21. However, £214,331 worth of savings have been made and at the end of the year, 93% of the projects in our Digital Powys programme were either complete or on target.
- Some of the **digital infrastructure and system improvements** that have been made include:
 - We worked with Gower College to create an opportunity to improve the **digital skills of staff**, and because of this work we aim to provide 250 staff with Microsoft Office 365 training during early 2021-22.
 - We have increased the number of **automated processes** which are available to our customers from 17 to 35.
 - A **desk booking facility** was developed and implemented to support safe working practices during Covid, enabling the continuity of services to the public.
 - Development and trial of **Chat bots** to provide automated responses to customers common questions
 - **Fibre to the Cabinet** take up has grown to 65%, meaning that more people are now using the faster speeds that are available.
 - A project has been developed to explore ways in which we can harness new technology to improve the services delivered within Powys using **LoRaWAN** technology.
 - We continued to publish data on the **Well-being Information Bank** website (<https://en.powys.gov.uk/article/5800/Wellbeing-Information-Bank>), and 76 reports are now available.
 - The Xerox outbound **mail system** has been introduced to support our new ways of working. It is a cloud-based service whereby staff can upload documents and letters, these are then printed at a Xerox centre and sent out.

More information about Digital Powys is available on our website by visiting: <https://en.powys.gov.uk/article/8234/Digital-Powys>



Transformation Project: Integrated Business Planning

- As a result of the pandemic and the need to focus on other priorities, this project was on hold during much of 2020-21. However, to ensure our business and budget planning remained on track we continued to focus on this element of the project. Each Council service reviewed its **Integrated Business Plan** in preparation for 2021-22, to take account of the immediate effects of the pandemic and to consider longer term impacts, and this work informed the budget setting process (for the financial year commencing April 2021). While the move to outcomes-based budgeting was delayed, pilot projects are now planned for 2021-22.

- We have trained nearly 100 staff in the **Council's Transformation / Agile approach**, which has developed our staff and provided them with the skills to improve and modernise the Council and the way it operates.
- **Service Performance Panels** (made up of the Executive Management Team and Cabinet Members) have been undertaken with each service to challenge performance and drive continuous improvement. This is part of the Council's plans to introduce a more rigorous self-assessment process as part of its Performance Management and Quality Assurance Framework.
- We developed a **Data and Analytics Framework** to promote the benefits of using data to provide insight and support evidence-based decision making. As part of implementing this framework we have continued to develop new reports and dashboards including:
 - A **new Corporate Scorecard** which provides key performance data to our Senior Leadership Team on operational management issues such as mandatory training, staff sickness, completion rate of staff appraisals, finance, and internal audit. Improved oversight of this data has allowed the leadership team to better manage performance and drive improvement.
 - A new **Adults Services monthly performance report**, with over 80 data sets which will provide key data for managing the service.
- As part of our digital transformation agenda, we have completed the **digitisation of our Impact Assessment** form, providing a more efficient and user-friendly process for staff. The Impact Assessment form is an important tool we use to assess and understand the impact of proposals before decisions are taken.
- A review of the **Heart of Wales Property Services (HOWPS)** contract was completed which focussed on housing repairs and maintenance, housing voids and corporate maintenance and compliance. The findings from the review will be used to inform how the services can be improved.
- An Audit by SWAP Internal Audit Services found that **safer recruitment processes** are in place within the Council to ensure that unsuitable people are not employed. The audit also found that an effective recruitment and selection policy was in place to deter and prevent fraudsters from seeking employment with the council.



- Due to the significant impact of COVID-19, and the Council's move to business-critical work, the **Local Authority Trading Company (LATC)** has been on hold since March 2020.

Our success measures and targets for 2020-21	2018-2019 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021, there will be an increase in the proportion of positive assessments we receive from our external regulators (during 2018-19, 25 recommendations or proposals for improvement were received)	25 recommendations of proposals for improvement received	5 assessments received with recommendations	3 assessments received with recommendations	Improved
The percentage of complaints responded to within statutory timescales will be 100%	79.21%	87.2%	86%	Declined
Total number of compliments received as an average for the last year will be 200 or more	185	249	363	Improved
Percentage revenue budget variance will be within +/-1%	Revenue outturn (excluding the Housing Revenue Account and schools delegated budget) was a 0.4% (£713,000) overspend versus the budget	Revenue outturn (excluding the Housing Revenue Account and schools delegated budget) was a 0.8% (£1.46 million) underspend versus the budget	Revenue outturn (excluding the Housing Revenue Account and schools delegated budget) was a 4.5% (£8.357 million) underspend versus the budget	Improved
By March 2021, the value of efficiencies identified through reviewing and re-designing our services will be greater than or equal to £250,000.	New Measure for 2020-21	New Measure for 2020-21	£2.1 million	Not Available
By March 2021, customer satisfaction will improve in the services we have reviewed and re-designed.	New Measure for 2020-21	New Measure for 2020-21	Customer satisfaction for processes that have gone live through the digital programme is 89%.	Not Available
By March 2021, all council services will have a 3-year integrated business plan	New Measure for 2020-21	New Measure for 2020-21	100%	Not Available

Our success measures and targets for 2020-21	2018-2019 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2021, the Local Authority Trading Company (LATC) will have considered a minimum of four business cases, for potential development (e.g., housing) of council owned land.	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19, the LATC has been on hold since March 2020.	Not Available
By 31 May 2020 at least 80% of staff will have had an annual appraisal including a discussion on values and behaviour	New Measure for 2020-21	New Measure for 2020-21	85%	Not Available
By 31 March 2021, a new behaviour competency framework will have been developed and will be used to evaluate staff performance in 2020-21.	New Measure for 2020-21	New Measure for 2020-21	A new leadership and management competency framework has been developed and being consulted on.	Not Available
By March 2023, the number of automated processes available to our customers will have increased from 17 to 93.	New Measure for 2020-21	New Measure for 2020-21	35 processes	Not Available
By March 2023, the number of residents with a My Powys Account will have increased from 28,000 to 50,000.	New Measure for 2020-21	New Measure for 2020-21	42,644 accounts	Not Available
By March 2023, the number of staff attaining digital core skills (bronze level) will reach 100%.	New Measure for 2020-21	New Measure for 2020-21	Activity was delayed and will commence in 2021-22.	Not Available
By March 2023, the percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%.	New Measure for 2020-21	New Measure for 2020-21	Activity was delayed and will commence in 2021-22.	Not Available
By March 2022, we will improve open access to data regularly sought through Freedom of Information requests by improving our Powys Well-being Information Bank from our current 36 dashboards to 72.	New Measure for 2020-21	New Measure for 2020-21	76 dashboards	Not Available

Our success measures and targets for 2020-21	2018-2019 Performance	2019-20 Performance	2020-21 Performance	Trend
By March 2023, we will create the capability to share data with our partners where this can improve customer outcomes.	New Measure for 2020-21	New Measure for 2020-21	15 reports	Not Available
By March 2025, broadband take-up for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) will improve from 53% to 75%.	New Measure for 2020-21	New Measure for 2020-21	65%	Not Available
By March 2021, the Council will be able to explain how much of the Council's net revenue budget is supporting the key outcomes included in this plan.	New Measure for 2020-21	New Measure for 2020-21	Due to COVID-19 demands there was a delay in adding budgets to the ledger.	Not Available
By March 2022, the Council will have integrated performance, finance and workforce ICT systems using Power BI.	New Measure for 2020-21	New Measure for 2020-21	Finance dashboards are now available for Heads of Service, and developments continue.	Not Available
By March 2023, the Council will have set an outcome-based budget for 2023-24.	New Measure for 2020-21	New Measure for 2020-21	Although put on hold to focus on COVID-19 requirements, pilot schemes have been identified and will recommence in 2021.	Not Available

Our COVID-19 Response

- In June 2020 we published '**Understanding the Impact of COVID-19 in Powys**', an assessment examining what had changed because of the pandemic, what stayed the same, and what this insight may mean for the county in the future. The assessment was used to help inform the Council's recovery planning, including identifying appropriate changes to Council services and activities. The assessment can be accessed by visiting: <https://sway.office.com/sxfU525TCBDFv9PE?ref=Link&loc=play> In December 2020, we produced an update (plan on a page) of the assessment, which highlighted that furlough and government grants could be masking the true impact of the pandemic on our residents.



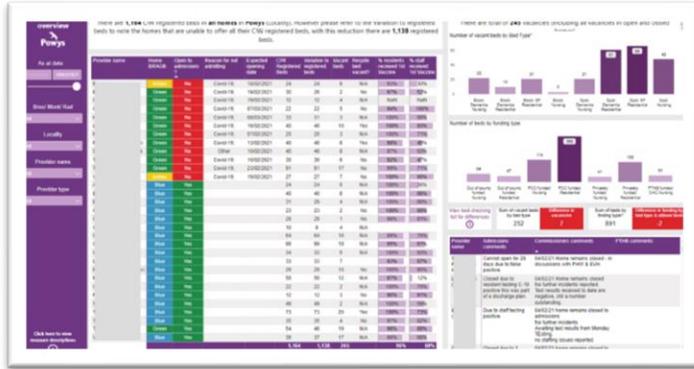
- **Track, Trace, and Protect:** In June 2020, the **Contact Tracing Unit** was established at pace. Prior to this the county was one of four regions in Wales who were piloting the system. The council worked closely with Powys teaching Health Board to enable effective tracing of positive COVID-19 cases. In the Autumn, the service grew exponentially with a mass recruitment campaign launched, which saw the team grow to 183 people. Most staff were recruited and onboarded within 6 weeks. The Contact Tracing Unit is seen as one of the most successful in Wales, and as case incidence rates have fallen the team has taken on other tasks. These include providing support to other authorities who were overcapacity to ensure the public remained protected, supporting the **National Arriving Traveller Team**, undertaking welfare calls to the shielding population, and taking incoming mass vaccination enquiries.
- Our **Environmental Health and Trading Standards** service supported residential care, nursing homes and other settings with infection control and they also dealt with the closure of caravan parks and provided advice and assistance to retailers up and down the county. Critical work was also undertaken in establishing the temporary mortuary in Llanelwedd.
- When the pandemic reached the UK, we initiated resilience activities and transitioned staff to a **new operating model** of home working. Despite being untested on a large scale, the wholesale transition from office-based to home working was seamless, and more than half of the total workforce now works remotely. This pivot was possible due to ongoing investment in new technologies and **cloud-based working** to support an increasing **digitisation** of services both as part of the Digital Strategy and in response to the rurality of the county. It was this foresight and continual systems improvement that enabled Powys to be an early adopter of resuming our meetings by moving online, with Members and Officers participating remotely, and the public accessing live streams. An unanticipated benefit of streaming virtual Council meetings has been the increased opportunity for residents to engage with the **democratic process**.
- The use of **Microsoft Teams** provided digital spaces for teams to work and socialise, enabling critical business meetings and activities to take place on the same platform as meetups and well-being sessions. We have been proactive rather than reactive, creating **agile multidisciplinary teams** to respond to the crisis as it unfolded and plan for innovative recovery. The deployment of digital working has been so successful that we assisted other public services, including supporting the NHS with telephony services and office space for Mass Vaccinations, and staff setup for Track, Trace, and Protect. In February 2021, we worked with Powys Teaching Health Board to move the **COVID-19 call centre** from Bronllys Hospital to Neuadd Brycheiniog in Brecon. The new system took the number of available call handlers from 6 to over 20, and the addition of a queuing system meant that calls would no longer get cut off when all lines were busy. As well as providing the office space and technology behind the call centre, the Council also helped with staffing the additional lines and training, creating a truly collaborative solution.
- We realised early on that the pandemic would place enormous strains on our staff; anxiety about their own and family's health, worries about being infected with the virus because of their work or the pressure that working for home on a long-term basis brings. We worked hard to ensure that those staff who needed it were provided with the **Personal Protective Equipment (PPE)** they needed – we have distributed almost one million pieces of PPE.



- We launched our **Staff Well-being Programme**, which offered weekly/daily live workouts for staff of all abilities and fitness levels.
- Two **well-being surveys** have been carried out with staff and the latest found that 79% felt that the support they received to continue doing their job was Excellent or Good.
- In response to COVID-19, over 500 staff were **redeployed** to support critical business activities and services that experienced a spike in demand.
- 261 staff were **furloughed** during the pandemic. Towards the end of 2020-21, staff **recruitment** doubled with ~500 staffing changes and recruitments taking place.
- 309 employees received the £500 **payment for care workers**.
- 578 claims for the **self isolation payment scheme** were made, with 161 of these awarded. From 05 February 2021, Powys residents who were asked to self-isolate by the NHS COVID-19 app were able to apply for a £500 self-isolation payment.
- At a meeting on 25th February the Council agreed to set aside £1.8 million and put in place a **Powys Recovery Fund** to help community groups, charities, social enterprises, voluntary organisations, and council services to support people and communities to respond to the challenges presented by COVID-19. An outline of the Recovery Fund is available at: <https://en.powys.gov.uk/article/10638/Recovery-Plan-Outlined>
- We held an online **commemorative event** in March to remember the three staff members we have lost to COVID-19 as well as those around the world who have lost their lives to the disease. Further information is available at: <https://en.powys.gov.uk/article/10721/Council-to-light-up-three-buildings-in-yellow-to-remember-victims-of-Covid-19>
- A dedicated intranet page was set up to keep staff well-informed of key news relating to COVID-19, and there was also a **dedicated COVID-19 webpage** on our public website. There were:
 - **11,213** views on our main page / coronavirus (COVID-19)
 - **45,236** views on all coronavirus pages
 - **879,800** Twitter impressions / reach, and engagement of **5,107**
 - **11, 275** average reach of Facebook posts, with average post engagement of **208**
- We managed our budget and achieved more than 80% of our **target savings**. Whilst not always easy, tough decisions were taken to ensure that we continue to provide the priority services outlined in our Vision 2025 document.



- We accelerated our use of **data analytics, intelligence, and insight** to help inform critical decisions that needed to be made quickly. For



example, a **'Shielding Dashboard'** was created, collating multi-agency information sources. This allowed for clear planning of resource and demand between our Council and the Third Sector for targeted deployment of volunteers to ensure residents' outcomes were met to remain safely within the community. To manage the ever-changing situations with care homes, we also developed a care homes dashboard. We worked with providers to capture daily information such as their status based on their COVID-19 cases, bed availability, and staffing issues. This allowed the Commissioning team to **monitor the situation** for residents within these provisions and use this intelligence to inform any **decision making** or urgent changes to service delivery, such as the deployment of additional resource where required.

BREAKING NEWS! Award Winning Use of Data

On 27 May 2021, it was announced that the Council had won the **LARIA Research Impact Award for 'Best Use of Data'** for its work Integrating health and social care to improve outcomes. The Transformation and Communications team demonstrated that geo-spatial analysis is extremely powerful and has a positive impact on service planning and delivery. Our work with Digital Health and Social Care Wales enabled us to collaborate with others outside our usual circles and learn new tools and techniques. It also provided our social care service with insight into health and helped them to shape their own services to intervene earlier and reduce costly interventions further down the line. Read more by visiting:

<https://laria.org.uk/2021/05/laria-research-impact-awards-2021-winners/>

How much did we save/spend in 2020-21?

Headline capital investment:

- Digital Services invested £2.35 million in 2020-21, which included ICT Capital projects, Cyber Security investment, an increase in end user devices, further investment in core infrastructure, and improvements for homeworking.
- £116,615 was used to upgrade the infrastructure in all schools and to licence newly procured servers.

Headline savings:

- £500,000 was saved by reducing the revenue risk budget.
- £37,830 has been saved so far by delivering an efficient Strategic Property service.



Listening to Our Residents: Making it Happen:

Staff Well-being Survey June 2020 and December 2020

Staff were originally asked to complete this survey in June 2020. The survey was sent out again at the end of the year, slightly amended, to understand whether staff well-being had changed as we headed into winter months and the New Year. It was advertised to all Powys County Council staff through internal communications channels including the intranet, all staff emails and manager cascade.

The response: The summer survey had 1,006 responses and the winter survey 872 responses. Staff working from home have seen an increase in productivity since the summer with 74% feeling more productive and able to get a lot done, an increase of 5% from the summer. The majority (80%) of staff working from home say they can juggle their work-life balance well and are enjoying the flexibility. The biggest noted key advantage of working from home remained the same following both surveys, with 'less or no travel' highlighted. The biggest challenge faced when working from home was highlighted as lack of social interaction/loneliness.

An increase in staff working on the front line (+13%) agree they have the correct PPE to allow them to work safely, bringing the total to 95%. 93% of frontline workers (+6%) and 93% of staff working from home (+1%) say that the communication about COVID-19 has been clear and timely. When asked if the support received from managers/supervisors has differed since lockdown, many respondents (63%) said that the level of support has stayed the same, with 28% noticing an increase (down 1% from the summer).

The feedback and ideas from both staff surveys is being used to ensure the council can continue to support staff whilst coronavirus remains a part of all our lives, and to help us to shape our new ways of working.

Listening to Our Regulators: Making It Happen

Audit Wales: Audit of Powys County Council's 2019-20 Accounts

- The Auditor General gave an unqualified true and fair opinion on the Council's financial statements on 30 September 2020. The Auditor General for Wales' opinion is that the financial statements give a TRUE and FAIR view of the Council's finances. Key facts and figures from the 2019-20 financial statements can be accessed on the Audit Wales website: <https://audit.wales/infographics/local-council/powys-county-council>

Audit Wales: Continuous Improvement (August 2020)

- The Auditor General certified that the Council has met its legal duties for improvement planning and reporting and believes that it is likely to meet the requirements of the Local Government (Wales) Measure 2009 during 2020-21.



Audit Wales: Financial Sustainability Assessment (June 2020)

- During the audit year 2019-20 Audit Wales examined the financial sustainability of each Council in Wales. They concluded that due to the considerable challenges the Council has faced over recent years its financial performance has not been sustainable, however the Council understands the significant financial challenges it faces over the medium term and is working to strengthen its overall financial resilience.
 - The medium-term financial strategy for 2020 to 2025 identifies significant funding gaps for future years (based on a number of scenarios) and the recently introduced integrated business planning process together with the transformation programme are key to the Council meeting these gaps.
 - The Council has overspent in key service areas against its budget in recent years.
 - The Council does not have a track record of delivering the totality of its planned annual savings targets.
 - Although the level of the Council's general fund has remained stable over recent years, its level of earmarked reserves has declined.
 - Council Tax income collection rates have been largely stable as the amount of Council Tax income increases.
 - The Council's level of borrowing has increased in recent years and is forecast to increase further but remains within its Capital Finance Requirement.

The report can be viewed on the Audit Wales website: <https://www.audit.wales/publication/powys-county-council-financial-sustainability-assessment>

Audit Wales: Review of Workforce Planning at Powys County Council (July 2020)

- During the audit year 2018-19 Audit Wales reviewed workforce planning at Powys. They concluded that stronger workforce planning means the Council is better placed to support its transformation objectives. However, the following proposals for improvement were identified:
 - For the Council to consider improvements to the communication aspects of the workforce planning including:
 - clarify how the three strategic-level documents will be communicated to the wider organisation
 - continue ongoing engagement with the wider workforce to communicate both the corporate and the service level vision for the workforce
 - increase the engagement from services with the facilitated sessions.
 - The Council should action the improvement areas it has identified:
 - ensure all 12 service level workforce plans are consistent and comprehensive
 - complete the analysis of the local labour market



- complete a formal lesson learnt exercise
- confirm the succession planning arrangements
- improve workforce planning tools
- further integrate workforce planning with the Integrated Business Plans.

The report can be viewed on the Audit Wales website: https://audit.wales/sites/default/files/workforce_planning_powys_10.pdf

Audit Wales: Transformation at Powys County Council (December 2020)

- Audit Wales reviewed transformation at the Council during the audit year 2019-20. They found that, overall, the Council is well placed to deliver its transformation programme, however COVID-19 presents new challenges and risks to the programme. We reached this conclusion because:
 - the Council has comprehensive project plans and clearly identifies the aims of its transformation programme
 - the Council has put in place arrangements to deliver its transformation programme; however, some arrangements are stronger than others
 - COVID-19 has had an impact on the pace of some transformation projects, and this will be an ongoing risk for the delivery of the overall transformation programme

The following proposals for improvement were identified:

- The Council should build on and develop its ongoing engagement with stakeholders. Key stakeholders include Powys residents, partners, schools, businesses, Council staff and County Councillors. This is to help ensure people are aware of developments within the transformation programme, particularly considering challenges and changes coming from the pandemic.
- For the Council to aim to evaluate all projects and consider ways to demonstrate the impact the projects are having on local residents and communities in Powys.
- The Council should build on any learning from the COVID-19 pandemic. This is to help ensure the Council takes stock of its transformation progress so far and incorporates learning into future delivery.

Audit Wales: COVID-19 Response and Recovery

- Since March 2020, Audit Wales have examined and reviewed arrangements in response to the COVID-19 pandemic at each of the Councils in Wales.



How Are We Working More Sustainably?

The Well-being of Future Generations (Wales) Act 2015 places a duty on local councils to consider how they can work more sustainably across 7 core areas of change. The table below outlines what we have been working on during 2020-21 to ensure our processes, and the way we plan and support front line services is done in a way that considers the long term, prevention, integration, collaboration, and involvement.

Area of Change	How are we using the five ways of working to change how we think, plan and act?				
	Long-term	Prevention	Integration	Collaboration	Involvement
Risk	<p>The Council's risk management arrangements have continued to be significantly improved during 2020-21 in response to a follow up internal audit report of risk management in March 2020. The Council's risk management system holds all risk registers, and this is where all strategic, service and transformation programme risks are registered, mitigating actions identified and risks monitored. Consideration of risk is an integral part of quarterly performance reviews held with Portfolio Holders, Directors and Heads of Service. The Audit Committee also has a key role in monitoring and challenging the Council's risk register.</p> <p>More information about the Governance and Audit Committee, including strategic risk reports and copies of minutes of previous meetings, is available by visiting: https://powys.moderngov.co.uk/mgCommitteeDetails.aspx?ID=135</p>				
Performance Management	<p>The method of reporting through an AIA (Achievements, Issues, Actions) approach is now well embedded across the organisation and provides a clear and succinct way of communicating key information to strategic decision makers.</p> <p>At the beginning of the year the council revised its Performance Measurement Framework to remove duplication in reporting and to ensure its measures / data sets are clearly aligned to the 'Golden Thread' of plans. This resulted in the removal of the 'Top 20 Indicator Set' and strengthening of other existing indicator sets. We recognise that further work is needed to develop more outcome focused indicators and to ensure that services can effectively demonstrate the impact on residents.</p> <p>A new emphasis is being placed on self-assessment and arrangements have also been put in place to strengthen the role of scrutiny in the quarterly performance management cycle. A new virtual training video on Strategic Planning and Performance Management has been developed which aims to support officers with improving the quality of planning and reporting. This is being rolled out as part of a Managers Induction course.</p> <p>During 2020-21 data analytics and insight has strengthened and been integral to our response to the pandemic. We have developed numerous automated reports to provide insight on vulnerable people and those shielding and supported an</p>				

<p>Performance Management (continued)</p>	<p>integrated approach to ensure we assist those most at need. We have produced reports for our local Track, Trace and Protect so that they can effectively target their approach. We developed a COVID19 Well-being Assessment, analysing the impact of COVID-19 on the economy and the services provided by the council, whilst also highlighting what the short, medium, and long-term impacts could be. We have provided an update of this and plan to monitor these key indicators quarterly.</p> <p>We have developed a Corporate Scorecard which integrates workforce, compliance, finance, and audit. This supports Senior Leadership Team and Executive Management Team with their work and provides a health check of the organisation.</p> <p>A new digitised highlight report and dashboard has been created to monitor delivery of the council's Transformation Programme, allowing improved integration of and oversight of all projects.</p> <p>All Members produced an Annual Report on their activities, and these are all published on the Council's public website at https://powys.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13340</p> <p>A copy of our Performance Management and Quality Assurance Framework is available via our website by visiting: https://en.powys.gov.uk/article/7911/Performance-Management-and-Quality-Assurance</p>
<p>Corporate Planning</p>	<p>In March 2020, the Council invoked its Business Continuity Plan to respond to the extraordinary challenges presented by novel coronavirus (COVID-19). This meant that a range of services were either adapted, suspended or, in some instances, established for the first time. A set of clear principles and priorities were established by the council to plan the response to COVID-19. The council also set up a Recovery Coordination Group and five dedicated Recovery Planning Sub Groups, each aligned to one of the Vision 2025 Well-being objectives. The purpose of these groups was to assess the impact of COVID-19 on the provision of services and to identify new and revised improvement objectives, that embrace the new opportunities presented by the pandemic as well as support effective recovery. During 2020-21 the Council's 5 stage corporate planning cycle was used as the framework for COVID-19 Recovery Planning and Budget Recovery Planning. As part of the process all services continued to refine and strengthen their Integrated Business Plans, including improving the long-term consideration of actions.</p> <p>To inform the 2020-21 Corporate Planning Cycle, the Council undertook an analysis of the Recommendations that were set out in the Future Generations Commissioners Report 2020. Each service considered the recommendations relevant to their service and prioritised those for implementation in the short term.</p>

<p>Corporate Planning (Continued)</p>	<p>The Cabinet reviewed and refined the 40 Outcomes it had originally set out in Vision 2025 back in 2017-18. Recognising the importance of focussing on the things that matter most to our communities, the Cabinet agreed to focus on five core outcomes – one per Well-being Objective.</p> <p>The Council has been Embedding a new Transformation approach which draws on a range of key disciplines and methodologies, such as a customer centric approach to service re-design and agile project management. It focusses on having multidisciplinary teams to plan and delivery projects and development is based on continual customer feedback.</p> <p>During 2020-2021 as well as adapting to deliver virtual Impact Assessment training, we successfully digitised the Impact Assessment form. This provides services with a more efficient and user-friendly method, enhanced robustness, introduction of an automated flow process to support governance and a central repository of impact assessments for members and staff to access, to aid in developing proposals and share information, evidence, and good practice. The new system allows the Council to interrogate the data from multiple impact assessments, to look at the cumulative impact of decisions on particular geographic areas or groups within the community, as well as identifying changes that can be made to the proposal to improve the impact of an element of the assessment.</p> <p>In November 2020, the Council facilitated a Public Service Board (PSB) Recovery Workshop to support PSB members in reviewing their current 12 Well-being Steps. As a result, three of the steps have been priorities for delivery by the PSB, focussing on digital infrastructure, decarbonisation, and a sustainable environment strategy. Delivery plans for these three priorities have been reviewed and updated.</p> <p>More information about the Powys Public Service Board is available at: https://en.powys.gov.uk/article/5796/Well-being-in-Powys</p> <p>More information about our plans (for Powys County Council) is available on our website by visiting: https://en.powys.gov.uk/changeplan</p>
<p>Financial Planning</p>	<p>2020-21 has seen much a higher level of engagement in the development of the budget and the Medium-Term Financial Strategy (MTFS) with staff, members, stakeholders, and the public. Use of the budget simulator, numerous member engagement sessions, staff engagement events, meetings with stakeholders and scrutiny of the Draft 2020-21 budget and the 2020-25 MTFS have all helped to bring greater openness and transparency to the financial planning process.</p>



<p>Financial Planning (Continued)</p>	<p>For 2020-25 the MTFS has been strengthened to include key principles that will guide the Council's financial planning and management over the medium term. The Council's Capital Strategy has been amalgamated with the Treasury Management Strategy for 2020-21 and are now integral to the Integrated Business Planning process. The strategy facilitates a seamless interface between business planning within the Council and the management of assets and capital resources. The introduction of a new governance framework for the inclusion of projects in the capital programme supported by CIPFA training for key staff in business case development has helped to improve the quality of business cases and decision making around capital investment.</p> <p>Integrated Business Planning has been adopted since April 2019 Moving the Council away from traditional budget planning to one that focuses on how best to use our resources to make the biggest impact on the outcomes the Council is seeking to achieve, informed where available by comparative performance and unit cost data and feedback from regulators and customers. In May 2019 services were given notional budget allocations for 2020-23 to work from, but through an iterative process of challenge and engagement over a number of months the final allocations reflect as well as possible how the Council should use the resources available to it to achieve Vision 2025. As such, the Council has moved away from salami slicing.</p> <p>There is further work to do to move properly away from incremental budgeting and to Outcome Based Budgeting (OBB) and this work is planned, starting with a project focused on setting an outcome-based budgets for a number of services who will pilot the process, with a plan over the period of the MTFS to move fully to OBB as part of our Integrated Business Planning Programme.</p> <p>More information about the Council's Budget and Accounts is available at: https://en.powys.gov.uk/article/7469/Council-Accounts</p>
<p>Workforce Planning</p>	<p>Workforce futures is ones of the Council's key Transformation projects which focusses on:</p> <ul style="list-style-type: none"> • Developing organisational agility • Developing our approach to leadership and management • Culture and engagement • Developing our capability and capacity • Improving and transforming the council • Developing further our health and well-being offer <p>More information on how we're transforming our workforce practices and how we supported the well-being of staff during the pandemic can be found on page 68 and 74-77.</p>

Assets	<p>The Strategic Property Team on behalf of Powys County Council continue to explore partnership working with both public and 3rd sector organisations. The shared use of buildings is a key strategy, ensuring public services are maintained and accessible to all. We continue to make available accommodation to partner organisations including national government agencies.</p> <p>The current pandemic and future working models will continue to see the development of new ways of working which will impact on how buildings are used in the future. We will continue to develop modern workplaces which align with smart working practices. The schools' modernisation programme continues to be developed with new build schools becoming more community focused. This change in emphasis will enhance the way our school buildings are used both now and in the future, becoming more sustainable and reducing our carbon footprint.</p> <p>A property asset review is underway, and this will inform our future proposals and management of the corporate estate.</p>
Procurement	<p>We have modified our procurement process so that from the outset we consider how any procurement would support and / or could have an impact on the seven well-being goals. This ensures that at the point of drafting specifications, terms and conditions and invitations to tender we can build specific requirements into our contracts to support these goals or mitigate any negative impacts.</p> <p>We keep our procurement processes (e.g., terms and conditions and prequalification processes) under continual review to ensure that we are fully compliant with new legislation and policy requirements, such as the Modern Slavery Act and the Code of Practice for Ethical Employment in the Supply Chain.</p> <p>The five ways of working also underpin our approach to procurement and commissioning, with each procurement requiring the completion of an integrated impact assessment which includes an evaluation of the extent to which the procurement is considering the sustainable development principle.</p> <p>Under the Powys Pound initiative, we are helping local businesses to improve their tendering skills. We are also speeding up our payment processes and using payment cards where possible so that local companies are paid faster and without delay to boost their business. Project Bank Accounts are used on all major capital projects to increase the speed of payment to subcontractors and suppliers. Annualised events are also undertaken to show and discuss our forward programme and up and coming procurement packages with suppliers and to encourage more localised bidding and engagement.</p> <p>We are utilising the TOMS and social value for all relevant (over £2 million) contracts and these have been mapped against the WBFG goals and require tenderers to submit and to be evaluated on their social value content in any contract. The portal will also monitor progress against all the tender submissions to show that each measure has been achieved successfully.</p>



**Procurement
(Continued)**

The Council is also working collaboratively with Centre for Local Economic Strategies (CLES) Ceredigion Council, Powys Teaching Health Board, Hywel Dda Health Board, Mid Wales Fire Service, and the University sector on a Foundation Economy Project to benefit Community Wealth in our region. The Board has identified the following workstream and further work on spend and data is ongoing for each of them. These are: Opportunities for Startups; Food; Construction and Housing Retrofit; and Development of Generative Services.

Our 21st Century School Programme is being designed as an ultra low carbon impact schools using Passivhaus construction methods. Education is also working with Constructing Excellence Wales to pilot the Future Generations Directory Toolkit for the proposed Bro Hyddgen through the design and build programme (with Leisure and Library Facilities), which maps the design and build stages to each of the goals of the Well-being of Future Generations (Wales) Act. This school will be the first in Wales to utilise Passivhaus for this type of school and community facility.

The Affordable Housing Development programme in the Council, which is modest compared to other local authorities, has built in low energy / low carbon / Passivhaus options into the build programme which will remove fuel poverty for families and residents of the homes impacting on Well-being / Education and skills, etc.

For more information about procurement and contracts, including opportunities to tender, please visit:
<https://en.powys.gov.uk/article/4894/Procurement-and-Contracts>

Governance Arrangements

Powys County Council's governance framework comprises the systems, processes, cultures, and values, by which the council is directed and controlled and through which it engages, leads and is accountable to residents and communities. It enables the council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of outcome-focused and cost-effective services.

Each year we produce an **Annual Governance Statement (AGS)** which provides an account of the processes, systems and records the council has in place to demonstrate effectiveness of its governance arrangements. A copy of the 2020-21 AGS can be found under the 'Statement of Accounts' section of our website by visiting: <https://en.powys.gov.uk/article/7469/Council-Accounts>

Comparing Our Performance to Other Welsh Councils



As well as monitoring performance against the objectives and success measures in our Corporate Improvement Plan, there are a set of national performance indicators which the Welsh Government require us to monitor and report to the public, these are called Public Accountability Measures. They allow us to compare our performance with the other 21 councils across Wales in delivering key statutory services. During 2020-21, the Council monitored its progress against 31 Public Accountability Measures; however, due to the COVID-19 pandemic the Welsh Government have made a decision not to collect this data, therefore no comparable data is currently available to publish.

Public Accountability Measures –



Our Performance

Ref.	Public Accountability Measure Description	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
PAM/001	Number of working days lost to sickness absence per employee	9.1 days (FTE)	9.3 days (FTE)	9.9 days (FTE)	No Change
PAM/044	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	New measure for 2020-21	New measure for 2020-21	Not Available	Not Available
PAM/032	Capped 9 score	363.6	Not Available	Not Available	Not Available
PAM/007	Percentage of pupil attendance in primary schools	95.1%	Not Available	Not Available	Not Available
PAM/008	Percentage of pupil attendance in secondary schools	94.5%	Not Available	Not Available	Not Available
PAM/046	Percentage of Year 11 leavers not in Education, Training or Employment (NEET)	1.7%	Not Available	Not Available	Not Available
PAM/033	Percentage of pupils assessed in Welsh at the end of the Foundation Phase	Not Available	Not Available	Not Available	Not Available
PAM/034	Percentage of year 11 pupils studying Welsh (first language)	Not Available	Not Available	Not Available	Not Available
PAM/010	Percentage of streets that are clean	93.2%	97.6%	Not Available	Not Available
PAM/035	Average number of working days taken to clear fly-tipping incidents	5.1 days	Not Available	Not Available	Not Available
PAM/012	Percentage of households successfully prevented from becoming homeless	70.9%	Not Available	Not Available	Not Available

Ref.	Public Accountability Measure Description	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
PAM/013	Percentage of empty private properties brought back into use	1.6 properties	0.8 properties	0.6 properties	Declining
PAM/045	Number of new homes created as a result of bringing empty properties back into use	New measure for 2020-21	New measure for 2020-21	0 homes	Not Available
PAM/015	Average number of calendar days taken to deliver a Disabled Facilities Grant	142.3 days	125 days	168 days	Declining
PAM/036	Number of additional affordable housing units delivered per 10,000 households	Not Available	Not Available	Not Available	Not Available
PAM/037	Landlord Services: Average number of days to complete repairs	8.8 days	9 days	7 days	Improving
PAM/038	Landlord Services: Percentage of homes that meet the Welsh Housing Quality Standard (WHQS)	Not Available	Not Available	Not Available	Not Available
PAM/039	Landlord Services: Percentage of rent lost due to properties being empty	3.8%	3.9%	3.1%	Improving
PAM/040	Percentage of Quality Indicators (with targets) achieved by the library service	Not Available	Not Available	Not Available	Not Available
PAM/017	Number of visits to leisure centres per 1,000 population	13,339.6 visits	12,982 visits	1,388 visits	Declining
PAM/041	Percentage of NERS clients who completed the exercise programme	Not Available	Not Available	Not Available	Not Available
PAM/042	Percentage of NERS clients whose health had improved on completion of the exercise programme	Not Available	Not Available	Not Available	Not Available

Ref.	Public Accountability Measure Description	2018-19 Performance	2019-20 Performance	2020-21 Performance	Trend
PAM/018	Percentage of all planning applications determined in time	90.7%	Not Available	Not Available	Not Available
PAM/019	Percentage of planning appeals dismissed	72.2%	Not Available	Not Available	Not Available
PAM/020	Percentage of A roads in poor condition	3.9%	3.9%	3.4%	Improving
PAM/021	Percentage of B roads in poor condition	5.3%	5.1%	4.5%	Improving
PAM/022	Percentage of C roads in poor condition	21.6%	22%	19.6%	Improving
PAM/023	Percentage of food establishments that meet food hygiene standards	95.3%	96.81%	97.13%	Improving
PAM/025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	Not Available	Not Available	Not Available	Not Available
PAM/028	Percentage of child assessments completed in time	Not Available	Not Available	Not Available	Not Available
PAM/029	Percentage of children in care who had to move 3 or more times	Not Available	Not Available	Not Available	Not Available
PAM/030	Percentage of waste reused, recycled or composted	Not Available	Not Available	Not Available	Not Available
PAM/043	Kilograms of residual household waste generated per person	Not Available	Not Available	Not Available	Not Available

5 Ways of Working

Long-term - Balancing short-term needs with the need to safeguard the ability to also meet long-term needs

Prevention - Putting resources into preventing problems occurring or getting worse

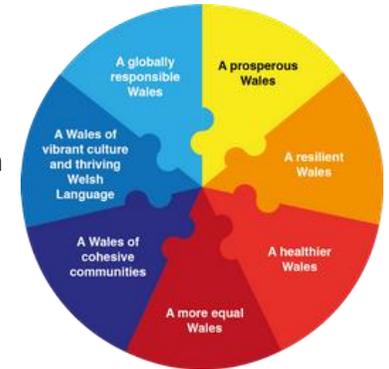
Integration - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies

Collaboration - Working together with other partners to deliver our priorities

Involvement - Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area

The Well-being of Future Generations (Wales) Act 2015: Seven Well-being goals:

1. **A prosperous Wales:** An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well- educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
2. **A resilient Wales:** A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
3. **A healthier Wales:** A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
4. **A more equal Wales:** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).
5. **A Wales of cohesive communities:** Attractive, viable, safe and well- connected communities.
6. **A Wales of vibrant culture and thriving Welsh language:** A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
7. **A globally responsible Wales:** A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.



The Journey Checker

Where are we now?

- **'Making simple changes'** should be quick and easy to implement. They're often actions that are 'low hanging fruit', that have been tested by others and have a low risk of failure. They mobilise and involve people, aligning the agendas of different departments. The Commissioner recently launched some examples of the 'simple changes' some public bodies are already making in taking steps to meet their well-being objectives and maximise contribution to the national well-being goals: <https://futuregenerations.wales/the-art-of-the-possible/>
- **'Being more adventurous'** involves stepping out of a 'business as usual' mind-set and acting to change how things are currently done. Signalling early progress to wider change, this might involve a change in strategy or team approach to doing something and could involve more departments and organisations than a 'simple change'.
- **'Owning our ambition'** can be a similar stage to 'being more adventurous' with initiatives developing and more people becoming involved. The organisation will be taking more well-managed risks, reaching out to other sectors to make progress, and collaborating on funding or staffing. The organisation defines its approach as ambitious and staff feel empowered to work across sectors and influence change.
- Those that are **'Leading the way'** may be the first people or organisation to be taking these actions and are a guide for others to follow. This is a systemic, transformational change to how things have always been done and will require reallocating resources, time to put the changes in place and collaboration with other bodies. Actions are innovative, inspirational, and collaborative, putting the Act into practice across larger portfolios to achieve the Wales we want. This way of working becomes embedded in the organisation and good practice is shared with others.

Blue, Red, Amber, Green (BRAG), Red, Amber, Green (RAG) Status, and Trends Definitions

Delivery against objectives

BLUE: Action is complete

RED: Action is not on track with major issues

AMBER: Action is mainly on track with some minor issues

GREEN: Action is on track

Performance of measures

RED: Performance not meeting target

AMBER: Performance off target but within a variance of 10%

GREEN: Performance is meeting target

Or, No data supplied

Trends

Improved: Performance has improved

No change: Performance is within a 10% variance year-on-year

Declined: Performance has declined

Not Available: Data is not available to compare year-on-year





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CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

06th July 2021

REPORT AUTHOR: County Councillor Rosemarie Harris
Leader of the Council

REPORT TITLE: PCC Improvement Board Arrangements

REPORT FOR: Decision

1. **Purpose**

This report sets out to advise Cabinet of the Improvement Arrangements recommended for 2021/22 financial year.

2. **Background**

The Improvement and Assurance Board stood down in Autumn 2020 when the organisation instigated its own alternative improvement arrangements. This was in the form of Service Improvements Boards (SIB's) for Social Services, Education, HTR and Housing. In addition to the SIB's the Leader of the Council led a monthly Corporate Improvement Board (CIB). The Independent Advisors previously commissioned by Welsh Government (WG) continued to provide expert advice and constructive challenge to Social Services and Education. The Council also commissioned their own advisor for Housing and the HTR position remains vacant.

Whilst the SIB's have not met monthly, improvement has continued to be monitored throughout the pandemic and quarterly performance reviews, in line with the Council's Performance Management and Quality Assurance Framework (PMQAF). The alternative improvement arrangements have been reviewed by the Head of Transformation and Communications and the findings form the basis of this report with recommendations for Cabinet's consideration.

3. **Advice**

The organisation completely values the Independent Advisors contributions. However, also recognises the improvement in the organisation's business as usual governance and the need to move to a position of self-sufficiency around its performance. It is proposed that revised arrangements are put in place for 2021/22.

Social Services

Within the PMQAF framework, each service should hold a quarterly performance review meeting with their Corporate Director and Portfolio

Holder. There are also twice monthly Social Services Board meetings where the business is discussed and agreed with Portfolio Holders and the Director. The current SIB's were in addition to these meetings and a transitional arrangement from the formal Improvement and Assurance Board. It is now felt that the organisation is ready to take the next step of transitioning from the SIB's to the quarterly review meetings and would therefore like to invite the Independent Advisor to two meetings per quarter (one Adult Social Care and one Children's Services).

Furthermore, it is recognised that to strengthen the work of the Health and Care Scrutiny the Independent Advisor could work with Scrutiny (a total of 4 workshops). The aim of this would be to help Scrutiny develop their line of questioning which in turn should strengthen the organisation's assurance mechanisms.

Education

Education is due an Improvement Conference in November 2021 and at the time of writing WG still fund 3 days per month Independent Advisor. There is pace around the transformation programme and the Secondary School Strategy has been welcomed but oversight of its delivery is essential. It is proposed that the SIB for Education continues until the findings of the Estyn Improvement Conference at which time arrangements will be reviewed. It is advised that the Independent Advisor utilises the 3 days per month with attendance at:

- Monthly Service Improvement Board
- Multi-Agency Board Termly
- Transformation Programme Board monthly
- Quarterly performance review meeting
- Monday weekly work-stream lead meetings (ad hoc)
- Oversee Secondary School Improvement Strategy – highlight report to Transformation Programme bi-monthly
- Improvement Conference in November 2021

It is proposed that the Education Service Improvement Board membership is amended to:

Political

Leader, Portfolio Holder, Chair of Learning and Skills Scrutiny Committee (observer)

External

Independent Advisor

Corporate Professional

Chief Executive Officer, Head of Transformation and Communications, Section 151 Officer, Monitoring Officer

Service users

1 Secondary Head, 1 Primary Head and 1 Special School/PRU Head

Professionals from within the Service

Strategic Lead, Interim Chief Education Officer, and any other officers at the discretion of the Interim Chief Education Officer.

Housing

The Housing Improvement is still in its infancy and through discussions with the Head of Service and Independent Advisor it is proposed that the SIB continues to meet monthly and that the Independent Advisor is also extended an invite to the quarterly performance review meetings. In recent discussions, the Portfolio Holder also supported this approach.

HTR

There is a need to align the values and practices within HTR to ensure continuous improvement and a recognition for Corporate Oversight in this large service area. The service has plans in place for improvement but would benefit from the support of Cabinet/EMT to aid alignment of resource, problem solving and overall delivery. It is therefore proposed that the SIB for HTR remains in place.

Corporate Improvement Board

Through discussions with the Leader (Chair of the CIB) it is proposed that the CIB stands down as a separate Board but that the Cabinet/EMT has a standing agenda item of 'Corporate Improvement Overview'. This overview will consist of quarterly performance reporting of the Corporate Improvement Plan, Risk, Workforce/Corporate Dashboard, Finance, Scrutiny Assurances in respect of performance, and any other items at appropriate times e.g. executive summary from the Housing and HTR SIB.

Scrutiny

Whilst improvements have been made it is recognised that there is still much to do to ensure that we fully embed the original requirements set out in the organisation's report to the Minister during 2020. To reiterate:

Scrutiny will perform an assurance role, creating an environment for greater accountability across the organisation. It will seek to:

- drive improvement in public services; Better Services
- support democratic decision-making which is accountable, inclusive and robust; Better Decisions, and;
- ensure that the public are engaged in democratic debate about the current and future delivery of public services.

Scrutiny will use two main methods to achieve this - pre-decision and performance monitoring.

Pre-decision

Scrutiny will be consulted by the Cabinet on future decision and policies, particularly around the Delivering Vision 2025 Transformation Programme. Looking at decisions before they are made provides an opportunity to influence and improve them. They will think about how the decision has been

developed, what the risks are and how they can reduce them. This is also a chance for Scrutiny to look at consultation activity that has been carried out and how it has influenced the final proposals.

The Scrutiny work programme will be populated with key decision milestones for all 9 projects within Vision 2025 Transformation Programme. The added value of Scrutiny will either provide a form of assurance that proposals are sound or provide recommendations for strengthening the overall proposal.

Performance Monitoring

Scrutiny will monitor the performance of Cabinet, Committees and Council Officers. It will look at individual decisions, policy objectives set out in Vision 2025 and its related action plans. Scrutiny will look at how well the council has performed against the corporate plan and its associated performance targets. Finally, Scrutiny will monitor the progress of the Improvement Boards against the improvement objectives (local and national performance). Key to this are the outcomes for service users and ensuring that there is evidence to support this.

Every quarter, each Scrutiny Committee will focus on their respective priority in V2025 e.g. Health and Care, Learning and Skills, Economy, Residents and Community and Making it Happen. The Committee will take their extract of the quarterly performance report, covering both transformation and service performance, and undertake effective scrutiny (a form of assurance) across the organisation's performance, with each Committee providing a written report of their findings back to the Cabinet. This is focus on performance to plan and where this is not being achieved, constructive challenge will be made, with recommendations to bring performance back on track made in the Scrutiny report.

Undertaking this approach will reduce the risk of Scrutiny duplicating the work of the Improvement Boards. It is also recognised that Scrutiny do have discretion to identify areas that they want to scrutinise and the role of the working groups in undertaking "deep dive" reviews of key risks / issues.

It should be noted that whilst Scrutiny will hold an assurance function, they are not the sole mechanism for assurance. Responsibility also lies with Corporate Director's performance managing Heads of Service through effective application of the Performance Management and Quality Assurance Framework. These constructive challenge/assurance functions will run in parallel and focus on both qualitative and quantitative evidence.

Member Development

The recently created Member Development Strategy broadly outlines the skills and knowledge required by Councillors to perform their roles and provides an indication of how they might carry them out effectively. It is not intended to be exhaustive or prescriptive but to provide a prompt for new and existing members to identify areas where they need support.

This support can be in the form of information, training, facilitated workshops, coaching and mentoring, or opportunities to learn from observation. The strategy is designed to be flexible so that members can work with officers and colleagues to decide the most useful method. However, it is recognised that Scrutiny Chairs, Vice Chairs and Committee members should receive formal mentoring to assist them in fulfilling their 'assurance' role in the revised Improvement and Transformation Framework and that the Council should commission this mentoring capacity.

It is proposed that the Head of Transformation and Communications works closely with the Head of Legal (Monitoring Officer) and Head of Democratic Services to strengthen Scrutiny and Member Development whilst also exploring commissioning the services of external expertise in this area.

4. Resource Implications

- 4.1 There are no additional resource implications.
- 4.2 The Head of Finance (Section 151 Officer) notes the content of the report.

5. Legal implications

- 5.1 The Head of Legal and Democratic Services (Monitoring Officer) comments will be reported at the meeting.

6. Comment from local member(s)

- 6.1 N/A

7. Integrated Impact Assessment

- 7.1 An Integrated Impact Assessment is not required as this paper is an internal governance paper.

8. Recommendation

It is recommended that Cabinet approve the following:

- 1. Stand down the SIB for Social Services
- 2. Implement the new arrangements for Education SIB as set out in section 3 of this report.
- 2. Continue to operate the Housing SIB.
- 3. Continue to operate the HTR SIB.
- 4. Stand down the Corporate Improvement Board and instead add a standing agenda item to Cabinet/EMT 'Corporate Improvement Overview'. Hold a final standalone Corporate Improvement Board 15th July 2021 with the new arrangements taking place from September 2021.
- 5. Develop an annual scrutiny work programme with the co-ordinating committee for 2021/22.

6. Agree to commission external expertise to support the development of Scrutiny.
7. Cabinet to receive quarterly feedback reports from Scrutiny on the Council's performance of its Corporate Improvement Plan 2025.

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