

Public Document Pack

Cabinet

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

Meeting date
Tuesday, 18 June 2019

Meeting time
10.30 am

For further information please contact
Stephen Boyd
01597 826374
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County Hall
Llandrindod Wells
Powys
LD1 5LG

11 June 2019

Mae croeso i chi siarad yn Gymraeg neu yn Saesneg yn y cyfarfod.
Rhowch wybod pa iaith rydych am ei defnyddio erbyn hanner dydd, ddau ddiwrnod
gwaith cyn y cyfarfod.
You are welcome to speak Welsh or English in the meeting.
Please inform us of which language you wish to use by noon, two working days
before the meeting.

AGENDA

1.	APOLOGIES
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To receive apologies for absence.

2.	MINUTES
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To authorise the Chair to sign the minutes of the last meeting held as a correct record.

(Pages 3 - 8)

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

4.	FINAL VISION 2025: OUR CIP 2019/20 UPDATE AND ANNUAL REPORT 2018-19
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To consider a report by the Leader, County Councillor Rosemarie Harris.

(Pages 9 - 86)

5.	FINANCIAL OUTFURN FOR THE YEAR ENDED 31ST MARCH 2019
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 87 - 98)

6.	CAPITAL PROGRAMME OUTFURN POSITION FOR THE FINANCIAL YEAR ENDING 31ST MARCH 2019
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 99 - 108)

7.	SCHOOL BUDGETS 2019/20
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To consider a report by County Councillor Myfanwy Alexander, Portfolio Holder for Learning and Welsh Language and County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 109 - 124)

8.	STRATEGIC RISK REGISTER REPORT QUARTER 4 - 2018/19
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To consider a report by the Leader, County Councillor Rosemarie Harris.

(Pages 125 - 142)

9.	IMPROVEMENT AND ASSURANCE BOARD MINUTES
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To receive the minutes of the Improvement and Assurance Board meeting held on 1st May 2019.

(Pages 143 - 152)

10.	CORRESPONDENCE
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To receive such correspondence as in the opinion of the Leader is of such urgency as to warrant consideration.

11.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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To note the delegated decisions taken since the last meeting.

(Pages 153 - 154)

12.	FORWARD WORK PROGRAMME
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To consider the Cabinet forward work programme.

(Pages 155 - 158)

**MINUTES OF A MEETING OF THE CABINET HELD AT COUNCIL CHAMBER -
COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 21 MAY 2019**

PRESENT

County Councillor M R Harris (Chair)

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

In attendance: County Councillors G. Price, P Pritchard, G Pugh and G Williams.

Representatives of Abermule Communities Together presented the Leader with over 200 letters calling on the Cabinet to reconsider the proposal to build a recycling bulking facility at Abermule.

1.	APOLOGIES
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Apologies for absence were received from County Councillor James Evans.

2.	MINUTES
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The Leader was authorised to sign the minutes of the meetings held on 30th April and 9th May 2019 as correct records.

3.	DECLARATIONS OF INTEREST
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County Councillor Gareth Pugh queried whether members of the Cabinet who had voted in February 2017 to support the development of a recycling facility in Abermule were predetermined and was advised by the Monitoring Officer that there was no question of predetermination.

4.	DEVELOPMENT OF RECYCLING BULKING FACILITY IN NORTH POWYS
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Cabinet considered proposals to continue with the development of the North Powys Bulking Facility at the Abermule Business Park on the basis that it is the most suitable site available for the development of the facility. The report incorporated the paper considered at the extraordinary meeting of Council on 3rd May and a note of the issues raised at that meeting together with responses. The Leader read out a letter she had received that morning from a resident of Abermule.

County Councillor Gareth Pugh spoke as the local member and he argued that the Cabinet had insufficient information on which to take a decision as they had not been given enough details about other potential sites. He questioned whether Cabinet members had received training to allow them to act as a tribunal established by law but was advised that the Cabinet was not a quasi-judicial body. Officers advised that other sites had been looked at and ruled out as set out in the report to Council on 3rd May.

County Councillor Phil Pritchard argued that the Highways depot at Kirkhamsfield would make a better site, with the Highways function relocated to Abermule, but Cabinet was advised that this would more than double the cost of the current proposal.

Having considered the report and listened to the comments of members and the responses of officers, the Leader asked each of the Cabinet members to confirm whether or not they supported the recommendations in the report. County Councillors A Davies, M Alexander, P Davies, R Harris, S Hayes, R Powell and M Weale all confirmed that they did.

RESOLVED	Reason for Decision:
1) That Cabinet notes the information report to Council on 3rd May 2019 as set out in Appendix 1 (and in particular the discussions with ACT) and the issues raised at Council on that date as set out in Appendix 3 and confirms the Cabinet decision on 28th February 2017 and agrees to continue with the development of the North Powys Bulking Facility at the Abermule Business Park.	It is the most suitable site available for the development of the facility.
2) Officers to continue to liaise with the community council and local member through the development phase and following commencement of operations.	To ensure that the community are fully informed of progress and able to contribute to the process.

County Councillor Phyl Davies left the meeting.

5.	PERFORMANCE REPORT QUARTER 4 2018-19
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Cabinet considered the performance report for the 4th quarter which set out details of the top 20 Powys specific Performance Indicators, top priorities and milestones in the Corporate Improvement Plan 2018-23, Public Accountability Measures, progress against the Strategic Equality Plan and the Quality Assurance Framework. The report set out remedial actions for targets that had not been met.

The Portfolio Holder for Learning and Welsh Language pointed out that the red indicator on the CIP target to have effective systems in place by 2020 to improve the identification of vulnerable young people who are at risk of disengagement from education was outside the Council's control as Welsh Government had not released data. The target to increase the percentage of Looked After pupils attaining Foundation Phase Indicator was also affected by children from other local authorities being placed in Powys. These factors needed to be made clear in the supporting narrative. Cabinet noted that Education and Children's Services were working well together.

RESOLVED	Reason for Decision:
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The above actions (2.3, 3.3, 4.4 & 5.3) for Cabinet and Executive Management Team are approved and resources allocated to complete them.	To ensure the council can provide appropriate and timely reporting against the Top 20 PIs, CIP, PAMs & SEP
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6. EXTRA CARE HOUSING DEVELOPMENT IN POWYS

Cabinet considered a report setting out how the Council intended to work with partner housing associations to secure the development of extra care housing schemes across the county. County Councillor Gwilym Williams, the Chair of the Health and Care Scrutiny Committee, advised that Scrutiny supported the principle of developing extra care housing.

RESOLVED	Reason for Decision:
That Cabinet agree in principle to the development of extra care housing in Powys, as set out in the report. Further reports to Cabinet for approval of individual schemes will be provided as required.	To enable the development of extra care housing schemes in Welshpool, Ystradgynlais and Brecon to proceed.

7. POWYS LOCAL TOILET STRATEGY

Cabinet considered the Powys Local Toilet Strategy. The Strategy had been out to consultation for 3 months and had been amended in response to issues raised. The Strategy had also been considered by the Economy Residents, Communities and Governance Scrutiny Committee and responses to the points raised by Scrutiny were included in the report. Cabinet welcomed the recognition of the need for additional adult changing facilities and the provision of additional provision at Y Gaer in Brecon and Berriew Street Car Park in Welshpool.

RESOLVED	Reason for Decision:
<ol style="list-style-type: none"> 1. To approve the Powys Local Toilet Strategy May 2019 (Appendix 1). 2. To undertake an interim review of the Powys Local Toilet Strategy by the end of May 2020 to ensure the actions are on course to being achieved. 3. To consider and approve responses to the recommendations of the Economy, Residents, Communities and Governance Scrutiny Committee. 	<ol style="list-style-type: none"> 1 & 2 To comply with Part 8 of the Public Health (Wales) Act 2017, requiring the development and publication of a Local Toilets Strategy by May 31st 2019. 3. To comply with Corporate scrutiny procedures.

8.	DELEGATION OF POWERS UNDER THE SCRAP METAL DEALERS ACT 2013
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Cabinet considered the delegation of powers under the Scrap Metal Dealers Act 2013 to officers.

RESOLVED	Reason for Decision:
To approve the schedule of delegations under the Scrap Metal Dealers Act 2013 as detailed at Appendix A of the report.	To ensure that the provisions of the Act are carried out in accordance with the legislation in a fair and efficient manner.

9.	TREASURY MANAGEMENT QUARTER 4 REPORT
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Cabinet considered the Treasury Management report for the 4th Quarter. Cabinet was concerned to note that despite training and advice offered by Finance, the amount of recoverable VAT being potentially lost by being incorrectly accounted for.

RESOLVED	Reason for Decision:
That the Treasury Management Quarterly Report be received	To ensure Cabinet remains informed about current Treasury Management performance

10.	REPORT OF THE INDEPENDENT CHAIR OF THE IMPROVEMENT AND ASSURANCE BOARD
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Cabinet received the report of the Independent Chair of the Improvement and Assurance Board. The Portfolio Holder for Young People and Culture reported a very positive meeting with the Welsh Government's Looked After Children Technical Group the previous week.

11.	IMPROVEMENT AND ASSURANCE BOARD MINUTES
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Cabinet received the minutes of the Improvement and Assurance Board meeting held on 26th March 2019.

12.	CORRESPONDENCE
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There were no items of correspondence reported.

13. DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING

Cabinet noted the delegated decisions taken by portfolio holders since the last meeting.

14. FORWARD WORK PROGRAMME

Cabinet noted the forward work programme.

County Councillor M R Harris (Chair)

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CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET
18th June 2019**

REPORT AUTHOR: County Councillor Rosemarie Harris, Leader
County Councillor Aled Davies

SUBJECT: DRAFT Vision 2025 Our CIP UPDATE and Annual
Performance Report 2019

REPORT FOR: Consideration

1. Summary

1.1 The purpose of this report is to present the draft Vision 2025 CIP Update and Annual Performance Report 2019 (attached at Appendix A) for consideration and approval. It sets out Powys County Council's performance during 2018-19 against delivering the well-being objectives published in Vision 2025, in April 2019. These are:

- We will develop a vibrant economy
- We will lead the way in providing effective, integrated health and care in a rural environment
- We will strengthen learning and skills
- We will support our residents and communities.

- *We also have an internal facing objective called Making it Happen.*

1.2 The report (attached at Appendix A) also sets out updates to Vision 2025: Our CIP for 2019-20 onwards. Cabinet agreed these at a meeting on 5th March 2019. In the past we published an annual update to our Corporate Improvement Plan at the start of each financial year (April/May), followed by our backward looking performance report at the end of October. However, for the first time, this document pulls together our past performance and updated plan into one place.

1.3 Vision 2025: Our CIP Update and Annual Performance Report 2019 (Appendix A) has been designed to meet 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 summary of our performance during 2018-19
- Vision 2025 at a glance: A summary of our well-being objectives, transformation projects, values and guiding principles
- A detailed analysis of the progress we have made to deliver each of our Well-being objectives during 2018-19, including:
 - An overall judgement of performance - Each of our objectives has been given an overall rank of excellent, good, adequate or

poor depending on the BRAG (**B**lue, **R**ed, **A**mber, **G**reen) status given to the series of activities and success measures which support delivery of the objective (a definition of BRAG can be found in Appendix A):

- Excellent – All activities completed or on track and success measures meeting targets
 - Good – Majority of activities on track and success measures improving
 - Adequate – Activities broadly on track, but limited impact on outcomes
 - Poor – Majority of activities off-track and outcomes not improving
- Performance against our success measures
 - Progress against projects and activities
 - 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.
 - How much we have saved and spent
 - Updates to our plan for 2019-20 onwards
- How we have engaged and consulted with residents, communities and businesses
 - Feedback from our regulators (Wales Audit Office, Care Inspectorate Wales and Estyn) and how we are responding to their comments.

1.4 The report aims to provide a balanced and open account of performance and has been developed using information from the following reports to ensure clear alignment and consistency:

- Quarterly SIP Achievements, Issues, Actions reports
- Quarterly Transformation Programme highlight reports
- Director of Social Services Annual Report 2017-18
- Assurance and Improvement Board Reports
- Revenue and Capital outturn reports.

2. Proposal

2.1 It is proposed that Cabinet consider the content of the DRAFT Vision 2025 CIP Update and Annual Performance Report 2019 (Appendix A), and recommend to Full Council for approval on the 11th July 2019.

2.2 On approving the draft document, Cabinet will be satisfied that the following criteria have been met:

- Key achievements identified are collectively considered to be the most important/relevant ones to be published
- The report provides an open, balanced and realistic self-assessment of performance
- There is appropriate information which demonstrates not only what and how much the council does, but also the difference the council is making in terms of outcomes

- The document is clear and provides the right level of information that will be meaningful and relevant to all audiences.

3. Options Considered / Available

3.1 N/A

4. Preferred Choice and Reasons

4.1 N/A

5. Impact Assessment

5.1 Is an impact assessment required? No.

6. Corporate Improvement Plan

6.1 The DRAFT Vision 2025 CIP Update and Annual Performance Report 2019 sets out performance and progress against the council's Corporate Improvement Plan objectives, activities and success measures.

7. Local Member(s)

7.1 The DRAFT Vision 2025 CIP Update and Annual Performance Report 2019 impacts with equal force across the whole County.

8. Other Front Line Services

8.1 The DRAFT Vision 2025 CIP Update and Annual Performance Report 2019, describes progress against the activities that were agreed in Vision 2025 and is not intended to be a comprehensive performance report of ALL council services. This report includes reference to the Director of Social Services Annual Report, which provides a more detailed account of performance in Children's and Adult Services.

9. Communications

9.1 Have Communications seen a copy of this report?

9.2 In order to make the report more accessible, a 'moovly' is being prepared, which will summarise key information from the DRAFT Vision 2025 CIP Update and Annual Performance Report 2019. The 'moovly' and report attached will be available bilingually on the council's website following approval by full council.

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

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

10.2 Finance: The Finance Business Partner notes the contents of the report. The CIP Update and Annual Performance Report 2019 has been designed to meet the council's reporting duties which will include updates on how much the authority has saved and how much it spends.

11. Scrutiny

11.1 The DRAFT Vision 2025 CIP Update and Annual Performance Report 2019 was considered by a scrutiny working group on 11th June 2019.

12. Statutory Officers

12.1 The Head of Finance (Section 151 Officer) notes the content of the report.

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

13. Members' Interests

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

Recommendation:	Reason for Recommendation:
To approve the DRAFT Vision 2025 CIP Update and Annual Performance Report 2019 (attached at Appendix A), and recommend to County Council for approval on 11th July 2019.	To ensure the report gives a balanced and open account of Powys County Council's performance during the 2018-19 financial year, against the well-being objectives set out in Vision 2025: Our Corporate Improvement Plan 2018-2023. To ensure the Council meets its statutory obligations as outlined in the Well-being of Future Generations (Wales) Act 2015 and Local Government (Wales) Measure 2009.

Relevant Policy (ies):	Vision 2025: Our Corporate Improvement Plan 2018-23, Local Government Wales Measure 2009, Well-being of Future Generations (Wales) Act 2015.		
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	
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Person(s) To Implement Decision:	
Date By When Decision To Be Implemented:	18th June 2019

Contact Officer: Emma Palmer Tel: 01874 612217 Email: emma.palmer@powys.gov.uk

Background Papers used to prepare Report:

.....

Vision 2025:

Our Corporate Improvement Plan

Update and Annual Report
2019



This document looks back at Powys County Council's Performance during 2018-19 against the Well-being objectives and activities set out in Vision 2025: Our Corporate Improvement Plan 2018-2023. It also looks forward and updates our plan for 2019 onwards, ensuring that all activities are still relevant and focussed on our vision and outcomes.



A short 'moovly' summarising our performance can be found here:

insert link

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

Get in touch:



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01 Introduction

1.1	Leaders introduction	3
1.2	A message from the Chief Executive.....	4
1.3	A guide to this document	6
1.4	Looking back: A summary of our performance in 2018-19.....	7
1.5	Looking Forward: Vision 2025 at a glance.....	9

02 Delivering our objectives in 2018-19 and changes to our plan for 2019-20

2.1	The Economy.....	10
2.2	Health and Care	20
2.3	Learning and Skills	35
2.4	Residents and Communities.....	44
2.5	Making it Happen.....	49

03 Monitoring and Review

3.1	Financial Strategy	57
3.2	Listening to our residents.....	59
3.3	Listening to our regulators	62
3.4	Governance arrangements	67
3.5	Comparing our performance to other Welsh Council's	69

1.1 Leaders Introduction



Councillor Rosemarie Harris
Leader Powys County Council

In April 2018, my Cabinet and I presented our long-term aspirations for Powys – better known as Vision 2025: Our Corporate Improvement Plan. Our plan is ambitious, setting out 40 outcomes that we want to improve, to help make a real difference for Powys residents, communities and businesses.

To help us achieve our Vision, we made a commitment to focus our efforts on four well-being objectives:

- We will develop a vibrant economy
- We will lead the way in providing effective, integrated health and care in a rural environment
- We will strengthen learning and skills
- We will support our residents and communities

We also have an internal facing objective called Making it Happen, to ensure we put in place the key building blocks for improving the efficiency and effectiveness of our services.

In the past we published an annual update to our Corporate Improvement Plan at the start of each financial year (April/May), followed by our backward looking performance report at the end of October.

However, for the first time, this document pulls together our past performance and updated plan into one place. We hope you will find it helpful in outlining what we have achieved, what difference we are making and where we plan to do better.

Our plan has a range of activities, some short-term that can be delivered relatively quickly and others that are longer term that will take time to develop and implement.

In this report, we focus on the activities that started during 2018-19 and where we expected progress to be made. After just one year of delivering our plan, we're proud to have achieved several key milestones, including completion of our Welsh Housing Quality Standard Programme, launch of a new community lottery, building of 5 new schools and supporting 9 schools to come out of Estyn's 'improvement' category, following improved inspection results. We have also increased the amount we spend with Powys businesses by 2.1% and the economic impact of tourism has increased by 3.1%. Our Children's and Adults Services continue to be monitored by our inspectors and an independent Board and we are pleased to report that improvements are being made.

After reflecting on our performance in 2018-19 and reviewing the challenges ahead, I can reaffirm that our well-being objectives will stay the same for 2019-20 onwards. However, some of the activities for delivering them have changed. This is to ensure we focus more on transformational improvement; that we think about longer term outcomes, that we listen to what our residents are telling us is important to them and we use our resources more effectively. The updated activities and performance measures are contained within this document and will supersede Vision 2025: Our CIP (2018-2023) that was published in April 2018.

For more information on why we have made the changes please **click here**.

Despite the financial challenges we face, we remain ambitious and committed to investing in the services our residents rely on the most. An overview of where our budget is prioritised in 2019-20, can be found on page 57 (Financial Strategy).

Our Senior Management structure has undergone significant transformation during 2019 and I am pleased to welcome a number of new staff to Powys. A new chapter now begins, with renewed energy, passion and ideas to drive our plan forward.

1.2 Message from the Chief Executive



Dr Caroline Turner
Chief Executive

I joined Powys County Council at a critical point in its transformation journey. While a number of key milestones have been achieved against Vision 2025 during its first year, there is still significant improvement and developments to be made.

As Chief Executive, my role is to ensure that all staff have 'Vision 2025' at the core of the work that they do, whether they work in social care, education or highways and transport, to mention a few. We need to remain focussed on delivering the outcomes our residents and communities expect and deserve, particularly at a time when we face year on year reductions in our budget. We have already made in excess of £100m over the last decade, but over the next 4 years we need to find further significant savings to balance our budget, based on current modelling this is estimated at £28m. To achieve this, we know we need to transform the way we deliver services.

During 2018 -19 a new Transformation Programme was developed to drive forward change at pace. The cross- cutting projects making up the current programme are:

Mid Wales Growth Deal

We will work with partners to secure a growth deal potentially worth in the region of £200m, in order to maximise the economic benefit for Mid Wales and encourage businesses to stay and invest here.

North Powys Well-being Hub

We will look at the options for developing a Regional Rural Centre in Newtown to address the issues around the ageing estate, support the future population needs and mitigate against the potential shift of services away from north Powys under the Future Fit programme.

Improve our schools Infrastructure

Our school buildings will be transformed through delivery of a £114m capital investment scheme. We will ensure that our new and re-furbished schools provide modern environments that are fully equipped for 21st century learning and are central to community life. We will complete the first round of capital investment by 2020 (Band A) and second round (Band B) by 2025. We will implement our new School Organisation Policy and Delivery Plan to develop a more efficient schools network, with a greater focus on working in partnership with schools and the communities they serve. The Delivery Plan will focus on improving secondary and post-16 provision, primary provision and Welsh-medium/bilingual provision.

Digital Transformation

To design and implement our digital transformation, setting the map for how the Council will take advantage of digital technologies to transform service delivery through the way we work, how we use information, support our customers, improve resident opportunities and help our businesses to compete.

Workforce Futures

We will re-model the council's staffing structure to embed changes in organisational culture, while making significant financial savings. We will equip the workforce with the right skills, attitude, behaviours and experience and develop our own talent through apprenticeships and training, to enable them to reach their potential.



Local Authority Trading Company

We will explore the benefits of establishing a Local Authority Trading Company to improve opportunities for greater income generation as well as a significant drive to reduce Council expenditure.

We are embracing the Well-being of Future Generations (Wales) Act 2015, and will continue to look for ways to work more sustainably. We are already working together with our partners on the Public Services Board Well-being Plan (Towards 2040) and are taking the lead on four out of the 12 steps. We are also key partners of the Regional Partnership Board and are committed to working collaboratively to improve health and social care services.

We are also committed to listening to the views of all our residents and partners and will have an extensive programme of consultation and public engagement during the life of our Corporate Improvement Plan. We encourage you to sign up to our Citizens Panel and have your say. You can also keep up to date with council news and events on our Twitter and Facebook pages.

Visit www.powys.gov.uk



1.3 A guide to this document

This document meets the council's responsibility under the Well-being of Future Generations (Wales) Act 2015 to report on the progress it has made in meeting its well-being objectives for the preceding financial year (2018/19). 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). For a description of the 7 Well-being goals and 5 Ways of Working see Appendix A.

This document includes:

A summary of our key achievements during 2018-19

Vision 2025 at a glance: A summary of our well-being objectives, transformation projects, values and guiding principles

A detailed analysis of the progress we have made to deliver each of our Well-being objectives during 2018-19, including:

An overall judgement of performance - Each of our objectives has been given an overall rank of excellent, good, adequate or poor depending on the BRAG (**B**lue, **R**ed, **A**mber, **G**reen) status given to the series of activities and success measures which support delivery of the objective (a definition of BRAG can be found in Appendix A):

- Excellent – All activities completed or on track and success measures meeting targets
- Good – Majority of activities on track and improving
- Adequate – Commitments broadly on track, but limited impact on outcomes
- Poor – Majority of commitments off-track and outcomes not improving

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 sets out definitions of the national Well-being goals and explains the steps in the Future Generations Commissioner Journey Checker.)

Performance against our success measures

Progress against projects and activities

How much we have saved and spent?

Updates to our plan for 2019-20 onwards

How we have engaged and consulted with residents, communities and businesses

Feedback from our regulators (Wales Audit Office, Care Inspectorate Wales and Estyn) and how we are responding to their comments

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.

It is important to assess performance so that we can see what activities are working well and where we need to make improvements. This may mean making changes to our plan to ensure that we are focussing on the right activities of work and measuring the right information to see if we are making a difference where it is needed most.

1.4 Looking back: A summary of our performance in 2018-19

Key statistics

Population

Current Population

132,515**16%**
Under 16**12%**
Over 75

Households

Households in Powys

59,473**33%**
are single person
households

Expenditure

Approximate gross expenditure

£420 m

The council employs around

**6,000**staff who provide a
large range of
services to meet the needs
of local people

Councillors

The council has

73 elected councillorsrepresenting **73** council
wards

Council Tax

Average Council Tax*

£1,470.57for band D
property* (year end 31/03/19)
Welsh Average £1,492.00

Outlined below is an overview of our performance in 2018/19, against our key measures of success.

**Good
Performance**

- In December 2018, the council successfully completed its Welsh Housing Quality Standard (WHQS) programme, two years before the 2020 statutory deadline. Tenants satisfaction with the WHQS works was 86% with 2891 elemental improvements carried out in 2018-19
- The proportion of revenue spend with Powys based suppliers and providers (or suppliers who provide services from a location in Powys) increased from 27% to 29.1%, exceeding our target of 2%
- 563 adult clients have been supported in their own home through assistive technology, which is a significant increase from 390 the year before

- 72.3% of schools had a Green or Yellow categorisation in the National School Categorisation System compared to 61% the previous year. 9 schools also came out of intervention, following improved inspection results
- According to our staff survey, the number of staff reporting that they are proud to work for the council has increased, from 59% to 61.81%
- 178 compliments were received. This equates to an average of 44.5 compliments per quarter, compared to 32 in 2017-18
- Revenue outturn (excluding the Housing Revenue Account and schools delegated budget) was a 0.4% (£713k) overspend versus the budget



Average Performance

- 13 people have progressed to employment as a result of their participation in council operated employability activities, which is below our expected target
- 7.9 (full time equivalent) staff provided people with integrated social and health care services (this was 10.5 full time equivalents in 2017)
- 63.1% of year 11 pupils achieved the Level 2 threshold including General Certificate of Secondary Education English or Welsh first language and maths compared to 62.2% the previous year (Wales 55.1%)
- Pupil attendance of compulsory school age at primary schools was 95.1% compared to 95.5% the previous year (Wales 94.6%)
- Pupil attendance of compulsory school age at secondary schools was 94.5% compared to 94.6% the previous year (Wales 93.9%)
- 25 recommendations or proposals for improvement were received from our regulators (CIW and WAO)
- On average, 9.5 days/ shifts per council employee (full time equivalent) were lost due to sickness absence, compared to 9.74 days in 2017/18 (Welsh average: 10.4 days)



Poor Performance

- 79.21% of complaints were responded to within statutory timescales, compared to 97.06% in 2017-18

1.5 Looking forward: Vision 2025 at a glance

Our Vision 2025:

We will be an open and enterprising council; this means;

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

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

Our Well-being objectives:

 <p>We will develop a vibrant ECONOMY</p>	 <p>We will lead the way in providing effective, integrated HEALTH AND CARE in a rural environment</p>	 <p>We will strengthen LEARNING AND SKILLS</p>	 <p>We will support our RESIDENTS AND COMMUNITIES</p>
<p>MAKING IT HAPPEN</p>  <p>Engagement and communication</p>	 <p>Leadership and governance</p>	 <p>Changing how we work</p>	

Our Values:

 <p>Professional</p>	 <p>Positive</p>	 <p>Progressive</p>	 <p>Open</p>	 <p>Collaborative</p>
---------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------

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:

 <p>Long-Term</p>	 <p>Prevention</p>	 <p>Integration</p>	 <p>Collaboration</p>	 <p>Involvement</p>
------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------

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

2.1 The Economy

We will develop a vibrant economy



We believe the economy of Powys has to be at the heart of our thinking. With a strong vibrant, enterprising economy we will provide quality jobs for our young people, create and nurture our local companies and attract leading companies to Powys. Through taking action in this area, we are committed to delivering the following outcomes:



New business start-ups and relocations will increase



Skilled employment opportunities will increase



The economically active population will increase



Tourism & leisure based activity and attractions will increase



Local businesses benefit from good advice and support that help them thrive



Regulation supports business and communities and is proportionate



Council priorities are used to develop new industries and supply chains



A greater supply and mix of suitable work space to support employment



More job opportunities and apprenticeships for young people

Powys is established as an innovation base for learning, skills and research for:



Farming and land-use innovation



Health and care



Rural teacher training accreditation



Local businesses and consortia competing for public sector contracts will increase



There is significant investment in the development of affordable and sustainable housing

Overall assessment of performance:

Overall, we have judged performance of this objective to be 'good'. 15 (88%) out of the 17 activities in place to support this objective during 2018-19 were reported as green and 2 were amber. 9 measures used to monitor success were green and 3 were amber (no RAG status was available for 3 of the measures).



What difference have we made?

Our success measures show:

13 people have progressed to employment as a result of their participation in council operated employability activities, which is below our expected target

We had 18,705 visitors to the midwalesmyway.com website compared to 15,867 in 2017/18

According to the most recent national STEAM data which quantifies the local economic impact of tourism, Powys has seen increases in the following categories since 2016:

- The number of of day visitors to Powys was 3.02 million in 2017 which is an increase of 0.4%
- The total Visitor Days was 10.85 million in 2017, increasing by 2.0%
- Economic impact was £815.5m, which is an increase of 3.1%
- Average spend per visitor day was £54, which is an increase of £2.52 on previous spending

1 employment premises was established in our Ffrwdgrech Depot in Brecon, offering 5 units to meet local business needs. We had committed to establish at least 2 per year, however there have been delays to the development of Ladywell House in Newtown. This is now due for completion by September 2019 and will provide 20 newly refurbished units/ office accommodation for businesses.

20 vacant or underused properties have been enhanced or brought back into viable use through the support of the Town centre loan scheme

We have invested in excess of £2 million of Capital into our transport infrastructure using the Freight Strategy and Active Travel Plan priorities to inform investment

12 business breakfast networking meetings and 12 workshop meetings were hosted for micro businesses, which engaged over 590 businesses. They offered businesses an opportunity to make new links, develop trade, find free support and advice and hear about hot topics going on in the county. As part of our drive to increase spend with county-based businesses, we also held two meet the buyer events in Brecon and Newtown, giving local businesses a chance to learn about the major projects the council is planning and meet different contractors who are already involved with the work

14 new businesses benefitted from the services we offer as part of our Heart of Wales Business Solutions (HWBS) service, against a target of 10. These contracts generated £32,422,26 of income during 2018/19, which means the total generated since HWBS started in 2017 is £170,000

We have provided advice and support to four communities who were interested in community broadband projects. Building on the success of the Yscir (Brecon) community scheme which has been completed through Welsh Governments Access Broadband Cymru Grant Scheme, three other communities are in their early stages and are considering options for support (Ystradfelte (Ystradgynlais), Llanafan Fawr (Newbridge on Wye), Llanfihangel-yng-Ngwynfa (Llanffylin)

8 Broadband training events were delivered to Powys Businesses

In 2017, there were 420 new business start-ups, which is 7.2% of Powys' total businesses. This compares to 13.7% across Wales (This is the most up to date data available at the point of publishing this report)

Sites to build 174 council owned homes against our target of 250 have been allocated during 2018-19

In December 2018, the council successfully completed its Welsh Housing Quality Standard (WHQS) programme, two years before the 2020 statutory deadline. Tenants satisfaction with the WHQS works was 86% with 2891 elemental improvements carried out in 2018-19

The proportion of revenue spend with Powys based suppliers and providers (or suppliers who provide services from a location in Powys) increased from 27% to 29.1%, exceeding our target of 2%. This equates to £60,557,358.

CASE STUDY – Welsh Housing Quality Standard

Powys County Council is the largest provider of affordable rented housing in the county, with management and maintenance responsibility for more than 5,300 tenanted homes as well as a number of units of temporary and leased accommodation for homeless households.

Over the last seven years, £71 million has been spent on improving council houses. The investment by the council has seen just under 14,000 building components replaced so that council houses meet the WHQS. As part of the investment, 2,960 bathrooms and 2,946 kitchens were installed while energy efficient works were carried out on 3,736 properties in the county.

Achieving WHQS however, is just the start, it is the Council's intention to improve our stock and your homes further, by raising the bar above (as stated previously) the minimum requirements set out in the standard, by investing heavily in providing homes that you the residents are proud to live in. We are also developing a new damp strategy and thermal comfort and fuel poverty strategy in response to the WHQS audit results and ongoing concerns raised by tenants and tenant representatives.

Community Benefits of the programme include:

During November 2018 a team of employees and Sub Contractors from SERS Ltd who are our appointed contractor for External Wall Insulation spent a day painting the Community Sports Pavilion in Hay on Wye. The Pavilion is well used by the local community and is home to the bowling club.

Anglian Building Products our appointed contractor installing replacement windows and doors in the north of the county have made a donation to fund a Construction Zone at Welshpool Church in Wales Primary School. The school have been working hard to develop playtimes that support their pupils social and emotional well-being so they can manage all aspects of life. The Head Teacher commented "We are extremely grateful to Anglian Building Projects for this donation as it will provide wonderful opportunities for our children to play imaginatively together and support them to build healthy relationships through exploring the materials creatively together. It will make such a positive difference to our playtimes!"



Progress against our activities include:



Providing support for businesses to grow:

- **Help for local businesses supplying to the council** - We have continued to make it easier for local companies to supply to the council by rolling out the use of Sell2Wales for smaller works which only require 3 quotes to help encourage local suppliers to submit quotes. We are working with the National Procurement Service to lot the new liquid fuel framework to enable local suppliers better access to be able to be a main provider on the framework or work as sub-contractors through larger multinational suppliers. As part of the grounds maintenance tender we held a supplier engagement event with 12 of the 21 businesses attending being local. The contract was lotted in 25 different areas to help access for local suppliers. As a result, 6 Powys based contractors have been awarded a three-year contract, worth over £200,000 a year.
- **Abermule Business Park** – The council has purchased a 1.7 hectare site from the Welsh Government which is well located to provide opportunities for existing businesses to expand and attract new enterprises to the county. During 2018-19, planning designs were completed for the site and outline planning permission was granted for 6 business units. The business unit design has been commissioned and prospective tenants have been issued draft heads of terms.
- **Town Centre Loan Scheme** – Investment totalling £2.85 million through the town centre loan scheme has supported the refurbishment of buildings, including renovation on a Llandrindod Wells building to provide secure and fully accessible housing for vulnerable people. The council's Housing Service has been transforming Fairview to provide 12 separate one and two bedroom apartments, three of which will be wheelchair accessible. This accommodation will provide safe and secure homes for people who want to live independent and healthy lives within their community, but need a little bit more support to do so. Victoria Arcade, Middleton St, Llandrindod Wells has also been transformed to upgrade an existing unused building to develop 4 dwellings and increase the retail space. Central Garage, Newtown, located in the town centre has also been regenerated, turning redundant garage space into retail units.
- **Business Improvement Districts (BID)** – The council has received an offer letter from Welsh Government to undertake consultation with Brecon and Newtown businesses with a view to developing BID's for each town.



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

- **Mid Wales Growth Deal** – A number of consultation workshops were held with representatives from the private and public sector to assess the challenges and opportunities facing the Mid Wales economy. Using the information gathered from the events, we have worked closely with partners on the Growing Mid Wales Partnership to agree priorities for jobs and economic growth within the Mid Wales region. Businesses from across the Mid Wales region also gathered in the Senedd in Cardiff Bay on Thursday, 31 January to show the potential for growth in the region. Organised by the Growing Mid Wales Partnership the event showcased the uniqueness of the region and promoted the region's industries including Powys-built hydrogen powered cars, world class research facilities at Aberystwyth, and regionally important businesses for the rural economy and tourism. An inter Authority Agreement for the Growing Mid Wales Growth Deal between Powys County Council and Ceredigion County Council has been developed.

Further workshops with the private sector have been held towards the end of 2018/19 to identify project ideas for economic growth in Mid Wales. Over 120 people have attended the events showing significant interest and support from the private sector.

- **Mid Wales Regional Economic Action Plan** – As part of developing a new action plan for the Mid Wales region, businesses were asked for their views on issues such as digital connectivity, business support, transport infrastructure and skills, to identify opportunities for growth in the region. The new Regional Economic Action Plan will look to develop a programme of strategic projects and investments that will help transform the Mid Wales economy and support growth over the next 15 years. It is anticipated that the projects will be delivered through a range of funding sources including the potential Growth Deal for Mid Wales. As part of the plan a tender document is being prepared to undertake a review of land and premises within the Mid Wales region. The provision of an appropriate supply of employment sites and premises is a fundamental component of supporting the Mid Wales economy and enabling economic growth. The commissioning of consultants by Powys County Council on behalf of the Growing Mid Wales Partnership is proposed to provide an up to date, independent market assessment and action plan to support the development of future planning policy and the Mid Wales Growth Deal. The proposal will be funded and overseen by the Welsh Government, Ceredigion County Council and Powys County Council.
- **New Events Strategy** – A new events strategy has been developed for Powys, and is currently awaiting final agreement. We continued to work with Welsh Government to attract large events to the county, and have strengthened relationships with existing event organisers. During 2018/19 we had a corporate presence at the Royal Welsh Show, Royal Welsh Spring Festival, Royal Welsh Winter Fair, Hay Festival, and at the Urdd Eisteddfod. The Urdd Eisteddfod was held on the Royal Welsh Showground, and research has shown that it contributed £6million to the local economy, and that 78% of visitors spent money with local businesses. An audit and refresh of the Mid Wales My Way Website has been undertaken to give Powys more prominence.
- **Tourism engagement grant funding secured** – We secured £95,275 from Visit Wales' Regional Tourism Engagement Fund (RTEF) for a project which tied in with Visit Wales' Year of the Sea (2018) and Year of Discovery (2019). The project, developed in partnership with Ceredigion County Council, focused on bringing to life the legend of the Three Sisters of Plynlimon, while focussing attention on the spectacular upland areas of Mid Wales, as well as key tourism assets along the Rivers Severn, Wye and Ystwyth. The project outputs were an animated film of the Three Sisters story, a series of digital audio trails along the rivers, the 50km 'Race to the Sea' event held in October 2017, and an overarching press and social media marketing campaign to engage with key visitor audiences.



Improve the availability of affordable and sustainable housing:

- **Affordable Housing Development** - Sites to build 174 council owned homes against our target of 250 have been allocated during 2018-19. The sites which have been identified include Sarn, Cradoc Close Brecon, Clyro, Former Smithfield site Llanidloes. We were successful in our application for funding from the Welsh Government's Innovative Housing Programme to build 26 one-bedroomed flats in Newtown. The planned low-carbon flats in Newtown received planning permission in September 2018. The planned development, which will meet Welsh Government Development Quality Requirements, has been designed to meet the needs of future tenants and will use Welsh timber as part of its construction in accordance with the Councils Home Grown Homes priority. The Housing service when tendering all its new housing developments, includes the wood encouragement policy in order to promote the increased use of Welsh timber.

- **Affordable Housing events** - Drop in events were held all over the county during the summer of 2018, where the team attended agricultural shows, school fete's, leisure centres and market days in the main market towns to get the views of local residents on affordable housing and also establish the housing needs of the areas. The Affordable Housing team also attended the business network presentations held as breakfast and evening events in locations county wide. Our Affordable Housing Team will continue to work in communities throughout Powys to identify suitable land for housing and establishing housing needs, we recently encouraged local members at a development day to contact us with developable land within their local communities. We want to produce good quality, sustainable and affordable homes that meet the needs of local communities across Powys and encourage increased use of Welsh timber fulfilling the aims of the Home Grown Homes objective. We have made a commitment to developing 250 additional homes over the next five years. We are also working with our Housing Association Partners to promote greater use of Welsh timber in their new housing developments.
- **Extra Care Housing** - As the Strategic Housing Authority we have worked with Adult Social Care and the Health board to allocate funding to the delivery of Extra Care as identified in the Adult Social Care Market Position Statement. As a result, the Planned Delivery Programme (the process which allocates Welsh Government Grant to housing associations in Powys) for next the 3 years prioritises Extra Care in Welshpool, Ystradgynlais and Brecon. Adult Social Care and Health have allocated over £3 million of its Intermediate Care Fund capital allocation to the delivery of Extra Care over the same period.



Improve our infrastructure to support regeneration and attract investment:

- **Llandrindod Lake Park Regeneration** - We have received a £50k grant from the Welsh Government's Landfill Disposal Tax Community Scheme, administered by the Wales Council for Voluntary Action, to improve facilities in the lake area of Llandrindod Wells. Proposed works will include replacing fishing platforms, installing a boardwalk and a new bird hide around the lake. The materials used for the platforms and the boardwalk will be produced from recycled plastic materials. Interpretation boards will also be installed as part of this scheme. As part of the project, we have asked residents for their views to help measure the benefits that the works will bring to the community and others who enjoy the space. We have also worked with the Town Council to secure the continuation of the boating business at the lake.
- **Transport infrastructure and connectivity improvements** – We have developed a new transport interchange on Station Crescent in Llandrindod Wells which provides a central hub, connecting bus and train facilities in a single location. It offers a greatly enhanced and safer designated bus terminus for the regular bus services which visit the town. Both the council and the health board have worked closely on this plan to improve the infrastructure for public transport users living and visiting Llandrindod Wells. £450k of funding was received from Welsh Government to buy the site.
- **Active travel works** - Phase two of Presteigne's Safe Route to Communities got underway thanks to a £400,000 grant from the Welsh Government. The latest works will see new paths created, existing paths widened, traffic calming measures and a new 20mph zone along Greenfield Road and Hereford Street. Phase one of the scheme was completed in March 2018 and officially opened in June. The scheme aims to improve active travel facilities in the town so that more residents are encouraged to travel short journeys by walking or cycling rather than by vehicle. £330k was also secured to develop Knighton for the Ludlow road Scheme.

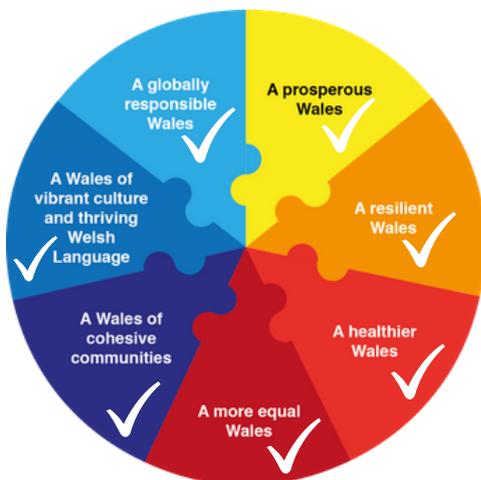
- **Electric vehicle infrastructure** – An initial scoping exercise has been undertaken to identify potential locations in which the infrastructure can be implemented within the county.
- **Superfast Broadband** - A delegation from Powys County Council visited West Cork to learn how the area has been successful in bringing superfast connectivity to a rural setting. Delegates learnt how a joint focus on the digital economy is encouraging experienced people to migrate or return to the area, as well as creating opportunities for young people who want to stay.



Improve skills and support people to get good quality jobs:

- **Communities for Work Plus** - A new programme has been launched to help people who are in or at risk of poverty. The 'Communities for Work Plus' project is particularly tailored for people who are aged 16 or over and are in or at risk of poverty. It will help people who aren't working, as well as people who are working but still are facing financial struggles. An initial £150,000 was secured from the Welsh Government during 2018-19 to support this project and a further £150,000 has also been secured for 2019-20. During 2018-19, 76 people engaged in the programme.
- **Workways+ Powys** - Two 'Support for the Community' events were organised, one in Brecon and one in Newtown, at which Workways+ Powys, Communities for Work+, Care and Repair, British Red Cross, the local Volunteer Bureaus, Citizen Advice Bureau, and other organisations were in attendance to provide free advice and information to local people. The objective of the events was to raise awareness of the Workways+ Powys project and encourage new participants, whilst working in partnership with other community support services. During 2018-19, 236 people have engaged in the project.

Our contribution to the 7 Well-being goals:



How much did we save/spend in 2018-19?

Headline capital investments:

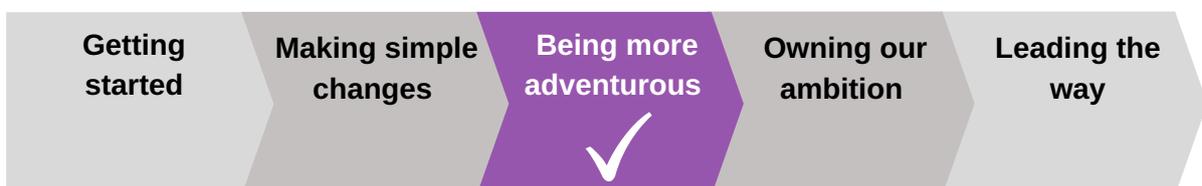
- Active travel works – £359k
- Ladywell House – £194k
- Lake Park Regeneration - £139k

Headline savings:

- Property Services Joint Venture Company (HOWPS) - £56k

The Journey Checker

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



Updates to our plan and key improvement activity for 2019 onwards

Activity - What will we do?

How will we measure success?



Provide support for businesses to grow:

We will help ensure an appropriate supply of employment sites and premises to meet business needs.

Fully refurbished office accommodation will be made available at Ladywell House in Newtown by the end of September 2019.

We will continue to develop and promote financial support for businesses.

By 2020 we will ensure our policies and processes make it easier for local companies to supply to the council.

- Increased supply of employment sites and premises to meet business needs by a minimum of two premises per year
- By 2025 over 20 vacant or underused properties have been enhanced or brought back into viable use.
- By 2025 occupancy rates for new Council owned industrial/commercial premises will be 85% (in 2017/18 this was 50%)

- By 2025 the percentage of new business births/start-ups (VAT/PAYE registrations) per year is closer to matching the Welsh average

- The proportion of revenue spend with Powys based suppliers and providers (or suppliers who provide services from a location in Powys) increase by 2% in 2019/20 and 3% in 2020/21.
- Increased engagement of local suppliers in the council's procurement process (2017-18 baseline: 336 local companies invited to tender from a total 1309. 96 of the 336 responded and 26 ITT awarded)



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

We will agree and implement an events strategy and rebrand the current Mid Wales My Way tourism marketing programme, to ensure that Powys is recognised as a destination that people want to visit.

We will work with partners to secure a growth deal potentially worth in the region of £200m, in order to maximise the economic benefit for Mid Wales and encourage businesses to stay and invest here.

- By 2021 the number of visitors to the midwalesmyway.com website will increase from 15,867 to over 17,500 per year
- An increase in tourism income measured via the STEAM data categories:-
 - Staying in Serviced Accommodation
 - Staying in Non-Serviced Accommodation
 - Staying with Friends and Relatives
 - Tourist Day Visitors

- An increase in more technically skilled jobs and economic growth in the technical and motor industry as a result of securing investment funding from the Mid Wales growth zone.

We will develop further supply chains appropriate to Powys e.g. food supply, motor industry and timber.

- We will host 6 business networking meetings and 12 workshop meetings for micro businesses per year. We will support more businesses with advice via contacts at Business Wales and directly from the Authorities appropriately skilled officers



Improve the availability of affordable and sustainable housing

Ensure there is a greater choice of affordable housing and extra care provision so people have a choice of where to live and stay in their communities.

Implement our Home Grown Homes programme to encourage use of local, sustainable timber for new council and housing association projects.

- By 2023 we will build 250 new affordable homes in areas where they are most needed across the county



Improve our infrastructure to support regeneration and attract investment

We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options, road safety and flood alleviation.

- By 2020 we will complete the brief, design or construction phases on the following projects:
 - Transport Interchange Improvements at Machynlleth, Welshpool and Llandrindod
 - Pedestrian and Cycle Links Crickhowell to Llangattock, Knighton to Train Station, Presteigne, Newtown Severn Crossing and Link.

We will support the delivery of improved digital connectivity (high speed broadband) and encourage businesses to take advantage of the technology.

- Increased number of communities supported through advice and assistance regarding community broadband solutions. (3 communities supported during 2018/19).

Working with Ceredigion County Council we will draw up a programme of regeneration projects based on the objectives of the Targeted Regeneration Investment Programme (TRIP) Welsh Government Funded initiative.



Improve skills and support people to get good quality jobs

Help address barriers to employment to support people into work and better paid opportunities.

By 2020 we will investigate the possibilities for using council owned farms for innovation, education, forestation or social care.

- By 2022, over 150 people have progressed to employment as a result of their participation in Council operated employability activities.

2.2 Health and Care

We will lead the way in providing effective, integrated health and care in a rural environment



Health and care is a priority for all, we have to work with partners to deliver integrated services to provide solid service foundations for the future. We must do all we can to provide as many caring services within the boundaries of Powys, whilst working in a strengths based way to promote independence and self-care wherever possible. Through taking action in this area, we are committed to delivering the following outcomes:



We focus on what matters to the individual



There is an increasing supply of housing with care



Families are supported to build resilience and stay together



Health and care teams support each other to get things right first time



Young people, adults and families are able to create the foundations of good physical and mental health throughout their life



People have good access to information, advice and assistance



Young people, adults and families experience health and care services as joined up and effective



Accessible and equitable services fit around people's busy lives



We concentrate on safeguarding and supporting vulnerable people and those at risk



Technology enables people to care for themselves more easily and remain independent



Positive partnerships which promote co-production in service design and delivery



We work together to deal with the major causes of illnesses which limit people's lives, especially cancer, circulatory diseases, mental health, and respiratory diseases



The physical environment helps people maintain their health and well-being



In the first 1,000 days of a child's life, we strive to ensure the maximum positive impact on their well-being



Significant investment in integrated health and care facilities and infrastructures

Overall assessment of performance:

Overall, we have judged performance of this objective to be 'good'. 7 (78%) out of the 9 start well activities in place to support this objective were green and 2 were amber. 16 (84%) of the live well/ age well activities were reported as green and 3 amber. 3 start well measures used to monitor success were green, 4 were amber and 6 were red (no RAG was available for 6 of the measures). 6 live well/ age well measures were green (no RAG was available for 2 measures at the time of publishing this report).



What difference have we made?

During 2018-19 we continued to implement our comprehensive Adults and Children's Improvement Plans, which ensured we focussed on improving the standards of our statutory social care services and responded to fundamental weaknesses highlighted by our regulators. Delivery of these plans was overseen by an independent Improvement and Assurance Board who provided support, challenge and guidance to ensure improvements were being made in priority areas. A detailed report called the Director of Social Service Annual Report has been published separately, which provides a detailed account of progress against these plans. The report can be accessed here: [insert link](#)

Outlined below is an update to the activities and success measures which were included within the council's Vision 2025 and which align to the delivery of the shared priorities which we are focussed on with our partners in the Regional Partnership Board.

Our success measures show:

Start well

There were 15 First Time Entrants (FTE) to the Youth Justice System which is a reduction from 18 the previous year

77% of children and young people who accessed our counselling services reported improved emotional and mental well-being

246 children were reported as living away from their families, including in placements outside the county. This is an increase from 204, recorded in Feb 2018.

- 86.5% of assessments were completed for children within statutory timescales. This is an increase from 53% in Feb 2018, but below our target of 100%.
- We reduced the percentage of children looked after on 31 March who had three or

more placements during the year from 12.7% (in Feb 2018) to 8%

- We increased the percentage of looked after children statutory visits carried out within timescale from 55% (in Feb 2018) to 90.6%. This narrowly missed our target of 95%
- We increased the percentage of child protection statutory visits carried out within timescale from 53% (in Feb 2018) to 83%, but we did not meet our target of 95%
- 87% of operational staff had case supervision on a monthly basis from. This is an increase from 55% (in Feb 2018), but we missed our target of 95%

2,268 people engaged with the Family Information Service, for Information, Advice and Assistance

741 new Team Around the Family cases opened during the year

Following parental support programmes, 75% of parents reported a reduced frequency of behavioural problems, compared to 89% the previous year and 91% reported reduced number of problem behaviours, compared to 84% the previous year.

38% of placements were accommodated with in-house foster carers (not including placements with friends or relatives) which is less than the previous year (47.5% in Feb 2018)

6 children were supported to find permanent homes, including adoption

We did not perform as well as we had hoped with reducing the number of out of county placements which instead increased from 70 in Feb 2018 to 78

62% of initial health assessments were completed within 20 days, which is less than the previous years figure of 67%. We had aimed to reach 100%

76% of review health assessments were completed within 6 months (under 5 years)/ 12 months (over 5 years), which is less than the previous years figure of 97%. We had aimed to reach to 100%

According to an annual survey of children and young people who access social care services:

- **XX% reported** that they lived in a home where they were happy (due by end of June)

Live well/ Age well

We increased the percentage of Adults who have completed a period of reablement and have no package of care and support 6 months later or a reduced package of care and support from 70% to 83%

621 identified carers were offered an assessment out of 657 (94.52%), compared to 321 out of 361 (88.92%) in 2017-18

1.49 persons (per 1000 population) aged 75 and over experienced a delay in return to their own home or social care setting following hospital treatment, compared to 1.78 in 2017-18

563 adult clients have been supported in their own home through assistive technology, which is a significant increase from 390 the year before

95% of adult protection enquiries were completed within statutory timescales, increasing from 62.33% the previous year and meeting our intended target for the year

7.9 (full time equivalent) staff provided people with integrated social and health care services (this was 10.5 full time equivalents in 2017)

According to an annual survey of people who access adult social care services: (due by end of June)

- **XX%** of people reported that they live in the right home for them (this was 81% in 2017)
- **XX%** of people reported they have received the right information or advice when they needed it (this was 72% in 2017)
- **XX%** of people reported they have received care and support through their language of choice (this was 91% in 2017)
- **XX%** of people reported they felt involved in any decisions made about their care and support (this was 72% in 2017)
- **XX%** of people were satisfied with care and support that they received (this was 81% in 2017)?% of carers reported they feel supported to continue in their caring role (this was 23% in 2017)

CASE STUDY - Technology Enabled Care (Canary Alarm)



One Tuesday at 11am, Canary alert told us Dad was going out, the front door monitor was going off, and no movement in the flat. The service provider for Powys County Council arrived and thought that he had gone for a walk alone, something that NEVER happens now as his mobility causes pain, so unless his 'Side by Side' befriender arrives to take him out by car to the library, **this does NOT occur.**

Total panic mode set in - together we all communicated to see if we could locate him, the service provider asking all service providers around the town to be aware before contacting the police, when dad arrived back by car with Y the befriender

(I saw the door open on Canary).....she had told dad and her manager that she could not visit on the Thursday due to a funeral so had changed her visit to Tuesday...PHEW! We have now tightened the chain of communication, dad must never to be given responsibility to pass on information, Y to call the service provider directly.

Without Canary we could not pinpoint movement times, a huge help to family based in Scotland and a Care team in Mid Wales.

We have just returned after 8 days at a Seafood Exposition in Boston USA. I could see that dad was well and at home from there, what an amazing tool for Home Care!

We now talk about 'Canary' as a member of the Care Team. This has helped us track dad's dementia progression as he is alone at home between 8pm and 8am, Canary is our monitor of any situations.

CASE STUDY - Early Help Model



B first came to my attention when I could hear crying in the toilet next to the Youth Intervention Service room in the school. B came into my room and we had a chat. B explained how her mum was diagnosed with terminal cancer. B felt she needed support and someone she could talk too. After speaking to B's Head of Year I completed a Child And Family Assessment and I started working with B. Work at first was all about dealing with B's concerns and worries around her mum's illness.



Unfortunately, B's mum took a turn for the worse and was admitted to hospital. However, at this point in time the family were confident that mum would return home. After some weeks, mum was then taken to the hospice. This was a very difficult time for B and her family. B wanted to see her mum in the hospice however, each time B visited, it would cause distress due to her disorientated state of health.

B has a younger brother with autism and his behaviour escalated in reaction to the change that the family were experiencing. B felt the pressure and she felt she had to become the mother figure in the household.

Credu (Young Carers) were involved and gave additional support to B who was happy for Youth Intervention Service and Credu to share information, so collaborative work took place to ensure B had all the support needed. B started to see me twice a week as B was coming to terms with her mum's illness and that her mum would be passing sooner than the family and doctors anticipated. Support was given around preparing for B's mum to pass away.

B's mum passed away and the few days after the death B decided that she wanted to be in school rather than be with the family and extended family mourning at home. During this week B spent time in the Youth Intervention Service room where she came to terms with her loss. Youth Intervention Service work around this time involved looking at grief and supporting B with her emotions.

After a few weeks, work was focused on the present and future. B felt her mum would have wanted her to give back and to look to her future. B decided to come up with a bucket list of what she wants to do/achieve in her life, places she would like to visit and to learn a new language (Mandarin).

B represented Credu as a Young Carer. B has taken assemblies in the school for all year groups about Young Carers and her journey. As well as numerous speaking opportunities around the county. This has proved to be a therapeutic outlet for B which gives B great pride and determination to help young carers

Progress against our activities include:



Focus on well-being and support people through the life course:

- **Young Carers initiative** - Credu (formerly Powys Carers Service) has utilised Integrated Care Funding to develop the Young Carers in Schools (YCiS) initiative which has been created jointly by Carers Trust and The Children's Society. The initiative aims to increase awareness, identification and support for Young Carers in our Powys schools. The programme will celebrate the good work already being done in some schools by recognising it in the form of an award, and will support other schools to become more Young Carer focussed. Each school now has an identified Young Carers Operational Lead who is part of the senior management team.
- **Participation and Engagement with young people** - During 2018 we have held two events for those aged 8-11 from across primary schools, which have seen over 150 primary school pupils come together to talk about Health, Education, Safety, Our World. These events were well supported by partners who ran workshops to make these events the success they were. The national participation standards charter was signed off in May 2018 and Powys was one of the first in Wales to do so.
- **Children's Pledge for Powys** – We have co-produced and drafted a children's pledge with young people in Powys. This sets out the expectations for young people as part of using our services and is part of the development of a Child Friendly County. The pledge will be formally signed off by the council and health board in early 2019-20.

- **Home Based Support Pilot** – Following the success of the Rhayader Home Support initiative, a pilot has been undertaken in Knighton and Presteigne to improve the support available to older people in the areas, enabling them to continue to live at home with greater practical assistance and maintain links within their communities. Early evaluation has shown positive outcomes and recommendations have been made for continued development with possible extension to other areas in the County.
- **Support for Carers** – A new carers steering group has been established under the umbrella of the Regional Partnership Board which will give carers a greater voice. This group will in 2019-20 determine how integrated care funding is used to support unpaid carers. Credu, the support provider for carers, have continued to convene carers forums and special events including a Carer's Voice event which was attended also by the Council and Powys Teaching Health Board. Credu have commenced development of a new carers' rights toolkit/booklet and in 2019-20 will provide training to both the local authority and health board staff. In March 2019, the council recruited an officer to lead on carers issues. Work has been undertaken with carers and Credu to develop a new carers assessment document which better meets their needs.



Provide early help and support in an integrated way to support people to manage ill health and improve well-being:

- **Early Help model** – As part of the Childrens services restructure we have put in place an early help service to increase the level of support which can be provided through early intervention. We reviewed the effectiveness of the Team around the Family every bodies business model and concluded that this was not sufficient to meet families needs in Powys. We therefore have doubled the number of FTE positions within Children's Services as part of our restructure working on Early Help. The TAF team have been moved into the operational Children's Services which has resulted in more families being supported through TAF team. This also strengthened the step and step down arrangements between TAF and statutory services. We have appointed Senior Manager with responsibility for Early Help, Front Door and Assessment and have also appointed permanent operational managers to the Early Help Service.
- **Edge of care** - We piloted an Edge of Care and Family Group conferencing service during 2018-19. This has helped to inform how we will deliver an edge of care service as part of the Children's Services restructure. We made the decision to end the contract with the external provider and deliver services in house which will enhance our Family Support Services.
- **Family Information Service** – New outreach capacity has been developed through the recruitment of two part-time FIS outreach posts in the North and South of Powys. A Family Info Fun Day was held in Builth Wells Sports Hall on 18 August 2018 and was coordinated by the Family Information Service Outreach workers. Eighteen different organisations were present and 111 children attended, with around half of these accompanied by family members. Feedback from families and organisations was positive. A significant amount of work has taken place in relation to the Childcare Offer for Wales and the roll out of this in Powys.
- **Adverse Childhood Experiences** - We have developed an interactive tool that has allowed us to analyse information regarding Adverse Childhood Experiences (ACEs) within Powys. This analysis focussed on our Children Looked After and Child Protection population down to a locality level, and will help inform how we plan services to better support vulnerable families.



Provide joined up care, ensuring people are at the centre of health and care services and minimising duplication and complications between organisations and teams:

- **Young person's Counselling Service** –The new blended counselling service has been recommissioned which involved young people in the commissioning process. This will continue to

provide online and face-to-face counselling to young people and support them with many types of concerns including relationship problems, family issues, school worries, feeling low or depressed, drink and drug problems, sexuality, eating disorders, self harm, bullying, low confidence or abuse. From October to December 2018, 285 young people logged into the online services and 211 young people attended a face to face counselling appointment.

- **Mental Health** - We piloted a small grants scheme in 2018/19 to support community level groups to promote positive mental health and wellbeing. We received 107 applications from a variety of groups and 16 projects were successful in receiving funding. We were also able to signpost and support non successful applications to other potential funding sources.
- **Message in a Bottle Scheme** – We introduced this new scheme, which is a simple idea that could save social work teams and emergency services time in finding out vital information should someone have a fall or become ill at home. A small plastic bottle is placed in the fridge with your personal details rolled up inside. A sticker with a green cross is then placed on the fridge highlighting that vital information is stored inside. Adult Services are working in association with the Red Cross in Powys to distribute the bottles.
- **Multi-disciplinary teams** - Discussions with Powys Teaching Health Board are ongoing in relation to multi-disciplinary teams.
- **Domiciliary care** - During 2018-19 there were pressures within the domiciliary care market which impacted on delayed transfers of care. Providers of domiciliary care handed back their work due to financial pressures which impacted on the length of time to source packages of care for individuals. However, towards the end of the year new providers entered the market which had a positive impact on the numbers awaiting domiciliary care especially in the north and east of the county. The council and other providers continue to successfully deliver 11,000 hours of domiciliary care weekly. In 2019-20, the council will continue to work with providers and also look at some innovative solutions to reduce the numbers of delayed transfers of care especially during periods of Winter pressures.
- A pilot of a new electronic system for the purchase of domiciliary care called a **Dynamic Purchasing System (DPS)** has commenced in Ystradgynlais. The purpose of a new system will help ensure our supply pool of providers are able to grow sustainably and flexibly to deliver domiciliary care as well as ensuring that the Council secures best value in terms of cost and quality of service whilst providing equality of opportunity to external providers. An evaluation of the pilot will be undertaken in 2019-20 before any decisions are taken on next steps. Concerns remain about the sustainability of domiciliary care providers and the Council will continue to work with them to find solutions during 2019-20.



Develop a workforce for the future, ensuring we have the right people in the right roles that can deliver the best possible level of care:

- **Integrated Disability Service** – We established the Integrated Disability Service (IDS) to include co-located multi agency teams and a single management structure. An Integrated Disability Service triage process has been started. What were monthly physical meetings are now weekly meetings using Skype where needed. This gives quicker and more informed advice and action for children with disabilities or complex health needs.
- **Workforce Strategy for Adult Services** – A workforce strategy, recruitment approach and workforce plan have been developed and will be implemented in 2019-20. The plan will be monitored and reviewed at regular stages to ensure it meets the needs of the service. Adult Services have worked closely with the newly appointed Joint Health and Social Care Workforce Planning Manager to collate data which will inform a strategy for the wider workforce within Powys which includes, e.g. health, social care, voluntary and independent sectors. The work which has been undertaken will also inform a national workforce strategy for Wales which is underpinned by the principles of A Healthier Wales.

- **Leadership** - To provide continued leadership at a senior level a new Head of Adult Services commenced in April 2019 following the departure of the previous officer. In addition, following retirement, 2 new Senior Managers have commenced in post for Mental Health and Disabilities and Older People. In Mental Health, Adult Services have experienced difficulties in recruiting and retaining Approved Mental Health Practitioners and continue to review how to overcome this issue.
- **Grow your own** – During 2018-19 the council has continued to support the development of existing staff. Adults services have 5 students on the Open University Degree in Social Work, all of whom are on Level 2 of their degree and have commenced their practice learning opportunity.
- There are also 4 members of staff undertaking their **practice assessor qualification**. The Adult Services Disability Team provided a Level 3 placement for a Chester MA student, who has gained permanent employment within the team having passed their degree.
- **What Matters conversations** – A requirement of the Social Services and Well-being Act is that Adult Social Care focus on what matters to the individual. To support the workforce in focussing on this when talking to service users and carers strengths based and outcome focussed collaborative communication training has been undertaken by staff. Joint training has also been undertaken with Credu to support their team in their approach with carers to enhance their understanding of collaborative communication.
- **Staff and Partner Engagement** – The Director of Social Services has established employee representative meetings which provides opportunities for staff to be briefed directly on current issues and topics within the service. Staff were invited to contribute to a staff survey, the results of which will be analysed and discussed at a staff conference in July 2019. Engagement with partners continues through the Regional Partnership Board and as required in respect of service developments. Adult Services have also continued to engage with the learning disability, physical disability and sensory loss forums with positive feedback received. We have also engaged with communities where significant service changes have been proposed, such as day services.



Create innovative environments that promote innovation, research and development across all aspects of the health and care system:

- **North Powys Well-being Hub (Regional Rural Centre in Newtown)** – In partnership with health and social care professionals, preparations commenced for the design of a new model of care in North Powys. This includes a Population Health and Well-being Assessment for north Powys, mapping of existing services and initial work on demand and capacity modelling around potential opportunities for bringing planned health care services closer to home. A preferred site for a new state of the art facility has also been identified in Newtown. The council and Powys Teaching Health Board have also been successful in receiving £2.55m funding from Welsh Government's Transformation Fund to support the development of transformative ways to deliver health and social care services.
- **Supported Housing** – Following the success of extra care housing project in Newtown the strategic direction for other areas of the county are being reviewed to identify future opportunities. Sites have been identified in Ystradgynlais and Welshpool which will increase extra care capacity in the county by 2020; the council will work with external partners to take forward this change. Work has commenced on 3 units of accommodation in the Brecon area one of which will accommodate a young adult moving from Children's to Adult Services.
- **Cae Glas** – Work has continued with partners on the development of specialised accommodation to support individuals with a learning disability. 6 individuals have been identified as potential future residents and individual plans are being developed to support and enable them to live within their community of choice. The project at Cae Glas not only supports individuals to return

to the county but will also avoid some having to leave to live in other areas.

Shared Lives – Shared Lives is an adult placement scheme where carers open up their homes and family lives to include a young person or adult who needs extra support to live well. The council has 21 shared lives carer households and during 2018-19 we supported 29 individuals. Work will continue to increase the capacity of carers within Shared Lives Service in 2019-20. Shared Lives was featured on the ITV news with a carer and service user from Powys interviewed.



<https://www.itv.com/news/wales/2019-04-21/charity-urges-more-people-to-open-up-their-homes-to-those-in-need/>

https://www.youtube.com/watch?v=sO_7whSfDhI

- **Research and Development** - In order to help inform future planning of adult services we have undertaken a 'Whole System Review' which maps the journey adults currently take through the social care system. Through the analysis, we want to identify how we can make the process more efficient and citizen centred. In the North of the county a proof of concept has been undertaken in ASSIST which looked at a whole system response to individual's needs and assets through a multi-disciplinary approach. This proof of concept will be evaluated in 2019-20.



Develop digital solutions that will enable sustainable and more effective health and care provision:

- **Information, Advice and Assistance (IAA)** - To provide a whole system approach to IAA and increased opportunities for people receiving information, work has commenced to explore options at existing information points such as library services which should reduce the impact of unnecessary use of ASSIST. Technologic improvements between Infoengine and Dewis Cymru have been undertaken which means that information can be shared between the two different systems which is an example of practical collaboration between the third sector and the public sector in Wales with vital information being readily available to individuals who need it. Community Connectors work within the community and support ASSIST in providing information, advice and assistance at the earliest opportunity.
- **Adult Social Services Information Support Team (ASSIST)** - A new front door service has been launched which replaced Powys People Direct and a new telephone number for adults who require information, advice or assistance in relation to adult social care has been introduced. The key role of the contact officers within the ASSIST team is to get to the heart of "what matters" to the person or their carer and to identify the outcome they are looking to achieve. The team work to a prioritisation framework to assess referrals and have a clear process for prevention and co-production with third sector services. There are clear pathways for any concerns which are raised about safeguarding. A new online enquiry form and carers assessment form have also been introduced.
- **WCCIS** – The Welsh Community Care Information System has been implemented within Adult Social Care but development work remains ongoing to improve its effectiveness. When fully implemented across Wales, WCCIS will help break down barriers caused by different organisations using different IT systems, by securely storing important information covering a range of activities such as community nursing, health and social care visits, mental health and learning disabilities. An integrated health and social care record will ensure individuals only have to tell their story once.
- **Technology Enabled Care** has continued to develop with new services being trialled. The number of unique individuals supported and technology enabled care prescriptions have continued to grow in line with targets. A cost avoidance calculator has been developed to estimate the projected costs which can be avoided with the investment of technology enabled care. Social Services have seen

demand and great success in supporting unpaid carers to look after their loved ones with dementia in their homes for longer, some avoiding care home admission altogether or delaying the need for this. Feedback captured has continued to evidence that individuals and unpaid carers are reporting positive outcomes. One such example is where a daughter has been able to support her father remotely despite them living in different areas of the country. A trial of Padbots will commence in 2019-20 which will enable social workers to undertake review assessment virtually via robotic assistance; the service user will be able to see and speak to the social worker via a screen.

- **Occupational Therapy** – Whilst the waiting list for occupational therapy in the South of the county is significant, work has commenced to reduce this with the aim of not having a waiting time for a service. The following case study is an example of how an individual was supported through the service to remain independent in their own home.

<https://www.youtube.com/watch?v=QkkoJUcsyHA> 

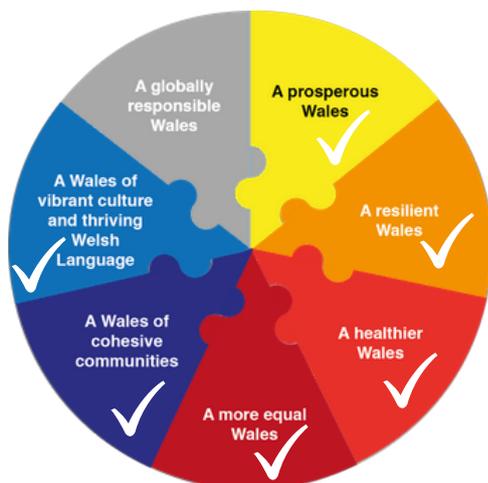


Work in partnership to transform health and care services and improve well-being:

- **Children First** - A project called 'Raising Aspirations' is taking place in response to community feedback regarding futures for young people in Newtown. This is a monthly session where local inspirational people present their experience of work and talk about what they do, to Year 6 pupils.
- **Support for Looked After Children** - The Council, in conjunction with partners, has developed and agreed a 'Looked After Strategic Framework 2018-2023' to support families to stay together and reduce the need for children to be looked after, by focusing on services which provide timely help, build on family's strengths and prevent greater problems arising.
- **Active Offer** – The ASSIST team capture language preferences of individuals at the front door. Adult Services have experienced difficulties in recruiting Welsh speakers to enable the delivery of services in Welsh. However, consideration continues to be given to language skill requirements in all recruitment undertaken with training also being made available to existing staff to undertake Welsh language training.
- **Supporting People** – The Floating Support Service has successfully been re-commissioned which will support the early help and prevention model and should in future positively impact on avoiding demand for domiciliary care.
- **Direct Payments** – Social Services continue to promote the use of direct payments. Towards the end of 2018-19 a project commenced with the Direct Payment Support Scheme provider to identify registered personal assistants who have spare capacity. This was specifically in areas where domiciliary care was not available giving individuals the opportunity to use a direct payment to purchase their own care and allow them to live independently. In consultation with service users of the day centre in Crickhowell, work has commenced to see if they could be better supported through direct payments to attend local social groups.
- **Safeguarding** – The percentage of adult protection enquiries completed within statutory timescales has increased throughout the year to consistently remain above 90%. The council hold daily referral and screening meetings where all referrals are prioritised, risk assessed and allocated within 24-hours. The council continues to work with partner agencies to ensure discussions about safeguarding are robust. The council work alongside the Regional Safeguarding Board and have supported the development and implementation of the Safeguarding Threshold document. The purpose of this guidance document is to ensure that there is a regional and collective response to keeping people safe. The document was launched at a successful multi-agency safeguarding conference during National Safeguarding week called "see something say something".

- **Third Sector Commissioning** – Advocacy - Following a successful tendering exercise to address statutory and non-statutory advocacy requirements in a single contract, DEWIS Centre for Independent Living have been commissioned to provide the Independent Professional Advocacy Service across all adults, except those in receipt of statutory mental health advocacy. This will see a change to how advocacy services for adults will be delivered in Powys from 1st April 2019.
- **Care Home Commissioning** – The Council have commissioned a new provider to run the 12 council owned care homes and Glan Irfon, a joint integrated intermediate care facility with Powys Teaching Health Board. The new provider, Shaw healthcare is a Welsh based company whose goal is to deliver the type of care that we would want for our own loved ones. There are also plans to modernise the provision and to develop services with the new provider. Work is underway with BUPA, Shaw Healthcare and Care Inspectorate Wales to enable a smooth and safe transfer of the service on 1st June 2019. The Council and Powys Teaching Health Board have reviewed requirements and a pooled fund post has been created which will be advertised in the new financial year 2019-20.

Our contribution to the 7 Well-being goals:



How much did we save/spend in 2018-19?

Headline capital investments:

- £172k Community Equipment to enable clients to live in own home longer and facilitate discharge from hospital.
- £126k Refurbishment of Substance Misuse Premises in Welshpool

Headline savings:

- £1.468m achieved, which was £0.037m over target, down to right sizing of care packages, early intervention and prevention e.g. Reablement, TEC enabled care and outcome based care plans.

The Journey Checker

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



Updates to our plan and key improvement activity for 2019 onwards

During 2018/19, we have updated our Children's and Adults Improvement Plans which are focussed on improving the standards of our statutory social care services and ensuring that our most vulnerable children and adults are safe. They will focus on the following priorities:

Activity - What will we do?

How will we measure success?



In Children Services we will:

Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe. Intervene at the earliest opportunity to ensure that children and young people do not suffer harm.

Provide good parenting and specialist support. Working with families rather than doing to. Work with children, young people and their families to co-produce plans which will bring about the changes children need as quickly as possible.

Providing and commissioning a flexible and affordable mix of high quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.

Achieve the best possible outcomes for those children in our care giving them clearly planned journeys through care into adulthood

- Improved emotional and mental well-being amongst children and young people who access our counselling services (baseline to be established)
- The percentage of assessments completed for children within statutory timescales will be 90% or above by 2019/20.
- Children Looked After (CLA) who have three or more placements in 12 months will be in line with the Welsh National average at 10%, or less by 2019/20.
- The percentage of looked after children statutory visits carried out within timescale will be 95% or above by 2019/20.
- The percentage of child protection statutory visits carried out within timescale will be 95% or above by 2019/20.
- The percentage of operational staff who have had case supervision on a monthly basis will be 85% or above by 2019/20.
- The proportion of children and young people who are supported through Early Help services as a total of all referrals to Children's Services (baseline to be established at Q1 2019/20).
- Improvements in outcomes for children and young people as measured by recognised Distance Travelled Tools will be 80% by 2019/20.
- The percentage of placements accommodated with in-house foster carers will be 70% or more by 2019/20.
- Out of county placements will be 70 or less by 2019/20.
- Improved perceptions from children and young people who access care and support responding to an annual survey.
- The percentage of assessments completed with an outcome of no further action will be 40% or less by 2019/20.



In Adult Services we will:

Promote independence and self-care wherever possible. To work alongside partners, in particular health, to ensure that individuals with complex care needs have the assessment they require under legislation and ensure that appropriate placements are available to meet their needs if required.

Support adults who require care and support. To ensure that timely assessment and the right level of care and support is available to adults who require this support.

Provide care and support for carers which will enable them to be supported to continue their caring role.

Identify risk positively and effectively when providing support to adults by making sure their needs are accurately assessed and met effectively, with positive outcomes for them. This will be in a strengths based approach which will involve re-connecting with their community networks and supporting carers to continue to care for their relative. Risk management needs to take into account the capacity of the individual to make specific decisions in terms of their lives, and decisions need to be made in compliance with legislation in terms of best interest where deemed appropriate.

Provide and commission a flexible and affordable mix of high quality support services for adults who require care and support and their carers to meet the diverse range of their individual needs and circumstances.

- The number of service users with a learning disabilities progressed from a residential care setting to a more independent and flexible community support options (not in Powys and within Powys).
- We will increase the percentage of Adults who have completed a period of reablement and have no package of care and support 6 months later or a reduced package of care and support from 70% to 80% by 2019
- We will double the number of identified carers who are offered an assessment from 150 to 300 by 2023
- Reduced numbers of persons (per 1000 population) aged 75 and over who experience a delay in return to their own home or social care setting following hospital treatment. (this was 1.5 in 2017/18)
- The number of adult clients supported in their own home through assistive technology from 390 to 780 by 2020
- The percentage of adult protection enquiries completed within statutory timescales will increase from 62.33% to 95% by 2021
- A year on year increase in the number of social services staff providing people with integrated/co-located social and health care services
- Improved perceptions from people who access social care responding to an annual survey regarding the following statements:
 - People reporting that they live in the right home for them (this was 81% in 2017)
 - People reporting they have received the right information or advice when they needed it (this was 72% in 2017)
 - People reporting they have received care and support through their language of choice (this was 91% in 2017)
 - People reporting they felt involved in any decisions made about their care and support (this was 72% in 2017)
 - People who are satisfied with care and support that they received (this was 81% in 2017)
 - Carers reporting they feel supported to continue in their caring role (this was 23% in 2017)

We are also committed to working with our partners through the Regional Partnership Board and will continue to play our part in delivering the priorities set out in the Joint Area Plan. Outlined below are the priorities the council is contributing towards:



Focus on well-being

- **Community Development** - Working with our strongly connected local communities to develop and strengthen community skills and resources that support people's well-being.
- **Supporting Unpaid Carers** - Ensuring the well-being of unpaid carers before, during and after caring through information, advice and assistance, supporting education, skill and training opportunities for employment, respite and community support (SW).
- **Prevention and Health Improvement** - Enabling and supporting people to make decisions and take actions to improve their health and well-being and avoid or reduce ill health through, for example, stopping smoking or substance misuse, or increasing physical activity.



Provide joined up care

- **Mental Health** - Across all tiers, from health promotion through to specialist services focus on further improving integrated working arrangements and on well-being, early help and support for people of all ages.
- **Care Co-ordination** - To develop integrated /co-located multi-disciplinary teams in line with the Regional Centres and community hubs.



Develop a workforce for the future

- **Staffing Model** - Maximising the role of the workforce across all sectors including unpaid carers through an integrated approach will be fundamental to delivering the new model of care. New innovative models will be based on multi-skilled and generic roles ensuring a shift to prevention and early intervention.
- **Staff and Partner Engagement** - Develop a joint approach to using the collective knowledge, skills and experience of our staff and key stakeholders to inform and develop the work that we do.



Create innovative environments

- **Regional Rural Centre in Newtown** - We will look at the options for developing a Regional Rural Centre in Newtown to address the issues around the ageing estate, support the future population needs and mitigate against the potential shift of services away from north Powys under the Future Fit programme.
- **East Radnorshire Community Hub** - Review Service Provision in East Radnorshire against the integrated model of care and existing community hub assets.
- **Development of Community Hub** – undertake a review of community assets as well as existing service provision against future population needs to identify further potential areas for community hub development.
- **Supported Housing** - Develop suitable accommodation for young people, people with a disability and older people that enables them to access basic services, build good relationships with neighbours and others, and maintain their independence.

- **Innovation, Improvement, Research and Development** - We will develop our evidence base, improve our ability to measure impact and seek to identify, share and embed good / innovative practice.



Develop digital solutions

- **Information, Advice and Assistance (IAA)** - Continue to develop IAA including the Community Connectors to enable swift access to local community support.
- **Implement Welsh Community Care Information System (WCCIS)** - Continue to implement the WCCIS system across Powys to support care co-ordination.
- **Technology Enabled Independence and Care** - We will continue to develop and implement technology enabled care.



Working in partnership

- **Safeguarding** - Continue to work with private, voluntary and independent sectors to ensure that safeguarding remains everybody's business.
- **Third Sector Commissioning** - Develop pooled budgets and joint commissioning arrangements for third sector provision to support our increased focus on well-being, early help and support and information and advice.
- **Care Home Commissioning** - Develop pooled budgets and joint commissioning arrangements for care home commissioning to ensure those in need of residential and nursing care receive a seamless service.
- **Welsh Language** - We will improve the Active Offer across social care services to improve equity.

2.3 Learning and Skills

We will strengthen learning and skills



Learning and skills is a cornerstone of our vision, providing high quality educational opportunities for all our learners. We need to embrace the challenges of being a large rural organisation and use technology to improve access for all. Through taking action in this area, we are committed to delivering the following outcomes:



All school leavers have the right qualifications to progress



Access to education provision and good career advice is equitable for all ages



Pupils have access to remote/ alternative learning opportunities



Early years provision is helping families to return to meaningful employment



Working in partnership with schools, colleges, universities and businesses will improve career opportunities



High quality teaching and learning environments embrace new technology for the population

Overall assessment of performance:

Overall, we have judged performance of this objective to be 'adequate'. 4 (31%) out of the 13 activities in place to support this objective were green, 8 were amber and 1 red. 12 measures used to monitor success were green, 9 amber and 3 red (no RAG is available for 2 of the measures).



What difference have we made?

Our success measures show:

90.4% of all pupils attained the Key Stage Indicator at Key stage 2 compared to 91.2% the previous academic year (Wales 89.5%)

63.1% of year 11 pupils achieved the Level 2 threshold including General Certificate of Secondary Education English or Welsh first

language and maths compared to 62.2% the previous year (Wales 55.1%)

Pupil attendance of compulsory school age at primary schools was 95.1% compared to 95.5% the previous year (Wales 94.6%)

Pupil attendance of compulsory school age at secondary schools was 94.5% compared to 94.6% the previous year (Wales 93.9%)

90.4% of schools were not in need of Estyn follow up categories compared to 93% the previous year

72.3% of schools had a Green or Yellow categorisation in the National School Categorisation System compared to 61% the previous year.

Improvement in the progress of individual pupils receiving Additional Learning Needs (ALN) and Inclusion support:

- The percentage of pupils at school action/school action +/statement attaining the Core Subject Indicator at Key Stage 2 was 60.9% compared to 63.7% the previous year (Wales 64%)
- The percentage of pupils at school action /school action + /statement attaining Level 2 at Key Stage 4 was 23.3% compared to 30.9% the previous year (Wales 20.4%)
- The percentage of assessments completed for children within statutory timescales excluding exceptions was maintained at 100%
- The number of pupils permanently excluded per 1,000 pupils in primary schools was 0% and in secondary schools was 1.37%. This was 0.51 (primary) and 1.35 (secondary) the previous year.

Improve the progress of individual pupils 'Looked After' by the Authority:

- The percentage of Looked After pupils attaining Foundation Phase Indicator was 25% compared to 66.7% the previous year.
- The percentage of Looked After pupils attaining the Core Subject Indicator at Key Stage 2 was 44% compared to 77.8% the previous year
- The percentage of Looked After pupils attaining the Core Subject Indicator at Key Stage 3 was 75% compared to 58.3% the previous year.

- The percentage attendance of Looked After pupils in primary schools was 94.3% and in secondary schools was 94.2%. This was 97.6% (primary) and 94.6% (Secondary) the previous year.
- The Average Capped Points Score for Looked After pupils was 265 compared to 248 the previous year.

The uptake of early years services increased from 873 children to 1065, exceeding our target of 1000 children

50 families accessed the Incredible Years School Readiness programme compared to 80 in 2017/18

The number of our school buildings with an overall condition standard of C or D reduced from 132 to 130

Surplus places in primary schools was 17.6% (baseline 16.7%) and in secondary was 25.5% (baseline 24%)

The percentage of pupils assessed in Welsh (first language) in Year 2 was 17.7% compared to 19% the previous year (Wales 21.3%)

1.7% of 16 year olds were known NOT to be in education, employment or training. This is an increase in comparison to the 2017 figure of 0.9%, but within our target of 2%

1 distance learning course was made available with 6 learners participating in the course.

16 apprentices were employed by the council building on the 35 the previous year.

All learning activities started through the Powys Adult Community Learning Partnership which reached completion was 99% and 94% achieved the qualification compared to 91% the previous year

Case study - Positive Pathways Powys



Positive Pathways Powys, the group which organises the Powys Careers Festival held a competition for all learners in Powys (between the ages of 11 and 19) in 2018/19.

The competition was

‘What business would you set up in Powys in 2019 and why?’

The competition had a large number of entries and it was also linked to the Welsh Baccalaureate examination as well as having the chance to win £200 vouchers kindly donated by Weales Wheels of Llanddewi and What About Me? Training Ltd). The top 3 entries were judged by Cllr Myfanwy Alexander and Cllr Martin Weale and businesses from the field which the respective entries referred to.

The winning team were Ethan Smith, Brooke Jones, Rhys Gough and Zoe Morgan – who study at the Newtown College of NPTC Group of Colleges. Their business was helping people to install smart technology into their homes and businesses and the students have decided to make their idea a real business. A team from Brecon High School took the Silver Award while Crickhowell High School students took Bronze. NPTC presented their business idea to the Cabinet and Senior Management.



The Positive Pathways Powys group is a partnership of Powys County Council, Careers Wales, The NPTC Group of Colleges, high schools in Powys, Cambrian Training Ltd and the Powys Association of Voluntary Organisations. The group aims to offer Powys students world-class advice and information on the opportunities, which await them after they finish compulsory education at 16. The group recently held its third Powys Careers Festival at the Royal Welsh Showground in Llanellwedd.

<https://www.facebook.com/PositivepathwaysPowys/> 

Progress against our activities include:



Improve educational attainment of all pupils:

- **Significant improvement in our secondary school profile with Estyn** - Builth Wells HS, Llanfair Caereinion, Llandrindod High School, Llanfyllin and the Pupil Referral Unit (PRU) all came out of special measures during 2018-19. This is a key milestone in our improvement work as the PRU provides provision for some of our most vulnerable learners, and had been in Special Measures since February 2016. Out of the secondary schools in Powys, two remain in Estyn follow up categories, Newtown HS and Brecon HS. Following a monitoring visit in the autumn term, Bro Hyddgen have also been removed from Estyn Review.
- **Roll out of the new curriculum** - The New Curriculum for Wales is being piloted in pioneer schools. As part of a conference to discuss the new curriculum, 12 Powys schools shared their experiences as pioneer schools or in developing approaches to the new curriculum. All schools have started to adapt to the new curriculum expectation and Leaders of learning have been established in many clusters to support the rollout of the new Curriculum.

- **Continued support for vulnerable pupils** - During the autumn term, National Categorisation Support Visits were conducted in all schools. The effective use of the Pupil Development Grant (PDG) was evaluated in each schools and nearly all were able to identify the positive impact of PDG on their Free School Meal pupils. In 2017-18 all pupils on free school meals increased their performance in KS2,3 and 4.
- **Retention and quality of leadership across schools** – During 2018-19, 7 from 12 new and acting Headteachers have engaged in ERW training to support them in their role. As part of a new programme, all now have a mentor head teacher to support them during their first year of headship or acting headship. At the end of March 2019, 3 out of the 11 Secondary schools have acting head teachers.
- **Welsh in Education Strategic Plan** – During 2018-19 work has continued on a new building for Ysgol Gymraeg Y Trallwng in Welshpool as well as developments in Mid Powys and the Ystradgynlais area, and plans for establishing Welsh medium secondary provision in the county. However, it is acknowledged that the pace of implementation of the WESP has been limited by officer capacity and financial constraints.



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

- **ALN Transformation Programme** – Powys County Council has embarked on its ALN Transformation journey in response to the introduction of the Additional Learning Needs and Education Tribunal (Wales) Act 2018. Activity during recent months has focussed on raising awareness and seeking views from parents, carers, and professionals including teaching staff and governors about the upcoming changes and the draft ALN Code. All opinions given during engagement events regarding the draft ALN Code were included in the Powys County Council response to the Welsh Government consultation, which ran throughout the spring term. Powys families have also been asked for their views on the Additional Learning Needs specialist centres that provide support in the county. A Parent Carer Forum has been established to ensure that views and opinions are listened to and inform the work that we undertake.
- **Introduction of childcare offer for Wales** - We have been working closely with colleagues in Ceredigion County Council to help bring the Welsh Government Childcare Offer to families in Powys. From 29th April 2019, eligible families across Powys have been able to claim 30 Hours of government funded early education and childcare for up to 48 weeks of the year. The offer was piloted in two clusters Gwernyfed and Maesydderwen since January 2019 and childcare providers have been supported with information and advice to ensure they are prepared for the Offer. As at April 2019, there were approximately 50 providers signed up to deliver the offer across Powys.
- **Cynnydd Project** – The Cynnydd project is being delivered by Powys County Council's Youth Intervention Service in partnership with Careers Wales and has been supported by the European Social Fund and Families First funding through the Welsh Government. The youth service team are working closely with Careers Wales to offer young people personal support and the chance to gain employability skills and experience.
- **Flying Start** - Flying Start's Newtown Integrated Family Centre moved to new premises adjacent to Hafren and Ladywell schools in July 2018. The new premises will enable continuation of the integrated working which is an essential component of the Flying Start model. This location will enable families to access support and services in a more convenient setting. The Flying Start Team has also supported the preparations for the transfer of Flying Start childcare from Priory School in Brecon to the Cylch Meithrin Aberhonddu setting at Ysgol y Bannau. All families were invited to attend an informal meeting at the new setting in late December 2018. Flying Start continues to deliver in five areas of Powys. 871 children under the age of four were on Flying Start Health Visitors' caseloads at the end of 2018/19.



Improve our schools infrastructure:

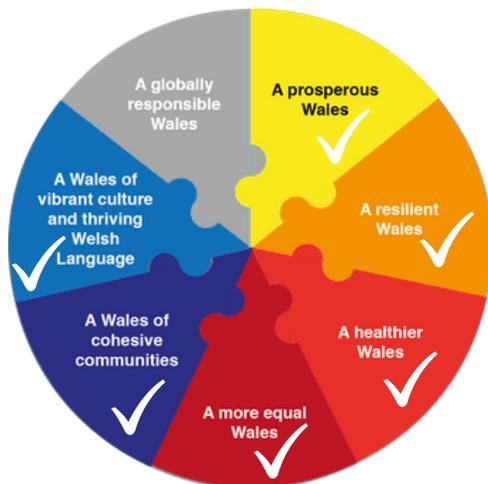
- **Brecon High School** - Work on £21m Brecon High School project is well-advanced and parents were given an opportunity to have a tour of the site during March. When complete the new school will cover 7,500sqm, and provide a state-of-the art 750-place secondary school with integrated 6th form (11-18 years). This project shows our vision for the learners of Brecon but also for the local economy with opportunities for local companies to benefit from this major investment. The contractor is also working closely with the school and college to provide bespoke construction work experience and engagement to encourage learners to take an interest in careers in construction.
- **Ysgol Carno** - A brand new primary school building in Carno was opened in March and replaces the mobile classroom which has now been demolished. The £1.5m building means that pupils will now be taught in a brand new 21st century school building with dedicated early years' provision. Fund for the project is a 50/50 split between Powys County Council and the Welsh Government's 21st Century Schools programme, with a £500,000 contribution from Carno Recreation Association, donated by the Tirgwynt Wind Farm Trust. The school is part of a federation of three Welsh-medium primary schools, made up of Carno, Glantwymyn and Llanbrynmair which have been operating since 2014. Following inspections in November 2018, the federation was judged by Estyn to be excellent for leadership with Ysgol Carno receiving excellent judgements for standards; teaching and learning experiences; and leadership and management.
- **Federation plans agreed** - Consultation on plans to establish a federation between Llanidloes CP School and Llanidloes High School took place between December to January 2019. Following consultation, the Governing Bodies of both schools have agreed to federate from September 2019. The delivery of the exciting new curriculum for Wales requires closer co-operation between the phases of learning to ensure the best possible outcomes for learners. Llangedwyn CiW School and Llanfechain CiW School have now formally federated from the 1st October 2018, with a single governing body and a single Headteacher over both schools.
- **Llanfyllin All Through School proposal** – Following the consultation on a proposal to merge Llanfyllin C.P. School and Llanfyllin High School, the Cabinet agreed in March to issue statutory notices for the establishment of a new all-through school in the town.
- **Clyro** - The new Clyro Church in Wales School was completed and officially opened in September 2018. The new building forms part of a £23m investment in the Gwernyfed catchment area.
- **Ysgol Calon Cymru** - The School opened in September 2018, and operates from the former sites of Llandroindod High School and Builth Wells High School. It provides education for 11- 18 year olds. It is a bilingual school with English medium provision on both campuses and Welsh-medium provision on the Builth Wells campus.
- Work is ongoing on Welshpool's new English Medium Church in Wales School, Ysgol Gymraeg Y Trallwng and Ysgol Bro Hyddgen. However, the main contractor went into administration which will effect the original opening date of the new schools.
- **Post-16 Review** – We ran an online survey to find out young people's views on the worlds of education and work. The survey asks students about the subjects they wish to study which will help the council with its curriculum planning. It also highlights the growth employment areas and seeks young people's attitudes towards these career choices. The project compliments the council's work as a key partner of the Positive Pathways Partnership. The Schools Digital Learning Strategy will link with the Post-16 Review.



Improve the skills and employability of young people and adults:

- **Careers Festival** – We held the third Careers Festival in March 2019 which was a great success and there were over 3,000 pupils from all secondary schools, special schools, NPTC colleges and a school in Ceredigion and Bedstone private school. The special guests were Ben Sheppard, the DJ for Capital Radio, Jason Pritchard the rally driver and Lee Stafford, a famous hairdresser. The event was officially opened by Kirsty Williams AM, the minister for Education.
- **Seren Project** – We supported 87 Year 13 Students through the Seren Programme. The Seren Network supports and is only available to the most academically able students from all state schools with a 6th form and colleges across Wales, to achieve their academic potential and gain access to the leading universities – be this in Wales, the UK or overseas. 73% of the Year 13 students were accepted into the Sutton Trust universities. The remainder 27% were accepted to Switzerland, New Zealand, Aberystwyth, Swansea, employment, gap year or apprenticeships. Funding for a Junior Seren, to support pupils from Years 8 – 11 was agreed by WG and Powys is one of the pilot areas within Wales.
- **A Skills & Engagement Strategy** has been drafted following 2 stakeholder workshops. The strategy will help to identify employment and skill priorities over short, medium and longer term periods that align with economic drivers and indicators. This will support the regional economy by encouraging more businesses to be located in Powys and to ensure that the workforce has the right skills to keep the Young People in Powys.
- **Apprenticeships and work experience** - Since Careers Wales lost the responsibility for organising and supporting work experience placements, numbers requesting opportunities within the authority have declined considerably. For 2018-19, 13 learners have had work experience within the council.

Our contribution to the 7 Well-being goals:



How much did we save/spend in 2018-19?

Headline capital investments:

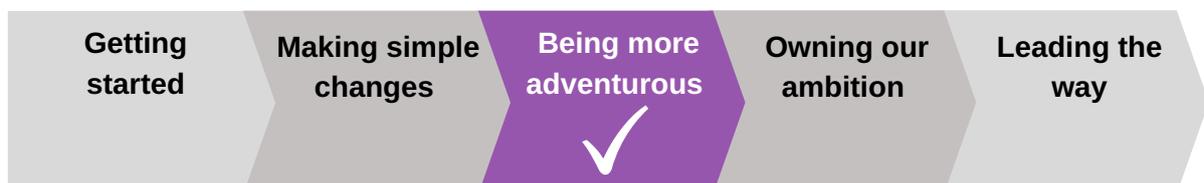
- Brecon Campus – £12.9m
- Carno Extension – £1.1m
- Clyro School - £1m
- Ysgol Bro Hyddgen – £783k

Headline savings:

- Additional Learning Needs Transformation - £150k

The Journey Checker

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



Updates to our plan and key improvement activity for 2019 onwards

Activity - What will we do?

How will we measure success?



Improve educational attainment

We will continue to raise the attainment of all pupils, including vulnerable pupils, with a specific focus on pupils eligible for free school meals.

We will support schools to roll out the new education curriculum by 2022 which aims to equip young people for life and make them more adaptable to change.

We will improve the performance of our secondary schools. By working closely with staff, governors and communities we will improve recruitment, retention and quality of leadership across all our schools by 2020.

Through the implementation of our Welsh in Education Strategic Plan we will provide more accessible provision for Welsh medium learners by 2020.

- Increase in the percentage of all pupils attaining the Key Stage Indicator at Key stage 2 from 91.2% to 92% by 2021.
- Increase in the percentage of year 11 pupils achieving the Level 2 threshold including General Certificate of Secondary Education English or Welsh first language and maths from 62.2% to 68% by 2024
- Increase in the percentage of pupil attendance of compulsory school age at primary schools from 95.5% to 97% by 2025
- Increase in the percentage of pupil attendance of compulsory school age at secondary schools from 94.6% to 96% by 2025
- Increase in the percentage of schools who are not in need of Estyn follow up categories from 93% to 96% by 2021
- Increase in the proportion of schools with a Green or Yellow categorisation in the National School Categorisation System from 61% to 75% by 2022.
- Improve the progress of individual pupils 'Looked After' by the Authority:
 - Increase the %age of LAC pupils attaining the Core Subject Indicator at Key stage 2 from 77.8% to 85% by 2025
 - Increase the percentage of Looked After pupils with Personal Education Plan's completed from 77% to 95% by 2020
 - Improved average capped points score for LAC pupils from 248 to 320 by 2025.



Support children and families to have the best start in life

We will implement a joined-up system for supporting children and young people with additional learning needs to improve their experiences and outcomes by 2023.

- Improvement in the progress of individual pupils receiving Additional Learning Needs (ALN) and Inclusion support:
 - The percentage of pupils at school action/school action +/statement attaining the Core Subject Indicator at Key Stage 2 will increase from 63.7% to 77% by 2025

- The percentage of pupils at school action + /school action + /statement attaining Level 2 at Key Stage 4 will increase from 30.9% in 2015/16 to 34% in 2025
- The percentage of assessments completed for children within statutory timescales excluding exceptions will be maintained at 100%
- The number of pupils permanently excluded per 1,000 pupils in primary and secondary schools will reduce from at 0.3 to 0 for primary and from 1.21 to 1.01 for secondary by 2025

We will provide key childcare and play requirements, moving towards delivering 30 hours of free early education and care for working parents by 2021.

- Increase in the uptake of early years services from 873 children to 1000 children by 2021

By 2020 we will ensure we have effective systems in place to improve the identification of vulnerable young people who are at risk of disengagement from education.

- Maintain the percentage of 16 year olds who are NOT in education, employment or training below 2% (Baseline 1.9%)

We will work with partners to ensure that all children are school ready, defined as, strong social skills, effective communication skills, ability to cope emotionally with new environments away from parents and being independent in their own personal care. Our Flying Start programme will support the early development of children in some of our most deprived communities. The continued roll out of the Incredible Years School Readiness programme will also help to build the parent/school partnership in supporting a child's effective transition into school.

- Increased number of families accessing the Incredible Years School Readiness programme from 80 to 100 by 2020



Improve our schools infrastructure

Our school buildings will be transformed through delivery of a £114m capital investment scheme. We will ensure that our new and re-furbished schools provide modern environments that are fully equipped for 21st century learning and are central to community life. We will complete the first round of capital investment by 2020 (Band A) and second round (Band B) by 2025.

- Increase the percentage of our schools building blocks with an overall condition standard of A or B from 59.15% (200 out of total 338 number of blocks – 1/01/2019) to 74.87% by August 2021
- Reduce surplus places to 16% in primary (Baseline 16.7%) and 24% in secondary (Baseline 24%) by 2020

We will implement our new School Organisation Policy and Delivery Plan to develop a more efficient schools network, with a greater focus on working in partnership with schools and the communities they serve. The Delivery Plan will focus on improving secondary and post-16 provision, primary provision and Welsh-medium/bilingual provision.

- Increase the percentage of pupils assessed in Welsh at the end of the Foundation Phase (Yr.2) from 19.1% in 2016/17 to 22.5% in 2021.
- Increase in the number of distance learning courses available from 0 to 3 by 2021
- Increase in the number of learners participating in distance learning course from 0 to 20 by 2021



Improve the skills and employability of young people

We will improve routes to employability by:

- Strengthening work based learning across the county, providing opportunities that encompass a diversity of formal, non-formal and informal arrangements including apprenticeships, work placements and informal learning on the job for all age groups by 2025
- Creating additional apprenticeships, including higher and degree-level apprenticeships by 2025
- Ensuring that there is easy access to high quality careers advice and guidance, and clear information about the local jobs market

We will develop a highly skilled workforce, where skills match the needs of the local economy, by:

- Forging stronger and more accessible further and higher education provision in partnership with providers

- Increase in the number of apprentices employed by the council and its partners from 35 to 65 apprentices for Powys County Council by 2020.
- Increase in the percentage of all learning activities started through the Powys Adult Community Learning Partnership which reached completion and the qualification was achieved from 91% to 92% by 2021

2.4 Residents and Communities

We will support our residents and communities



We want communities to feel supported, have a say in what is provided for them locally and feel they play a key role in local service delivery, which is why this objective centres on being open with residents and their communities and being committed to meaningful engagement. Through taking action in this area, we are committed to delivering the following outcomes:



Residents take responsibility for their actions and support one another



Communities have access to a choice of both affordable and market housing



Communities have access to services that allow all to flourish and enjoy life



Communities have an active role in the design and delivery of the services they need

Overall assessment of performance:

Overall, we have judged performance of this objective to be 'good'. One out of the 7 activities in place to support this objective was blue, 3 green and 3 amber. 3 measures used to monitor success were green (no RAG was available for 4 of the measures).



What difference have we made?

Our success measures show:

6 Place Based Plans have been agreed with designated localities, setting out an understanding of their needs at a local level and what interventions are required; including street scene/cleansing, highways, waste and recycling, transport, public health, community areas to mention a few

Our last record in 2015-16 (Residents Satisfaction Survey) showed that 21% of residents volunteered on a regular basis. We did not carry out a Residents satisfaction survey during 2018-19, so are unable to report on the proportion of Powys residents that currently volunteer to support their local communities. However, a new tri-town initiative was launched, which aims to boost

resident engagement and volunteering within their local communities.

The National Survey for Wales 2017-18 shows that 49% of Powys respondents were either very/ fairly satisfied with the availability of services and 67% were very or fairly satisfied with the ability to get to local services.

We had an original target to develop at least two community hubs per year, however before developing any hubs we wanted to engage communities further to better understand their views and needs. As a result, no hubs were developed in 2018-19.

Case study - Tri Towns/ volunteering venture launched

Three Powys towns have joined forces to boost their economies and share ideas around how best to sustain and support public services in their respective communities. Llandrindod Wells, Builth Wells and Rhayader are now designating themselves as a tri-town - three towns working together for the benefit of their respective and the wider communities which total around 19,500 residents. The venture will encourage people to support each other and their community, whether that is volunteering to take an older neighbour shopping, helping out at the library or organising a litter pick. Two Community Development Officers funded for 12 months through the Rural Development Plan, Arwain programme will support the towns.



Chair of the steering group Councillor Jon Williams said: "I'm confident that the tri-town collaboration will bring a number of benefits to the three towns. A shared understanding of each other's needs, economic aspirations and tourism will allow us to consider things like our local supply chains and where we can collaborate more to promote ourselves and boost the mid-Powys economy and Powys pound."

The tri-town approach will be extended to all parts of the county and even over the border into neighbouring communities during 2019, following a mapping of tri town proposed catchment areas.

<https://twitter.com/PowysTri> 

Progress against our activities include:



Strengthen community development and resilience

- **Place Plans/Local area Plans** – The council's regeneration team have been supporting Newtown and Welshpool to develop Place Plans. They have also worked with Brecon Beacons National Park to support Brecon, Hay-on-wye, Crickhowell and Talgarth to develop place plans. We also applied for Rural Development Plan funding worth £110,000 to support the development of place based plans across the County.
- **Community Lottery launched** – We have partnered with an External Lottery Manager (ELM) Gatherwell Ltd to be the first local authority in Wales to launch our own online community lottery that will benefit good causes. Tickets will cost £1 with 60p going towards local good causes, compared to just 28p in the pound for the National Lottery.

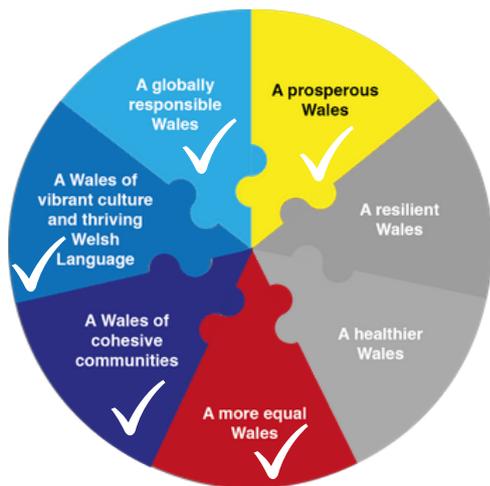
- **Passenger / Community Transport reviewed** - Local bus service provision was reviewed during 2018/19 and the network of buses was re-tendered and awarded to operators across Powys. New routes were implemented in September 2018. During 2018/19 the community transport officer has worked closely with the community transport association Wales under their connecting communities programme. We have supported two schemes in Powys to gain funding to replace vehicles. Powys County Council awarded approximately £124,000 to the schemes.
- **Welshpool library and museum co-location** - Following a review of council owned buildings in north Powys, a decision was made to co-locate Welshpool library into Powys land museum offering residents services under one roof. The library will occupy the ground floor of the facility, with a children's area, public access computers and a good range of library books. A review of libraries is underway and a consultation has been undertaken to seek ideas around how to sustain 10 of the smaller branch libraries, as well as the six bigger branches and mobile service.
- **Community Delivery** - Following numerous conversations, the largest land transfer in the council's history has been completed. The transfer sees Newtown Town Council take control of more than 100 acres of open space from the council and will pave the way for an ambitious 'green-space' project. As a council we are taking an imaginative and innovative approach to managing property and land with the aim of turning a financial liability into a community focussed asset. Community organisations are frequently in a better position to take projects on because of their ability to obtain grant funding. The agreement will release the £1.1 million of funds won by Open Newtown from the Big Lottery and the maintenance grant from the town council ensuring the ongoing protection and access of the parks for all users, with the opportunity to develop the amenities further, attracting greater use from residents and establishing an opportunity for tourism in the town which will help towards the regeneration of the town centre.
- **Llanfyllin library partnership** – In June 2018 a Memorandum of Understanding between the North Montgomeryshire Community Interest Company (CIC) and Powys County Council's Library Service was signed. The library is still run by the library service, but half of the costs are now covered by the local town and community councils, through the CIC.
- **Community Hubs** – Work has been taking place to explore what people view as essential elements of a community hub, in order to try to define the "hub" concept more clearly, and to identify some baseline costs. Public views came out of the library service public consultation about the future of that service, whilst a specific session around essential elements needed took place with County Councillors. Further stages of development will now be led by the Council's Strategic Asset Board.



Strengthen our relationship with residents and communities

- **Community pledge** – The benefits of developing a community pledge between the council and residents was explored, but a decision has been made not to progress with this approach. Instead, we are working closely with communities through supporting the development of Place Based Plans and the Tri Towns model.
- **Love Where you live project** – A new project to take forward an all embracing approach to estate management has been launched. 'Love Where You Live' focuses on how tenancy and estate management can help people enjoy their homes and neighbourhoods.

Our contribution to the 7 Well-being goals:



How much did we save/spend in 2018-19?

Headline savings:

- Libraries: Co-locate where possible and joint working / community delivery with local communities. Decommission libraries where co-location, community delivery/operation or core provision is not suitable or alternatives rejected by local communities - £125k

The Journey Checker

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



Updates to our plan and key improvement activity for 2019 onwards

Activity - What will we do?

How will we measure success?



Strengthen community development and resilience

We will enable communities to have an active role in the design and delivery of their local services and amenities by supporting them with the development of Place Based Plans, the Tri Town initiative and opportunities for volunteering.

- Agreed Place Based Plans with designated localities by 2020, setting out an understanding of each localities needs at a local level and what interventions are required, including street scene/cleansing, highways, waste and recycling, transport, public health, community areas to mention a few.
- An increase in the percentage of residents that are satisfied with their local area as a place to live (90% in 2017 - National Survey for Wales)
- An increase by 10% in the engagement of residents to volunteer to support local community initiatives. The last record showed 38% of people volunteering on a formal and informal basis

We will continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the Love Where You Live tenancy sustainability strategy.

- Increased levels of tenant satisfaction with the quality of their neighbourhood (baseline to be established)
- Increased level of housing tenants engagement (baseline to be established)

We will continue to develop more community hubs in appropriate locations, to offer residents a mix of services all under one roof.

- Development and implementation of up to two Community Hubs per year for the next five years.



Strengthen our relationship with residents and communities

We will support the review of Town and Community Councils based on the Welsh Government proposals.



Safeguard and enhance the natural environment for residents and communities

By December 2019, we will develop steps to show how we will actively maintain and enhance biodiversity when delivering our services and comply with our duties under Section 6 of the Environment (Wales) Act 2016.

Success measures will be determined as part of developing the steps.

2.5 Making it happen

MIH

We recognise that there are key building blocks we must have in place to make our plans happen. We will focus on improving efficiency and effectiveness of our services and make evidence based, customer focussed decisions on the best way to provide services. Through taking action in this area, we are committed to delivering the following outcomes:



Engagement and communication

Listening, sharing information and building trust with our residents, communities and staff



Leadership and governance

Our staff and Members work together with our partners, using the right systems and information to make sure the Council is well-run



Change how we work

Making best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county's residents and communities

Overall assessment of performance:

Overall, we have judged performance of this objective to be 'good'. 13 (87%) out of the 15 activities in place to support this objective were green and 2 were amber. 3 measures used to monitor success were green, 2 were amber and 1 was red (no RAG status was available for 1 of the measures).

MIH

What difference have we made?

Our success measures show:

According to our 2018 Staff survey:

- 61.81% are proud to work for the council, compared to 59% in 2016
- 75% feel valued as a team member, compared to 81% in 2016
- 72% enjoy their job, compared to 68% in 2016
- 88% will go the extra mile to get the job done, compared to 85% in 2016
- 34% don't feel informed about changes happening in their service area, compared to 40% in 2016
- 42% don't feel valued as an individual employee of the Council, compared to 17%

79.21% of complaints were responded to within statutory timescales, compared to 97.06% in 2017-18

178 compliments were received. This equates to an average of 44.5 compliments per quarter, compared to 32 in 2017-18

Revenue outturn (excluding the Housing Revenue Account and schools delegated budget) was a 0.4% (£713k) overspend versus the budget

On average, 9.5 days/ shifts per council employee (full time equivalent) were lost due to sickness absence, compared to 9.74 days in 2017/18 (Welsh average: 10.4 days)

During the year we have had numerous inspections from our regulators (CIW, WAO and Estyn) and 25 recommendations or proposals for improvement were received as a result. More information on what our regulators have said about us can be seen on page 45 of this report.

Progress against our activities include:



Engagement and communication:

- **New Public Engagement Platform** – The council has purchased a new engagement platform called Citizen Space, which will enhance the ability of residents to engage with the council in a more timely, efficient and meaningful manner. The platform will allow better co-ordination and auditing of all consultation and engagement activity being undertaken across the organisation and will ensure more detailed analysis of feedback given by residents, so their views can be given due regard. This platform will support Vision 2025's ethos to ensure "communities have an active role in the design and delivery of the services they need.
- **Consultation Framework** - The existing Consultation Framework has been reviewed, refreshed, and feedback from staff users gained, to improve how we engage with residents.
- **Staff Awards** – We held our annual staff awards to recognise and reward the excellent services provided by our staff. 103 nominations for the Staff awards were received and 12 awards were presented covering a range of categories including, service to the community, teams of the year.
- **New bilingual staff intranet** – We developed and launched a refreshed staff intranet site to be used as a communication tool with staff. Our intranet is now available in English and Welsh.
- **Public participation at council meetings** - Powys residents are now able to ask questions at county council meetings as part of a public participation initiative. Following a successful public trial last year when members of the public were allowed to ask question at full council, the authority now provides 20 minutes at the start of all sessions for public questions.



Leadership and governance:

- **New Senior Management Structure** - We carried out a comprehensive review of the council's senior structure which showed it was no longer fit-for-purpose and needed a radical overhaul to more closely align it to the council's priorities, reduce the cost of management and remove silo working. A new streamlined senior management team has been implemented, reducing from 24 posts over four management tiers to 16 posts over three tiers. The new structure has a strong focus on a culture change of the whole organisation to be accountable and highly performing, and this has been communicated to all staff clearly.
- **Workforce Strategies developed** – Workforce strategies and training needs analysis have been developed for Social Services and the Schools Service, resulting in a workforce plan for each area. The plans will ensure we have the right people, with the right skills at the right cost. Work will continue to ensure all services have a workforce plan in place by October 2019, in line with the business planning cycle.

Work will continue to ensure all services have a workforce plan in place by October 2019, in line with the business planning cycle.

- **Performance Management and Quality Assurance Framework** - In order to support the implementation of the new Performance Management and Quality Assurance Framework we introduced a new training workshop for managers. During 2018-19, 44 new managers completed the workshops. We continued to challenge our performance through quarterly review meetings and where underperformance was identified, action was prioritised to bring performance back on track.
- **New staff rewards scheme** - In order to promote and improve the well-being of our workforce, and to improve staff retention we launched a staff benefits scheme. Many staff have taken up the scheme, and up to end of March 2019 seven lease cars were ordered, 42 bike to work orders placed, and many staff are using leisure facilities with discount membership.
- **Leadership and Management training** – We continued to work with our partners to deliver leadership and management training to strengthen leadership skills across the council. During 2018-19, 143 staff completed leadership, coaching and mentoring and manager induction courses.
- **New Staff Appraisal process agreed** – A new approach to staff appraisals has been introduced to provide a stronger framework for all line managers and their staff to set objectives based on the council's priorities. The new approach will also keep a clear focus on performance and improvement to ensure all of our efforts and resources are focused in the same direction.



Changing how we work:

- **Agile Working** - We have carried out a thorough review of office accommodation in North Powys which will see the closure of the council's main office in Welshpool, Neuadd Maldwyn. The council now operates agile working where possible meaning that staff will not be provided with an individual workspace - with a ratio of 60 spaces for 100 staff anticipated for buildings. Officers in the council are now working hard to find the best possible outcome for Neuadd Maldwyn and hopefully its future will contribute positively to the town.
- **Customer / Web Transformation** – During 2018-19, 12 web processes went live on our website, making it easier for residents to access services online. These services include garden waste collections, reporting fly tipping, requesting a bulky waste collection and find a school. Having services available online improves productivity and is more efficient for our customers. For example, in the past residents had to call customer services to log a bulky waste collection. They are now able to log a request via the web, choose from a drop down list of items that are to be collected, the system calculates the item costs and the customer pays for items. The process has removed the requirement for a back office system, and the customer is able to log a collection 24/7. 79% of bulky waste collections were done through the online self-service, resulting in a 96% satisfaction rate. Average satisfaction with the web processes is 84% compared to 68% in 2017.
- **New Digital Strategy** – We developed a comprehensive digital transformation strategy which explains how we will take advantage of digital technologies to transform the way we work, how we use information, support our customers, improve resident opportunities and help our businesses to be competitive. We also started an engagement process to seek staff views on the proposed approach and get their ideas for how we can work smarter and keep pace with technology.
- **Service re-design**– We continued to review our current internal processes as well as external customer facing processes to make them more efficient. An example of the work undertaken in 2018-19 included looking at the process of how we bill our customers. As a result of the reviews undertaken, £380k of savings was identified, of which £160k has been realised.

How are we working more sustainably?

The Well-being of Future Generations (Wales) Act 2015, places a duty on local council's to consider how it can work more sustainably across 7 core areas of change. The table below outlines what we have been working on during 2018-19 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	<p>How are we using the five ways of working to change how we think, plan and act?</p>  <p>Long-Term Prevention Integration Collaboration Involvement</p>
<p>Risk</p>	<p>We have introduced a new electronic system which allows easier recording, analysis and reporting of strategic and service risks. This improved monitoring will enable better management and ensure that major risks are prevented from occurring or escalating. It will also, potentially, allow the council to take a more long term view of our strategic risks.</p>
<p>Performance Management</p>	<p>We have been part of a collaborative Welsh Government working group developing the new performance framework under the Social Services and Well-being Act and are currently collaborating with Data Cymru and Saroli Lab looking at how to improve data maturity in Local Government and improving open data. Through the WCCIS national informatics for Social Care Board we are also helping to lead a review of collaborative reporting options to reduce cost and maximise effectiveness of social care reporting, resulting in improved outcomes for citizens.</p> <p>We have also been part of a working group collaborating with Welsh Government to develop a new performance framework as part of the draft Local Government and Elections (Wales) Bill.</p> <p>An independent Improvement and Assurance Board has been in place during 2018-19, overseeing performance of our Adults and Childrens Improvement Plans.</p> <p>We have continued to strengthen the council's internal performance management system (Corporate Insight Centre) which allows early sight of background data and information helping commissioning services shape better preventative provision in place of costly primary services.</p>

Corporate Planning

We developed the Powys 'Well-being Information Bank,' an online tool providing up to date information on a range of well-being issues. Easy access to this data helps services understand current trends and provides evidence for decision-making and longer term planning.

In order to inform future planning, we have also undertaken in depth reviews of our adult social care processes, our Adverse Childhood Experiences population and our options for developing a regional rural centre in North Powys. We have also commenced a review of our schools provision and capacity. The insight provided by these reviews will help predict future needs and enable us to plan services to better meet those needs.

The corporate impact assessment, undertaken when any major decision is being considered, incorporates consideration of the corporate well-being objectives, the national well-being goals, the five ways of working as well as equalities and Welsh language requirements, facilitating holistic decision-making.

All services have developed Service Improvement Plans, which have been corporately peer reviewed to ensure they are robust and align to the council's longer-term vision and well-being objectives, these in turn contribute to the Powys Public Service Board Well-being Plan.

As part of implementing Vision 2025: Our Corporate Improvement Plan we have an extensive programme of consultation and public engagement to ensure residents are involved and can have a say on the decision that affect them. More information on what our residents have told us can be found on page 59.

We have started to look at how we can integrate our key strategic plans such as our Strategic Equality Plan and Section 6 Plan (Biodiversity Duty) into our Corporate Improvement Plan.

Financial Planning

It is acknowledged that better integration is required between our financial and corporate planning processes to ensure that our plans are resourced effectively and that a long-term view approach can be taken.

Workforce Planning

Our Business Intelligence team undertook an in-depth analysis of the Childrens Services workforce, which helped inform the development of a more sustainable, and effective staffing structure that focusses on early help and collaborative working.

Workforce Plans have also been developed for social services and the schools service to ensure we have the right people, with the right skills at the right cost, now, and in the longer term. Work is ongoing to develop plans for all services during 2019-20.

<p>Assets</p>	<p>Over £630,000 has been raised at an auction that sold nine council properties which were surplus to requirements. The sale of these buildings provides opportunities for developers to create refurbished homes, either for owner occupation or rented accommodation.</p> <p>We have started looking at the feasibility for developing a joint services hub in Brecon, which would include Powys County Council, the Dyfed Powys Police and other blue light / public sector partners. This will enable us to collaborate better with our partners and provide longer-term solutions for managing a sustainable property portfolio in an integrated way.</p> <p>We also held workshops to look at opportunities to diversify our farms estate and develop new industries or supply chains, including Solar Farm, National Centre for Advanced Timber Construction and Respite Centres. Following initial workshops, work is progressing on exploring feasibility of a Respite Social Care facility, through learning what has worked elsewhere. Opportunities for a food testing centre are also being explored with Food Centre Wales.</p>
<p>Procurement</p>	<p>We have continued to drive forward our 'Powys Pound' initiative to ensure local business can benefit from council spending. We have involved local businesses through 'meet the buyer' events.</p>

How much did we save/spend in 2018-19?

Headline savings:

- HTR Service Transformation, generation of additional income and changing working practices to deliver the service - £586k
- Vacancy Management -£92k
- ICT savings - £350k

Updates to our plan and key improvement activity for 2019 onwards

Activity - What will we do?

How will we measure success?

**Engagement and communication -**

Listening, sharing information and building trust with our residents, communities and staff

We will develop tools to enable residents to be heard, and engage in ongoing communication and dialogue with our communities to inform decision making

- Implementation of new engagement platform
- Establishment of the Powys Citizens Panel on the My Account
- Completion of the Residents Survey

**Leadership and governance -**

Our staff and members work together with our partners, using the right systems and information to make sure the council is well-run

We will re-model the council's staffing structure to embed changes in organisational culture, while making significant financial savings.

We will equip the workforce with the right skills, attitude, behaviours and experience and develop our own talent through apprenticeships and training, to enable them to reach their potential.

- Improvement in staff survey results
- Reduction in pay bill
- Reduction in Head Count
- Reduction in the number of working days/shifts per FTE employee lost due to sickness absence (12 month cumulative)
- Number of successful candidates recruited internally/matched to roles
- Percentage of staff receiving staff appraisal

**Changing how we work -**

Making best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county's residents and communities

To design and implement our digital transformation, setting the map for how the Council will take advantage of digital technologies to transform service delivery through the way we work, how we use information, support our customers, improve resident opportunities and help our businesses to compete.

We will determine the feasibility of developing a joint services hub in Brecon, to be shared by Powys, the Dyfed Powys Police and other blue light / public sector partners.

We will review and re-design our services to ensure

- We will improve our assessments received from external regulators
- Improve performance of our corporate measures:
 - The percentage of complaints responded to within statutory timescales
 - Total number of compliments received as an average for the last year.
 - Percentage revenue budget variance
 - The total number of working days/shifts per FTE employee lost due to sickness absence

that they are more efficient and focus on our customers' requirements.

We will review and embed a Performance Management and Quality Assurance Framework to ensure our decisions are underpinned by accurate information which are aligned to the council's vision and priorities.

We will explore the benefits of establishing a Local Authority Trading Company to improve opportunities for greater income generation as well as a significant drive to reduce Council expenditure.

We will continue to embed the council's values and guiding principles (5 ways of working) into strategic and service planning and staff appraisals to encourage staff to think differently, act differently and therefore deliver differently.

3.1 Financial Strategy

The Council continues to respond to the major financial challenge it is experiencing to ensure that it maintains a balanced budget. The funding we get from Welsh Government continues to reduce year on year, but the demand and cost of our services has increased particularly to support our elderly and the more vulnerable adults and children living in Powys. Additional responsibilities imposed upon us also increase our costs and the impact of inflation and other pay and price pressures means that we are having to pay more to our suppliers and contractors as they increase their charges to meet their own financial pressures.

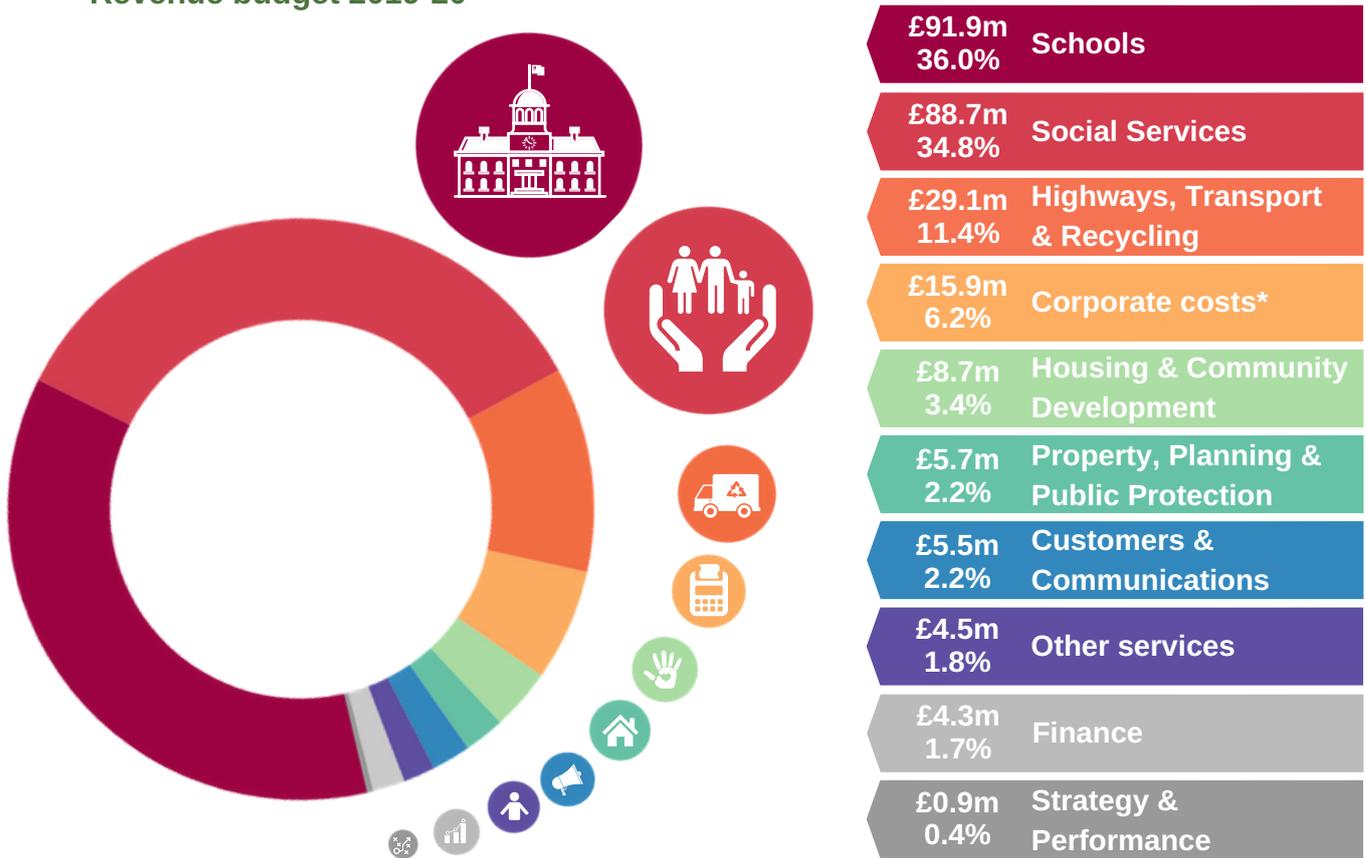
These factors in combination present a significant challenge to produce a balanced budget each year, and the choices we have in order to do this is to increase the income coming into the authority by raising fees and charges and increasing Council Tax, or to further reduce or change the services we provide.

The Medium Term Financial Strategy (MTFS) establishes the framework for our financial planning. The overall process continues to be refined, developed and strengthened in order that the risk faced by Council, as a result of reducing funding and increasing financial pressures, can be mitigated. We must create a Council that is financially resilient for the short, medium and longer term. Building on the improvements we have already made, a new strategic approach to allocating resources is being developed. This approach will bring together all elements of the Council into one overarching financial strategy, which delivers Vision 2025, a programme of transformation, and which encompasses service improvement and delivers appropriate levels of statutory service. It will better align revenue and capital to ensure that our limited resources are prioritised to achieve maximum effectiveness and based on securing outcomes that matter to our residents.

In setting our budget for 2019-20 the council has attempted to protect the services our residents value and need, whilst ensuring that we continue to deliver our statutory services efficiently and achieve value for money. We will make savings of over £12m next year, considerably reducing the cost of the Council. But these alone are not sufficient to balance the overall position. We have therefore had to increase the level of Council of Tax we raise by 9.5%, which will provide an additional £7.4m and enable the Council to set a balanced budget. In 2019-20 the Council plans to spend a net budget of £255.2m.



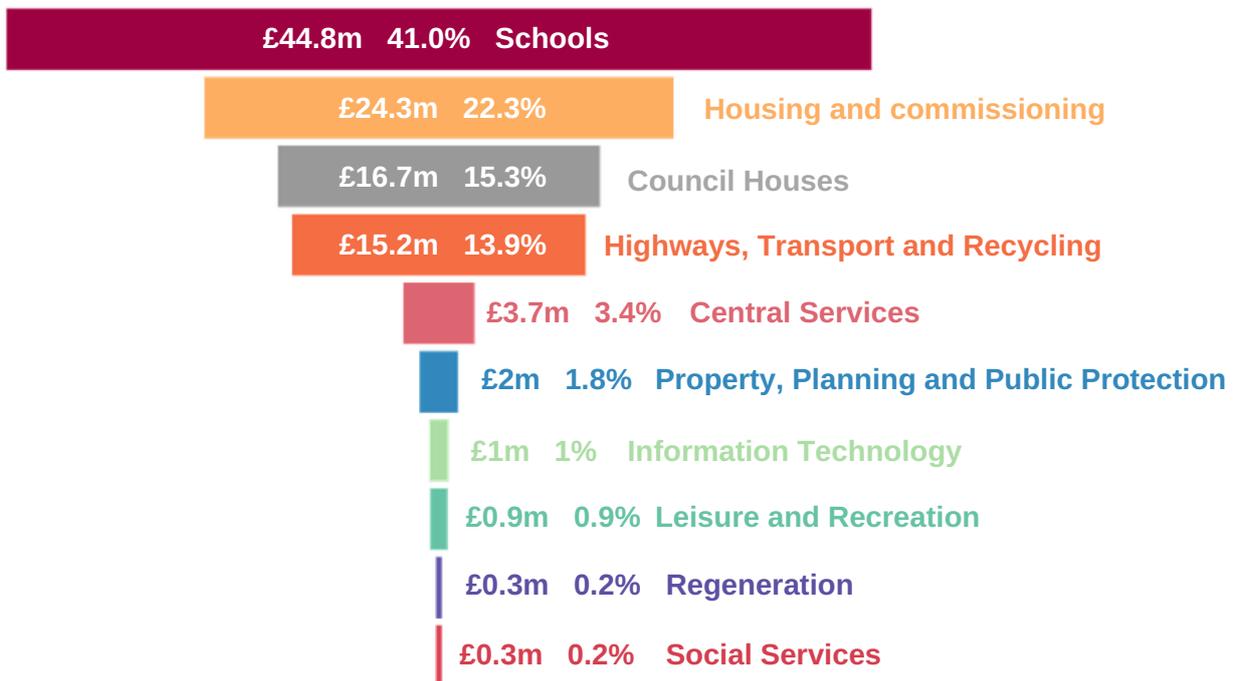
Revenue budget 2019-20



*Corporate Costs include Benefits, Council Tax Reduction Scheme, External Audit, Borrowing Costs

Not all council spending is on day-to-day service provision. The council also invests capital expenditure in the property, vehicles and equipment that make service provision possible. A programme for capital investment totalling £92.3m is planned for 2019-20 as part of a five-year investment programme totalling £277.7m. This is funded from a combination of borrowing, grants, receipts from sales of assets and reserves.

Capital budget 2019-20



3.2 Listening to our residents

Over the past year, we have continued to build a dialogue and engage with Powys residents in a number of ways, whilst also growing and utilising social media channels to ensure we hear from as many stakeholders as possible when we are looking to change the way we deliver services. We recognise the importance of early engagement and dialogue to shape policy and services alongside the more traditional consultation type exercises. During 2018-19, a number of engagement and consultation exercises took place in support of Vision 2025:



Economy

- **Regional Economic Development Action Plan Survey** – 279 responses were received. Some emerging themes were , improved digital communication (superfast broadband), less business regulation and being able to recruit skilled staff. The effect: The findings will now contribute to and support the production of a regional economic development plan.
- **LDP consultations** - Following the conclusion of the Examination in Public of the Powys LDP and the receipt of the Inspector's Report, the Council adopted the LDP on the 17th April 2018. Feedback from interested stakeholders throughout the process shaped the final version of the plan. A follow up survey seeking feedback on the process resulted in 59 respondents. The majority had accessed the plan via the website and agreed that their representation was processed in a timely manner and they knew what would happen next. The effect: The feedback given will be used to inform future processes and reduce the use of technical language.



Health and Care

- **North Powys health and well-being** - The council is working together with Powys Teaching Health Board to identify a health and wellbeing model for the north of Powys. Early conversations have been taking place – primarily with involved partners, but more detailed engagement and consultation will follow with all key stakeholders and residents to help shape the project.
- **Substance misuse relocation** – In Welshpool, the council engaged with the local community prior to moving the town's substance misuse service to a town centre location. The effect: This has enabled the smooth transfer of services from one location to another.



Learning and Skills

- **Transport consultation** - A consultation on home to school and college transport was carried out in the summer of 2018. One of the key points in the proposed revised policy was consideration of charging students for travel to post 16 education – sixth forms and colleges. The effect: There was significant opposition to this and Cabinet voted to carry out more research into the potential impact of such charging before taking this further. Some 400 people took part in the consultation.
- **School formula** - A consultation to create a revised funding formula for schools in Powys was carried out with the school communities to look at the framework for allocating funding to schools. The effect: The feedback and analysis of the responses led to a new formula being successfully implemented and allocations to all schools have been completed.
- **Llanidloes All through School survey** – The two schools in Llanidloes – the high school and the primary school – approached the county council with a view to seeking Federation status for the two establishments. The council supported this move in principle and helped the two governing bodies

run a consultation process – online and offline – on a proposal to federate. The effect: The proposal garnered widespread public support and the two governing bodies agreed at their joint-meeting of February 20, 2019 to proceed with Federation from September 2019.

- **Llanfyllin All through school survey** - In a situation similar to Llanidloes, the two schools in Llanfyllin approached the county council with a view to seeking to form an All Through School (although not a Federation as in Llanidloes). Again, the county council supported this proposal in principle and helped the two governing bodies carry out the consultation. Some 80 responses were received to the proposal with broad support. The effect: On March 12, the council agreed to the proposal and published a Statutory Notice, which is open to comment until April 17.
- **Llanerfyl and Banwy primary schools** – The council consulted on a proposal to close Llanerfyl Church in Wales School and Banw CP School and re-open a school on the site of one of the two establishments' sites. A consultation was carried out – a mixture of drop ins and an online survey, the latter of which received 250 responses. There was a mixed reaction to the proposal with arguments for and against both sites. The effect: Cabinet discussed this on March 12 2019 but deferred the decision until a date in April to consider further information.



Residents and Communities

- **Blue Badge Survey** – Following early engagement work conducted during 2017/18 a survey was promoted to capture views of blue badge holders to inform a new policy proposal. The proposal was to give all blue badge holders one hour's free parking but seek payment for additional time parked in a council car park. Blue badge holders responded to say that they can struggle to get in/out car and spaces provided, get to a ticket machine, handle coins and even walk very far. The majority of respondents wanted the status quo to continue whereby they parked for free. The proposal to pay for an hour and get an hour free was rated second choice from four options listed. The effect: Although the council's preferred proposal was put forward as part of the budget proposals, the Full Council voted to retain the status quo with blue badge holders retaining the ability to park for free in council car parks during 2019/20.
- **Active Travel Survey** – this survey captured feedback on how frequently people walk or cycle short distances in the 11 designated Active Travel towns. 92 responses were received with residents in Brecon, Presteigne and Llandrindod in particular giving compliments regarding the ethos of active travel and requests for more collaboration and partnership working with TCCs and others (nature reserves) etc. The effect: Views expressed around pavement conditions, cycle racks, safety for pedestrians will be used as evidence when submitting bids and developing future projects.
- **Library Adults Satisfaction** – this national survey runs across all libraries in Wales for one week seeking views on satisfaction with the core service. Just under 300 responses were received. The feedback was positive overall regarding services used. Borrowing books, browsing books, magazines and reading newspapers are still some of the key reasons people go to the library alongside use of the free PCs. The effect: Feedback is used by Welsh Government to calculate a Wales picture around library usage. Comments given by individuals in Powys will be used to improve customer satisfaction and some have already been used as part of consultation materials developed to engage residents about a review of all branches as they seek for find savings of £200k during 2020/21.
- **Welshpool Library Co-location** - A review of buildings in the north of the county led to a proposal to co-locate the current library with the museum in Welshpool so as to provide employees with office space as they move out of a building that is surplus to requirements and being sold on the open market. The decision was taken to consult residents in the town about the preferred proposal although this would potentially be opposed. An online survey was sought by the service to capture views. Alternative options were also listed and residents asked to give their preferences.

The effect: There was opposition to the proposal to co-locate the library into the museum and some alternative options put forward. However, in giving these due regard and following discussions with the town council about their proposal, it was determined that the co-location was the best approach to enable staff to relocate into the library building and continue to provide services like housing advice, social care and trading standards to residents whilst also retaining a combined library and museum service – albeit in a smaller space. The relocation of the library into the museum building will contribute savings to the £200k target set for the service.

- **Rights of Way Improvement Plan** – During the year an engagement exercise was undertaken to consult users and those interested in the rights of way network prior to a review and / or development of a revised ten-year plan as set out by statute. Focus groups and an online survey captured feedback which was used to produce a draft plan. Once produced, a 12-week consultation period then followed to enable users and interested parties to comment on said plan via a comprehensive on-line survey which sought ranking and prioritisation. The effect: The early engagement, focus group sessions and targeted surveys helped users to feedback information which informed and shaped the first draft. The council received compliments about the consultation process followed. The final findings report was appended to the Cabinet report and the plan has now been adopted.
- **Public Toilet Strategy** – The Welsh Government placed a duty on all local authorities to produce a strategy by May 2019. Based on research and stakeholder mapping the council conducted some targeted focus groups to engage some of the key users including mothers with young children, families with disabled children, carers and the physical disability and sensory loss group. An online form was also sent out to all known providers of toilets and a public survey launched alongside the focus groups as part of Phase I to capture additional feedback. The effect: The feedback gathered around the lack of baby changing facilities and Changing Places for adults contributed to the actions listed in the final draft plan which is currently being consulted upon.
- **Green Garden Waste** – Powys is one of the few local authorities that is still providing green garden banks in car parks across the county. Plans to introduce a paid for green garden waste service were consulted upon so as to capture resident feedback on costs, bin type, frequency of collections and payment options. Over 2000 residents responded. Half stated they were interested in the service and would be happy to pay between £30 and £40 a year for a kerbside collection. The effect: The responses from residents have been used to establish frequency, costs and bin sizes and the service is due to be launched in April 2019.
- **Newtown Active Travel bridge survey** – The council had successfully bid for funding from Welsh Government under the Active Travel scheme to build a cycle/footbridge across the River Severn crossing from Pool Road to Canal Road. The council worked in partnership with Newtown and Llanllwchaiarn Town Council to engage with residents and business about how the bridge should look and also asked for ideas for possible names. An online survey was run along with two drop in sessions. The effect: This feedback has fed into the design process and a name for the bridge will be decided at a later date.

3.2 Listening to our regulators

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



- **Wales Audit Office (WAO)** 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)** (formerly known as Care and Social Services Inspectorate Wales) 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.

We will continue to embrace the findings of our regulators and work in partnership with them to ensure our plans deliver the required service improvements.

Outlined below are key recommendations and proposals for improvement that we have received from regulators during 2018-19. We have used these findings to strengthen our plan for 2019 onwards.



Economy

WAO Service User Perspective Review - Housing Services (August 2018)

- P1 The Council should urgently strengthen the future delivery of the WHQS by accelerating its development of a comprehensive strategy and action plan to address the issues facing tenants who are living in cold homes.
- P2 The Council should work with tenants to strengthen its approach to assisting people experiencing problems with condensation and damp.
- P3 The Council should strengthen its approach to engagement and explore more innovative ways to reach the many people who are hard to reach due to the geographical challenges of living in Powys.



Health and Care

CIW Adults Inspection Report May 2018 - Their report set out six priority recommendations and a further ten where they expect to see improvement in the next 12 months.

- R1 - senior leaders must continue to provide strong political and corporate support for adult services to ensure service improvements;
- R2 - ensure all safeguarding enquiries are undertaken within statutory timescales;
- R3 - ensure clear management oversight and understanding of demand, capacity and prioritisation of workflow within adult safeguarding;
- R4 - strengthen the existing adult services improvement plan;
- R5 - urgently improve systems to ensure the management and prioritisation of allocation, assessment and service delivery to prevent delays in people receiving services.
- R6 - produce a robust workforce strategy including short, medium and long term plans for recruitment and retention of the adult services workforce.

CIW Childrens and Adults services monitoring visit July 2018

In July 2018 CIW carried out monitoring activity to review the council's progress in delivering its improvement plans for Adult and Children's services. Their fieldwork focussed on safeguarding and quality assurance arrangements.

"We saw revisions and development of systems of quality assurance in both Adult and Children's Services. We were aware of the auditing work in Children's Services and now have increased confidence in the local authority's capacity and intent to scrutinise process and practice, through your appointment of Quality Assurance Managers and Policy Officers. Additional resource within the Independent Reviewing Officer team has greatly enhanced the challenge role within Children's Services.

We are satisfied management supervision discussions are occurring regularly and this continues to be a priority area. We note a rise in complaints received, which you have responded to by additional resourcing and an increased senior management focus on the quality of initial investigations and staff learning from themes identified."

Areas of concern/for improvement:

Quality assurance

- Managers in Adult Services completed fewer file audits in May and June than expected. This was attributed to capacity issues, which is likely to continue to be a challenge across social services.

Complaints

- Social Services are receiving 20 complaints per month. Almost half relate to poor communication by social work staff. Senior managers are looking at the quality of stage one investigations.
- While Complaints Officers provide reports for OMT and SMT meetings, their work does not fall under the quality assurance structures and frameworks.

Supervision

- Some supervision records showed more attention than others did to professional development and personal issues. It was not usual for actions set by managers to have a timeframe for completion. In two instances, we saw sections of text had been copied and pasted from the previous supervision record.

Partnership working

- Health representatives believe there have been opportunities for greater collaboration between statutory agencies on strategy documents. Senior managers in the local authority agreed more collaboration would advantage multi agency working.

- Health representatives were concerned they are not routinely involved in the initial stages of safeguarding work and/or informed of outcomes. We saw evidence of this in our review of files.
- Police believed multi agency working in adult safeguarding would benefit from greater contact at a senior management level.

Safeguarding boards

- The work agenda of the local operations groups could ensure all measures to explicate and improve multi agency working in safeguarding are prioritised.

CIW Childrens Services Inspection October 2018 (CIW Report issued January 2019)

Powys County Council's children's services has achieved significant improvements in certain areas, and some improvement in others. There continue to be areas of practice where we have serious concerns.

Areas for development:

The report identifies many areas for continued development; we find the priority areas for action are

- Ensure there is a clear strategic vision to direct overarching planning and the delivery of a seamless service for children and families, incorporating effective early help and family support services alongside statutory intervention.
- Clearer focus on improving strategic relationships with partners to increase collaborative working to the benefit of children and families.
- Development of a commissioning strategy and social work practice to anticipate children's accommodation needs, reduce the numbers of emergency placements and enable PCC to better fulfil its duty to access a sufficient range of accommodation for looked after children close to home. To minimise the number of children placed without agreed educational provision.
- Ensure the safeguarding process incorporates multi-agency information sharing as soon as possible following referral to ensure informed practice and best outcomes for children. Ensure an immediate multi-agency response to safeguard children at risk of sexual exploitation (CSE).
- Ensure investigations of complaints are thorough and timely in accordance with Welsh Government guidelines.

CIW monitoring visit for Adults Services - December 2018

The council accepted and welcomed CIW findings following a formal monitoring visit of adult services, undertaken in November and December. During the visit inspectors examined care and support in adult services and found overall improvement and the 'beginnings of a cultural shift towards continuous improvement'. Inspectors said they found good and excellent examples of care and support planning and had spoken to 'highly committed staff'. They also identified areas requiring improvements, particularly within domiciliary care provision, which it said the council needed to improve service consistency.



Learning and Skills

Estyn Improvement Conference April 2018

Powys was selected to be one of three councils involved in piloting the new improvement conference inspection activity. The schools service has carried out a lot of work to ensure that it responds to the scrutiny which takes place in these meetings as well as the recommendations made by HMI. A Self-Assessment Report was developed in preparation for the second Improvement conference held in April 2018. The conference focussed on:

- The council's plans for addressing the underperformance of secondary aged pupils, including the response to the recommendations from the initial improvement conference
- The effectiveness of central finances support in overseeing schools budgets

The Estyn outcome letter, which was published following the improvement conference in April 2018 states:

Inspectors sought assurance that the authority:

- has taken appropriate action since the initial improvement conference
- is making suitable progress in securing better outcomes for learners
- has coherent plans to continue to address the issues raised at the initial improvement conference, and that these plans may need to be revised to take into account changing circumstances
- has sufficient resources to implement its plans
- has rigorous processes in place to monitor the implementation of its plans and evaluate the impact

The authority's plans for addressing the underperformance of secondary aged pupils

"Estyn remains assured that the local authority understands the reasons behind the relative weak performance of its secondary schools in recent years. Two-thirds of secondary schools in Powys have been identified locally as requiring significant support and are amber or red category. Although progress has been slow and the local authority acknowledged that its monitoring of schools had not been rigorous enough, the authority is strengthening its work to quicken the pace of improvement in schools. This includes new staff to support school improvement work, a more robust approach to challenging, supporting and monitoring schools causing concern and tighter performance management arrangements.

Four secondary schools have appointed a new head teacher since the initial conference, and the authority has ensured that there is support available to these new head teachers, though it is not possible to evaluate this as part of the conference process. Only two secondary schools have middle leaders participating in the professional learning programme for middle leaders available through ERW, and I am concerned at this low take-up. I recommend that the authority works with ERW to ensure that middle leaders in other schools are receiving appropriate professional learning to meet their needs and to strengthen the quality of leadership and management in schools where this is an area for improvement".

The effectiveness of central finance support in overseeing school budgets

"The local authority knows that its current budget position is unacceptable and has a good understanding of the reasons that have caused this. The authority has detailed financial data on the position of every school as well as its internal service areas. School leaders and governors as well as senior offices and elected members are all aware of relevant financial information to enable them to fulfil their responsibilities. Over the last 12 months, the authority has issued a warning notice to six secondary schools and two primary schools, requiring these schools to take action to address their deficit budgets. The local authority has recently ensured that Brecon High School, which is in a very poor deficit position, agreed a plan to address their budget. I note that, as a result, the local authority has not used its powers to suspend the governing body's right to a delegated budget".

No further improvements were requested, but there is now a clear mandate to continue on the improvement journey that the service has commenced and to show clear evidence of impact. A new cycle of local government education services inspections commenced in September 2018.

WAO Well-being of Future Generations: An examination of 'Improve our Schools Infrastructure'

- Our examination found that: The Council has acted in accordance with the sustainable development principle in setting the 'step' Improve our Schools Infrastructure and is taking account of the five ways of working in the actions it is taking to deliver it.
- The Council has considered how the step will address key problems such as building condition, school budget deficits, poor student offer at sixth form and limited Welsh-medium provision, the problem of surplus places is recognised but the Council needs to be clearer on how the step will prevent this issue getting worse.

MIH

Making IT Happen

WAO Overview and scrutiny, fit for the future?

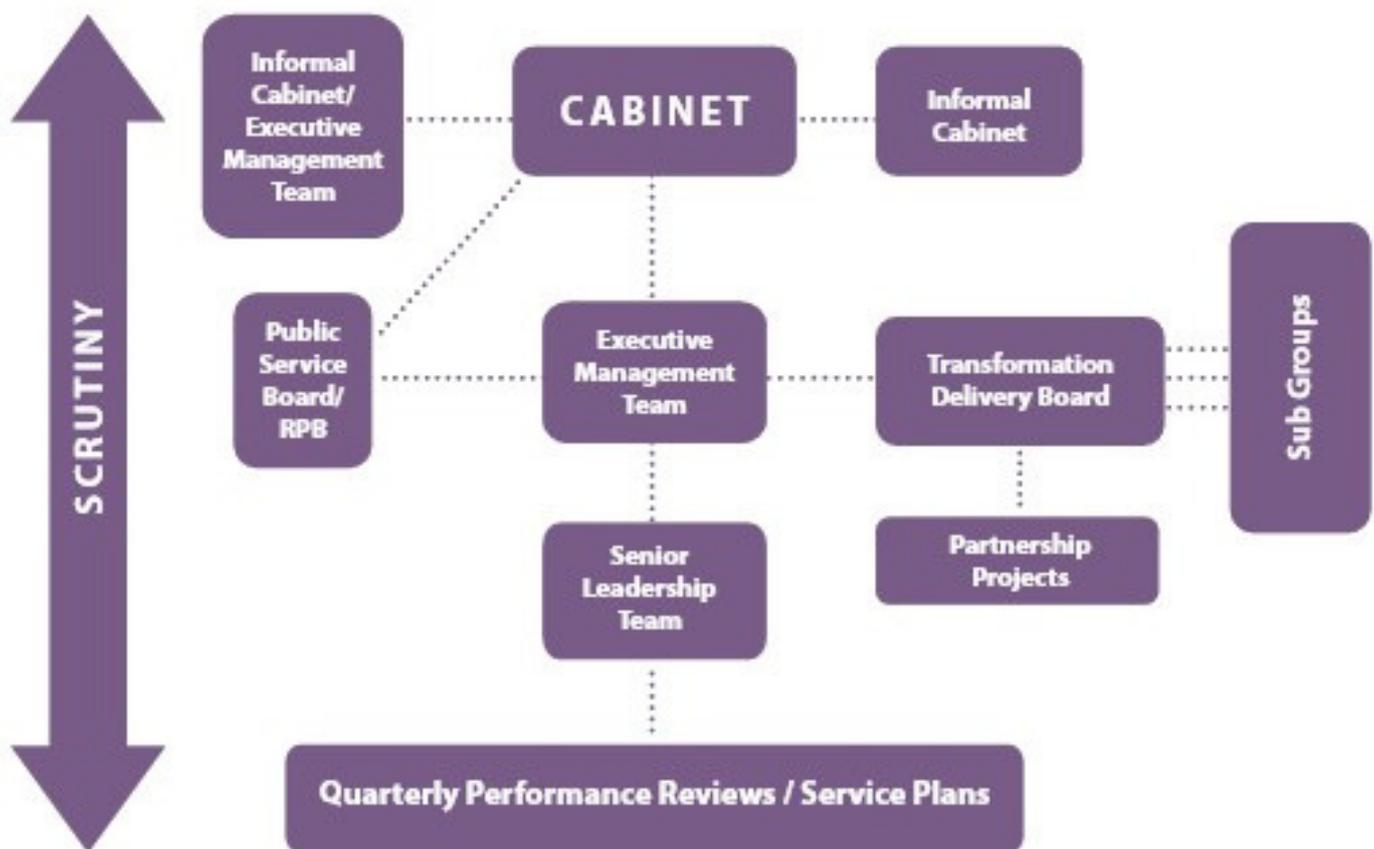
- P1 Be specific in the reports presented to overview and scrutiny why the committee is receiving the information and how this relates to the role of the scrutiny committee.
- P2 Provide more training specifically for Chairs and Vice Chairs of overview and scrutiny committees to enable them to be more effective in their role.
- P3 Make arrangements for further training for scrutiny committee members on the Well-Being of Future Generations (WFG) Act in order to help embed WFG considerations into the Council's decision-making processes
- P4 Strengthen arrangements for public and other stakeholder engagement in overview and scrutiny.
- P5 Clarify the arrangements for feeding back overview and scrutiny committees' views to Cabinet and for Cabinet to respond to recommendations made.
- P6 Put in place arrangements for assessing the effectiveness and impact of overview and scrutiny.

WAO - Review of PCC Transformation and Efficiency Savings Programme (October 2018)

- Need to increase the scale of change from service improvement to bigger transformational change
- Need to address the organisations track record of under delivery of target savings
- Need to address the gaps in savings plans going forward
- Need to establish clear outcomes for all aspects of the transformation programme
- Need to ensure that the performance measures you are using are the right ones to help drive transformation

3.4 Governance Arrangements

In line with approval of Vision 2025: Our Corporate Improvement Plan in April 2018, a governance structure was put in place to drive forward its delivery. This consisted of a series of Programme Boards who were accountable for delivering the well-being objectives. During the summer of 2018, it became evident that this governance structure was creating duplication and that there were no clear lines of accountability. Therefore, we redefined and streamlined our approach to delivering Vision 2025 to ensure improved accountability and a greater focus on outcomes. There is now one Transformation Programme which focusses on significant transformational projects that need to be delivered by more than one service. Other service improvement work that will help us deliver Vision 2025 is now being managed and governed separately at a service level, with Individual Heads of Service acting as the accountable officers.



Cabinet:

The Cabinet receives and overview of performance information to provide assurance against delivery of Vision 2025: Our CIP on a quarterly basis. Also provides Strategic decisions to manage delivery of agreed outcomes

Executive Management Team/ Senior Leadership Team: These are the senior teams within the council who are accountable for evaluating and challenging performance against delivery of strategic outcomes.

Powys Public Services Board (PSB):

The statutory partnership body required under the Well-being of Future Generations (Wales) Act 2015. The PSB is responsible for developing the well-being plan for Powys in response to the well-being assessment.

Regional Partnership Board (RPB):

The statutory partnership required under the Social Services and Well-being (Wales) Act 2014 whose role is to manage and develop services to secure strategic planning and partnership working between local authorities and local health boards and to ensure effective services, care and support are in place to best meet the needs of their respective population.

Transformation Delivery Board:

This board will manage the delivery of cross cutting projects within Vision 2025 to ensure the outcomes identified are realised.

Quarterly Service Performance Reviews:

Corporate Directors, Heads of Service and Portfolio Holders evaluate performance and quality assurance against agreed standards and objectives to ensure activities and performance improvement is on track.



3.5 Comparing our performance to other Welsh Council's

As well as monitoring performance against the activities 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 council's across Wales in delivering key statutory services. During 2018-19, the council monitored its progress against 35 Public Accountability Measures. All Wales comparative information on these measures will be available in late summer 2019.

Appendix A



The Wellbeing of Future Generations (Wales) Act 2015

Seven Well-being goals:



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.



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).



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.



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).



A Wales of cohesive communities

Attractive, viable, safe and well-connected communities.



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.



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.

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

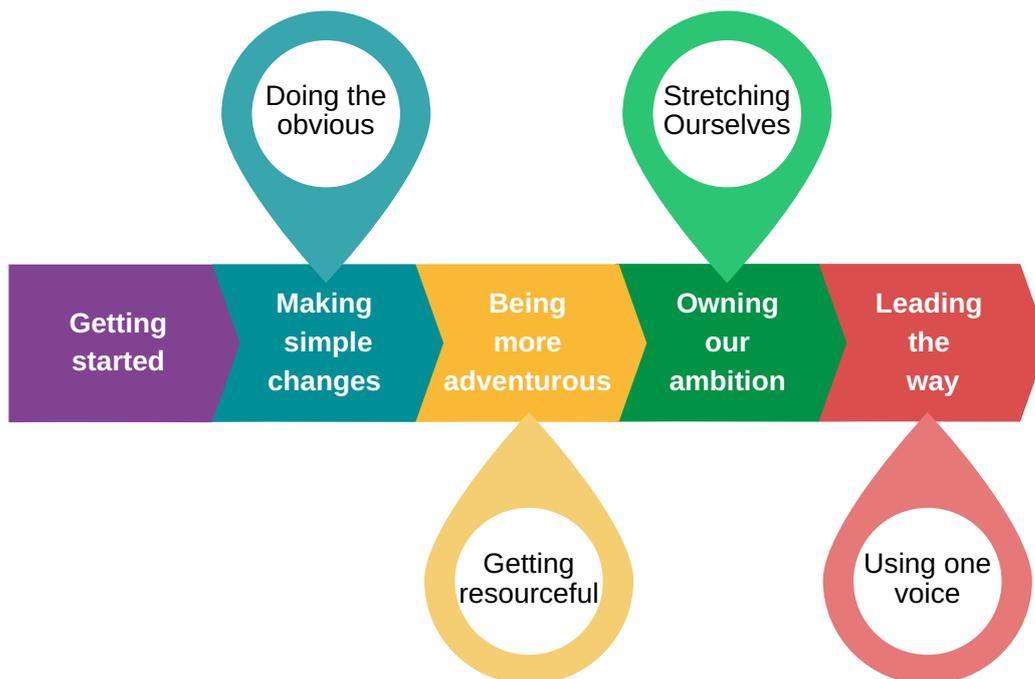
Integration - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies

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 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.

BRAG and RAG status definitions

Delivery against activities	Performance of measures
 BLUE Action is complete	 RED Performance not meeting target
 RED Action is not on track with major issues	 Amber Performance off target but within a variance of 10%
 Amber Action is mainly on track with some minor issues	 GREEN Performance is meeting target
 GREEN Action is on track	 No data supplied



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**CYNGOR SIR POWYS COUNTY COUNCIL
CABINET EXECUTIVE**

18th June 2019

**REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance**

SUBJECT: Financial Outturn for the Year Ended 31st March 2019

REPORT FOR: Information

1. Summary

- 1.1 This report provides the summary outturn position by Service for the year ended 31st March 2019. The final outturn position, is an overspend of £713k versus the working budget, which will be funded from the General Fund reserve. This compares with a forecast overspend of £2.464m estimated at the end of February. The figures include savings delivered of £6.536m, 58% of the £12.296m target, this compares with 71% delivered last year.
- 1.2 The approved budget for 2018/19 included a £7m draw on specific reserves. This one off funding was included to support the investment in both Childrens and Adult Services recognising the Council's commitment to deliver improved services and provide for increasing demand and rising third party costs.
- 1.3 In delivering the outturn position, consideration has been given to the balance between the use of capitalisation, maintaining a prudent level of reserves, and the subsequent demand on future year budgets. It is important that the council's reserves are protected given the risk inherent in the 2019/20 budget and the significant challenge to balance the budget over the medium term.
- 1.4 This approach has secured the level of general fund reserves at year end of £9.065m representing 5.28% of total net revenue budget excluding Schools and Housing Revenue Account (HRA).
- 1.5 The Medium Term Financial Strategy and financial planning models will be updated with the final outturn information.

2. Revenue Outturn versus February Forecast:

- 2.1 The outturn position demonstrates an improved position against the February forecast of £1.7m, as shown in the table below:

Table 1: Variance to Budget - (Overspend)/ Underspend

Directorate/ Service	Mar 19 (£000s)	Feb 19 (£000s)	Change (£000s)
Social Services	(3,696)	(4,526)	830
Environment	(125)	(200)	75
Schools and Leisure	1,338	782	556
Resources	94	215	(121)
Central Activities	1,676	1,265	411
Total (Exc HRA/ Schools Delegated)	(713)	(2,464)	1,751

2.2 The following key items have contributed to the improvement outturn position:

- The revenue cost associated with supporting the capital programme (MRP and interest) were £1.87m less than budgeted. The impact of the slippage in the delivery of the Capital programme, and the replacement of borrowing with unexpected grant funding, had not been fully reflected in the February forecast. Whilst it is appropriate to take a prudent approach, and the exact level of borrowing is difficult to predict, some of this benefit could have been reflected sooner. Improvements to the monitoring of the capital programme will be implemented in 2019/20.
- As a consequence of the above, Management of Change activities (£1.932m) have been funded from the revenue budget underspend, rather than utilising capital receipts, this will protect this source of funding for future transformational activity or to support the capital programme.
- In the Schools service a reduction in the cost of out of county placements and additional income from inter authority recoupment has seen a £400k improvement. Additional grant funding received in March and lower than expected costs including Statutory testing have resulted in a further £150k improvement.
- An additional £475k to that estimated has been collected in Council Tax relating to empty properties.
- The improvement in Social Care is due to an unexpected £250k increase in 'deferred charges' offsetting the cost of service provision in Adult Social Care and the receipt of the 'Social Care Tasks Performed by a Registered Nurse in Nursing Homes' grant of £120k. A reduction in the value of orders committed has also contributed to the improvement.
- The February forecast assumed that the Social Care element of the backdated holiday pay would be funded from base budget. The cost was funded from a specific reserves in P12, giving a £219k benefit over the February forecast.
- Remaining general fund underspends were used to fund Resources posts (e.g. Job evaluation, Change & Improvement etc.); the February forecast assumed these would be funded from reserves in line with the approved budget.

3. Revenue Outturn variance against Budget

3.1 The table below outlines the outturn position by service, against approved working budget, which includes budgeted transfers to or from reserves. RAG status has been applied to service variance based on the parameters below:

B	Underspend greater than 1%
G	+/- 1% (or £0.05m if budget less than £5m)
A	Overspend of 1-2% (£0.05m - £0.1m if budget less than £5m)
R	Variance above 2% (£0.1m if budget less than £5m)

Table 2: Variance to Budget 2018/19

Directorate/ Service	Actual (£000s)	Budget (£000s)	Variance (£000s)	Variance %	RAG Status
Adult & Commissioning	63,989	65,932	1,943	2.9%	B
Children Services	24,229	18,590	(5,639)	(30.3%)	R
Sub Total: Social Services	88,218	84,522	(3,696)	(4.4%)	R
Regeneration	1,234	1,330	96	7.2%	B
Property Planning and Public Protection	6,960	7,470	510	6.8%	B
Housing General Fund	653	830	177	21.3%	B
Highways, Transport & Recycling	22,529	21,621	(908)	(4.2%)	R
Sub Total: Environment	31,376	31,251	(125)	(0.4%)	G
Schools Service	26,744	27,641	897	3.2%	B
Leisure & Recreation	8,375	8,816	441	5.0%	B
Sub Total: Schools & Leisure	35,119	36,457	1,338	3.7%	B
Business Services	6,430	6,434	4	0.1%	G
Information Services	4,299	4,391	92	2.1%	B
Legal Services	3,104	3,196	92	2.9%	B
Financial Services	1,724	1,843	119	6.5%	B
Workforce, OD and Comms	2,516	2,303	(213)	(9.2%)	R
Sub Total: Resources	18,073	18,167	94	0.5%	G
Central Activities	(393)	1,283	1,676	130.6%	B
Total (Exc HRA/ Schools Delegated)	172,393	171,680	(713)	(0.4%)	G
Housing Revenue Account (HRA)	(1,833)	-	1,833	-	
Schools Delegated	74,216	75,322	1,106	1.5%	
Total (inc HRA/ Schools Delegated)	244,776	247,002	2,226	0.9%	

3.2 Action was taken during the Autumn of 2018 to control spending across the authority following the reporting of an increasing deficit forecasted for 2018/19. Services were requested to limit or delay spend and more accurately report increased levels of income, budgets in some areas were frozen and vacant posts

held to improve the overall financial position and limit the impact on the Councils reserves. This action has contributed to the underspends shown in the table.

3.3 Further commentary around the services with a RAG status of Red can be found below:

3.3.1 Childrens Services:

The Childrens Services outturn for 2018/19 exceeds the baseline budget set by £5.639m. The baseline budget includes an Investment of £6.416m in 2018/19 (£3.530m for Improvement Capacity and £2.886m to address service pressures) following an adverse Care Inspectorate Wales (CIW) inspection. The key drivers of the variance to budget were:

- £2.298m of undelivered efficiencies (£1.101m brought forward from 2017/18 and a further £1.197m for 2018/19), for which there were no plans in place to deliver. This position has been resolved as part of the 2019/20 budget setting process.
- Placement expenditure exceeds the baseline budget by £3.55m for this service area. The total number of Children Looked After placements at the end of the financial year stood at 246, a 22.7% increase versus March 2018. Welsh Government provided an additional one-off grant allocation of £579k which has been used to offset these pressures.
- Agency spend put pressure on the staffing budget with £566.3k reported over budget. An appropriate workforce establishment was agreed at 248 FTE's and although funding for this is accommodated within the service budget, following the investment provided, many posts are being covered by agency staff at a higher cost per post. This area is currently being restructured (implemented from the 1st April 2019) which should address this pressure.
- Improvement capacity investment funding offsets this expenditure by £710k.

3.3.2 Highways, Transport and Recycling:

The overspend in Highways, Transport and Recycling was as a result of:-

- Undelivered savings in 2018/19 totalling £990k
- A deficit of £248k on trade waste collection services, due to income achieved being lower than the budgeted target..
- An outturn over spend of £556k on recycling and waste services as a result of increased vehicle hire costs, fuel costs and the additional cost of depreciation for replaced vehicles. Noting that the vehicles that were replaced had been fully depreciated and that there was no revenue budget allocated for replacement of the vehicles. Prompt future replacement of life expired vehicles will remove this anomaly in future years.
- An outturn over spend of £152k on the fleet workshops due to increased costs on materials and parts coupled with an ongoing pressure that arose as a result of a shortfall in income in relation to the loss of the maintenance of the HOWPS vehicles. It has not been possible to negate all of the income lost with reductions in overhead expenditure.

- An over spend of £240k on Public Transport, as a result of the new prices from the re-tender exercise.. A capital grant has been received which will be used to reduce revenue costs but the financial benefit of this will not be realised until the 2019-20 financial year. Also contributing to the over spend is a loss of income on the T4 route due to the unexpected “commercialisation” of part of the route.

These over spends are, in part, offset by under spends of;

- £110k as a result of the spend freeze and an under spend of £103k in Traffic and Travel Management
- An under spend of £449k in compliance and waste contracts mainly as a result of reduced waste disposal costs and increased recycle income.
- An under spend of £550k in Highways Operations mainly as a result of under spends on Street Cleaning and Routine Maintenance as a result of reductions in staffing costs

3.3.3 Workforce, OD & Comms:

The variance in this area is as a result of posts being funded from revenue base budget rather from Reserves, as explained in section 2.2 above.

4. Efficiency Savings

- 4.1 Total efficiency savings required in the 2018/19 budget were £12.296m. The total savings delivered in 2018/19 were £6.536m, or 53% of the total required. However, £5.76m of savings unachieved included £2.2m relating to the Children’s service (3.3.1 above) and £1.7m income and cost improvement target held corporately. Neither of these savings are achievable and they have therefore already been written out of the 2019/20 budget.
- 4.2 Adjusting for these, recurrent savings of £1.86m or 22% of the 2018-19 target are still to be delivered in 2019/20.
- 4.3 A detailed report on the delivery of savings will be provided to Cabinet and Council shortly, this will include details from the services of how the remaining savings will be delivered.
- 4.4 The table below shows the breakdown by service area:

Table 3: Savings Delivery 2018/19

Directorate/ Service	Total To Be Achieved 18/19	Actually Achieved 18/19	Remainder	% Achieved 18/19
Adult & Commissioning	1,432	1,469	(37)	103%
Children Services	2,298	-	2,298	-
Sub Total: Social Services	3,730	1,469	2,261	39%
Regeneration	100	100	-	100%
Property Planning and Public Protection	303	228	76	75%
Housing General Fund	86	86	-	100%
Highways, Transport & Recycling	2,194	1,203	991	55%
Sub Total: Environment	2,683	1,617	1,066	60%
Schools Service	1,583	1,270	313	80%
Leisure & Recreation	709	709	-	100%
Sub Total: Schools & Leisure	2,292	1,979	313	86%
Business Services	715	715	-	100%
Information Services	354	354	-	100%
Legal Services	61	61	-	100%
Financial Services	303	303	-	100%
Workforce, OD and Comms	157	-	157	-
Sub Total: Resources	1,590	1,434	157	90%
Central Activities	2,001	38	1,963	2%
Total	12,296	6,536	5,760	53%

5. Revenue Reserves

- 5.1 The revenue reserves held at the beginning of the year totalled £40.36m, with £9.68m held in the General Fund Reserve and Specific and Ring fenced reserves of £30.67m.
- 5.2 In terms of movement in the reserves during the 2018-19 financial year, the General Reserve balance has reduced by £615k, whilst £10.3 million has been drawn from specific reserves to support the revenue budget for the year, (excluding Schools and HRA). This includes the £7 million redirected from the 21st Century Schools Reserve (£5 million) and the use of the Adult Services Reserve (£2 million) agreed at budget setting.
- 5.3 General Fund reserves at the 31st March 2019, stand at £9.065 million. This is equivalent to 5.28% of the net revenue budget (Excluding Schools delegated and HRA). This rises to 7.37% when the Budget Management Reserve is included. The Council faces a continuing financial challenge; in particular, the demand for services in both Adults and Children’s Services, and it is essential that a prudent reserve level is in place to ensure enough financial capacity is available. This

cannot be stressed too highly given the level of savings, the risk inherent in the budget and the significant challenge to balance the budget over the medium term.

- 5.4 The actual use of the HRA reserve was £2.156m. An underspend of £1.833m within the HRA was offset by the decision to use approximately £4m from the HRA reserve to fund the HRA capital programme, rather than borrowing. This will reduce the MRP and interest cost to be borne by the HRA going forward. Before this adjustment the balance on the HRA reserve would have been £5.111m, way in excess of the £1m required by financial regulations. The actual closing balance on the HRA reserve was £1.111m.
- 5.5 The opening position on the Schools Delegated Reserves was a deficit balance of £878k. School balances reported to Cabinet on the 19th June 2018 predicted a £1.559m call on reserves for 2018-19. The actual call on reserves for 2018-19 was £616k which is an improvement on the February position and is due to a number of grants received late in the year including funding for the Teachers Pay award, Class size grant and ERW funding.
- 5.6 The Insurance reserve now stands at £716k after £871k was drawn down in 2018/19 to settle insurance claims. Should this level of payment continue the reserve will be fully utilised in 2019/20. The level of funding to support the settlement of claims is being considered in the budget planning for 2019/20.
- 5.7 The Council's reserves are key to our financial planning; maintaining these at an appropriate level is central to our financial stability. They provide a safeguard against risk, unusual events and future financial pressures.
- 5.8 The table below details the reserve position at 31st March 2019:

Table 4: Revenue Reserve Movements

Reserve Name	Opening Balance at 1st April 2018	Addition/ (Use) of Reserves	Outturn impact - Addition/	Balance at 31st March 19 Surplus/
General Fund	9,680	98	(713)	9,065
Ring-fenced & Specific Reserves:				
Budget Management Reserve	3,584	-		3,584
Specific Reserves	2,356	(1,065)		1,291
21st Century Schools Reserve	5,524	(5,045)		479
Adult Services Reserve	2,750	(2,004)		746
Regeneration Reserve	100	-		100
HOWPS	185	(185)		-
Mid Wales Growth Fund	150	(25)		125
Highways Reserve	57	(57)		-
Invest to Save & Corporate Initiatives (inc JE)	5,830	(1,378)		4,452
Insurance Reserve	1,587	(871)		716
Transport & Equipment Funding Reserve	6,163	329		6,492
Sub Total	28,286	(10,301)	-	17,985
Schools Delegated Reserves	(878)	1,201	(616)	(293)
Housing Revenue Account	3,267	(3,989)	1,833	1,111
Total Revenue Reserves	40,355	(12,991)	504	27,868

6. Impact of Capital

- 6.1 Capital investment and the financing of capital activities have a significant impact on the authority's Revenue position.
- 6.2 In 2018/19 £76.971m was actually spent (including HRA) on capital investments versus the original budget of £87.703m. This gave an underspend of £10,732m or 12.2%.
- 6.3 Approximately 25.6% (£19.679m) of the actual spend for 2018/19 was incurred in March 2019.
- 6.4 The majority of the underspend can be attributed to delays in the delivery of the capital programme. The budgets associated with these projects will be rolled forward into 2019/20. The virements required to do this are outlined in the Capital monitoring report and are subject to approval from Cabinet and/ or full Council.
- 6.5 The 2018/19 budget assumed that the revenue cost of capital investment and financing would be £14.4m. Due to slippage in the delivery of the capital programme, and a reduction in the underlying need to borrow as a result of un-anticipated Capital Grant funding received from Welsh Government in March 2019, the actual cost of supporting the capital programme was £12.5m.

7. Options Considered/ Available

7.1 N/A

8. Preferred Choice and Reasons

8.1 N/A

9. Impact Assessment

9.1 Is an impact assessment required? Yes/No

10. Corporate Improvement Plan

10.1 N/A

11. Local Member(s)

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

12. Other Front Line Services

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

13. Communications

13.1 Budget information is of interest to internal and external audiences and regular updates are provided by the Portfolio Holder for Finance. Detailed finance reports are presented to Heads of Service, Cabinet and the Audit Committee. These reports are public and are part of a range of statutory and non-statutory financial information documents including the Statement of Accounts.

14. Support Services (Legal, Finance, HR, ICT, BPU)

14.1 This report has no specific impact on support services other than reporting the financial outturn for each specific area. Financial Services work closely with all service areas in monitoring financial performance against budgets.

15. Scrutiny

15.1 Has this report been scrutinised? The report will be considered by the Finance Panel on the 12th June.

16. Statutory Officers

16.1 The Head of Finance (Section 151 Officer) comments:

The improved financial position at year end limits the impact on the general fund reserve, this maintains the level of the reserve which is essential to support future budgets and the medium term financial strategy.

Achievement of savings within the 2018/19 financial year is 77%. The Council has a good record of delivering savings but some continue to take longer than one financial year to be delivered. The level of savings required in 2019-20 is a significant challenge, the delivery of these is essential to deliver a balanced budget and this presents some risk to the Council. Coupled with the need to transform the council and the increasing potential pressures in social services it means that a prudent approach must be adopted.

The current and projected financial position of our Schools continues to be a challenge. The additional funding included in the budget plan assists schools in meeting the pressures they face, but it is essential that all Governing Bodies take action to provide a curriculum that can be delivered within the funding provided to them. The school reserves are ring fenced but, ultimately, represent a potential council risk. It is essential that compliance work is undertaken to ensure that school budgets are managed in accordance with regulations by Governing Bodies.

The level of reserves held must be appropriate to the level of risk inherent in the future budget plans. These are the funds that can support any potential slippage in delivery of savings or additional potential demand pressures, and given the continued scale of savings required in the future contributes to the financial stability of the council.

16.2 The Monitoring Officer has no specific concerns with this report.

17. Members' Interests

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

Recommendation:	Reason for Recommendation:
The contents of this report are noted by Cabinet.	<p>To outline the end of year financial position and the council's financial performance.</p> <p>To ensure appropriate reserves are established.</p>

Relevant Policy (ies):		Financial Regulations	
Within Policy:	Yes	Within Budget:	Y

Relevant Local Member(s):			
Person(s) To Implement Decision:		Jane Thomas	
Date By When Decision To Be Implemented:			
Contact Officer Name	Tel	Fax	E mail
Jane Thomas	01597-826341	01597-826290	jane.thomas@powys.gov.uk

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**CYNGOR SIR POWYS COUNTY COUNCIL.
CABINET EXECUTIVE**

Date 18th June, 2019

**REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance**

**SUBJECT: Capital Programme Outturn Position for the Financial Year
ending 31st March 2019**

REPORT FOR: Decision

1. Summary

- 1.1 The Revised working budget for the 2018/19 Capital Programme, after accounting for approved virements, is £81.170m (The Original budget was £87.703m). The decrease in budget is largely due to virements from previous year's programme that have lapsed into 2018/19 and roll forward into 2019/20.
- 1.2 The actual spend to the end of March is £76.971m, with a spend of £19.679m in March. This leaves £4.799m or 5.87% of the budget uncommitted at the end of March 2019.
- 1.3 Additional grant funding of £5.971m was provided by Welsh Government during the latter months of the financial year, where appropriate this has been utilised to fund existing capital spend, and replaces the need to borrow for some schemes. This will reduce the Capital Financing Requirement and provide a revenue saving on the Capital Charges budget in both 2018/19 and 2019/20.
- 1.4 The funding of the programme has been amended in line with the outturn position and matches actual expenditure.
- 1.5 Virements are required to reflect the final funding position and the re-profiling of budgets between 2018/19 and the new financial year for projects that are yet to be completed.
- 1.6 Table 1 below summarises the position for each portfolio and service.

Table 1 Capital Table as at 31st March 2019

Service	Original Budget	Virements Approved	Virements Required by Cabinet	Virements Required by Council	Revised Working Budget 2018/19 as at 31 st March 2019 (after virements approved and required)	Actuals	Remaining Budget	
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	%
People								
Adult Services & Commissioning	819	-34	-366	0	419	329	90	21.46%
Childrens Services	0	141	-80	0	61	60	1	1.59%
Housing	1,825	847	-457	0	2,214	1,937	277	12.51%
Schools and Inclusion	39,367	-4,794	-296	-6,816	27,460	25,907	1,553	5.65%
Workforce, OD and Comms	0	0	0	0	0	0	0	
Resources		0						
Business Services	0	105	0	0	105	124	-19	-18.6%
Information Services	1,610	-97	-115	0	1,398	1,100	298	21.32%
Legal Services	0	19	0	0	19	0	19	100.0%
Financial Services	578	-432	-146	0	0	0	0	100.0%
Corporate Activities	0	3,104	0	-886	2,218	2,218	0	0.00%
Place		0						
Highways, Transport & Recycling	16,380	8,702	-1,169	-1,729	22,184	20,484	1,700	7.66%
Leisure & Recreation	3,357	5,529	-243	-1,870	6,773	6,089	685	10.11%
Regeneration	1,125	-624	0	0	501	468	33	6.57%
Property, Planning And Public Protection	2,503	258	-735	0	2,027	1,756	270	13.34%
Total Capital	67,564	12,723	-3,607	-11,301	65,379	60,473	4,906	7.5%
Housing Revenue Account	20,139	-2,518	-340	-891	16,391	16,498	-107	-0.65%
TOTAL	87,703	10,205	-3,947	-12,192	81,770	76,971	4,799	5.87%

1.7 The funding of the capital programme is shown in Table 2 below. It has been revised from the original budget of £87.703m to £76.971m as at 31st March 2019 to reflect actual expenditure incurred.

Table 2 Funding of the Capital Budget as at 31st March 2019

Service	Supported Borrowing	Prudential Borrowing	Grants	Revenue Cont's To Capital	Capital Receipts	Total
	£,000	£,000	£,000	£,000	£,000	£,000
Revised Working Budget 2018/19 as at 31st March 2019 (after virements approved and required)						
Capital	-6,545	-20,536	-26,008	-3,020	-3,773	-65,379
HRA	0	-1,937	-4,835	-9,084	-534	-16,391
Total	-6,545	-22,473	-36,340	-12,104	-4,308	-81,770

2. Proposal

2.1 It is recommended that Cabinet note the contents of this report and recommend all virements over £500k to the Council for approval and approve all of the other virements listed below:

2.2 Highways, Transport and Recycling – Newtown HWRC £251,461.21

Due to delays in construction, works will not be completed until early in the new financial year. It is therefore recommended to roll forward £251,461.21 into 2019/20 in order to complete the scheme.

2.3 Highways, Transport and Recycling – Flood Alleviation

Major schemes in Talgarth and Welshpool have not been completed in 2018/19 and work will continue in 2019/20. The schemes are 85% funded by Welsh Government and require the following budgets to be rolled forward:

Talgarth - £466,982.99

Welshpool - £123,176.94

2.4 Highways, Transport and Recycling – Structures Strengthening & Major Remedial Earthworks

Strengthening works at B4398 New Bridge Vyrnwy have not been completed the remaining budget of £170,229.03 is proposed to roll forward into 2019/20 to complete the work.

Delays due to land issues resulted in the B4518 Gabion Wall Collapse scheme not progressing as planned. Design works are now complete and roll forward of the remaining budget of £157,283.15 is required for ongoing works in 2019/20.

2.5 Highways, Transport and Recycling – Vehicle Replacement Programme £1.7m

The service were allocated £3.904m to fund an extensive vehicle replacement programme. 105 vehicles were replaced this year but not all of the budget was required to fund this, the remaining £1.7m is no longer required and can be removed from the programme. The programme continues for 19/20 with £2.122m allocated.

2.6 Schools - Glantwymyn CP School, Refurbishment £699,249.28

The final element of the project is the outdoor play area and multi-use games area (muga) which will now take place in the summer. It is recommended to roll forward £699,249.28 to 19/20 to complete this work.

2.7 Schools – Carno CP School, New Build – £255,115.99

This project has not yet been completed in 18/19. It is recommended to roll forward the remaining budget of £255,115.99 to 19/20 to complete the project.

2.8 Schools – Unallocated 21st Century Schools project £165k

The full budget has not been utilised in 18/19 but will need to be rolled forward to 2019/20 to complete the projects in the Band A programme.

2.9 Schools – Dawnus Projects

Four school projects were affected by Dawnus going into administration. The remaining budgets allocated to the projects will be required in 19/20 and it is proposed to roll these forward as follows:

Welshpool Church in Wales School	-£2,300,463.29
Welshpool Gymraeg Y Trallwng	-£2,681,101.45
Bro Hyddgen	-£1,016,555.85
Ysgol Gymraeg Y Trallwng Equipment	-£239,694.59

2.10 Schools - Brynlllywarch Special School £346,784.57

This project is part of the Band B 21st Century Schools projects which commences on 1st April 2019. However, this project started in 2018/19. Mobile buildings were purchased in 2018/19 and work has commenced, costs of £346,784.54 have been incurred and are to be funded by prudential borrowing, a virement is required to reflect this.

2.11 Schools – Ysgol Calon Cymru £202,894.04

Design work has commenced in 18/19 funded from the 21st Century schools project. Costs of £202,894.04 have been incurred and a virement is required to reflect this.

2.12 Schools – Crickhowell High School Extension £189,305

Work has commenced on this project but planning delays have stalled the project, it is therefore recommended to roll forward the remaining budget to 19/20.

2.13 IT System Rationalisation - £114,672.59

The money was not spent in 2018/19 due to a lack of resource to progress at the expected pace (due to secondments) and a number of current projects needing extra time. Next year we plan to rationalise a further 13 systems to enable digital transformation, reducing the quantity of live systems, reduce cost and reduce the support & maintenance requirements. It is recommended to roll forward £115k to 2019/20 to continue the projects.

2.14 Corporate Unallocated - £104,045.99

The authority always retains a small contingency fund to allow for any urgent or unforeseen projects to commence or to finance any overspends that happen on approved projects. It is recommended to carry forward the budget to 19/20.

2.15 Leisure and Recreation – Y Gaer £1.870m

This project is nearing completion and revised costings estimate that £428,752 is required to be rolled forward to complete the project in 2019/20.

2.16 Leisure and Recreation – Captain’s Walk Gardens £246,801.19

This project has been affected by the delays to y Gaer and will now be completed in 2019/20, it is therefore recommended that this budget is rolled forward.

2.17 Housing Revenue Account - Other Projects

Management Fees	-£803,000.00
Level Access Bungalows North	-£618,672.08
Level Access Bungalows South	-£211,880.70
Fit for Purpose South	-£127,650.85

2.18 Housing Revenue Account - New Builds £530,805.71

This budget of £1.327m was overspent at year end by £0.531 because of work carried out on new sites and purchases. The schemes are supported by the Affordable Housing Grant the details of which are included in section 3.9 of the report. It is recommended to finance the additional cost of the New Builds from prudential borrowing over the life of the new assets. There is a risk that if the developments do not go ahead the costs incurred will need to be charged to the Housing Revenue Account as abortive costs.

2.19 Housing Revenue Account – Contribution from Reserves £3,774,662.22

The HRA has a ring fenced revenue reserve. It is prudent to hold £1m in this reserve for contingencies. Over the last two years the reserve had increased to over £5m. This level of reserve is excessive and it is therefore prudent to utilise £3.774m of the reserve to finance the HRA capital programme in 18/19 reducing the need to borrow. This will also reduce the burden on the revenue budget and save £75,493.24 per annum.

2.20 Property, Planning and Public Protection – County Farms £100,751.26

This budget is used to carry out urgent health and safety work on the county farm estate. It is recommended to remove this budget in 18/19. The capital programme includes £600K for further works in 2019/20.

2.21 Property, Planning and Public Protection – New Industrial Unit at Ffrwdgrech £100,984.63

This budget was underspent at year end, the project is not complete and therefore it is recommended to roll forward the budget to 19/20.

2.22 Property, Planning and Public Protection – Ladywell House £360,905.77

The project has been delayed and not all of the budget is required in 2018/19, it is recommended to roll forward the remaining budget into 19/20 when the project will be completed.

2.23 Property, Planning and Public Protection – County Hall £172,059.64

This budget was underspent at year end. It is recommended to remove the budget in 18/19.

2.24 Corporate Resources – Transformation £886,044.37

Capital Receipts were set aside to meet the costs of transformation as permitted under the Capitalisation Directive, some of these costs have now been funded from slippage on the revenue budget instead during 2018/19. The capital budget needs to be amended to reflect this change.

2.25 Private Sector Housing – Landlord Loans £236,078.60

This budget was not fully utilised during 2018/19, it is recommended that the balance is rolled forward to 19/20 to support this ongoing initiative.

3 Grants Received

3.1 The following grants have been received since the last report and are included for information.

3.2 -£4,034k 21st Century Schools Grant

This grant was provided in March 2018 by WG for the construction of a new High School in Brecon. The funding for the project in 2018/19 has changed so that £4.034m is now funded from the Local Government Borrowing Initiative (LGBI) for Schools instead of the 21st Century Schools Grant. This now uses the whole of the LGBI allocation for Schools.

3.3 £366,429.18 Substance Misuse Action Fund – Welshpool

This project has been delayed because of issues with planning and listed building consent. The work will be completed by July 2019 and WG have approved the use of the grant in 2019/20.

3.4 £1,579,411 Public Highways Refurbishment Grant 2018-21

This Welsh Government grant has been made available to support authorities to finance public highways refurbishment. Funding of £1,579,411 was received in relation to 2018/19 and used to finance schemes that had previously been planned to be financed from borrowing. This displaced borrowing can now be utilised in 2019/20.

Further grant funding of £1,574,623 has been confirmed for 2019/20. Funding for 2020/21 will be confirmed in due course.

3.5 **£155k - Costs relating to Storm Callum in October 2018**

Welsh Government will fund additional costs of £196k incurred by the Authority as a result of Storm Callum. £155k of this funding relates to capital works, £35k has been spent in 2018/19 and works to the value of £120k will be carried out in 2019/20, which is permitted under the grant conditions.

3.6 **£2,186,987 Innovative Housing Programme – Bowling Green, Newtown**

Welsh Government have approved funding under the Innovative Housing Programme for the new housing units at the Bowling Green. The funding is for the period up to 30th March 2020.

3.7 **£2,100,000 – Funding for purchase of buses - Traws Cymru T4 Network**

The funding will be claimed and paid to third party providers for the purchase of 12 buses for use on the Traws Cymru T4 network.

3.8 **-£80,000 – Flying Start Capital Grant – St Josephs, Brecon**

This project did not proceed, because the building was being used by the PRU for the South of the county, and the grant has not been claimed in 18/19.

3.9 **£100,000 Integrated Care Fund (ICF)**

Specialist Equipment was purchased from this grant, to be used in the community to support Adult Social Care.

3.10 **Housing Revenue Account – Affordable Housing Grant**

This grant is not a capital grant but a revenue grant, which will allow the authority to borrow over a 30-year period. The amount of the grant for 18/19 is £72k which will allow £561,000 borrowing in 18/19 and £838,474 in 19/20.

3.11 **£1,783,578 - Schools Building Maintenance Grant**

The Schools Building Maintenance grant for £1.7m was received in March 2019. This grant was used to fund existing expenditure in the schools Major Improvement programme and the existing resources rolled forward to be used in 19/20 in line with the terms and conditions of the grant.

4 **Capital Receipts**

4.1 Capital receipts received during the financial year, excluding those in the HRA, were £1,545,910. These are broken down as:

£534,500 Land & Property
£714,070 County Farms
£297,340 Vehicle Sales

4.2 Total HRA capital receipts were £1,005,500. Of this, £538k relates to six disposals to tenants who had applied to the HRA Right to Buy scheme before

its suspension on the 18th November 2017. The other sales were properties sold at auction and a land sale.

5. **Options Considered / Available**

5.1 N/A

6 **Preferred Choice and Reasons**

6.1 N/A

7 **Impact Assessment**

7.1 Is an impact assessment required? Yes/No

8 **Corporate Improvement Plan**

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

9 **Local Member(s)**

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

10 **Other Front Line Services**

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

11 **Communications**

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

Have they made a comment? If Yes insert here.

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

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

12.2 **Finance**

This report concludes the position of the Capital Programme for 2018/19.

The virements proposed in section 2 of this report, aligns the capital programme and its funding to the actual expenditure incurred. This is a prudent approach to ensure that the Council only makes available what is required to finance the

Capital expenditure. The reduction in the capital programme and the increase in grant funding has resulted in the underspend in the capital charges budget because of lower interest charges from borrowing.

14. **Scrutiny**

Has this report been scrutinised? Yes / No?

15. **Data Protection**

N/A

16. **Statutory Officers**

The Head of Finance notes the content of the report and supports the virements proposed to realign the funding requirements with the expenditure incurred and the reprofiling of projects between financial years.

The Deputy Monitoring Officer notes the content of the report and makes no specific comment upon the same.

17. **Members' Interests**

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

Recommendation:	Reason for Recommendation:
<p>a. The contents of this report are noted by Cabinet.</p> <p>b. That Cabinet approves the virements proposed in section 2 of this report.</p> <p>c. That all virements over £500k are recommended to Council for approval.</p>	<p>To report on the Capital Outturn position for the 2018/19 financial year.</p> <p>To ensure appropriate virements, are carried out to align budgets and financing requirements.</p> <p>To ensure that budgets for uncompleted projects is made available in the new financial year.</p>

<p>Contact Officer: Jane Thomas Tel: 01597-826290 Email: jane.thomas@powyscc.gov.uk</p>

Relevant Local Member(s):	
Person(s) To Implement Decision:	Jane Thomas
Date By When Decision To Be Implemented:	ongoing
Is a review of the impact of the decision required?	N
If yes, date of review	n/a

Background Papers used to prepare Report:

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET
18th June 2019

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

SUBJECT: School Budgets 2019/20

REPORT FOR: Decision

1. Summary

- 1.1 Governing Bodies of maintained schools are required, under the authority's scheme for financing schools, to set and submit an annual budget for their school together with initial budget plans for a minimum of the following two financial years. Where a school is planning to set a deficit budget in the current 2019/20 financial year, the budget must be approved and licensed by the Authority as long as it meets the requirements defined in the Scheme.
- 1.2 The cumulative outturn position at the 31st March 2019 for schools was £1.307m deficit balance on reserves. The cabinet approved position for 2018/19 was a cumulative position of £2.250m deficit on reserves. This shows an in year improvement of £0.9m and an in year net draw on reserves of £617k.
- 1.3 During the financial year Llandrindod and Builth Wells High schools closed, the closing deficit balance of both schools of £1.374m was written off. A £1m reserve was set aside at the end of last financial year for this purpose. This now leaves a deficit schools general reserve balance of £374k. The schools cumulative balance on reserves at the 1st April 2019 is £78k surplus.
- 1.4 All schools have been supported during the year. Team around the school meetings continue to take place to address continuing concerns and the action required. Notice of concerns were issued and followed up throughout the year and one warning notice was issued which is still active. This level of challenge and scrutiny will continue to ensure the levels of deficit can be reduced.
- 1.5 As at the 31st March 2019, there were twenty one (21) schools with cumulative deficit balances totalling £3.98m, this compares with twenty three (23) schools as at the 31st March 2018 with deficits of £3.71m.
- 1.6 As at the 31st March 2019 there were sixteen (16) schools whose surplus balances are greater than that defined within the scheme for financing schools will be subject to consideration for claw back.

- 1.7 Officers of the authority continue to work with schools to ensure that Governing Bodies work within the financial constraints of the funding allocated to them and in compliance with the Scheme for Financing Schools.
- 1.8 Sixty five (65) Schools are proposing to set cumulative Surplus balance in 2019/20 and meet the criteria to be approved. Twenty Eight (28) schools are proposing to set a cumulative deficit balance in 2019/20, twenty (20) of these do not meet the criteria to be licensed. Nine (9) schools failed to submit their budgets by the required date set out in the scheme, with four (4) of these submitted prior to approval by the full governing body as required and are in breach of the scheme for financing schools. The budgets for these nine (9) schools have been assessed and included in the recommendations in the report.

Llanfechain C in W – late

Llangedwyn C in W voluntary controlled – late

St Marys Catholic primary – late

Ysgol Gymraeg Dyffryn y Glowyr – late and not approved by Governing body

Ysgol Maesydderwen - late and not approved by Governing body

Welshpool High – late

Ysgol Calon Cymru – late and not approved by Governing Body

Ysgol Cedewain – late

Ysgol Penmaes - late and not approved by Governing Body

2. Deficit Budgets

- 2.1 The scheme for the financing of schools outlines the parameters within which a deficit budget may be licensed.
- The maximum length of time over which a school may repay a deficit is three years, except where a longer period, not exceeding five years, has been agreed in exceptional circumstances and with the support of the Head of Schools and the Section 151 Officer. In practice, the timescale will depend on the extent of the deficit and the school's planning and ability to take early action.
 - In the primary sector, the maximum licensed deficit that may be approved will be up to 10% of the school's budget share but with a ceiling of £50,000. In the secondary and special sectors, the maximum licensed deficit that may be approved will be up to 7½% of the school's budget share but with a ceiling of £100,000 for special schools and £150,000 for secondary schools.
 - A school with a planned deficit of less than £500 and a planned underspend in the following financial year will not have to apply to have the deficit licensed.
- 2.2 There are twenty eight (28) schools planning to have a deficit balance at the end March 2020. Twenty (20) of these schools are highlighted as having unlicensed budgets. Of the twenty eight schools, nine (9) of these were unlicensed last year and remain in that position. Eleven (11) schools have moved into an unlicensed position during the year. Eight (8) schools are in a licensed deficit position.

Comparison of 2018/19 to 2019/20 deficits

	School	Number in 18-19	Number in 19-20	Value £k 18-19	Value £k 19-20
<i>Unlicensed Deficits</i>	<i>Primary</i>	7	12	189	567
	<i>Secondary</i>	8	7	4,241	4,314
	<i>Special</i>	1	1	269	309
Total Unlicensed Deficits		16	20	4,699	5,190
<i>Licensed Deficits</i>	<i>Primary</i>	2	6	25	61
	<i>Secondary</i>	0	1	0	74
	<i>Special</i>	1	1	5	25
Total Licensed Deficits		3	8	30	160
Total Deficits		19	28	4,729	5,350

Details of individual schools are shown in Appendix A

3. Loan Scheme

3.1 In 2013/14 the Authority approved the implementation of a loan scheme. The following four schools received loans in 2013/14:-

School	Amount (£)	Term	Balance 31st March 2019
Brecon High School	432,000	Ended	0
Caersws C P School	25,000	10 Years	£12,500
Talgarth C P School	25,000	School Closed Written off	£0
Ysgol Dyffryn Trannon	45,000	10 Years	£22,500

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

3.3 Each of the schools have made repayments on the loans, Caersws C P School and Ysgol Dyffryn Trannon have submitted approved budget plans for 2019/20. Brecon High school loan has been recharged back to the schools balance and is shown in their cumulative position.

4. Surplus Balances

4.1 Governing Bodies holding planned cumulative surplus balances in excess of that detailed in the scheme for financing schools are liable for claw back. There are two types of clawback i) clawback on outturn ii) clawback on budget set out in the scheme of financing schools.

4.2 There are sixteen (16) schools that meet the criteria set out in the scheme to have potential outturn surplus clawback. These schools will be written to asking

for details as to why this occurred and the planned use so that a clawback decision can be made by the end of the Summer Term. These schools are:

Builth Wells C P
 Buttington Trewern C P
 Guilsfield C P
 Knighton C in W
 Llanfair Caereinion C P
 Llanidloes C P
 Montgomery C in W
 Mount St C P junior
 Treowen C P
 Welshpool C in W
 Ysgol Bro Tawe
 Ysgol Dafydd Llwyd
 Ysgol Y Cribarth
 Gwernyfed High School
 Newtown High school
 Ysgol Penmaes

- 4.3 There are sixty five (65) schools proposing a surplus balance at the 31st March 2020 and are therefore approved. This compares to seventy four (74) schools that were approved in June 2018.

	School	Number in 18-19	Number in 19-20	Value £k 18-19	Value £k 19-20
<i>Approved</i>	<i>Primary</i>	68	61	2,072	1,881
<i>Surpluses</i>	<i>Secondary</i>	5	3	441	334
	<i>Special</i>	1	1	114	47
Total surpluses		74	65	2,627	2,262

- 4.4 Of the sixty five (65) schools showing a surplus position at the end March 2020, fourteen (14) are subject to clawback on the budgeted balances. These schools will be written to and asked to provide an explanation as to the reasons for the surplus being in excess of the acceptable levels set out by the scheme of financing schools. The schools that fall under this potential budget clawback are:

Builth Wells C P
 Guilsfield C P
 Hafren C P Junior
 Knighton C in W
 Llandinam C P
 Llanfair Caereinion C P
 Llanidloes C P
 Montgomery C in W
 Mount St C P Junior
 Priory C in W (A)
 Sennybridge C P

- 4.5 Recommendations for budget clawback will be brought to Cabinet in the Autumn term.
- 4.6 Under the School Funding (Wales) Regulations 2010, the Authority has the power to direct spending or claw back monies where planned surplus budgets held by schools exceed £50,000 for primary and £100,000 for special and secondary schools.

5. Proposal

5.1 2019/20 Budget Position

Type of School	Number of Schools Projected to be in Deficit	Number of Schools Projected to be in Surplus	Actual Deficit	Actual surpluses	Total
			£000	£000	£000
Primary	18	61	(628)	1,881	1,253
Special	2	1	(334)	47	(287)
Secondary	8	3	(4,388)	334	(4,054)
Total	28	65	(5,350)	2,262	(3,088)

- 5.2 Appendix A shows the outturn position for all schools as at 31 March 2018 together with the planned projected budget position and planned cumulative balance for each school for the years ending 31 March 2020, 31 March 2021 and 31 March 2022.
- 5.3 The reserves collectively held by schools at 31 March 2019 was £78k surplus. The budget proposals submitted for the 2019/20 financial year project a net draw on these reserves of £3.088m which will reduce the projected reserves held at 31 March 2020 to a deficit of £3.01m.
- 5.4 Of the twenty eight (28) schools submitting deficit budgets for 2019/20, eight (8) of these school budgets are projected to return to surplus over the following two years and are in compliance with the scheme for financing schools, therefore it is proposed that these budgets be licensed and the actions listed in Appendix A are implemented.
- 5.5 Twenty (20) schools do not meet the requirements to have their budgets licensed as their projected deficit balance at 31 March 2020 is not brought back into balance within three years, or the deficit in 2019/20 is above the threshold to license and it is therefore proposed that these remain unlicensed and the actions listed in Appendix A are implemented. Please note since the budget

submittal in Appendix A two (2) schools have since submitted a recovery plan to bring their budgets to a licensed position these schools are Llanfyllin High school and Meifod Primary school.

- 5.6 Sixty five (65) schools have submitted budgets for 2019/20 that meet the requirements of the scheme for financing schools, therefore these are approved.

6. Options Considered/Available

N/A.

7. Preferred choice and reasons

N/A

8. Impact assessment

Is an impact assessment required – No

9. Corporate improvement plan

To achieve the Corporate Improvement Plan (CIP) objectives the Council's financial strategy sets out the financial requirements to deliver the short and longer term council vision. The approval and monitoring of school delegated budgets is a key element of financial management to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

10. Local Member(s)

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

11. Other Front Line Services

No implications to other front line services.

12. Communications

13. Support Services (Legal, Finance, HR, ICT, BPU)

- 13.1 Finance: Deficit and surplus balances must continue to be carefully monitored to ensure schools are in compliance with the Scheme for Financing Schools and that schools take the appropriate action to ensure they meet the requirements. It is essential that officers from Finance, HR and Schools service continue to support and challenge Head teachers and Governing Bodies to address school balances.

13.2 Legal : The recommendations can be supported from a legal point of view.

14. Statutory Officers

14.1 The Solicitor to the Council (Monitoring Officer) commented as follows : “ I note the legal comments and have nothing to add to the report.”

14.2 The Head of Finance (S151 Officer) comments as follows:-

The current and projected financial position of our Schools continues to be a challenge. The additional funding provided in the 2019/20 budget assists schools in meeting the pressures they face, but it is essential that all Governing Bodies take action to provide a curriculum that can be delivered within the funding provided to them. The school reserves are ring fenced but, ultimately, represent a potential council risk. It is essential that compliance work is undertaken to ensure that school budgets are managed in accordance with regulations by Governing Bodies.

15. Members' Interests

The Monitoring Officer advises that Members may have an interest in this item if they are Governors of or have any other interest in the management of schools affected by this report. If that is the case, they should seek advice prior to the meeting.

Recommendation:	Reason for recommendation
<p>1. That the proposal in section 5.4 regarding the licensing of deficit budget positions for 2019/20 for the following schools is approved and recommended actions (Appendix A) are agreed.</p> <p>Churchstoke C P Llanbister C P Llanfechain C in W Llangedwyn C in W Maesyrrhandir C P Ysgol Bro Cynllaith Llanidloes High Brynlllywarch Hall</p>	<p>To comply with the Authority's scheme for the financing of schools</p>
<p>2. That the proposal in section 5.5 regarding the unlicensed deficit budget positions for 2019/20 for the following schools is</p>	<p>To comply with the Authority's scheme for the financing of schools</p>

<p>approved and recommended actions (Appendix A) are agreed.</p> <p>Brynhafern C P Carreghofa C P Llanbedr C in W Llandrindod Wells C P Cefnlllys Llanerfyl C in W Llansantffraid C in W Presteigne C P Rhayader C in W St Michael's C in W Ysgol Gymraeg Dyffryn Y Glowyr Ysgol Meifod Ysgol y Bannau Brecon High Ysgol Maesydderwen Crickhowell High Llanfyllin High Ysgol Bro Hyddgen Welshpool High Ysgol Calon Cymru Ysgol Cedewain</p>	
<p>3. That the Portfolio Holder for Education has the delegated decision on whether to apply clawback as mentioned in paragraph 4.2 of the report, pending reasons for the surplus being in excess of the position submitted to cabinet in June 18.</p>	<p>To comply with the Authority's scheme for the financing of schools</p>
<p>4. That all schools that are potentially subject to clawback for 2019/20 as set out in paragraph 4.3 have their budgets re-assessed after spending plans have been submitted by the 5th July 2019 and a further report brought back to Cabinet during the Autumn Term 2019.</p>	<p>To comply with the Authority's scheme for the financing of schools</p>
<p>5. Existing Loans are monitored.</p>	<p>To comply with the Authority's scheme for the financing of schools</p>

<p>6. All actions recommended in Appendix A for the schools that are non-compliant on submitting budgets as stated in 1.7 are approved.</p>	<p>To comply with the Authority's scheme for the financing of schools</p>
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Relevant Policy (ies):	Scheme for the Financing of Schools		
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	All
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Person(s) To Implement Decision:	School Finance Manager & Schools Service Senior Staff
Date By When Decision To Be Implemented:	18th June 2018

Contact Officer Name:	Tel:	Email:
Jennie Spraggon	01597 826479	Jennie.Spraggon@powys.gov.uk

Background Papers used to prepare Report:

Scheme for the financing of Schools
 Good Practice Guide

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Cost Centre	School	2018-19 Actual Outturn	2019/20 Balance	2020/21 Balance	2021/22 Balance	Submitted on time	Position	Outturn Clawback Y/N	Budget Clawback Y/N	Recommended Action
EE202	Abermule C P School	12,207	11,921	11,229	(131)	Yes	Approved	No	No	
EE102	Archdeacon Griffiths C in W Aided School	2,458	26,853	(14,572)	(3,775)	Yes	Approved	No	No	
EE204	Ardlelen C P School	41,062	41,426	50,686	55,744	Yes	Approved	No	No	
EE208	Banw C P School	34,847	13,816	25,710	31,421	Yes	Approved	No	No	
EE210	Berriew C P School	(1,379)	285	(311)	(7,869)	Yes	Approved	No	No	
EE212	Brynhafren C P School	(104,092)	(154,062)	(198,335)	(249,273)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE106	Builth Wells C P School	103,256	54,568	45,911	10,603	Yes	Approved	Yes	Yes	Issue letters regarding clawback on outturn and budget
EE214	Buttington/Trewern C P School	74,532	46,979	76,416	24,707	Yes	Approved	Yes	No	Issue letters regarding clawback on outturn
EE216	Caersws C P School	27,866	9,789	(1,843)	(21,019)	Yes	Approved	No	No	
EE220	Carreghofa C P School	13,149	(19,636)	(31,197)	(60,321)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE222	Castle Caereinion C in W School	30,807	36,288	33,032	39,022	Yes	Approved	No	No	
EE224	Churchstoke C P School	15,025	(2,579)	16,512	31,014	Yes	Licensed	No	No	To be monitored throughout year
EE402	Clyro C in W Controlled School	4,935	30,994	56,058	12,221	Yes	Approved	No	No	
EE112	Cradoc C P School	46,128	10,110	(8,350)	(32,173)	Yes	Approved	No	No	
EE114	Crickhowell C P School	33,996	20,498	16,520	9,458	Yes	Approved	No	No	
EE404	Crossgates C P School	36,910	39,583	(4,284)	(68,809)	Yes	Approved	No	No	
EE228	Forden C in W School	24,326	8,754	7,868	(2,156)	Yes	Approved	No	No	
EE408	Franksbridge C P School	3,046	5,598	13,988	17,631	Yes	Approved	No	No	
EE410	Gladestry C in W Controlled School	47,601	44,273	49,084	48,453	Yes	Approved	No	No	
EE230	Guilfield C P School	62,802	52,315	48,793	17,999	Yes	Approved	Yes	Yes	Issue letters regarding clawback on outturn and budget
EE234	Hafren C P Junior School	48,896	73,718	23,045	(39,087)	Yes	Approved	No	Yes	Issue letters regarding clawback on budget
EE124	Hay-On-Wye C P School	41,173	33,336	39,893	10,509	Yes	Approved	No	No	
EE126	Irfon Valley C P School	8,612	4,559	9,854	7,453	Yes	Approved	No	No	
EE414	Knighton C in W Controlled School	91,412	80,347	69,935	1,887	Yes	Approved	Yes	Yes	Issue letters regarding clawback on outturn and budget
EE236	Ladywell Green Infant School	63,925	16,669	(18,648)	(73,828)	Yes	Approved	No	No	
EE238	Leighton C P School	(1,549)	41,388	44,933	38,356	Yes	Approved	No	No	
EE130	Llanbedr C in W Aided School	15,231	(5,130)	(2,302)	(5,868)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE416	Llanbister C P School	16,844	(2,130)	40,035	70,457	Yes	Licensed	No	No	
EE242	Llandinam C P School	43,102	52,201	74,461	92,026	Yes	Approved	No	Yes	Issue letters regarding clawback on budget
EE418	Llandrindod Wells C P School Cefnlllys	24,070	(18,889)	(69,337)	(139,034)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE436	Ysgol Trefonnen C in W Community Primary School	50,131	26,360	(32,357)	(112,227)	Yes	Approved	No	No	
EE244	Llandysilio C in W School	34,342	3,663	(12,813)	(36,903)	Yes	Approved	No	No	
EE420	Llanelwedd C in W Primary School	18,971	895	(13,674)	46,368	Yes	Approved	No	No	
EE246	Llanerfyl C in W Foundation School	11,279	(41,818)	(51,028)	(64,975)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE132	Llanfaes C P School	55,690	10,251	(57,381)	(147,256)	Yes	Approved	No	No	
EE248	Llanfair Caereinion C P School	86,213	50,287	29,831	16,421	Yes	Approved	Yes	Yes	Issue letters regarding clawback on outturn and budget
EE250	Llanfechain C in W School	(24,192)	(35,662)	(14,176)	2,061	No	Licensed	No	No	Notice of concern to be issued due to late submittal. To be monitored throughout year
EE422	Llanfihangel Rhydithon C P School	(5,049)	5,524	24,720	38,676	Yes	Approved	No	No	
EE254	Llanfyllin C P School	28,620	24,476	23,291	5,674	Yes	Approved	No	No	
EE134	Llangattock C in W Aided School	27,393	21,217	1,111	(35,654)	Yes	Approved	No	No	
EE256	Llangedwyn C in W Voluntary Controlled School	(4,850)	(3,256)	5,248	8,173	No	Licensed	No	No	Notice of concern to be issued due to late submittal. To be monitored throughout year
EE136	Llangors C in W Controlled School	42,186	17,585	8,952	(5,373)	Yes	Approved	No	No	
EE138	Llangynidr C P School	48,921	29,681	(15,648)	(39,966)	Yes	Approved	No	No	
EE260	Llanidloes C P School	122,740	76,890	36,950	(20,847)	Yes	Approved	Yes	Yes	Issue letters regarding clawback on outturn and budget
EE262	Llanrhaeadr Ym Mochnant C P School	20,086	10,851	19,883	17,970	Yes	Approved	No	No	
EE264	Llansantffraid C in W Aided School	(12,797)	(16,082)	(31,956)	(59,585)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE270	Maesyrhandir C P School	11,746	(14,898)	10,895	20,731	Yes	Licensed	No	No	To be monitored throughout year
EE274	Montgomery C in W School	82,361	78,678	75,169	60,144	Yes	Approved	Yes	Yes	Issue letters regarding clawback on outturn and budget
EE142	Mount Street C P Infants School	59,206	17,718	(16,917)	(64,493)	Yes	Approved	No	No	
EE144	Mount Street C P Junior School	101,133	58,774	75,354	84,491	Yes	Approved	Yes	Yes	Issue letters regarding clawback on outturn and budget
EE426	Newbridge-On-Wye C in W Controlled School	40,817	34,041	18,685	3,057	Yes	Approved	No	No	
EE278	Penygloddfa C P School	19,085	9,998	(32,720)	(102,198)	Yes	Approved	No	No	
EE428	Presteigne C P School	35,370	(39,869)	(145,731)	(199,680)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE150	Priory C in W Aided School	67,511	59,166	34,201	9,707	Yes	Approved	No	Yes	Issue letters regarding clawback on budget
EE430	Radnor Valley C P School	37,893	29,542	34,763	34,017	Yes	Approved	No	No	
EE432	Rhayader C in W Controlled School	(125)	(31,984)	(56,710)	(95,569)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE152	Sennybridge C P School	37,868	60,724	53,495	38,361	Yes	Approved	No	Yes	Issue letters regarding clawback on budget
EE284	St Mary's Catholic Primary School	9,271	381	(7,368)	(26,909)	No	Approved	No	No	Notice of concern to be issued due to late submittal
EE286	St Michael's C in W Aided Primary School	10,543	(4,435)	(5,097)	(21,750)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE292	Treowen C P School	65,433	44,327	9,478	(12,996)	Yes	Approved	Yes	No	Issue letters regarding clawback on outturn
EE308	Welshpool C in W Primary School	168,172	16,942	(171,662)	(409,163)	Yes	Approved	Yes	No	Issue letters regarding clawback on outturn
EE294	Ysgol Bro Cynllaith	(24,259)	(2,821)	3,516	5,322	Yes	Licensed	No	No	
EE176	Ysgol Bro Tawe	97,213	71,056	(8,539)	(101,655)	Yes	Approved	Yes	Yes	Issue letters regarding clawback on outturn and budget
EE304	Ysgol Dafydd Llwyd	68,402	30,552	(2,723)	(56,325)	Yes	Approved	Yes	No	Issue letters regarding clawback on outturn
EE162	Ysgol Dolafon	30,218	16,409	5,229	(9,369)	Yes	Approved	No	No	
EE288	Ysgol Dyffryn Trannon	42,704	28,575	45,623	48,294	Yes	Approved	No	No	
EE296	Ysgol Glantwymyn	31,042	30,372	40,771	42,860	Yes	Approved	No	No	
EE218	Ysgol Gynradd Carno	11,073	11,327	20,445	29,941	Yes	Approved	No	No	
EE174	Ysgol Golwg Y Cwm	74,605	74,614	47,544	7,967	Yes	Approved	No	Yes	Issue letters regarding clawback on budget

EE178	Ysgol Gymraeg Dyffryn Y Glowyr	(113,652)	(148,443)	(172,770)	(230,548)	No	Unlicensed	No	No	Notice of concern to be issued, relating to late submittal and requesting recovery plan by 5th July 2019
EE306	Ysgol Gymraeg Y Trallwng	56,273	38,458	(21,924)	(124,037)	Yes	Approved	No	No	
EE240	Ysgol Llanbrynmair	56,409	20,204	10,607	18,065	Yes	Approved	No	No	
EE272	Ysgol Meifod	(27,718)	(25,594)	(14,916)	(12,661)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE300	Ysgol Pennant	51,109	28,860	11,881	(11,617)	Yes	Approved	No	No	
EE280	Ysgol Pontrobert	9,038	15,124	29,929	38,867	Yes	Approved	No	No	
EE302	Ysgol Rhiw Bechan	41,445	17,417	(12,204)	(62,869)	yes	Approved	No	No	
EE172	Ysgol Y Cribarth	67,602	45,374	38,037	18,791	Yes	Approved	Yes	No	Issue letters regarding clawback on outturn
EE170	Ysgol Y Bannau	(6,956)	(60,657)	(85,640)	(126,866)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE180	Ysgol Y Mynydd Du	10,640	7,961	21,458	16,945	Yes	Approved	No	No	
	Total Primary	2,582,347	1,252,591	157,889	(1,762,977)					
EE830	Brecon High School	(1,258,076)	(1,542,172)	(1,770,425)	(1,935,080)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE870	Gwernyfed High School	391,010	197,410	45,166	(169,308)	Yes	Approved	Yes	Yes	Issue letters regarding clawback on outturn and budget
EE880	Ysgol Maesydderwen	(229,207)	(345,799)	(566,197)	(788,171)	No	Unlicensed	No	No	Notice of concern to be issued, relating to late submittal and requesting recovery plan by 5th July 2019
EE890	Crickhowell High School	(985,036)	(913,951)	(718,145)	(500,055)	Yes	Unlicensed	No	No	Remain on Warning Notice, requesting recovery plan by 5th July 2019
EE900	Ysgol Uwchradd Caereinion	115,475	25,150	(127,789)	(270,345)	Yes	Approved	No	No	
EE910	Llanfyllin High School	(72,161)	(40,677)	(92,938)	(202,701)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE920	Llanidloes High School	(110,085)	(73,732)	36,521	13,507	Yes	Licensed	No	No	
EE935	Ysgol Bro Hyddgen	(105,208)	(174,981)	(166,374)	(120,825)	Yes	Unlicensed	No	No	Notice of concern to be issued, requesting recovery plan by 5th July 2019
EE940	Newtown High School	328,373	111,887	(512,629)	(1,257,325)	Yes	Approved	Yes	No	Issue letters regarding clawback on outturn
EE950	Welshpool High School	(594,318)	(853,327)	(1,293,464)	(1,827,234)	No	Unlicensed	No	No	Notice of concern to be issued, relating to late submittal and requesting recovery plan by 5th July 2019
EE975	Ysgol Calon Cymru	137,954	(443,599)	(1,259,156)	(2,302,555)	No	Unlicensed	No	No	Notice of concern to be issued, relating to late submittal and requesting recovery plan by 5th July 2019
	Total Secondary	(2,381,278)	(4,053,790)	(6,425,429)	(9,360,091)					
EE600	Brynllwarch Hall School	(10,566)	(24,805)	(21,616)	30,967	Yes	Licensed	No	No	To be monitored throughout year
EE605	Ysgol Cedewain	(288,813)	(309,428)	(175,742)	(51,311)	No	Unlicensed	No	No	Notice of concern to be issued, relating to late submittal and requesting recovery plan by 5th July 2019
EE610	Ysgol Penmaes	176,649	46,949	(205,910)	(537,032)	No	Approved	Yes	No	Notice of concern to be issued due to late submittal. Issue letters regarding clawback on outturn
	Total Special	(122,730)	(287,284)	(403,268)	(557,376)					
	Total All Schools	78,339	(3,088,483)	(6,670,808)	(11,680,444)					



Learning and Skills Scrutiny Committee

Scrutiny Observations to Cabinet on the Schools Budget

The Learning and Skills Scrutiny Committee met on 24th May 2019 and considered the following documents:

- Schools Budgets 2019/20
- Appendix A – outturn and projected budget position

The Learning, Skills and Economy Scrutiny Committee thank the Portfolio Holders for Education and Finance, the Head of Schools Services and the Schools Finance Officer for attending scrutiny.

Observations:

Scrutiny was disappointed that no Cabinet comments have been provided on the pre-Cabinet scrutiny that had been undertaken of school budgets in September 2018, due to come to Cabinet in October 2018 and then November 2018 but not actually considered at Cabinet. These observations are attached and scrutiny request that Cabinet comments on these recommendations are forthcoming.

Consideration of the report and appendix was made more difficult with the lack of total balances provided on Appendix A. These figures were requested prior to scrutiny and it was unfortunate that they were unavailable. Inclusion of the totals should assist Cabinet in their consideration of the report.

The in-year position has improved from a forecast deficit of £2.250m to an in-year surplus of £78k and the service and schools should be commended for the work that had been done to improve this position although it should be noted that £1m had been set aside to write of the deficit balances at Llandrindod High School and Builth High School when they closed on 31.08.2019. The actual deficit budgets from these two schools was £1.374m and therefore a deficit sum of £374k is outstanding. It remains a particular concern (highlighted in scrutiny observations to Cabinet autumn 2018) that the new school Ysgol Calon Cymru is forecast a deficit budget. Indeed last autumn the deficit budget was forecast for YCC to be over £500k by 2020/21. In eight months this forecast has been amended to a forecast deficit budget of £1.259m in 2020/21 and £2.302m in 2021/22. Scrutiny again question why new school was created which is not financially viable within the first two years of operation.

The potential for local authority governors to play an enhanced role in supporting their schools in prudent financial management was discussed together with a requirement to provide appropriate governor training to facilitate this.

Scrutiny explored the matter of clawback accepting that there is a requirement for schools in a clawback position to be written to but that appropriate reasons for a school to be in a clawback position would result in no action being taken. Scrutiny are of the opinion that clarity is needed within the report to reflect the position that was only understood after questioning the officers and Portfolio Holders.

The meeting heard that the authority spent more on education than the average across Wales but that the school transport budget was high. Scrutiny are concerned that the fiscal burden of school transport is limiting the ability of the authority to increase the delegation of school budgets. The Portfolio Holder indicated that it would be necessary to look at school transport as this is where a significant amount of education funding is spent.

A number of issues were raised regarding the impact of the changes to the funding formula and it was noted that the funding formula would be subject to review as it was a 'living formula' and needed to be maintained. Scrutiny look forward to the opportunity to play their role in the review of the funding formula which is due to take place in autumn 2019.

The funding formula now funds schools to provide a minimum curriculum. This was somewhat lower than the formula review group had recommended and is at odds with the desire of the authority to provide a broad curriculum. It will be extremely difficult for schools to pay back deficits and resources must be focussed on supporting schools to produce a balanced budget within year.

The figures are particularly stark within the secondary sector. Difficulties are apparent within the primary sector but it appears that the changes to the funding formula are resulting in a move of funds from secondary to primary sector (in particular to small schools). The accuracy and intention of this apparent position will need to be tested by the funding formula review.

Scrutiny considered the central support available to support schools through the budget process. The service confirmed that sufficient capacity was available and the teams had been strengthened to include staff able to offer HR, Finance and curriculum support. It was also noted that the authority was under significant financial pressure and that central cuts may have to take place. Given the increasing financial pressures that schools are facing and the rising number of schools predicting deficit positions it is not unreasonable to expect an increase in demand for support from the central team. If this support is not available schools may not be able to produce balanced budgets thereby increasing the financial risk to the authority. It is therefore important that close notice should be paid to this position to ensure that the necessary level of central support is available.

Overall school budgets are projecting a position that is a high risk to the Council. Prompt action needs to be taken to ensure that this risk is not realised and the Portfolio Holders for Education and Finance and Cabinet Members are urged to take the necessary decisions to protect the Council's financial position whilst providing access to excellent education to all pupils in Powys.

Recommendations:

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)
1. That a Cabinet response is provided to those recommendations contained within the Scrutiny Observations to Schools Budgets of autumn 2018			
2. That total figures are provided on Appendix A broken down across the different educational phases with an overall total provided			
3. That the work undertaken by the schools service and individual schools to improve the outturn schools budget position be commended			
4. That the Portfolio Holder for Education and Finance provide an explanation for the decision which has resulted in a new school being projected to be an alarmingly worsening deficit position within two years of opening			
5. That a review is undertaken of the direct school support service provision to ensure capacity is available to support schools in achieving a balanced budget during difficult financial conditions			
6. That arrangements are made to train local authority governors to provide the skills needed to undertake the necessary levels of challenge and support particularly with regard to the financial position of their school			
7. That a comprehensive review of school transport provision is undertaken as a priority.			

8. Include sufficient detail within the report to explain the actions required regarding clawback so that the report can be understood without the requirement to question officers or Portfolio Holders.			
9. That the review of the funding formula includes an understanding of the outcome of the changes and identify any unintended consequences that have resulted from the changes			
10. That the schools service monitor the level of financial and HR support that schools require to make changes to produce a balanced budget to ensure that this support remains sufficient			
11. That the arrangements for scrutiny of school budgets be confirmed by the Scrutiny Co-ordinating Committee			

In accordance with Rule 7.27.2 the Cabinet is asked to provide a written response to the scrutiny report, including an action plan as soon as possible, but at the latest, within 2 months of the date of the meeting i.e. by 18th August 2019.

Membership of the Learning and Skills Scrutiny Committee present on 23rd May 2019:

County Councillors: G Breeze, B Davies, S C Davies, D Jones, L Roberts and P Roberts

Parent Governor Representatives: A Davies (in the Chair), S Davies and G Robson

Church Representative: M Evitts

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET
18th June 2019**REPORT AUTHOR:** Executive Leader County Councillor Rosemarie Harris
Portfolio Holder for Risk Management**SUBJECT:** Strategic Risk Register Report Quarter 4 - 2018/19

REPORT FOR: Decision

1. Summary

Risk management is a core governance discipline that supports organisational delivery. The risks that Powys County Council face are dynamic, so the key of good risk management is to combine planning around what we think may happen whilst also adapting to a changing risk environment. Our risk register is key to safeguarding the organisation and building resilience into our services.

2. Risk Management Improvement

In response to an internal audit a risk plan has been developed as part of the Strategy, Performance and Transformation Programmes Team's Service Improvement Plan 19-22.

The electronic risk management software (JCAD Core) continues to be rolled out across the organisation as part of a phased approach, along with guidance and training. Services are accountable for their service risk registers; not only identifying risks but also the implementation of mitigating actions and regular active monitoring.

3. Strategic Risk Register

3.1 During Quarter 4, the following 3 risks have been removed from the Strategic Risk Register in the current reporting period: -

i. Lack of a robust risk assessment process for the management of Health and Safety across the organisation, to ensure compliance with the Health and Safety at Work Act.

Reason: The risk has been resolved through:

- a) The Health & Safety (H&S) team undertaking assurance work for the former Executive Management Team (EMT), under the direction of Paul Griffiths, former Strategic Director Place which reported to EMT in November 2017. EMT were assured by the outcome of this work.

- b) Heads of Service (HOS) are now held accountable for ensuring that risk assessments are carried out by their managers in accordance with guidance issued by the H&S team.
- c) The H&S team carry out audits and inspections from time to time to assure that systems and arrangements for assessing and managing risk at Service level are undertaken regularly and in accordance with guidance issued by the H&S team.
- d) Each HOS is required to undertake risk assessments and log any risks as an ongoing service risk. It is for the HOS to manage and mitigate any risks identified.

ii. Continuity of provision / availability of WCCIS, due to system and network issues.

Reason: WCCIS availability continues to be developed. Work to ensure the robust provision/availability of WCCIS will now form part of the ongoing programme of work and monitored through the WCCIS project board risk register.

iii. We have identified C£1M of health and safety works (electricals, sewerage systems, asbestos etc.) that need to be undertaken on the 139 Farm Houses in our estate.

Reason: Farm estates remedial works are understood and form part of a programme work managed through the service.

3.2 The remaining 9 risks remain unchanged for this period. However, this quarter, all owners have been asked to provide a short summary of progress since last quarter to provide assurance that mitigating actions are being actioned and monitored.

3.3 A decision was made by Senior Leadership Team to assign the following workforce risk to the Corporate Director Transformation, reflecting the challenge across the whole organisation:-

‘The significant long term decrease in the working age population impacts on Council’s ability to recruit and retain or commission the workforce it requires.’

With supporting narrative as follows:-

Powys as a whole faces a significant long-term workforce challenge because demographic change is leading to an increase in older people (75+) and a decline in the number of people of working age. This information is based upon the Welsh Government Population Projections (2016) -

http://pstatic.powys.gov.uk/fileadmin/Docs/Statistics/Themes/Population/R_POPPROJ_19-09-10129-2016-en.pdf

Age Group	2014	2019	2029	2039
Working Age (16-64)	77,200	73,500	65,200	56,900
75+	15,100	17,600	24,000	28,200

The figures suggest that compared to 2014 there are now approximately 4,000 fewer people of a working age in Powys. In ten years' time that figure will have increased to 12,000 (i.e. a 15% reduction in our working age population) at the same time as we will see an increase in over 75s of nearly 60%.

This risk will impact on the whole Council, albeit some services may feel the impact at different times. We therefore need to take a whole council approach to our management of this risk. Vision 2025 sets out the Council's Improvement Plan and there are a number of commitments contained within that will help to mitigate this risk, including:

Action	Action Owner (Head of Service)
Promoting Powys as a place to live, visit and do business	Head of Housing and Community Development
Improving skills and supporting people to get good quality jobs	Head of Education
Developing a health and care workforce for the future	Head of Workforce and Organisational Development
Developing digital solutions and services	Corporate Director - Transformation
Improving education attainment of all pupils	Head of Education
Improving the skills and employability of young people and adults	Head of Education
Support communities to be able to do more for themselves and reduce demand on public services	Head of Housing and Community Development
Developing a workforce strategy which ensures Council is an excellent employer	Head of Workforce and Organisational Development

3.4 In addition, Adult Social Care have their own specific workforce risk '*Inability to recruit the level and scale of staff required within ASC*' on their own independent register.

Adult Social Care are taking a number of specific actions, supported by Workforce and Organisation Development to tackle the issue, due to this risk already adversely affecting this service. There are areas where recruitment and retention is more difficult including, mental health social workers who are AMHP qualified, where a number of recent campaigns resulted in 19 applicants but only 2 people being appointed. Within domiciliary care, it is becoming more difficult for providers to recruit staff. Actions being undertaken in 2019-20 to mitigate the immediate social care risks include:

Action	Action Owner (Head of Service)
Increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches	Head of Commissioning (Children's and Adults)
Develop an Adults' Service recruitment and retention strategy, based on a strong brand promoting positive values and working/living environment	Head of Workforce and Organisational Development
Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications to support role requirements within the Council and the Health Board	Head of Workforce and Organisational Development
Formal partnership with the Open University and secondment of students	Head of Adult Services and Head of Children Services
Consideration of a joint bank of staff available to maintain staffing levels and reduce risk	Head of Workforce and Organisational Development
Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care roles	Head of Workforce and Organisational Development
Build better connections with schools within Powys and universities within Wales and just across the border in order to attract younger people to work in Powys	Head of Education
Conduct research to understand the workforce profile in health and social care	Head of Workforce and Organisational Development
Telehealth and telecare	Head of Commissioning (Children's and Adults)

3.5 Full detail of the risks and the mitigation identified to control the risks is included in appendix A. Appendix B presents the results of the risk assessment process visually in the form of a heat map.

4. Options Considered / Available

N/A

5. Preferred Choice and Reasons

N/A

6. Impact Assessment

Is an impact assessment required? No

7. Corporate Improvement Plan

The Strategic Risk Register outlines the key risks to the Council's 'business as usual' activities, as well as risk to delivery of objectives contained within the Corporate Improvement Plan.

As referred to under section 2 the electronic risk management software (JCAD Core) continues to be rolled out across the organisation as part of a phased approach.

8. Local Member(s)

This report impacts upon all Members equally and does not affect local Members individually.

9. Other Front Line Services

Does the recommendation impact on other services run by the Council or on behalf of the Council? Yes

10. Communications

Have Communications seen a copy of this report? Yes

No proactive communication activity at this stage.

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

11.1 Legal – Awaiting comment

11.2 Finance – The Strategic Risk Register outlines the key risks to the Council's activities, as well as risk to delivery of objectives contained within the Corporate Improvement Plan. The actions required to mitigate the risks are funded from existing service budgets, there are therefore no direct financial implications from this report although these may arise as new risks are identified on an on-going basis.

12. Scrutiny

Has this report been scrutinised? No

13. Data Protection

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

14. Statutory Officers

13.1 The Head of Finance (Section 151 Officer) notes the comments from Finance.

13.2 Monitoring Officer – Awaiting comment

15. Members' Interests

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

Recommendation:	Reason for Recommendation:
That; <ul style="list-style-type: none">• Cabinet notes the risk register and the current risks faced by the organisation.• Risks for each Service, and any Programme and Projects are recorded on JCAD.	To ensure appropriate understanding and management of risk and good governance of the Council.

Relevant Policy (ies):	Risk Management Strategy/toolkit		
Within Policy:	Y	Within Budget:	Y / N

Relevant Local Member(s):	N/A
----------------------------------	------------

Person(s) To Implement Decision:	N/A
Date By When Decision To Be Implemented:	N/A

Is a review of the impact of the decision required?	Y / N
If yes, date of review	
Person responsible for the review	
Date review to be presented to Portfolio Holder/ Cabinet for information or further action	

Contact Officer: Emma Palmer

Tel: 01874 612217
Email: Emma.Palmer@powys.gov.uk

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

CABINET REPORT TEMPLATE VERSION 6

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Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
			<p>Improving skills and supporting people to get good quality jobs- Head of Education Developing a health and care workforce for the future - Head of Workforce and Organisational Development Developing digital solutions and services - Corporate Director - Transformation Improving education attainment of all pupils - Head of Education Improving the skills and employability of young people and adult - Head of Education Support communities to be able to do more for themselves and reduce demand on public services -Head of Housing and Community Development Developing a workforce strategy which ensures Council is an excellent employer - Head of Workforce and Organisational Development</p> <p>In addition, Adult Social Services and Children's Services are taking a number of specific actions, supported by Workforce and Organisation Development to tackle the issue, which is already having a significant impact in domiciliary care staff recruitment and social work recruitment. Here there are areas where recruitment and retention is more difficult, including mental health social workers who are AMHP qualified, where a number of recent campaigns resulted in 19 applicants but only two people being appointed. Within domiciliary care, it is becoming more difficult for providers to recruit staff.</p> <p>Actions that are being taken forward in 2019-20 to mitigate the immediate social care risks include:</p> <p>Increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches - Head of</p>					

Strategic Risk Register				Portfolio	Inheren	Residu	Controls and Actions
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action Status
			<p>Commissioning (Children's and Adults)</p> <p>Develop an Adults' Service recruitment and retention strategy, based on a strong brand promoting positive values and working/living environment - Head of Workforce and Organisational Development</p> <p>Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications to support role requirements within the Council and the Health Board - Head of Workforce and Organisational Development</p> <p>Formal partnership with the Open University and secondment of students - Head of Adult Services and Head of Children Services</p> <p>Consideration of a joint bank of staff available to maintain staffing levels and reduce risk - Head of Workforce and Organisational Development</p> <p>Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care roles - Head of Workforce and Organisational Development</p> <p>Build better connections with schools within Powys and universities within Wales and just across the border in order to attract younger people to work in Powys - Head of Education</p> <p>Conduct research to understand the workforce profile in health and social care - Head of Workforce and Organisational Development</p> <p>Telehealth and telecare - Head of Commissioning (Children's and Adults)</p>				

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
PCC0003 Caroline Turner	The council receives a negative regulatory / inspection report	<ul style="list-style-type: none"> - Meeting regulatory and legislative duties - Managing demand on the service - Recruitment and retention of staff - Staff morale - Reputational damage 	Progress made against mitigating actions since last qtr:-	Cllr Rosemaire Harris Caroline Turner	15	15	<ul style="list-style-type: none"> • Improvement and assurance board • Improvement plans • Communications strategy (internal/external) • close working relationships with regulators • corporate support provided to services • close working relationship with WG 	<ul style="list-style-type: none"> Control In Place
PPPP0007 Gwilym Davies Escalated From Property, Planning, and Public Protection	Heart of Wales Property Services (HOWPS)	<ul style="list-style-type: none"> - Failure of statutory functions. - Failure to perform repairs and maintenance. - Failure to achieve projected savings. - Reputational damage to PCC. - Cost to PCC for poor performance. - Officer time costs (due to additional workload). - Financial Risk to HRA and wider Authority. - Critical Wales Audit Office Report. - Non-delivery of key projects due to lack of resources. - Financial Risk to HRA and wider Authority. - Critical Wales Audit Office Report. 	Progress made against mitigating actions since last qtr:- - Performance monitoring in place. - Communication plan reviewed monthly.	Cllr Phyl Davies Nigel Brinn	20	15	<ul style="list-style-type: none"> • Performance monitoring • Utilisation of contract document to escalate issues. • Development of evidence and fall-back systems • Introduced weekly officer level meetings • Development of contingency plans for contract failure • Potential to invoke step in clauses for specific parts of the contract in line with contract • Awaiting consultation resource plan. • Head of Service on HOWPS Board of Directors. • Portfolio Holder on HOWPS Board of Directors. • Escalation of risk and concerns to Chief Executive and Strategic Directors. • Recovery plan submitted by Kier on behalf of HOWPS. • Additional resources allocated by Kier (3.5 FTE Change Managers). • Close monitoring by Directors/Portfolio Holder/Chief Executive/Strategic Directors. 	<ul style="list-style-type: none"> Action In Progress Control In Place

Strategic Risk Register				Portfolio	Inheren	Residu	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
ICT0010 Helen Dolman Escalated From :- ICT	Non compliance with data protection legislation (General Data Protection Regulations (GDPR) and UK Data Protection Act (DPA) 2018	- Potential fine of up to £17,000,000 or 4% of annual turnover - The Council is subject to regulatory data protection audits - Reputational damage - Regulatory enforcement action - Detriment to the data subjects - Civil action and associated consequences	Progress against mitigating actions since last Qtr:- Review of some policies, training and awareness raised. Changes to mandatory training agreed	Cllr James Evans Nessa Young	21	14	<ul style="list-style-type: none"> • Staff training • Communication Plan • - Information Asset Register • - Development of internal records of processing • - Ensure signed agreements are appropriately stored • - Develop data controller vs data Processor check list for services • Review of postal checking regimes in place • Provision of information to EMT, HoS, and Team Meetings • - Presentations to schools • GDPR Surgeries • - Review current ISP in line with revised versions • - Policies and Procedures • - Review existing Data Processing agreements • - Information sharing protocols • - Data sharing agreements • - Identify where information sharing takes place • - Implement revised WASPI Accord and templates • - Revised centralised ISP register to link to information Asset and Record of Processing Activities (ROPA) • - Create policy on services undertaking due diligence potential processors • - Create log of data processors and agreements linking to information asset and ROPA 	<ul style="list-style-type: none"> Action In Progress Action Completed Action Completed Action Completed Action Completed Action Completed Control In Place Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inheren	Residu	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
FIN0001 Jane Thomas Escalated From :- Finance	The Council is unable to manage the level of financial cuts required by the Welsh Government and the relatively poor funding position	<ul style="list-style-type: none"> - The Council incurs significant overspend - Projected budget will suffer an overspend - Penalties and fines may be imposed - Council reputation damaged 	Progress against mitigating actions since last qtr. Revised MTFS approved by council on the 7.3.19. A new approach to financial planning and budgeting is currently being developed to improve financial resilience over the short, medium and long term. This will be approved by Cabinet by the end of April. A new specific savings delivery report will be submitted to cabinet and council on a quarterly basis in order to increase the monitoring of delivery and increase the challenge of non delivery.	Cllr Aled Davies Jane Thomas	15	10	<ul style="list-style-type: none"> • Cost Recovery work • 3rd party spend reduction • Income Generation • Medium Term Financial Strategy • Monthly reports to cabinet and Management Team on budget progress and progress on savings • Budget Challenge Events • Moved to a 3 year balanced budget 	Action In Progress Action In Progress Action In Progress Control In Place Control In Place Control In Place Control In Place
ICT0029 Julie Davies Escalated From :- ICT	Risk of financial loss, disruption or damage to the reputation of Powys County Council from a failure of its information technology systems and or/loss of Data due to a cyber attack or Incident.	Loss of Information systems until they can be successfully restored. Loss of data, inability to access data or public disclosure of Personal Data. Cyber risk could materialize in a variety of ways, such as: <ul style="list-style-type: none"> • Deliberate and unauthorized breaches of security to gain access to information systems. • Unintentional or accidental breaches of security. • Operational IT risks due to factors such as poor system integrity. 	Progress against mitigating actions since last Qtr:- <ol style="list-style-type: none"> 1. Cyber Security plan continues to be actioned, developed and maintained. 2. Cyber Essential Accreditation achieved, Cyber Essentials + accreditation is in progress. 3. Disaster Recovery Policy is in place which sets out our aspirations towards having a fully documented and operational Disaster recovery procedure. We realise there is a lot more work to be undertaken in developing the plans and procedures required to support the policy and to having a fully documented DR manual. We require a lot more input from Service areas to be able to plan and agree recovery time objectives and priorities to complete these plans. 	Cllr James Evans Nessa Young	15	10	<ul style="list-style-type: none"> • Disaster Recovery Procedures • Cyber Security Improvement Plan • Cyber Security Certification 	Action In Progress Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
PCC0002 Greg Thomas	The impact on the Council as a result of Brexit.	<ul style="list-style-type: none"> - Increased service demand; - Relocation from the EU to Powys of families - estimated at 500; - Fuel shortages; - Loss of access to external (EU) funding programmes; - Reduced income to Powys County Council; - External market factors; - GDPR compliance; - Potential financial crash; - Unable to recruit/retain staff (EU Nationals); - Employee workload; - Delays/disruption to food and/or essential supplies. 	<p>Progress made against mitigating actions since last qtr:-</p> <ul style="list-style-type: none"> - The Strategic Brexit Co-Ordination Group has been established, which has identified 82 service level, and 11 strategic potential impacts as a result of Brexit. Where appropriate, mitigation has been put in place for these impacts. - Latest negotiations between the UK Government and the EU have suggested that a no deal Brexit is increasingly unlikely, therefore the risk level has been reduced. 	Cllr Aled Davies Nigel Brinn	15	3	<ul style="list-style-type: none"> • Close monitoring • Continue to monitor economic indicators • Ongoing dialogue with external advisers • Cabinet briefed • Advice from pension advisers • Continue to work with WEFO 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Control In Place Control In Place Control In Place
PPPP0008 Gwilym Davies Escalated From :- Property, Planning, and Public Protection	Lack of adequate resilience planning	<ul style="list-style-type: none"> - Non-compliance with Civil Contingencies Act (CCA) 2004 - Failure to deliver critical services in the event of a declared emergency or event - Disruption to business as usual activities 	<p>Progress against mitigating actions since last qtr.</p> <ul style="list-style-type: none"> -Gold training to be promoted to SLT. -Two SLT enlisted on gold training. -Emergency planning awareness presentation to SLT completed 10/04/2019. 	Cllr Aled Davies Nigel Brinn	10	3	<ul style="list-style-type: none"> • - Education and training programme • - Business Continuity Management (BCM) Group • - Service Business Continuity Plans (BCP) • - Corporate BCP • - Major Incident Plan • - Self-evaluation of BCM incorporated into SIP process • - PCC representation on Dyfed Powys Local Resilience Forum (LRF) • - 24/7 Duty Emergency Planning Officer to facilitate PCC response 	<ul style="list-style-type: none"> Control In Place

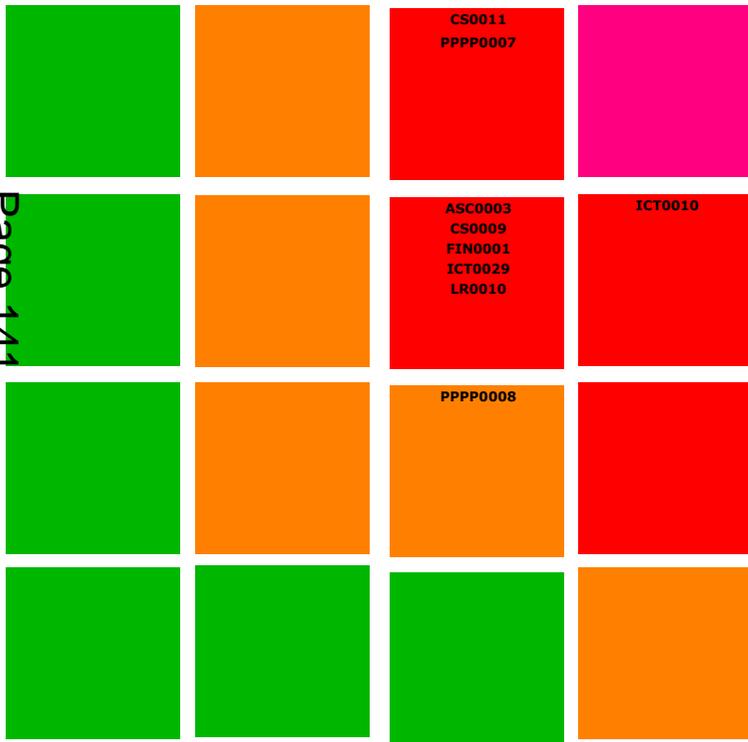
Heatmap Inherent and Current

Inherent Ratings Summary Heatmap

Residual Ratings Summary Heatmap

Probability

Page 141



Low Medium High Very High

Impact



Low Medium High Very High

Impact

Detailed Risk Information

Residual and Target Rating Changes since 18/11/2018

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent Rating	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
CS0011	Failure to meet the statutory deadlines imposed on the Council as a relevant authority under the National Training Framework under Violence Against Women, Domestic Abuse and Sexual Violence Wales Act (2015).	Jan Coles	Children's Services	20	→	20	20	→	20
ASC0003	Changes to Housing Benefit means that tenants in the social rented sector will have LHA rates applied to their claim.	Dylan Owen	Adult Services	15	→	15	15	→	15
CS0009	Ability to meet the requirements of the MTFs / Retaining grant funding around posts within Children's Services / Addressing the deficit in the FRM (£1.1million) for 2018/19	Jan Coles	Children's Services	15	→	15	10	↗ 5	15
LR0010	Complying with court order and specifically repairing WBiN byway or establishing an alternative route. The other option is the provision of a traffic regulation order, which would be possible under the court order (Marsden v Powys County Council) - Various byways.	Stuart Mackintosh	Leisure and Recreation	15	→	15	15	→	15
PPPP0007	Heart of Wales Property Services (HOWPS)	Gwilym Davies	Property, Planning, and Public Protection	20	→	20	15	→	15
ICT0010	Non compliance with data protection legislation (General Data Protection Regulations (GDPR) and UK Data Protection Act (DPA) 2018	Helen Dolman	ICT	15	↗ 6	21	6	↗ 8	14
FIN0001	The Council is unable to manage the level of financial cuts required by the Welsh Government and the relatively poor funding position	Jane Thomas	Finance	No Previous		15	No Previous		10
ICT0008	Risk of financial loss, disruption or damage to the reputation of Powys County Council from a failure of its information technology systems and or/loss of Data due to a cyber attack or Incident.	Julie Davies	ICT	No Previous		15	No Previous		10
PPPP0008	Lack of adequate resilience planning	Gwilym Davies	Property, Planning, and Public Protection	No Previous		10	No Previous		3

Report Selection Criteria

(REP_RECORD_CROSSCUT.Crosscut Business Unit Code=@StrategicBusinessUnitCode) and REP_RECORD_CROSSCUT.Record Type=1

Public Document Pack

MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON WEDNESDAY, 1 MAY 2019

Present

Jack Straw (Chair)	JS	Independent Chair
Cllr Rosemarie Harris	RH	Executive Leader
Bozena Allen	BA	Independent Member
Cllr Aled Davies	AD	Deputy Leader
Cllr James Gibson Watt	JGW	Leader of the Liberal Democrat Group
Cllr Matthew Dorrance	MD	Leader of the Labour Group
Jaki Salisbury	JSa	Independent Member
Phil Hodgson	PH	WLGA Adviser

In Attendance – PCC Representatives

			Present for Item:
Alison Bulman	AB	Director of Social Services	All
Caroline Turner	CT	Chief Executive	All
Catrin Jones	CJ	Welsh Government	All
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance	All
Cllr Rachel Powell	RP	Portfolio Holder for Young People	All
Cllr Stephen Hayes	SH	Portfolio Holder for Adult Services	All
Dylan Owen	DO	Head of Transformation for Adult Services	3
Emma Palmer	EP	Head of Strategy, Performance and Transformation Programmes	All
Felicity Llewellyn	FL	Minute Taker	All
Jan Coles	JC	Head of Childrens Services	3, 4
Jane Thomas	JT	Head of Financial Services	All
Lisa Williams	LW	WAO	All
Michael Gray	MG	Head of Adults Services	3
Natalie Avery	NA	For Alistair Davey, Welsh Government	All

Apologies

Alistair Davey	AD	Welsh Government Social Services Division
Jeremy Evans	JE	WAO

Following the report to Cabinet and the Minister in January and discussions with the Minister (Julie James, AM), JS will produce a report after every second meeting from now on focussing on the priorities in this report.

1. MINUTES OF THE LAST MEETING - (5 MINUTES)

The minutes of the last meeting, dated 26 March 2019, were agreed as a true record, noting the amendments below:

Regarding item 8: *“It was noted that whilst the team did not perform as the service would want, the visits not undertaken in the timescale were within 1 to 2 days of the*

timescale lapsing.”; this is inaccurate, as some reviews were done well beyond this as detailed in the performance report.

In relation to page 5, the work programme will be updated to schedule a report in July explaining the position in relation to OT and outstanding reviews generally. **ACTION: FL to update the forward work programme.**

2.	RESPONSE TO ACTIONS FROM THE LAST MEETING - (10 MINUTES)
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The Board received the updates on actions, which are all now completed.

3.	ADULT SERVICES - (45 MINUTES)
-----------	--------------------------------------

a. Adult Services Performance Report

The Director reported that:

- Improved ability to respond to safeguarding enquiries in a timely manner.
- Quality Assurance Policy and adherence.
- DTOC (Delayed Transfer of Care) has increased; AB stated that the performance is unacceptable, and a very detailed improvement plan is available. **ACTION: AB will share this plan with Board members via email.**
- Some new providers have entered the market.

BA has liaised with MG, and PCC is investigating different ways of providing services within communities (rather than traditional provision).

Good working relationships exist being PCC and PTHB teams; a community group is being set up. Daily calls are taking place between colleagues, with weekly CEO to CEO phone calls. Pace in this area of performance is increasing.

Councillor Hayes highlighted that professionals (e.g. GPs) may be advising patients/service users of an expectation of the level of care provision available; work is ongoing to influence a change in expectation by liaising with colleagues and professionals; this includes shifting from the historic practice to practices that meets needs at appropriate/sufficient levels. There has been an historic over-provision of services (risk adverse), but better linkages with hospital colleagues - and the discharge process - is helping to optimise the capacity, particularly in domiciliary care, while providing a sufficient service. Service-users' expectations are also being managed; it was suggested that the packages being offered should be formalised in writing. The provision in Powys is influenced by the provision in neighbouring counties.

The Director went on to report that a technology catalogue is available for carers and service users, but further work is ongoing to continue to develop technology enabled care.

Early intervention is key; the transformation report will focus on the up-streams, and controlling demand, as well as working with the culture shift. Targets, forecasts and outcomes for changing the profiles will also be included.

The number of agency staff has reduced; the ultimate aspiration is to negate the need for agency staff, though AB highlighted that the current nine agency staff

includes front line care provision and OT staff and, as such, felt that nine was an appropriate level. SH stated that the current structure of Adult Services is providing stability, which supports an appropriate environment to address the important matters raised by the Board; it will be a fine balance to maintain this stability while considering the structure of the service.

BA and AB will liaise outside of the meeting to discuss queries BA has about unallocated cases.

JGW requested more up-to-date figures for the block graphs showing comparative figures with other authorities; EP explained that it is not possible to provide this information, as national statistics are not available. EP has written to Albert Heaney to request updated data. **ACTION: NA will liaise with Albert to follow-up on this request.**

ACTION: Given concerns expressed by the Board MG/DO will report to the next Board meeting on the performance of the following indicators: strength based practices, outcomes, care planning, and management oversight with a view to driving improvement.

BA requested sight of the CIW Outcome Report on the ASSIST service; SH confirmed that this report will be circulated to the Board as a matter of course.

It was clarified that when the monitoring report/letter was received, a number of the recommendations were a repetition of items already in existence on the action plan and, as such, the recommendations may not be separately highlighted/numbered in alignment to the letter.

The figure of 10 people relates to those individuals who had no care provision in place. The remaining figures is the total number of care requirements that PCC was unable to provide (i.e. people already receiving care, deemed safe, who are awaiting additional care).

ACTION: AB to bring a detailed action plan to the 26 June Board in relation to transforming the whole of adult services.

The reablement position work is ongoing, and **an update will be provided to the Board in June as part of the transformation report**; Health Board colleagues are engaged in the work, including DTOCs, domiciliary care, targeting the right people and supporting them to become independent.

Discussion took place about Direct Payments in relation to the quality, standard of care, and appropriateness of the provision; JGW declared a personal interest. SH and AB confirmed that Direct Payments are subject to the same rigorous reviews (and legal requirements) as other packages (e.g. direct service provision). DO noted that monitoring includes financial review, needs reviews, and the People Plus Scheme – Direct Payments are the first consideration when maximising independence. **ACTION: DO/MG will bring report back to the Board about how the authority provide assurance around Direct Payments.**

b. Adult Services Progress Against CIW Actions

No items arising over and above matters discussed in 3.1.

c. Adults Day Services Care Plan Review

The Board received the example, and understood, recognised and welcomed the good work. It was clarified that this paper was an example, and not a review.

d. Adults Compliments

The Board received the paper, and understood, recognised and welcomed the good work.

e. Adults Technology Enabled Care

The Board received the paper, and understood, recognised and welcomed the good work.

4. CHILDREN'S SERVICES - (1 HOUR)

a. Children's Performance Report

JC reported that :

- Four of the five performance indicators had improved.
- Wellbeing assessments completed in timescale were 90%
- Children in placements are improving and providing LAC with stability.
- The LAC visits figure has been revised for March 2019 to 90%
- Child protection visits require improvement, which is being addressed.
- Supervisions concerns (e.g. sickness) are being addressed.
- The number of children open to Children's Services are reducing.
- Front door decision making has improved, as has the data informing decision.
- The South Powys Assessment Team work was subsumed into other teams.
- The number of children on the Child Protection Register; a full review of all cases will be completed in May by a specified Manager.
- Some revisions to the presentation of data is in process, following discussion between JC, PH and BA.
- The impact of a breakdown of two specific foster placements will be subjected to a deep dive to enable better understanding and practice improvement.
- 8 of the 22 children on placement orders are in the process of adoption.
- The input of data into WCCIS is being actively improved.
- A massive recruitment campaign is currently underway; Senior Managers have been shortlisted, with interviews taking place next week. This is the second round of interviews, as not all posts were appointed during the first round. Children and Partner Panels will be included as part of the process.
- Over 200 applications were received for the Support Worker posts; RH requested that further discussion take place at the monthly Children's and Adults meeting (Leader's Meeting) to identify whether foster carers are included within these applications, and how to take positive action.
- 84 posts are vacant in the new structure; 34 are new Support Worker posts.
- Staff wellbeing and retention will be addressed by ensuring the correct mentoring/support is available for individuals, particularly newly appointed staff.
- JC undertakes staff roadshows and visits throughout North, Mid and South Powys.
- A service celebration event is taking place in May, with a joint event between Adults and Children's Services due to take place in July.

RECOMMENDATION: JC to provide a detailed update on the new structure and workforce as part of the future written report to the Board, rather than verbally and in particular at the end June meeting.

RP emphasised the magnitude of work that has been, and is being, undertaken by JC and her service teams; staff are feeling the benefit of the changes. The year to date percentages for section 47 assessments, LAC visits and CP statutory visits were highlighted by PH as a core business concern; PH noted he was somewhat reassured by verbal updates.

RECOMMENDATION: AB/JC improve the clarity throughout the report, specifically the ‘what are we worried about’ section, so that the “what, when, how and who” elements are addressed, so that each action can be monitored.

The team structure changes are due to conclude in June 2019. **ACTION: JC will circulate a structure overview to the Board at the meeting on 26 June 2019. The Board seeks assurance that enough supportive resource is available to deliver signs of safety and JC will include this detail within the report.**

EP confirmed that the business support restructure has concluded; the resource is currently moving back to the services (throughout the Council, including Children’s and Adults Services).

In relation to the suspension of the South team JC explained that it was impractical to make interim post arrangements for the few weeks that some posts may have been vacant prior to the new structure being implemented; the Board acknowledged this appropriate approach.

ACTION: JC will circulate the revised performance report to the Board members, with implementation on Monday 06 May, subject to any comments from the Board.

b. Children’s Services Progress Against CIW Recommendations

No items arising over and above matters discussed in 4.1.

The update on the legal service support to Children’s and Adults Services is due to be tabled at the 26 June 2019 Board meeting. **ACTION: NY will circulate an interim update on this item.**

c. The Sufficient Supply of High Quality Care Placements Strategy

The Board received the paper, and understood, recognised and welcomed the good work. **RECOMMENDATION: PH noted (on page 48) the numbers placed with parents, kinship and family, are highlighted; this area could be targeted as part of the safe reduction of LAC.**

RECOMMENDATION: Discuss with colleagues [in other authorities] their strategy document (approach and planned outcomes), and their inclusion of forecast aspirations, aims and targets in preparation for the visit of the ministerial advisory group.

NA thanked colleagues for confirming that the meeting between Welsh Government and PCC will take place on 17 May. Internal areas that affect LAC are: entry to the system, LAC profile (static or not), and exit routes. External areas that affect LAC are: Judiciary (PLO, 16/26 weeks), Cafcass guardians (risk averse), Health (responsibility of Health colleagues).

d. The Participation Strategy

The Board received the paper, and understood, recognised and welcomed the good work.

5. CORPORATE LEADERSHIP AND GOVERNANCE - (15 MINUTES)

CT advised that MG had started as Head of Adult Services.

Clint Middleton will be joining PCC on 01 July 2019 as Head of Digital and Communication.

CT has formally advised all relevant parties, including this Board, that she will undertake the Director of Education function with immediate effect, for the immediate future; Alec Clark (Head of Education) will report directly to CT during this period, and additional professional resources will be implemented to ensure a support structure is in place.

Member/Officer interface update: AB and CT update Portfolio Holders, the Leader, Cabinet and Full Council. The intention is to increase the support provided to those Members who are not part of the Cabinet, to include Member Briefings and Member Development Sessions.

Driving and embedding the performance management culture: NY and EP are leading on this activity. The data available to the authority is 'good' and will continue to be refined to focus on key aspects; this will be continue to be actioned across the authority.

The Senior Leadership Team (SLT) (Heads of Service, Corporate Directors and Chief Executive) meet fortnightly for a half-day session. SLT have freedom in how they manage their services, along with significant responsibility for the service provision.

JT has been developing a new approach to budget planning (please see item 6), focusing on what should be delivered rather than what should be reduced, and long term planning and forecasting for future years. This approach is being disseminated throughout the Council, and a briefing session for Members is planned for next week (as the Portfolio Holder, Cabinet Members, and Senior Leadership Team have already actively engaged).

NY is leading on transformation; the Transformation Board has been established; two meetings have taken place to date. The next meeting will review long-term resources and activities.

Estyn will be inspecting the Education Service in July; a small Corporate Project Board has been established which (including CT, EP and JT) and has met three times to date, with weekly meetings planned going forward. Lynette Lovell is the PCC nominated officer. The six key focuses follow.

How well does the LEA / How effective is:

1. Challenge the performance of schools and support to improve
2. Promote strong leadership in schools
3. Strategies meet the needs of more able pupils
4. The provision for pupils with ALN
5. The provision for behaviour support
6. Address school reorganisation issues, including Post-16

CJ noted that GDS sessions are being planned for Elected Members. This will support digital decision-making; CJ will discuss with NY the potential for PCC to participate in some piloting projects.

Action: CT to update Board at each meeting and in particular report back regarding the work to develop scrutiny and broader member input.

7.	FINANCIAL OVERVIEW AND FORECAST - (15 MINUTES)
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The March Outturn Report will be provided at the next meeting.

JT presented the “Financial Planning and Budgeting, 2020/21 and Beyond”:

- Developing the Financial Strategy (
 - Where we are now; Where we would like to be; How we will get there
- New Approach to Budgeting
- Smarter Budgeting
- Challenges of Smarter Budgeting
- Next Steps

The Board welcomed the approach, and the clarity of the presentation.

The process has a whole-organisation approach and ownership. Future focuses include public engagement, Capital planning, and using the well-being goals to underpin decision-making.

8.	DATES OF FUTURE MEETINGS
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JS noted his apologies for the next meeting (05 June 2019); JSa will Chair. JS will be meeting the Leader, Chief Executive and Director on 30th May. The meeting of 26 June 2019 will focus on Transformation; the standard reports will be included for information and exception reporting.

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|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • 05 June 2019 • 26 June 2019 • 31 July 2019 • 28 August 2019 | <ul style="list-style-type: none"> • 25 September 2019 • 30 October 2019 • 27 November 2019 |
|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|

Jack Straw, Independent Chair

Actions from Improvement and Assurance Board held on 01 May 2019

	<u>Item Number</u>	<u>Page Number</u>	<u>Owner</u>	<u>Action</u>
1.	3.1	2	AB	Share the DTOC improvement plan with the Board.
2.	3.1	3	NA	Liaise with Albert Heaney re: EP's request for updated national data/comparative figures.
3.	3.1	3	MG/DO	Report to the Board meeting on 05 June on the performance of the following indicators: strength based practices, outcomes, care planning, and management oversight with a view to driving improvement.
4.	3.1	3	AB	Bring a detailed action plan to the 26 June Board in relation to transforming the whole of adult services.
5.	3.1	3	DO / MG	Bring report back to the Board about how the authority provide assurance around Direct Payments.
6.	4.1	5	JC	Circulate a structure overview to the Board at the meeting on 26 June 2019. The Board seeks assurance that enough supportive resource is available to deliver signs of safety and JC will include this detail within the report.
7.	4.1	5	JC	Circulate the revised performance report to the Board members, with implementation on Monday 06 May, subject to any comments from the Board.
8.	4.2	5	NY	Circulate an update on the legal service support with the draft minutes [complete].
9.	5	7	CT	Update the Board at each meeting [re: Corporate Leadership and Governance] and in particular report back regarding the work to develop scrutiny and broader member input.

APPENDIX 1: Legal Support for Social Services

Children's Services

Since the CIVV inspection, legal services have had difficulty in recruiting child care lawyers and have had to rely on the engagement of locums. Fortunately we have been able to secure the services of 2 locums for substantial periods of time which has given a degree of stability. Recently one of the long standing locums left to undertake a similar job in Orkney and the replacement locum has fitted in very well and is prepared to accept a permanent post as a PCC employee. Her arrival as a permanent employee will bring the team to 3 employees dealing with 24 cases in proceedings. In addition we have the ability to utilise the services of one of the locums that have been in Powys for some time on an as and when required basis '

.In addition, we are in the process of recruiting a paralegal to further support the child care team,

Adult Social Care

Until recently, one of our longstanding social care lawyers dealt with all adult social care matters in addition to undertaking her child care work. This locum has recently left and we had originally had an indication from Bridgend CBC that they had spare capacity to undertake the such work on our behalf. Unfortunately, circumstances in Bridgend have changed and they are no longer able to assist. As such we will now have to utilise external legal advice to support ASC but it is important to note that there are currently only 6 matters that will require such support.

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Delegated Decision List

16 May	Portfolio Holder for Learning and Welsh Language	Approved the appointment of school governors: Mr M Weale to Llanfaes CP School, Mr S Sockett to Ysgol Bro Cynllaith, Mr S Prince to Llandrindod Wells CP School Cefnlllys, County Councillor J Charlton to Crickhowell High School.
17 May	Portfolio Holder for Highways, Recycling and Assets	Initiated the Traffic Regulation Order consultation procedure for the Ystradgynlais parking review in accordance with The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 and subject to no substantive objections being received authorised the implementation of the proposal.
22 May	Portfolio Holder for Adult Social Care	Approved the development and implementation of a new supported living framework.
23 May	Portfolio Holder for Learning and Welsh Language	Approved the appointment of Mrs L Phillis to the governing body of St Mary's RC School.
6 June	Portfolio Holder for Economy and Planning	Approved the proposal to progress to the Consultation and Development Stage of preparing Business Improvement District proposals for Brecon and Newtown.
10 June	Portfolio Holder for Economy and Planning	Approved a virement of £50,000 from the Economic Development and Regeneration budget to host a Powys Stage Start and Finish of the OVO Energy Women's Tour 2019.

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Cabinet Date	Cabinet/EMT Title	Portfolio Holder	Lead	Decision Maker
28/06/19	Review of WHQS compliance policy	James Evans	Dafydd Evans	Portfolio Holder
28/06/19	Llandrindod On-Street Parking	Phyl Davies	Tony Caine	Portfolio Holder
28/06/19	Minimum Unit Prices	James Evans	Clive Jones	Portfolio Holder
28/06/19	Food Hygiene Rating System Audit by FSA (Audit report FSA received)	James Evans	Beverley Cadwallader	Portfolio Holder
28/06/19	Update on Corporate landlord	Phyl Davies	Angela Protheroe	Portfolio Holder
09/07/19	25/06/19 HAMP	Phyl Davies	Alastair Knox	Cabinet
09/07/19	25/06/19 Strategic Equality Plan End of Year Monitoring Report	James Evans	Bets Ingram	Cabinet
09/07/19	25/06/19 Light review of the Strategic Equality Plan	James Evans	Bets Ingram	Cabinet
09/07/19	25/06/19 HRA Business Plan	James Evans	Dafydd Evans	Cabinet
09/07/19	25/06/19 Housing association development programme (PDP)	James Evans	Dafydd Evans	Cabinet
09/07/19	25/06/19 HRA New Build Programme	James Evans	Dafydd Evans	Cabinet
09/07/19	25/06/19 Towards 2040 (PSB Well-being Plan) Annual Report	Aled Wyn Davies	Heather Delonnette	Cabinet
09/07/19	25/06/19 Medium Term Financial Strategy	Aled Wyn Davies	Jane Thomas	Cabinet
09/07/19	25/06/19 Budget Outturn Report as at 31 May 2019	Aled Wyn Davies	Jane Thomas	Cabinet
09/07/19	25/06/19 Feasibility Study	James Evans	Nia Hughes	Cabinet
09/07/19	25/06/19 Children's Pledge	Rachel Powell	Daniel Harper	Cabinet
09/07/19	25/06/19 Transfer of properties from general fund to Housing	Phyl Davies	Natasha Morgan	Cabinet
09/07/19	25/06/19 Upper House Farm, Crickhowell	Phyl Davies	Natasha Morgan	Cabinet
09/07/19	25/06/19 Corporate Asset Policy Review	Phyl Davies	Natasha Morgan	Cabinet
09/07/19	25/06/19 Foster Care Support Offer	Rachel Powell	Jan Coles	Cabinet
09/07/19	25/06/19 Capital Programme Update as at 31 May	Aled Wyn Davies	Jane Thomas	Cabinet
09/07/19	25/06/19 Annual Information Governance Report to Cabinet	James Evans	Clive Pinney	Cabinet
09/07/19	25/06/19 Banw / Llanerfyl Objection Report	Aled Wyn Davies	Marianne Evans	Cabinet
09/07/19	25/06/19 Extra Care	Cllr Stephen Hayes	Dylan Owen	Cabinet
09/07/19	25/06/19 Director of Social Services Annual Report		Alison Bulman	Cabinet
30/07/19	16/07/19 Prosecution enforcement policy	James Evans	Clive Jones	Portfolio Holder
30/07/19	16/07/19 Post 16 Review update	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
30/07/19	16/07/19 Treasury Management Review Report 2018/19	Aled Wyn Davies	Ann Owen	Cabinet

30/07/19	16/07/19	Treasury Management Quarter 1 Report	Aled Wyn Davies	Ann Owen	Cabinet
30/07/19	16/07/19	Local Housing Market Assessment	James Evans	Dafydd Evans	Cabinet
30/07/19	16/07/19	Budget Outturn Report as at 30 June 2019	Aled Wyn Davies	Jane Thomas	Cabinet
30/07/19		Regional Technical Statement	Martin Weale	Peter Morris	Portfolio Holder
30/07/19	16/07/19	Prosecution Enforcement Policy	James Evans	Clive Jones	Cabinet
30/07/19	16/07/19	Corporate Safeguarding 6 Monthly Update	Cllr Stephen Hayes	Alison Bulman	Cabinet
30/07/19	16/07/19	School Major Improvement Welsh Government Grant Programme	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
30/07/19	16/07/19	Capital Programme Update as at 30 June	Aled Wyn Davies	Jane Thomas	Cabinet
30/07/19	16/07/19	Crickhowell High School - Increased Capacity	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
30/07/19	16/07/19	Hafren and Ladywell Green Schools Reorganisation Proposal and Strategic Outline Case	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
30/07/19	09/07/19	Ysgol Cedewain Capital Project Strategic Outline Case	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
17/09/19	03/09/19	South Office Review	Phyl Davies	Natasha Morgan	Cabinet
17/09/19	03/09/19	Outcome of the tenants' satisfaction survey	James Evans	Dafydd Evans	Cabinet
17/09/19	03/09/19	Budget Outturn as at 31 July 2019	Aled Wyn Davies	Jane Thomas	Cabinet
17/09/19	03/09/19	Health & Care Strategy – Statements of Intent	Cllr Stephen Hayes	Dylan Owen	Cabinet
17/09/19	03/09/19	Libraries Options report following consultation	Rachel Powell	Kay Thomas	Cabinet
17/09/19	03/09/19	Capital Programme Update as at 31 July	Aled Wyn Davies	Jane Thomas	Cabinet
30/09/19		Implications of Grenfell (awaiting Inspector's report)	Martin Weale	Ian Maddox	Portfolio Holder
30/09/19		Consolidation of Parking	Phyl Davies	Shaun James	Portfolio Holder
30/09/19		Highways Winter Plan	Phyl Davies	Shaun James	Portfolio Holder
30/09/19		Consolidation for speed limits	Phyl Davies	Tony Caine	Portfolio Holder
08/10/19	24/09/19	3 x Supplementary Planning Guidance	Martin Weale	Peter Morris	Cabinet
08/10/19	24/09/19	National Development Framework – Welsh Government consultation	Martin Weale	Peter Morris	Cabinet
08/10/19	24/09/19	Budget Outturn as at 31 August 2019	Aled Wyn Davies	Jane Thomas	Cabinet
08/10/19	24/09/19	Capital Programme Update as at 31 August	Aled Wyn Davies	Jane Thomas	Cabinet
05/11/19	22/10/19	Treasury Management Quarter 2 Report	Aled Wyn Davies	Ann Owen	Cabinet

05/11/19	22/10/19	Budget Outturn as at 30 September 2019	Aled Wyn Davies	Jane Thomas	Cabinet
			Myfanwy Catherine		
05/11/19	22/10/19	Specialist Centre Provision	Alexander	Imtiaz Bhatti	Cabinet
05/11/19	22/10/19	Capital Programme Update as at 30 September	Aled Wyn Davies	Jane Thomas	Cabinet
27/11/19	12/11/19	Council Tax Base	Aled Wyn Davies	Andrew Griffiths	Cabinet
			Myfanwy Catherine		
27/11/19	12/11/19	School Balances	Alexander		Cabinet
17/12/19	03/12/19	Budget Outturn as at 31 October 2019	Aled Wyn Davies	Jane Thomas	Cabinet
17/12/19	03/12/19	Capital Programme Update as at 31 October	Aled Wyn Davies	Jane Thomas	Cabinet
21/01/20	07/01/20	Regional Technical Statement - Minerals	Martin Weale	Peter Morris	Cabinet
		Evaluation of the impact of the roll out of full service			
11/02/20	28/01/20	universal credit on HRA rent arrears	James Evans	Dafydd Evans	Cabinet

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