

Public Document Pack

Cabinet

Meeting Venue
By Teams

Meeting date
Tuesday, 11 January 2022

Meeting time
2.00 pm

For further information please contact
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County Hall
Llandrindod Wells
Powys
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05/01/2022

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 meetings held on 14th and 21st
December as correct records.

(Pages 3 - 14)

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.	DIGITAL POWYS PROGRAMME UPDATE
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To consider a report by County Councillor Beverley Baynham, Portfolio Holder for
Corporate Governance and Regulatory Services.

(Pages 15 - 32)

5.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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To note the delegated decisions taken since the last meeting.
(Pages 33 - 34)

6.	FORWARD WORK PROGRAMME
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To consider the Cabinet forward work programme.
(Pages 35 - 36)

**MINUTES OF A MEETING OF THE CABINET HELD BY TEAMS ON TUESDAY, 14
DECEMBER 2021**

PRESENT

County Councillor M R Harris (Chair)

County Councillors MC Alexander, B Baynham, P Davies, A W Davies, I McIntosh and R Powell

In attendance: County Councillors L Rijnenberg, P Roberts and R Williams

1.	APOLOGIES
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Apologies for absence were received from County Councillor Heulwen Hulme and from the Executive Director, People and Organisational Development and the Executive Director Economy and Environment.

2.	MINUTES
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The Leader was authorised to sign the minutes of the meetings held on 23rd and 26th November 2021 as correct records.

3.	DECLARATIONS OF INTEREST
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County Councillor Iain McIntosh declared a prejudicial interest in the report on Mount Street Infant School, Mount Street Junior School and Cradoc CP School. He would be speaking in the debate as a local member not as a Cabinet member and would not be voting.

4.	MOUNT STREET INFANT SCHOOL, MOUNT STREET JUNIOR SCHOOL AND CRADOC CP SCHOOL
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Cabinet considered responses received to the consultation on proposals to

Phase 1

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

Phase 2

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

During the consultation period, virtual meetings had been held with staff, governors and school councils. 229 respondents had completed the consultation

response form which was included in the consultation document. In addition, 53 written responses were received from respondents including Estyn, by e-mail or post. The written responses included an online and paper petition to 'Save Cradoc Primary School!', which was signed by 1,275 people. The Leader confirmed that the Cabinet had read all of the correspondence received.

The issues raised in the written responses to the consultation and those raised in the consultation meetings, were set out in Appendix B to the report along with the Council's response to these issues.

Based on the findings of the consultation, and further assessment of the options in accordance with the requirements of the School Organisation Code in terms of the Presumption Against Closure of Rural Schools, the advice of officers was that the Council should proceed with the proposals to amalgamate Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School to create a new primary school that would initially operate from the current three sites before moving to a new building in the future, by publishing a Statutory Notice.

County Councillor Iain McIntosh argued that the closure of Cradoc school would go against the Council's Strategy for Transforming Education in Powys guiding principles both on community-focused schools, because of the number of clubs and community uses associated with the school which would be lost and on environmentally sustainable schools. He noted that no separate impact assessment had been created for Cradoc school and that the joint impact assessment for the project had not measured the impact of the proposal on climate change. He reminded Cabinet of the community's preferred option for a new school at Cradoc which had not been presented to the Cabinet and he argued that this was in contravention of the Council's Constitution. He also noted that none of the papers had been translated into Nepali or Welsh.

County Councillor Roger Williams argued that Cradoc school provided a choice for parents who wanted a rural education for their children and urged the Cabinet not to impose urban solutions on a rural area. As a governor of Mount Street Junior School, he was supportive of merging Mount Street Infants School and Mount Street Junior School to create an all-through primary school. He also asked the Cabinet to look again at the siting of the school noting the concerns raised about the site during the consultation.

County Councillor Liz Rijnenberg asked for further consideration to be given to option 3a i.e. merging Mount Street Infants School, Mount Street Junior School and retaining Cradoc school and queried whether the scoring of the options had been reviewed again in light of the consultation. She noted concerns in the community about the process dragging on and the impact this was having on education and the pastoral care of children. She asked the Cabinet to reflect on the Estyn comments questioning what the Council's assessment that standards, wellbeing, provision and leadership would be strengthened by amalgamation was based on. She asked if option 4 went ahead would it be option 3b by the back door as phase 1 would not happen until 2023 and parents may choose to send their children to other schools.

Comments from County Councillor Matthew Dorrance, who was unable to be present were read out at the meeting. He challenged the consultation process, questioning why documents had not been translated into Nepali until Councillors

had raised this issue. He also raised concerns about ALN provision in Brecon, the accessibility of the Penlan site and the affordability of the project and the debt burden it would place on future generations.

County Councillor Pete Roberts, Chair of the Learning and Skills Scrutiny Committee presented the Committee's recommendations. He advised that the Committee had been assured that the proposals were robust. The Committee had asked for an explanation of why the option to merge the two Mount Street schools and then federate with Cradoc School had had been discounted. This was included in the response to the Scrutiny recommendations that had been circulated to the Cabinet. The Committee accepted the arguments in favour of Mount Street Infants School and Mount Street Junior School but had sought further assurance on Cradoc School, in particular, on the early years provision on site. The Committee had been given some assurance that the Authority would be looking at how that provision could be accommodated. Assurances were received on transport that distances travelled by pupils would not be excessive. There were a large number of movements across the catchment and for future consultations it would be beneficial to know why this was the case. The Committee had received assurances about the accessibility of the site and that costs would be contained within the current funding band.

The Portfolio Holder and officers responded to the comments made by local members and the Chair of the Learning and Skills Scrutiny Committee.

It was explained that just under 50% of pupils at Cradoc travelled from outside the catchment so if a new school was to be built, it would be a two-class school which was not a sustainable model. Currently the longest journey was just over 6 miles, if the proposal was accepted, the longest journey would be just over 9 miles. There were buses already travelling to the Penlan site.

Responding to the comments about sustainability, Cabinet was reminded that the aim of the proposal was to provide a brand new building which would be in accordance with the Welsh Government's target for carbon net zero buildings. It made sense to have one school on the Penlan site with the infrastructure and travel arrangements already in place. Active travel plans would be developed.

On finance and affordability, it was confirmed that the funding would come from unallocated funds in the 21st Century Schools Programme which was 65% funded by Welsh Government, 35% from the County Council. This is subject to full business case approval. The financial commitment is already recognised in the Council's Capital Programme. Welsh Government would provide an additional 10% for net carbon zero new builds. The Head of Finance confirmed that the impact of debt on future generations had to be considered and advised this was done by profiling the debt over the life of the asset for which it provides a service for its users. It was noted that if the Cabinet accepted the new funding formula later in the meeting, the savings from the proposal would reduce by approximately by £50,000.

On the points made about Estyn, their endorsement of the Council's transformation strategy was noted.

On the alternative option proposed to merge Mount Street Infants and Junior Schools and federate Cradoc, this had been discounted as it would impact on

the timescales for implementation of the proposals. It would also mean that there would still need to be a third process to merge the schools together in order to establish one school in a new building.

The proposal was on a phased basis. Phase 1, to amalgamate the three schools to create a new school was integral to implementing phase 2. It was very important that the new school had an input into the development of the new build. The implementation date had been put back to 2023 which reflected the complexity of the consultation.

Concerns about the Penlan site had been noted and included in the impact assessment. Active travel plans and safe routes to school would be looked at very early on in the design phase of the new build.

The Director of Education confirmed that it would be essential to have the governance structures in place at phase 1. It would be very beneficial to share leadership and expertise across the three sites before coming together in the new building. This had been the experience when primary schools had merged in Welshpool. Referring to the comments made by Estyn which had been referred to by local Members, the Director noted that the merger of primary schools in Welshpool had seen an improvement in standards. The school improvement advisers judged that standards in all three schools were good and that sharing leadership and expertise in phase 1 would further improve provision and standards.

On impact assessments, one had been drafted for the proposal as a whole but when there were differences between the communities, this was clearly set out in the document.

On early years provision, it was confirmed that this would be an integral part of the new school. It was acknowledged that there would be an impact in Cradoc and the Council would work with the community to see whether an element of the provision could be retained in Cradoc.

In moving the recommendation, the Portfolio Holder noted that this was an exciting, transformational proposal which offered a sustainable way forward and which he wished was available throughout the county. He thanked the Scrutiny Committee for their work and their conclusion that the case for change had been made as long as it progressed to phase 2.

RESOLVED

- 1. To receive the Consultation Report in respect of the proposals affecting Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School.**
- 2. To approve the publication of a statutory notice to:**
Phase 1

- **To amalgamate Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School to create a new primary school that would operate from the current three sites**
- **The target date for establishing the new primary school is September 2023.**

Phase 2

- **To make a regulated alteration to transfer the school to a new school building on a new site in Brecon**
- **The target date for this phase is 2025/6.**

County Councillor Iain McIntosh announced that he was resigning from the Conservative group on the Council and from the Cabinet with immediate effect.

5.	LLANFYLLIN CATCHMENT TRANSFORMATION
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The Leader advised that this report was being deferred for a week.

6.	SCHOOL DELEGATED BUDGET FUNDING FORMULA REVIEW / REVISIONS TO THE POWYS SCHEME FOR FINANCING SCHOOLS
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Cabinet considered responses received to the consultation to changes to the School Funding Formula for mainstream Primary phase schools and revisions to the Powys Scheme for Financing Schools.

The formula had been developed as part of the Authority's Post Inspection Action Plan following the Estyn inspection in July 2019.

A Formula Review Group had been established with a range of stakeholders along with Council officers, chaired by the Strategic Lead for Education. The group reviewed a range of school funding formulae from other rural Welsh local authorities before developing a set of formula proposals for mainstream primary phase schools that were consulted upon in October 2021.

The aim of the proposed formula was to support a move to a pupil-led formula that would provide a stable, transparent and equitable funding arrangement for mainstream, primary phase schools, which would

- Create a more equitable provision for all learners across Powys
- Support the aspirations of the transformation programme
- Support all learners including helping offset the effects of disadvantage
- Support a collaborative schools' community which offers effective professional learning to facilitate the self improving system.
- Support inclusion and bilingualism, and promote access to excellence for all learners.

County Councillor Pete Roberts presented the Learning and Skills Scrutiny Committee comments. The Committee were supportive of the proposals and pleased that they were being phased in to give schools time to adjust. The Committee had recommended that indicative figures for individual schools should be published within a month of the Cabinet decision and that when the review of the new formula was undertaken, that the Scrutiny Committee have an opportunity to scrutinise the outcome of that review.

The Portfolio Holder for Education and Property confirmed that he would be happy to bring the revised formula back to Scrutiny. He also confirmed the fact that small streams continued to be funded was a recognition of the situation as it was but that the Cabinet remained committed to transformation.

RESOLVED

- 1. the proposed amendments to the current formula for primary schools with specialist centres be implemented in full from 1 April 2022;**
- 2. the initial Per Pupil Allocation is calculated using the cost elements set out in Appendix A of the Consultation document;**
- 3. Component 3 includes a top up for small schools, scaled by bands of pupil numbers, for schools with fewer than 91 pupils;**
- 4. Component 3 includes a class size top up for schools with between 61 and 149 pupils (inclusive) as calculated in 3.9 above;**
- 5. Component 3 includes a junior school top up as set out in 3.10 – 3.11 above;**
- 6. Component 3 includes a dual stream top up which includes a small stream top up and a dual stream class size top up as set out in 3.12 above.**
- 7. Component 3 includes a bilingual top up for Welsh medium or dual stream schools, as set out in 3.13 above;**
- 8. Component 3 includes a surplus internal area top up as set out in 3.14 above;**
- 9. Component 3 includes a surplus external grounds area top up as set out in 3.15 above;**
- 10. Component 3 includes a building condition top up as set out in 3.16 above;**

11. Component 3 includes a top up to match the actual cost of non-domestic rates, statutory testing, insurance for premises and employees;
12. Implementation is phased over a three year period;
13. The revisions to the Powys Scheme for Financing Schools as set out in Appendix B and approved by Schools Budget Forum are agreed.

i)	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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Cabinet noted the delegated decisions taken by Portfolio Holders.

ii)	FORWARD WORK PROGRAMME
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Cabinet noted the forward work programme.

iii)	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 3 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

iv)	WELSH GOVERNMENT REGIONAL ECONOMIC FRAMEWORK FOR MID WALES
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Cabinet considered a report on Welsh Government's draft Regional Economic Framework for Mid Wales.

RESOLVED to approve the recommendations in the report.

**County Councillor Rosemarie Harris
Chair**

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**MINUTES OF A MEETING OF THE CABINET HELD BY TEAMS ON TUESDAY, 21
DECEMBER 2021**

PRESENT

County Councillor M R Harris (Chair)

County Councillors MC Alexander, B Baynham, P Davies, A W Davies, H Hulme and
R Powell

In attendance: County Councillor M Dorrance

1. APOLOGIES

Apologies for absence were received from the Head of Transformation and Communications and the Service Manager for Schools Transformation.

2. DECLARATIONS OF INTEREST

County Councillor M Alexander declared a personal interest in item 3 Llanfyllin Catchment Review as a relative of the headteacher of a potential receiving school.

3. LLANFYLLIN CATCHMENT TRANSFORMATION

County Councillor Myfanwy Alexander left the meeting while this item was being discussed having declared a personal interest.

Cabinet considered a report seeking approval to amend the decisions made on the 18th March 2021 and the 6th July 2021 in respect of Llansantffraid C. in W. School, Llangedwyn C. in W. School, Llanfechain C. in W. School and Ysgol Bro Cynllaith.

The Leader explained that the report had been deferred at the previous week's meeting because a number of Cabinet members had indicated that they did not feel the report was strong enough in detailing the direction of transformation in the catchment. The Portfolio Holder confirmed that the only change to the report from that deferred at the previous meeting was to strengthen the third recommendation with the inclusion of a date by which a report would be brought back to Cabinet.

The Portfolio Holder for Education and Property expressed his disappointment that it would not be possible to proceed with the plan to proceed with the planned extension to Llansantffraid C. in W. School, based on the outcome of the Feasibility Study and the Business Justification Case. He did feel that the additional time would allow for further engagement with the community to commence in January 2022. The Director of Education confirmed that the feasibility study had flagged up there would have been huge disruption to pupils if the original proposals had gone ahead.

Comments from County Councillor Gwynfor Thomas, a local member who was unable to be present at the meeting, were read out. He questioned why the report had been withdrawn from the previous meeting and revised without consultation with stakeholders and local members. County Councillor Aled Davies also expressed his disappointment that the report had been withdrawn and his hope that there was sufficient capacity in the schools transformation team to deliver a report by March 2022.

RESOLVED

- 1. Not to proceed with the planned extension to Llansantffraid C. in W. School, based on the outcome of the Feasibility Study.**
- 2. Not to proceed with the existing planned consultations on the closure of Llangedwyn C. in W. School, Llanfechain C. in W. School and Ysgol Bro Cynllaith.**
- 3. To instruct the Transforming Education Team to bring forward proposals for Ysgol Bro Cynllaith, Llangedwyn C. in W. School and Llanfechain C. in W. School by March 2022 due to the low and reducing pupil numbers and the potential impact on the sustainability of the schools and the learner offer.**

County Councillor Alexander returned to the meeting.

4.	AMENDMENTS TO GROWING MID WALES INTER AUTHORITY AGREEMENT
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Cabinet considered the third iteration of the Inter Authority Agreement that set out the principle of the governance and management of the Mid Wales Growth Deal. IAA3 was intended to commence once the Final Deal Agreement was signed between the two Councils and would remain in force and effect for the period of the Growth Deal. The Inter Authority Agreement had been considered by the Growing Mid Wales Board on 15th December and had been recommended for approval by the Cabinets of both authorities.

The Growing Mid Wales Board (GMWB) would remain the executive joint committee with the membership consisting of 10 elected member representatives by the Councils (5 each). All advisory panels of the Growing Mid Wales Board were re-established in a consultative capacity, to provide advice to the Board.

The previous Economic Strategy Group had been reconstituted as the Economic Advisory Group with new terms of reference. The Chair no longer had voting rights on the GMWB.

The terms of reference of the Joint Overview and Scrutiny Committee and the Regional Skills Partnership remained largely unchanged from IAA2.

The terms of reference Growing Mid Wales Management Group, established under IAA1 to co-ordinate professional officer advice and management to the GMWB, had been evolved to support the delivery of the Deal. Its membership comprised senior officers from both Councils, with observers from both Governments.

The role and function of the Portfolio Management Office in the context of the MWGD had now been defined within IAA3. They provided professional support and advice to the GMWB on the delivery of the MWGD Portfolio.

The Scheme of Delegation in Schedule 1 of IAA3 also set out responsibility for administrative functions and those matters which were for the Management Group, for the Board and those which were reserved for the Councils.

RESOLVED to approve IAA3 in accordance with the draft set out in Appendix 1 to the report.

5.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

6.	MOVING ON UP REDESIGN OF POWYS COUNTY COUNCIL HOUSING SERVICES
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Cabinet considered the confidential report and the recommendations of the Economy, Residents and Communities Scrutiny Committee who had called-in the delegated decision.

Officers had accepted that the budget for the implementation of final Business Case for 'Moving on Up' should have been approved by Cabinet.

The Scrutiny Committee's recommendations presented by the Chair, County Councillor Matthew Dorrance, were designed to strengthen the governance process to prevent a re-occurrence. The Committee remained supportive of the service redesign. A response would be provided within two months.

RESOLVED to

- 1. Approve the implementation of final Business Case for 'Moving on Up', attached to the report.**
- 2. Approve that the additional cost pressure for this structure in the 2021-22 financial year from the 1st January 2022 of £50,265 be funded from the HRA revenue account.**

- 3. Approve that the annual ongoing additional cost pressure (£201,058 for 2022-23) for this structure be funded from the HRA revenue account and that this element is approved now for inclusion in the full HRA Business Plan which will be submitted for consideration by Cabinet in February 2022.**

County Councillor M R Harris (Chair)

CYNGOR SIR POWYS COUNTY COUNCIL.**Report for Cabinet
11th January 2022**

REPORT AUTHOR: County Councillor Beverly Baynham
Portfolio Holder for Corporate Governance and
Regulatory Services

REPORT TITLE: Digital Powys Programme update

REPORT FOR: Information

1. Purpose

- 1.1 The purpose of this report is to provide a high-level summary of the Digital Powys Transformation Programme 'phase one', providing details on the programmes achievements to date.

2. Background

- 2.1 'Digital Powys' is one of the Council's 9 transformation programmes, within the Council's Vision 2025 Transformation Programme. The Programme focuses on 5 workstreams and is underpinned by the Council's Digital Powys strategy. Digital transformation is a critical element of our transformation programme and supports in the delivery of our ambitious Vision 2025 Corporate Improvement Plan.
- 2.2 The original Business Case was submitted and approved in September 2019 and set out the first phase of the Programme which covered programme delivery up to the 31st of March 2022. The programme funding was made up from Welsh Government Digital Transformation funding which was match funded by the Councils Transformation funding and additional transformation funding.
- 2.3 The original business case covered delivery from 2019 to 2025, in which the programme was split into two phases. As we are nearing the completion of phase one, we are now in the process of submitting a revised business case to secure the funding required to progress to phase two.
- 2.4 During the Covid Pandemic the programme was able to realign work to meet several requirements that enabled the council to continue to deliver services, as well as ensuring that both staff and residents of Powys were safe. Some of this work was adopted by our partners and regionally across Wales.
- 2.5 The scope of Phase 1 of the Digital Programme is very ambitious with the programme currently delivering on 74 activities across 5 workstream areas, all focused on embracing digital technologies to improve our customers' experience and delivering our Vision 2025 objectives.

3. Achievements

Phase One of the programme as well as the wider Digital Services has delivered significant benefits to our customers and staff. Attached in appendix 1 are a list of some key achievements and benefits to date. Below is a summary under 5 categories highlighting some of these achievements.

3.1 Customer and staff processes redesign and automation

- Since the programme's inception we have successfully re-designed and made available on our web platform 53 new service elements. This has made Customer interaction with the council quicker and easier leading to improved customer satisfaction and accessibility 24/7 and has also enabled services to make saving which are made up of cashable, non-cashable and cost avoidance.

- As well as re-designing our current processes we have also developed new processes that previously would have involved using forms, databases, spreadsheets, phone and e-mail. This has avoided the purchase of new solutions and has made our processes more efficient.

- Since the beginning of the year (March 21), we have also commenced a programme of work which redesigns and automates Internal back-office processes, improving services to make more efficient use of resources, and free up staff to focus on the needs of our customers. This includes developments such as:
 - Members' correspondence tracker.
 - Finance tasks automation.
 - ALN Individual Development Plan systems integration.
 - eLearning integration.
 - Mobile Support Services furniture request process.
 - ICT service web chatbot.

- The programme has also had to adjust to support Covid response processes which have been designed and implemented in an agile way, allowing the council to continue to deliver services, in a safe way as well as sharing our development with partners and three local authorities to adopt. These processes include, Track and Trace, Welfare calls, WG Food parcels, Lateral testing, Library order and collect, desk booking, and pavement Licences. We also procured and implemented a Covid Bereavement Barcoding solution to ensure we had a secure and efficient way of tracking Mortuary operations.

- We have successfully procured a Unified Communication Solution that will underpin and drive the Councils Omni channel vision. This will provide services to our customers via a multi-channel approach giving our customers an integrated customer experience across voice, video, chat, SMS, email and

web” with accessibility at the core i.e., seamless transition between communication channels, removing the need for service users to ‘tell their story’ more than once.

3.2 Support for schools

- We have improved use of digital technology for teaching and learning in schools. During 2021, all teachers in Powys received a new laptop to assist with both conventional teaching and blended learning, (1113 in total).
- Education Digital Standards for all Powys schools achieved, this represented upgrading networks, Wi-Fi access points and servers in 11 High Schools and 83 primary and special schools.
- Support for pupils. Laptops provided to all Year 12 students to assist with their ongoing education and to encourage pupil retention within the County's High Schools.
- Support for Digitally Excluded Learners. During lockdowns we included provision of Wi-Fi connectivity via 4G MiFi boxes (600) and the emergency configuration and issue of laptops (800) so pupils could continue their education from home.

3.3 Information to Improve decision-making in the Council through the use of data

- **Digital Health and Social Care collaboration** – Integrating health and social care. The team won an award for the insight provided, giving decision-makers intelligence across place and time across a variety of data sets, enabling them to understand demand, how to intervene earlier and provide marketing campaign around hydration. We have formed a close collaboration with DHCW, recently producing a report focused on Rehabilitation services, and we are planning to release more insight into Mental Health services and Discharge to Reassess (ensuring people have the right level of care in the right place).
- We have 76 published reports on our **Well-being Information Bank** providing a wealth of data on demographics, Powys' economy, social care, environment and culture. Reports are automated and provide users with insight focused on our 13 localities.
- We have had **6,116 views on our PowerBI** reports during a three-month period. Officers within the organisation are using reports to help understand demand in the service, and to pinpoint differences amongst localities.
- **TTP reporting** – the team have developed reports that provide the contact tracing team with a detailed level of insight to help manage demand and report to Welsh Government. The reports were purchased by WG to provide the rest of Wales with the same level of insight.
- **Education Data Hub** – We have started to build a data hub for the school's service to use. We have produced automate reports focused on exclusions, pupil numbers and compliments. The team are currently focused on

providing insight into admissions, attendance and primary/high school profiles. We are building on this insight over the next six months and adding to the hub to provide a level of insight never had before. The use of geo-spatial analysis is helping schools to understand patterns amongst primary, special and secondary schools, differences within catchments and see connections between disparate datasets.

- **Freedom of Information insight** – The team focused on the most popular freedom of information requests and worked with the service to automate the data collection and reporting. This enables users to self-serve and reduce demand to the small team.
- The organisation has **invested in PowerBI premium**, this has allowed us to provide automated reporting of more confidential information, rather than just publishing out to our Well-being Information Bank. The team are continually upskilling in the ever-changing technology and are finding better ways of doing things. This software has allowed us to share reports with others in other organisations and work more collaboratively to understand the user journey.
- We have **published self-serve reports** to understand **demographics** across our 13 localities and **population projections** over the next 20 years. Both reports are connected to Stats Wales and enable users to select whole population, female or male separately. These reports enable services, particularly commissioning, to model what future services may look like, down to a locality level. We are using these in our Well-being and Population Assessments, and they will help shape our Well-being plan.
- We have provided adult social care with **automated data** that can help them to produce their **market position statements** for domiciliary care. We are currently working on older people accommodation. We have provided a great level of insight to officers, who are able to update this information whenever they need to, as well as understand demand and future demand across the 13 localities.
- We worked on a collaborative project with Rhondda Cynon Taff, Merthyr and Bridgend focused on using Azure and providing insight into social care. The team were able to upskill in new technologies and learn how to develop in Microsoft Azure. This project, along with their work with Digital Services has enabled the team to produce a prototype of what our framework could look like using Azure and all of the new technologies it brings.

3.4 Support for communities, businesses, and individuals to connect via digital services.

- 21 Community Broadband Projects have been set up with Powys Communities. These communities have formed project groups and are working with a chosen supplier to bring fibre to their communities supporting them to thrive in a digital age.

- Broadband Webpage developed and launched to help people understand their current connection and the options available to improve their broadband including funding information for improving their homes broadband.

3.5 Workforce, digital skills

- Development of a Competency framework that supports digital capabilities of all Powys County Council staff and members. The Framework is a developmental and supportive framework which empowers and enables staff to develop and enhance their digital capabilities, which in turn will support the Council to provide a better standard of service in the ever-changing digital world.
- The Council recognised that we needed to grow our own staff with the right skills to ensure that the programme was successful and that we had the right skills to maintain the digital infrastructure to develop further technologies beyond the programme. To achieve this, 6 assistant developers posts have been created and are currently upskilling in a variety of tools and technologies covering traditional approaches such as scripting as well as more recent methods such as low-code no-code application development. Recruiting from existing ICT staff has brought advantages in terms of knowledge of existing processes and systems and fosters shared learning to bring new skills across the wider team.

3.6 Financial efficiency

- Phase One of the programme as well as the wider Digital Services has not only delivered significant benefits to our customers and staff but has also delivered significant financial efficiency.
- Below is a summary of these savings. Please note that these are savings identified by Digital services, through engagement with service areas at the initial engagement stage. Not all savings were realised, however we have included all the information to provide a picture on the entire journey from identification to realisation

Year	Target	Cashable savings achieved	Non-cashable savings achieved	Cost avoidance savings achieved	Total savings	Awaiting confirmation	Total savings including non-confirmed
19/20	£235,000			£24,244	£24,244	N/A	£24,244
20/21	£384,010	£211,186	£87,297.54	£240,234.12	£538,717.66	£95,430.66	£634,148.28
21/22	£634,990	£17,172	£691.08	£11,409.25	£29,272.33	£262,125	£291,397.33
Total	£1,254,000	£228,358	£87,988.62	£275,887.37	£592,233.99	£357,555.66	£949,789.65

- 3.7 The delivery of these transformation projects has been achieved through a multi skilled team which includes Work Stream Leads, Business Analysts/ Business Intelligence Officers, Developers, Customer experience specialists, IT Team, ICT Project Managers, along with service area operational leads.
- 3.8 To support the delivery of the programme on-going work and investment has been key to retain a fit, robust and safe infrastructure which is vital for not only the programme to succeed but to ensure we maintain current business continuity across the council.
- 3.9 It must be noted that for aspects of the work above we have achieved two National Awards. One Commendation for the council in the category of Digital Transformation at the MJ Achievement Awards 2021. This recognised the work carried out in several areas, including the development of a bespoke Track and Trace system, as well as systems for food parcels, welfare calls and the monitoring of lateral flow tests for social care staff. [National recognition for Powys](#)

And the other award was winner of the national LARIA award for best use of data for our integrated health and social care project (collaboration with Digital Health and Social Care Wales, formerly known as NWIS). [Covid-19 data work nets award for Powys County Council](#)

We have also held 3 learning events on behalf of Wales Centre for Digital Public Services, showcasing our digital transformation to other government organisations in Wales. We have also presented our transformation journey at a UK national event at the Local Government Strategy Forum in October 2021.

4. Delivering Vision 2025: Our Transformation Programme

The Digital Powys Programme has enabled the council to take full advantage of new digital tools and technologies to transform how we engage with our residents, businesses, and communities, support their independence, provide services and use data to inform everything that we do.

The programme supports the delivery of our key transformation and improvement objectives, within our Corporate Improvement Plan, which are:

- The Powys economy is thriving and sustainable
- Powys residents start well, live well and age well
- Powys residents are capable, confident and fulfilled
- Powys communities are vibrant, resourceful and connected

The programme has a strong focus on the improvement objective '*Powys County Council is high performing and well run*', which will be achieved by:

- Ensuring our processes and interactions are designed around our customers and what they need through their preferred method (e.g., digital, face to face or on the telephone)
- Developing our capability and capacity - creating leaders that are digitally focussed and developing the digital capability in our workforce and our communities
- Providing a fit, robust, and safe infrastructure to support digital capability and an agile workplace

- Using digital capabilities in decision making to enable value-driven choices, working closer with our partners, and making our information open and accessible wherever possible
- Creating location-specific digital services across Powys to connect and support businesses, communities, and individuals
- Maximising joint digital opportunities and improve data sharing capacity and capability for the benefit of our businesses, communities, and citizens

5. Issues/challenges

- 5.1 The Programme to date is successfully achieving its objectives and outcomes including the Corporate Improvement Objectives. However, the programme has faced challenges regarding the achievement of 'Cashable savings', specifically regarding automation.
- 5.2 These challenges are being overcome with tighter governance around the choice of processes which are suitable for development and confirmation/sign off from service areas that savings will be made following the re-design. Although it must be noted that our transformation should be focused on customer centred benefit as designed within our Digital Strategy.

6. Conclusion

- 6.1 In conclusion, the implementation of Phase one of the Digital Transformation programme and the wider work of Digital services has achieved many benefits that has impacted positively on our citizens, communities, and staff.
- 6.2 The benefits and impact that the Programme and past Digital investment has made our transformation relatively seamless during the pandemic and highlights why investment in this area is key.

Many other local authorities struggled during this time and services were paused. However, Powys was not only able to continue to operate effectively, but we were also able to implement and develop new solutions and data insights which provided better services and improved understanding of areas that would help support the Council and its partners respond to Covid-19.

We should also acknowledge the unknown savings made in providing an environment for our workforce to work from home effectively. The accelerated roll out of digital solutions including O365 applications such as Teams, OneDrive and SharePoint enabled a seamless transition to remote working and collaboration across the council from the very beginning of the Covid-19 pandemic. The success of this transition and ongoing delivery is due to digital investment.

- 6.3 This success achieved through past investment in this area, is underpinned and driven by the culture and skills that we have developed over many years. To continue this development and continue to evolve as a digital council we

need to continue delivering the programme building on our successes of phase one into the delivery of phase two of the programme.

7 Resource Implications

- 7.1 This is a report for information and does not require a comment from the Head of Finance (Section 151 Officer).

8. Legal implications

- 8.1 The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows: There are no legal consequences of noting the contents of the Digital Transformation programme phase 1 achievements.

9. Comment from local member(s)

- 9.1 N/A

10. Integrated Impact Assessment

- 10.1N/A

11. Recommendation

To note the contents of the Digital Transformation programme phase 1 achievements.

<p>Contact Officer: Diane Reynolds Tel: 01597826008 Email: diane.reynolds@powys.gov.uk Corporate Director: Nigel Brinn</p>

Appendix 1

Digital Activity/development	Benefits realisation, Impact to our customers (internal/external) 'what difference has this made
<p>Covid Response Processes Track & Trace Library Order & collect Welfare calls WG Food parcels Pavement Licences Lateral Testing</p>	<ul style="list-style-type: none"> • Quickly enabled the council to respond to Covid. • Supported the community in ensuring their welfare and needs were met. • Food parcel tracking. • Council Provided Track and Trace to 3 other Local authorities. • The ability for staff to register their testing their results, providing management information and data to WG. • Businesses were able to adapt to change quickly. • Cost avoidance savings of £138K • Data visualisation and a 13 locality approach enabled the organisation to understand demand across the county and to pinpoint where to focus resource <p>Impact</p> <p>Our staff were able to provide on-going support in the communities.</p> <p>Our residents were secure in the knowledge that we were supporting them during this difficult time with any needs requirements and followed up with welfare calls if required.</p>
<p>Covid Bereavement Barcoding procurement- A Digital System for Mortuary operations</p>	<ul style="list-style-type: none"> • A secure and efficient way of tracking Mortuary operations. • Cost avoidance of approx. 10k <p>Impact</p> <p>Providing our residents with dignity in death.</p>
<p>Desk Booking</p>	<ul style="list-style-type: none"> • Ensuring the safety of our staff. • Complying with WG's Covid guidelines. • Cost avoidance of approx. 15k <p>Impact</p>

	<p>Safe and secure environment for staff to continue to deliver services.</p> <p>Customers being able to continue to access services during the pandemic.</p>
<p>Website (end to end customer processes) Social Services complaints Get a new bin, bag, box Missed collections Request assisted collection Fly-tipping Complaints, comments, compliments Bulky Waste New CVT permit New Garden Waste, sacks View Housing Account balance CVT permit renewals & QR code Council Tax - Set up and amend direct debit Council Tax - Download bill and view account summary Business Rates - set up direct and amend direct debit Business Rates - View account summary and download bill Report a problem with Road, Pavement, Drainage, Hedges, trees, verges, Bridges, walls, cattle grids, barriers and fences, salt bins, gritting. Report a dead animal</p>	<ul style="list-style-type: none"> • A fit for purpose website for the council, with analytical and management reporting of customer interaction across all channels • Re-designed processes, forms, and workflows • A two-way communication tool with our customers (setting customer expectations and providing updates) • Provide a single Customer view • “My Account” facility • A Website responsive to mobile devices • Provide management reporting on a real-time basis • Links to back-office systems removing duplication and manual interventions. • Improved back-office processes • Reduction in paper • Total cashable and non-cashable savings identified to date £253K <p>Impact</p> <p>The ability to view and track your interactions with the authority within My Powys Account facility.</p> <p>The ability to log your written and spoken language preference and receive updates in your choice of language.</p> <p>Customer expectations are set with timescales around delivery, customers are provided with automatic updates received from systems.</p> <p>The ability to upload supporting documentation removing the need to send in paper documents. E.g., trade waste, CVT permits.</p> <p>Able to book and pay. E.g., Bulky and Garden waste.</p> <p>Can receive electronic bills via My Account. E.g., council tax and business rates</p>

<p>Trade Waste Citizens Panel Report a problem with litter Flying Start Applications Abandoned Vehicle Internal process - Impact Assessment Council Tax and Business Rates electronic billing.</p>	<p>Ability to see where other jobs have been logged and their status E.g., Fly-tipping.</p> <p>Ability to participate in consultations that you may be interested in. E.g., Citizen Panel</p>
<p>ALN IDP systems integration</p>	<ul style="list-style-type: none"> • Enabling the new ALN IDP process, a statutory requirement <p>Impact Enables the delivery of integrated development plans for students with alternative learning needs</p>
<p>Hwb Schools laptop</p>	<ul style="list-style-type: none"> • Improved use of digital technology for teaching and learning in schools. • Education Digital Standards for all Powys schools achieved this represented upgrading 11 High Schools and 83 primary and special schools. • Support for Digitally Excluded Learners <p>Impact Computer networks that support teaching in Powys have been modernised to ensure they are fit for future purpose.</p> <p>During 2021, all teachers in Powys received a new laptop to assist with both conventional teaching and blended learning. (1113 in total)</p> <p>Laptops provided to all Year 12 students to assist with their ongoing education and to encourage pupil retention within the County's High Schools</p> <p>Support for Digitally Excluded Learners during lockdowns included provision of WiFi connectivity via 4G MiFi boxes and the emergency issue of laptops so pupils could continue their education from home.</p>

eLearning integration	<ul style="list-style-type: none"> Automated daily updates of training records providing up-to-date management information. £1,406 non cashable saving of staff time. <p>Impact Saved several hours per week of officer's time and eliminated wasted management and staff time chasing up missing information across the council.</p>
Systems information tool	<ul style="list-style-type: none"> Improved accuracy of information provided to service desk <p>Impact Improves the responsiveness and time-to-fix for ICT service desk calls</p>
ICT service web chatbot	<ul style="list-style-type: none"> Alternative route to resolve ICT service issues <p>Impact Provides users with an "always-on" route to resolve over 140 different ICT service issues, or raise a ticket with all the needed information</p>
Mobile Support Services furniture request process	<ul style="list-style-type: none"> An improved paperless process. Inventory management and real time data. £15,822 non cashable saving. <p>Impact Provided an electronic management system to manage incoming and out-going furniture donations, instead of paper records. Real-time information and access to jobs via mobile devices instead of paper. Saving in staff time through reduced paperwork.</p>
Members' correspondence tracker	<ul style="list-style-type: none"> An improved management tool for handling information and ensuring timely responses. <p>Impact Provided an automatic acknowledgement, assigning and following up process, ability to attach information, receipt of automatic notifications for when a response is required.</p>
Finance tasks automation	<ul style="list-style-type: none"> Improved speed and reduced errors <p>Impact Payment receipts processed more rapidly with fewer mistakes that impact debtors</p>

Broadband Webpage	<ul style="list-style-type: none"> An information page to help people understand their current connection and the options available to improve their broadband. <p>Impact</p> <p>People living in Powys can check their current internet connection and find out if there are faster options available. Funding information for improving homes broadband is also available for people living in Wales. The page also contains contact details for the Community Broadband Officer.</p>
Communities Engaging in Community Broadband Projects	<ul style="list-style-type: none"> 15 communities are currently engaging in Community Broadband Projects <p>Impact</p> <p>These communities have formed project groups and are working with a chosen supplier to bring fibre to the premises to these areas.</p> <p>33 properties in one community have been connected to date (I must add that this project had been going for a while before I started supporting)</p> <p>10 projects have funding applications in with DCMS for the UK Gigabit Voucher Scheme.</p> <p>11 projects are engaging with their communities and 1013 properties in total have registered their interest to date.</p>
Well-being Information Bank and use of Power BI	<ul style="list-style-type: none"> We had 76 reports available on the Well-being Bank, this is a resource that anyone can use on our website. We have added many FOI reports to the bank so that people can self-serve, hopefully leading to a reduction in FOI requests, or if not sign-posting to the information online. <p>Impact</p> <p>We have redesigned the look of the bank so that we are now able to capture hits on our pages and understand how people are using the resource.</p> <p>It holds data on a wealth of areas, we are focused on highlighting the population and population projection reports internally as these are key to understand what future demand may look like.</p>

	<p>We have had 6,116 views on Power BI reports during a three-month period. The tool is being used by those in the organisation to understand demand in their services.</p>
<p>Automated reporting (Education Data Hub and Adult Social Care)</p>	<ul style="list-style-type: none"> • The Education Data Hub is in its infancy. Current reports include exclusions, pupil numbers and compliments. <p>Impact</p> <p>The use of geo-spatial analysis is helping schools to understand patterns amongst primary, special and secondary schools, differences within catchments and see connections between disparate datasets.</p> <p>Adult Social Care</p> <p>We have worked with the service to look at their old market position statements (MPS) and understand the data requirement for these statutory pieces. The team have developed some automated reports that provide the data that the service needs to produce their MPS’.</p> <p>Impact</p> <p>By automating the data update, it means that the service can produce a SWAY document, which allows them to understand the latest position in terms of domiciliary care (we are now working on older people accommodation). Officers now have better insight down to a locality level, they can understand current demand, and project future demand based on population projections (using the report on the Well-being Information Bank).</p>
<p>Digital Health and Social Care collaboration</p>	<p>Produced automated reports providing insight on the following during COVID19 pandemic:</p> <ul style="list-style-type: none"> • COVID testing • GP out of hours calls • Hospital admissions • Care Home reporting • Rehabilitation Services <p>Impact</p>

Decision-makers have had insight into health data, has assisted with decisions to intervene earlier in some situations. It has also highlighted differences across our 13 localities and has shown trends over time.

Digital Health and Social Care Wales and PCC are still working together on Rehabilitation Services and are presenting at various health meetings across Wales to get buy in for better integration of health and social care.

One example of the impact of our geo-spatial analysis is that a hydration campaign was born out of the data on the GP out of hours calls report. It showed many people had Urinary Tract Infections and were calling GPs out of hours.

The campaign began in May 21 and is continuing.

Total reach – 65,830 people

Total engagements - 636

Where this campaign was run – social media (Facebook & Twitter)

How many posts have been run – 64 posts altogether

Accelerated pace to enable remote working and collaboration across the council

- Accessibility of O365 Teams/OneDrive/SharePoint

Impact

The accelerated roll out of O365 applications such as Teams, OneDrive and SharePoint enabled the almost seamless transition to remote working and collaboration across the council at the very beginning of the Covid-19 pandemic.

Increased communications and the creation of self-help tips and user guides on the Digital Hub enabled staff to gain greater knowledge of the applications and the ability to utilise them in the way best suited to their role.

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17 December	Portfolio Holder for Environment	Authorised the local highway authority to commence the legal public consultation procedure for the proposed traffic regulation order relating to traffic movement prohibitions along High Street and parts of Short Bridge Street and Wesley Street at Newtown identified on the plans at Appendix A to the report, and if no substantive objections are received implement the traffic movement prohibition Order in accordance with the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996.
22 December	Portfolio Holder for Education and Property	Approved the appointment of school governors.
30 December	Portfolio Holder for Education and Property	Granted delegated authority to the Head of Property, Planning and Public Protection to accept the best offer received for the former highways depot at Presteigne, following an appropriate period of marketing and negotiation, where that offer is at, or in excess of, the marketing guide.

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Cabinet / Delegate Title	Portfolio Holder	Lead	Decision Maker
11/01/22 Digital Powys	Councillor Beverley Baynham	Diane Reynolds	Cabinet
18/01/22 Budget 2022/23	Councillor Aled Davies	Jane Thomas	Cabinet
18/01/22 Corporate Improvement Plan Update	Councillor Rosemarie Harris	Emma Palmer	Cabinet
18/01/22 Social Services Annual Complaints and Compliments Report	Councillor Myfanwy Catherine Alexander	Alison Bulman	Cabinet
18/01/22 Education arrangements post ERW	Councillor Phyl Davies	Lynette Lovell	Cabinet
25/01/22 Draft WESP	Councillor Phyl Davies	Emma Palmer	Cabinet
08/02/22 Quarter 3 Performance Report	Councillor Beverley Baynham	Emma Palmer	Cabinet
08/02/22 Quarter 3 Strategic Risk Register	Councillor Aled Davies	Jane Thomas	Cabinet
08/02/22 Powys Nature Recovery Action Plan	Councillor Heulwen Hulme	Sian Barnes	Cabinet
08/02/22 Cedewain Capital Business Case	Councillor Phyl Davies	Emma Palmer	Cabinet
08/02/22 Llanfihangel Rhydithon School Objection Report	Councillor Phyl Davies	Emma Palmer	Cabinet
08/02/22 Procurement Strategy	Councillor Aled Davies	Vincent Hanly	Cabinet
08/02/22 Housing Support Programme Strategy	Councillor Rosemarie Harris	Nina Davies	Cabinet
08/02/22 HRA Business Plan 2022-23	Councillor Rosemarie Harris	Nina Davies	Cabinet
08/02/22 Rent Setting 2022/23	Councillor Rosemarie Harris	Nina Davies	Cabinet
08/02/22 Empty Property Action Plan	Councillor Rosemarie Harris	Nina Davies	Cabinet
08/02/22 North Powys Project Memorandum of Understanding	Councillor Myfanwy Catherine Alexander	Alison Bulman	Cabinet
15/02/22 Possible Alternative Budget	Councillor Aled Davies	Jane Thomas	Cabinet
22/02/22 LDP Delivery Agreement	Councillor Rosemarie Harris	Peter Morris	Cabinet
22/02/22 National Collaborative Arrangements for Welsh (local authority) Adoption and Fostering services	Councillor Rachel Powell	Jan Coles	Cabinet

01/03/22 Population and Well Being Assessment	Councillor Rosemarie Harris	Emma Palmer	Cabinet
01/03/22 North Powys Project Strategic Outline Case	Councillor Myfanwy Catherine Alexander	Alison Bulman	Cabinet
01/03/22 Post-16 Transforming Education Project	Councillor Phyl Davies	Lynette Lovell	Cabinet
08/03/22 Corporate Safeguarding Update	Councillor Rachel Powell	Alison Bulman	Cabinet
08/03/22 Llanbedr CP School Objection report	Councillor Phyl Davies	Emma Palmer	Cabinet
08/03/22 School Objection report	Councillor Phyl Davies	Emma Palmer	Cabinet
08/03/22 Sennybridge capital project Strategic Outline Case	Councillor Phyl Davies	Emma Palmer	Cabinet
08/03/22 Brecon capital project Strategic Outline Case	Councillor Phyl Davies	Emma Palmer	Cabinet
08/03/22 Powys Nature Recovery Action Plan	Councillor Rosemarie Harris	Sian Barnes	Cabinet
08/03/22 Llanfyllin Catchment Report	Councillor Phyl Davies	Emma Palmer	Cabinet