

Powys Public Service Board

One Powys Plan 2014 - 2017

Annual Performance SUMMARY 2015 - 16

(Including Powys County Council's Annual Performance Summary)

DRAFT v1



About this report

This annual performance summary outlines Powys Public Service Board's progress in achieving the outcomes described in the One Powys Plan 2014 – 2017. The Public Service Board is a partnership between public organisations in Powys – statutory partners of the board include, Powys County Council, Powys teaching Health Board, Natural Resources Wales and Mid and West Wales Fire and Rescue Authority. Other organisations who are also invited to participate are Powys Association of Voluntary Organisations, Dyfed Powys Police, Dyfed Powys Police and Crime Commissioner, Brecon Beacons National Park Authority, Wales Community Rehabilitation Company and Welsh Government. The Public Service Board aims to improve the economic, social, environmental and cultural well-being in Powys by strengthening joint working and ensuring citizens receive better services.

This is the second annual performance summary and highlights examples of the improvements made during 2015-16 towards delivering the eleven priorities of the plan:

- Older people
- Carers
- Mental health and wellbeing
- Learning disabilities
- Vulnerable families
- Healthy lives
- Education
- Training and jobs for young people
- Stronger communities
- Transport
- Organisation and partnership development

In 2014 Powys County Council integrated its own corporate improvement plan (previously the Powys Change Plan) into the One Powys Plan 2014-17, reflecting its commitment to collaborative working. The council's four priorities were delivered through the One Powys Plan during 2015-16:

- Remodelling council services to respond to reduced funding
- Supporting people in the community to live fulfilled lives
- Developing the economy
- Improving learner outcomes for all, minimising disadvantage

To help deliver our priorities above, we made over 60 commitments in the One Powys Plan 2014-17, some of these have now been achieved and some are still in progress. This summary explains how much progress we have made so far and more importantly what difference our plan is making to citizens.

A more detailed evaluation of the progress we are making in delivering the priorities and outcomes of our One Powys Plan is available in our Annual Performance Evaluation 2014-15, which can be found on the One Powys Plan website or you can contact us for a copy (see page 33 for more details).

You can keep up to date with the progress being made against our plan throughout the year by visiting www.powys.gov.uk/onepowys. Here you will find regular bulletins and short films, showing the difference our programmes and projects are making to the lives of Powys people.

As we strive to do things differently, it is so important that we keep listening to you as individuals and your communities. We welcome your comments and feedback on the contents of this report, and on page 33 you can find out how to contact us, as well as how to become involved in improving services.

Older people

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

Older people will feel:

- *Supported, independent, safe, dignified and connected*
- *A valued member of their communities*
- *Informed and empowered to make choices about their support and care*

WHAT DIFFERENCE HAVE WE MADE?

- Support through our Reablement Service helped service users regain their independence to the point that they no longer needed our support
Following a period of reablement:
 - 79% of customers required no ongoing support compared to 69.7% in 2014/15 and exceeding our target of 40%
 - 11% of customers required a reduced level of support compared to 12.3% in 2014/15 (this is a result of significant over achievement in the percentage of customers receiving no ongoing support)
 - 78% of customers achieved their target outcomes, slightly below our target of 80% and a drop in performance since 2014/15 (84.6%)Although some reablement performance figures above have fallen compared to last year, it should be noted that the Reablement Service now operates an intake model, allowing everyone across Powys the opportunity to regain or maintain their independence and as a result, more people have accessed the service. The service has also supported our in-house domiciliary care service during 2015/16
- The rate of older people helped to live at home per 1,000 population aged 65 or over was 67.5(2389 clients) compared to 73.02 in 2014/15. This is slightly above our target of 65 which is likely due to an increase in demand towards the end of the year

Integrated Care Teams: Sam's Story

Integration of care teams for older people is a big step forward in combining and pooling our resources, budgets and IT systems. But its overall aim and highest priority is to give back control to the individual. The story below highlights the issues of seeing many health care professionals, in some cases repeatedly, and how processes and duplication can slow or prevent Sam returning home from hospital.

On returning home he finds a lack of co-ordination between the local GP and social care team, which often means the support and care he needs is miscommunicated between services.

But what if health care services were more joined up? Instead of teams working independently, let's give one of Sam's carers overall responsibility for coordinating his care. For example the district nurse would meet with Sam and discuss his needs and wishes. Sam chooses to remain at home and receive the support and care he needs where he loves most.

The district nurse would then meet with the GP and social worker to develop a care plan that they can all access in one place. If Sam should have a crisis or feel unwell, he calls the nurse rather than an ambulance which avoids being admitted to hospital. However, if he is admitted to hospital, the care plan is discussed by the team and updated and he is able to return home faster.

Our shared vision of what good integrated care could look like in Powys puts the citizen at the centre of every decision made in respect of their care and support, and gives them a voice and control over what they need most.

- Delayed Transfers of Care performance for social care reasons per 1,000 population aged 75+ has improved from a rate of 14.84 in 2014/15 to 10.77 in 2015/16. Much of this improvement is due to better flow into, and from, reablement and domiciliary care
- 503 patients per 10,000 population aged 65 and over were admitted to hospital as an emergency compared to 452 in 2014/15 and 486 in 2013/14. Our target is to reduce this figure to 470
- Rates of patients aged 65 and over discharged from hospital to residential and nursing homes was 0.98% compared to 0.93% in 2014/15 therefore meeting our target of 1%
- Rates of deaths occurring at home for those aged 65 and over was 22.3 % compared to 21.6% in 2014/15. This was just above our target of 22%
- Following establishment of 'virtual wards' in south Powys during 2014/15, they are now operational across all of the county. This is where professionals work closely with GPs to look at the most vulnerable in their locality and join together to see who is best to provide the support and what support is required. This model has enabled older people to remain in their home where they may have traditionally been admitted into a hospital environment
- We now have four Dementia Friendly Communities in Powys. We have trained a further six dementia champions and have held a number of information awareness sessions with over 450 people attending
- We have made changes to our domiciliary care service and this has resulted in fewer complaints and positive feedback about the carers, with one service user describing his domiciliary carers as "a breath of fresh air" and very efficient

Double to single handed care

Derek has cerebral palsy and lives in a council flat, supported by a direct payment which provides him with a single live in carer. For hoisting, he currently has to have a second carer in the mornings and evenings. Derek leads an active life and would like to take part in more social activities in the evenings, but is limited as his carer arrives at 9pm. He is keen to change to single handed care and already had a profiling bed and ceiling track hoist in place. With provision of an in bed positioning system and positioning wedge at a cost of less than £400 it is anticipated that this will be achievable in the very near future. As well as delivering the person centred care Derek is hoping for, this will save around £8,500 per year.

WHAT DO WE NEED TO FURTHER IMPROVE?

- Our domiciliary care progress needs to be consolidated. There is a project team progressing our long-term plans for domiciliary care in line with the timeline and agreement given by Cabinet in November 2015. Monitoring of care providers has increased with additional staffing resources being placed in the commissioning unit (from other areas of Adult Social Care) and this has enabled improved monitoring, engagement with providers and feedback from service users to drive up standards of care
- Further work is ongoing with the health board to improve delayed transfer of care performance in relation to care home choice, including joint commissioning and brokerage of care home beds with Powys teaching Health Board
- We will implement the changes required to meet the requirements of the Social Services and Wellbeing Act

- We have completed a review of Powys People Direct (One number for children, adults and families for information and support services) and are currently delivering the recommendations of this through a number of project workstreams to further enhance and strengthen our multi-disciplinary at the first point of contact

OUR SELF ASSESSMENT

- **Partly successful** - Overall we feel we have been '*partly successful*' in delivering our commitments and making a difference to citizens

Carers

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

- *Individuals will be cared for in their own home or in their community if that is the preferred choice of the 'cared for' and the 'carer'*
- *Carers are able to maintain employment, education and training where they choose*
- *Carers have good physical, emotional and mental health*
- *Communities will take a greater role in supporting carers and the cared for*

WHAT DIFFERENCE HAVE WE MADE?

- Results from the Powys Carers Service questionnaire carried out during 2015/16 revealed:
 - 81% of respondents agree or strongly agree that the support they received from Powys Carers Service has helped improve their health and wellbeing - compared to 79% in 2014/15 and 70% in 2013/14
 - 76% of respondents agree or strongly agree that contact with Powys Carers Service has helped them to take more control of their life – compared to 78% in 2014/15 and 64% in 2013/14
 - 83% agree or strongly agree that contact with Powys Carers Service has helped them to feel less alone in their caring role – compared to 81% in 2014/15 and 69.4% in 2013/14
 - 79% agree or strongly agree that contact with Powys Carers Service has helped them to carry on caring – compared to 75% in 2014/15 and 64.8% in 2013/14
 - 72% agree or strongly agree that contact with Powys Carers Service has improved the social, employment or educational areas of their life – compared to 67% in 2014/15 and 45.6% in 2013/14

Young Carer Story

February will mark six years since my father suffered a major stroke. However, this is not the start. A year prior to my father's stroke he was diagnosed with prostate cancer, in which he was forced to go into retirement as he was not well enough to continue with work. To see that man change in the click of a finger into an individual who cannot talk, has limited understanding, cannot read or write, and cannot say my name, has certainly left its mark.

My father requires a lot of support. All of this does take a toll on a person and it wasn't until I'd met Jane and she made me open up about everything that I began to realise just how much was out of my control. But at the same time the amount of care and support I *was* actually providing.

It's the simple things that many teenagers my age do not do at home because their mums do it all. Things like doing the weekly food shop, cooking, cleaning, doing the washing, collecting mum's medication if needed, make sure dad has taken his medication, walking and feeding the dog, all inbetween doing all my extracurricular activities during the week, and attending *my* part-time job, and keeping up with my school work to make sure I get the A Levels I need to be able to go to university next year.

It's nice to have a break, time outside of the household, and just being, well 'kids'. The young carers service focus on *everything*. Everyone in the equation is considered, and not only have they helped my father and his illness, Jane and the service supported me in my time of need and helped me through my time in hospital during a period in my life where I needed some extra help. There aren't enough words to describe how life-changing this service is. Thank you.

- 80% agree or strongly agree that contact with Powys Carers Service has benefited their whole family/household – compared to 78% in 2014/15 and 65% in 2013/14
- We developed an all-age carers commissioning strategy which includes young carers. The strategy builds on the early Intervention and prevention models established in Children’s Services and seeks to make identifying and supporting carers everybody’s business
- We have developed new service specifications for a carers’ information and advice service and have retendered the service in line with the requirements of the Social Services and Wellbeing Act
- The Powys Carers Service opened a charity shop and hub in Machynlleth. The funds raised will help support unpaid adult and young carers in Powys whilst the hub will enable carers to access support and information and meet likeminded people within the community
- 88% of carers identified by Powys County Council were offered an assessment compared to 80% in 2014/15 and 87% in 2012/13. Whilst this demonstrates an improvement, our target was to increase to 95% by 2015/16

WHAT DO WE NEED TO FURTHER IMPROVE?

- We will aim to identify carers champions in a number of public, private and third sector agencies. The desired outcome of the project will be to strengthen the role, reach and network of carers champions across a range of agencies in Powys so that carers can be readily supported as and when the need arises

OUR SELF ASSESSMENT

- **Partly successful** - Overall we feel we have been *‘Partly successful’* in delivering our commitments and making a difference to citizens

Mental health and wellbeing

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

- Improved mental health and wellbeing of the population
- Reduced impact of mental health problems and illness
- Reduced inequalities, stigma and discrimination
- Improving service user experience of treatment and support – including their feeling of input and control
- Improved prevention and early intervention
- Improved values, attitudes and skills of those providing treatment and support

WHAT DIFFERENCE HAVE WE MADE?

- Brecon was the first community in Wales to be officially recognised by the Alzheimer's Society as 'working towards a dementia friendly community'. Several other towns in Powys are now making good progress towards becoming dementia friendly with Knighton Initiative for Dementia Action (KINDA), launched in February 2015
- In March 2016, 80% of primary mental health assessments were undertaken within 28 days (compared to 81.5% in 2014/15). 69% of interventions were within 56 days (compared to 82.6% in 2014/15) – note that the target for interventions moved from 90% in 56 days to 80% within 28 days in October 2015 which has affected the data. It is hoped that performance will improve following the transfer of NHS Adult Mental Health management arrangements back into Powys teaching Health Board
- Powys teaching Health Board has retained the Gold Corporate Health Standard and the council has achieved the Platinum Standard as part of the quality mark for workplace health promotion, run by the Welsh Government

Brecon Dementia Friendly Scheme – Llanfaes School

In Powys, communities are working together to tackle the stigma around dementia by raising awareness through Dementia Friends sessions. These are led by volunteer Dementia Friends Champions.

Llanfaes primary school in Brecon, in particular, is supporting the local community and Trenewydd Residential Home that is just a stone's throw away. Headteacher, Karen explains the impact that Joan Brown, a local Dementia Champion had on the school staff and pupils, and how it has empowered them not only to become dementia friends, but to become young ambassadors at other schools. The school has raised awareness with pupils, parents, staff and governors to spread the message and the response has been overwhelmingly positive.

"The emotional impact the training had on the adults was overwhelming. For me, I realised the mistakes I had made with my nan during her illness. Raising awareness takes away that fear by developing understanding, realising that the people we knew and loved are still there and can often be reached through their earliest memories. We only ask that everyone stops to think about dementia and how it affects everyone. Children have eagerly gone home after a session and told their parents about dementia explaining it using one of the analogies shared with them, so that even parents who haven't attended awareness sessions are involved.

"On visiting the residential home, children would patiently repeat three or four times who they were to the residents, or discuss how lovely a flower is over and over again because they understand dementia and how it affects someone. Our visits to Trenewydd are filled with laughter, smiles and fun. Staff told us that the residents constantly ask when the children are coming next. There is a positive impact on wellbeing for residents, staff and pupils. On our last visit one of the residents commented that she had learnt so much from the children - I think it is very much vice versa and it is our privilege to be part of it."

- Crisis and Home Treatment services (CRHTT) are provided to people living in the community who require intensive, daily support and who may otherwise be likely to be admitted to in-patient care. Staff aim to provide intensive home support as an alternative to admission, and also assist earlier discharge by providing intensive home support for a short period after discharge from an in-patient service. All CRHTTs are fully functioning across Powys and have significantly reduced hospital admissions. Over the last 12 month period, 90% of referrals to the CRHTTs in Powys have resulted in an assessment being undertaken which is an improvement from 2014/15 performance (84.7%)
- We have continued to implement the Butterfly Scheme in all community hospitals. The Butterfly Scheme is an opt-in scheme for people with dementia or cognitive problems where people are identified with a discreet butterfly symbol next to their name. Staff are trained in a special response plan called REACH to better communicate with people with memory problems
- In September 2015, the Community Intensive Treatment Team (CITT) became fully operational. The CITT is part of the Child and Adolescent Mental Health services (CAMHS) to provide flexibility in provision of services to meet the day to day requirements of young people and offer an alternative for hospital admission for children and young people with serious conditions such as eating disorders. Recruitment to this team took place in April 2015 with children and young people very firmly part of the process
- The new online Cognitive Behavioural Therapy programme launched in March 2015 as part of the Mastermind Project known as Beating the Blues has received 245 referrals. Beating the Blues is offered to ages 18 plus and consists of eight weekly sessions lasting approximately 1-2 hours. It teaches the individual how to recognise and tackle problems here and now, rather than in the past and has been proven to work especially on depression and anxiety

WHAT DO WE NEED TO FURTHER IMPROVE?

- Further planned work on Section 136 of the Mental Health Act (1983) as amended in 2007, to reduce inappropriate use of the power and to ensure as many people as possible sectioned under the act are taken to a health based place of safety
- Consistent and robust care and treatment planning
- CAMHS investment and Community Intensive Treatment Team implementation
- Roll out of new Better Books Scheme
- Armed and ex-forces forum activity
- Increase the number of dementia friendly communities
- Continue to implement Beating the Blues – online cognitive behaviour therapy programme
- Deliver the co-occurring Mental Health and Substance Misuse Action Plan
- Psychological therapies remain an area of focus for improvement
- Continue to roll out five ways to wellbeing to reach as many people as possible across Powys

OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been 'Successful' in delivering our commitments and making a difference to citizens

Learning Disabilities

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

- People with a learning disability have improved health and well-being
- People with a learning disability receive services that meet their needs and enable them to maximise their independence and live in the community of their choice
- People with a learning disability have improved opportunities for valued occupation including paid employment
- People with a learning disability experience smooth and effective transitions from childhood to adulthood

WHAT DIFFERENCE HAVE WE MADE?

- 58 service users accessed respite care including non-statutory services and shared lives. The service was remodelled as part of the Learning Disability Short Stay Service project to make it more flexible to varying needs across the county. The contract started in November 2015. We are expecting the figure to rise as a result
- 51 service users received Residential Care supported tenancies outside of Powys. Our aim is to reduce this by 20% by 2018. 24 people are on the initial list of people that may be able to return to the county as part of our 'Return to home' project which started in 2016
- One Social Enterprise offers support to increase the number of job opportunities for people with a learning disability, however we aim to increase this to at least two by 2017/18
- 100% of Learning Disability service users open to a community learning disability nurse were offered a traffic light system, which is a personalised guide to information and issues that clinical staff would need to consider if a patient with learning disabilities is admitted to hospital, e.g. medication, communication, likes and dislikes

Shaping learning disability respite services with those who know

The council has remodelled the Learning Disability Short Stay Respite Service across Powys. There were four houses within the county, one in Montgomeryshire, one in Radnorshire and two in Brecknockshire. The remodelling of the service was to find cashable savings and a fairer more equitable service across the county during a period of significant financial pressure on all services.

Finding the savings is a high priority. However the opportunity to design and shape the service for years to come with those people who use and access the service can in many ways far outweigh the savings required. Before the council went out to final consultation, a service user focus group started looking at the service specification document, and drawing out what ideas and concerns users of the service may have, and to incorporate them into the new service specification.

Following the focus groups work, a revised service specification was put out to wider consultation in readiness for the retender. The retender and contract was awarded and the successful bidder, Cartrefi Cymru, started their new contract on the 1st December 2015. As Cartrefi Cymru were the current provider, there was no need for a period of transition.

The remodelling of the service made a significant cashable saving, but also taught the council much more about service user involvement in the design and delivery of future respite services.

- Five more job seekers are now in paid employment above 16 hours or more
- Existing social enterprises have increased the proportion of employees with disabilities or that are disadvantaged to 25%. In addition the Learning Disabilities Day and Employment project is looking to deliver a social enterprise with at least 30% of employees with disabilities or that are disadvantaged. Contracts with current providers are being remodelled and service specification is being rewritten to require 30% as part of the contract

WHAT DO WE NEED TO FURTHER IMPROVE?

- We need to improve the number of annual health check that are completed. Only 291 annual health checks were completed in 2014/15, compared to 338 in 2013/14

OUR SELF ASSESSMENT

- **Partly successful** - Overall we feel we have been '*Partly successful*' in delivering our commitments and making a difference to citizens.

Vulnerable families

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

- *Children and families feel safe and supported in their lives*
- *Families are empowered to make the best decisions*
- *vulnerable children and young people achieve their potential*
- *vulnerable children will be supported at school to achieve their potential*
- *Parents/carers of vulnerable children and young people are supported*

WHAT DIFFERENCE HAVE WE MADE?

- The percentage of cases open to Children's Services where domestic violence is a significant factor has reduced to 23% in 2014/15 compared to 35% in 2013/14 and 40% in 2012/13. *At the time of publication, 2015/16's data was being compiled in line with Welsh Government reporting requirements*
- As part of our Incredible Years programme for parents, 92% of parents showed an improvement or remained within the normal range on the General Health Questionnaire and 95% of parents showed an improvement or remained within the normal range on the Karitane Parenting Confidence Scale
- 161 individuals attended an Incredible Years for Schools course. 156 individuals who completed an evaluation form, reported that it would enhance their practice
- Following a review of our 'Powys People Direct' service, the maximum call delay times have been halved and work continues to reduce the number of calls which are abandoned before being answered. The phone menu options have been reduced to simplify the choices available to callers. We have also strengthened the decision making and all contacts now have a decision within 24 hours. The third sector broker post within 'Powys People Direct' continues to ensure direct links to the third sector and provides brokerage to community groups and services in Powys. Since the commencement of the

11-19 Family & Behaviour Support Service

M was aged 14 and experiencing suicidal thoughts, disturbing nightmares and strong emotions as a consequence of past traumas in her life. M found life in itself extremely difficult to cope with and was admitted to hospital following an attempted suicide. M's stress and anxiety was worrying for all the family, particularly for mum who had a long-term illness and disability which often meant she felt unable to support M.

M's parents sought support for their daughter through the school's pastoral support team who in turn asked for help from Team Around the Family (TAF). A Common Assessment Framework (CAF) was completed with M and her family. M wanted to have better emotional well-being, improved self-esteem and better behaviour in school and at home.

M declined help from the Child and Adolescent Mental Health Service (CAMHS) and she was reluctant to seek counselling or speak to the school nurse but continued to feel suicidal. Despite many attempts and strategies to try and support M in school through drop-in sessions and one to ones, M declined to seek help from the Youth Intervention Service (YIS). M completely withdrew from the process and didn't want any help.

YIS workers continued to make contact in school, having a chat at Monday drop-ins and being available should M want anyone to talk to. M was in year 10 and in the middle of her GCSEs, unable to simply transfer to another school without planning and preparation. M felt unable to cope and was admitted to hospital following an overdose.

For many weeks M and her family together with schools service, education welfare officers, CAMHS and YIS, worked to put a plan in place which allowed M to move schools and continue with her GCSEs. M knew she would face a mammoth task in moving during her GCSEs. M needed one to one support in managing this transition and preparing her mentally, emotionally and physically.

M's assessments identified long-term negativity in all of her individual and family profiles. Her strengths and difficulties questionnaire (SDQ) highlighted very high scores in stress levels, emotional distress, hyperactivity and concentration levels and a low score in kind and helpful behaviour. M started to realise that something needed to change and after some time she decided that she was going to do it.

With a fresh start at a new school and a renewed sense of hope for the future, M worked 100% in her support sessions, covering topics such as coping strategies, resilience, managing emotions and understanding anxiety. M has just turned 16 and is now sitting her final GCSEs in school, with friends and hopes to go to college this September. On completing our work together, M is a much stronger and confident person.

Social Services & Wellbeing (Wales) Act in April 2016, the number of enquiries has more than doubled. Work is underway to join the PPD function with Family Information Service

- The number of children who are 'looked after' was 148 at 31.03.2016 compared to 136 in 2014/15 and 151 in 2013/14. All children who become 'looked after' have a care plan in place and 97.9% of all Looked After Children reviews have taken place within the required timescales. We are pleased at the five children for whom we have achieved permanency in adoptive settings
- The percentage of children looked after by external providers reduced from 17% in 2013/14 to 13.25% in 2014/15 and now further to 10.8% in 2015/16
- The number of children 'in need' has reduced to 489 compared to 739 in 2014/15. We have seen this reduction due to a specific piece of work to close appropriate cases and the effectiveness of our Early Help/TAF model
- The number of children placed on the child protection register has fallen to 145 compared to 169 in 2014/15. We saw an increase in child protection referrals in 2014/15 which was in the main due to an increase in the number of domestic abuse referrals from Dyfed-Powys Police. The number of children placed on the child protection register in 2015/16 has fallen but still remains relatively high and we are investigating this further. We have seen a reduction in the length of time that children have been on the child protection register; on 31 March 2015, four children had been on the child protection register for over 18 months, whereas on 31 March 2016, there were no children who had been registered for 18 months or over
- Information from our TAF cases show that 97% of children and young people and 99% of parents who responded reported that they had been treated well and 100% of children and young people and 97% of parents who responded reported that the TAF had helped them
- 22,318 contacts were made with individuals as part of the Families First and Flying Start programmes (commissioned projects in Powys). The numbers accessing individual projects were:
 - Referral Scheme - 78
 - Independent Domestic Violence Advisor Service - 297
 - Youth & Family Information Service - 15,440
 - 11-19 Family & Behaviour Support Service - 869
 - 0-11 Family & Behaviour Support Service - 620
 - Sexual health project (APAUSE) - 2,087
 - Online counselling - 577
 - Play therapy - 5
 - Young carers - 600
 - Mind, Exercise, Nutrition, Do It! - 148
 - Workforce development - 1,597
- 469 young people registered as new users to the online counselling service during 2015/16. Young people have scored the independent service an average of 8.1/10 for saying "I feel better about myself because of counselling." A total of 102 young people showed a positive clinical change in their wellbeing (YP-Core) score after their intervention. A further 121 young people showed a reliable positive change in their wellbeing (YP-Core)

score after their intervention in 2015/16. This suggests that the counselling service is supporting young people in Powys and improving their emotional health & wellbeing

- The average educational point score of our 'looked after' children increased from 222 in 2012/13 to 277 in 2014/15, and now further to 284 in 2015/16. This result has exceeded our original target of 235 by 2016/17. This is the average amount of points scored in approved external qualifications by looked after children. Points are gained for the level of achievement against these qualifications

WHAT DO WE NEED TO FURTHER IMPROVE?

- We will continue to invest in parenting programmes in Powys
- We will continue to implement the project plan for our Powys People Direct Service to ensure it provides the best possible service
- We will continue to work with our partners and develop and refine our early intervention and prevention approach in line with the Social Services and Wellbeing Act

OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been 'Successful' in delivering our commitments and making a difference to citizens

Healthy lives

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

People will:

- *Feel empowered and supported to make healthy choices*
- *Feel supported to have a healthy lifestyle*
- *Have improved mental health and wellbeing*
- *Have a reduced risk of developing long term health problems*
- *Be protected from serious infectious diseases*

WHAT DIFFERENCE HAVE WE MADE?

- All schools in Powys are now participating in the Healthy Schools scheme and 20 pre-schools are engaged in the Healthy Pre-schools scheme
- Five Powys schools have gained the Health Schools National Quality Award, the highest award available. Our original target was three schools
- Over 400 smokers sought specialist support to quit in 2015/16
- Underlying smoking prevalence is 19.5%, below the national target of 20% by 2016
- 23.9% of children aged 4/5yrs are overweight or obese. This is 2.6% lower than the all Wales average
- Uptake of flu vaccination in 2015/16 was higher in Powys than Wales as a whole for children aged 2-6, pregnant women and healthcare staff but lower amongst people aged 65 and over and under 65s in an “at risk” group
- 87.7% of children who reached their 4th birthday during 2014/15 were up-to-date with their routine immunisations. This is an increase from 87.0% in 2013/14

WHAT DO WE NEED TO FURTHER IMPROVE?

- Develop and strengthen smoking cessation referral pathways in secondary care settings and community opticians within Powys

Making Every Contact Count



Gwneud i bob cyswllt gyfrif
Making every contact count

Making Every Contact Count (MECC) is an approach that encourages conversations about behaviour change. Through MECC we aim to improve lifestyles and reduce health inequalities across Powys by improving access to healthy lifestyles advice and services. The Powys MECC level 2 training began piloting in July 2015 with Powys teaching Health Board. Since then, over 180 staff have been given the knowledge, skills and confidence to discuss with service users how healthier behaviours can improve health and wellbeing.

Following the training delivered to all the staff in Ystradgynlais Community Hospital, and training to all Powys midwives in 2015/16, there was a doubling in the number of referrals to Stop Smoking Wales services in the following months. This was great news for the MECC programme since quitting smoking is the single most positive action that a smoker can take to benefit their health, and using stop smoking services results in a four-fold increase in the chance of successfully quitting

- Address smoking amongst Health Board staff by undertaking a staff survey, developing smoking cessation pathways for staff and launching the refreshed Powys teaching Health Board Smoke Free Policy
- Identify evidence based interventions to prevent uptake of smoking in children and young people e.g. in school settings
- Establish consistent weight management services for overweight and obese children
- Review local obesity pathways and produce a business case for developing services
- Pilot pathways for health visitors and GP practices to follow up children who have missed scheduled vaccinations
- Implement lessons learned from 2015/16 to strengthen the Flu Vaccination Action Plan for 2016/17
- Continue to deliver a Making Every Contact Count approach in Powys
- Develop an all age health inequalities action plan that includes the needs of children and young people
- Implement the Healthy Child Wales Programme

OUR SELF ASSESSMENT

- **Partly successful** - Overall we feel we have been 'Partly Successful' in delivering our commitments and making a difference to citizens

Education

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

- *All children and young people (including those on free school meals and with additional learning needs) will be better supported so that they achieve their full potential*
- *Children and young people with behavioural difficulties will be better supported within mainstream schools wherever possible*

WHAT DIFFERENCE HAVE WE MADE?

- At the foundation phase, 91% of learners attained the foundation phase indicator placing Powys fourth in the ranking of 22 local authorities in Wales. At key stage 2, 90% attained the core subject indicator placing Powys in fourth place, an improvement of two places. At key stage 3, 89% attained the core subject indicator, placing Powys in fourth place. At year 11, 64% attained the Level 2 inclusive of 5A*-C including English/Welsh and maths, an improvement on the previous year (60%)
- The percentage of pupils eligible for free school meals attaining the Core Subject Indicator (CSI) at key stage 2 was 75%, compared to 78% in 2013/14 and 74% in 2012/13
- The percentage of pupils eligible for free school meals attaining the CSI at key stage 3 was 77%, compared to 64% in 2013/14 and 55% in 2012/13
- The percentage of pupils eligible for free school meals attaining the CSI at key stage 4 was 37%, compared to 37% in 2013/14 and 25% in 2012/13
- The percentage of pupils eligible for free school meals attaining the Level 2 Threshold including GCSE English or Welsh first Language and Maths at key stage 4 was 36% compared to 38% in 2013/14 and 31% in 2012/13
- 66% of pupils with additional learning needs achieved the CSI at key stage 2, compared to 64% in 2013/14 and 56% in 2012/13

Cashless system launched

A new cashless payment system for school dinners and other transactions has been launched in Powys. First to roll-out the cashless system was Crickhowell High School and it is anticipated it will be rolled out to all schools in the county over the next two years.

Under the new system, payments for a range of school-based transactions can be pre-loaded and 'topped-up' on an online account. Those without internet access will be able to use local Pay-Point outlets such as newsagents, garages convenience stores and other local retail outlets. There are many benefits of a cashless system, including reducing the risks and costs of cash handling and transactions as well making the payment process consistent and easier for all involved. Evidence from other areas also shows that the uptake of pupils claiming free school meals increases when a cashless system is in place for a school.

Feedback has been very positive from parents, pupils and schools staff.

“It’s made everything quicker in the canteen. It’s also got rid of issues around pupils losing money” – Joint Student president, Crickhowell High School.

“We’re really pleased with the new system. It’s inclusive, quick and eliminates the need for students to carry cash in school” – Mr Barry, Deputy Head teacher, Crickhowell High School.

- 67% of pupils with additional learning needs achieved the CSI at key stage 3, compared to 57% in 2013/14 and 47% in 2012/13
- 30% of pupils with additional learning needs achieved the CSI at key stage 4, compared to 21% in 2013/14 and 18% in 2012/13
- 30% of pupils with additional learning needs attained the Level 2 Threshold including GCSE English or Welsh first Language and Maths at key stage 4, compared to 23% in 2013/14 and 20% in 2012/13
- The number of permanent exclusions in primary schools (per 1,000 pupils) was 0.1, compared to 0.00 in 2013/14 and 0.25 in 2012/13
- The number of permanent exclusions in secondary schools (per 1,000 pupils) was 1.2 compared 0.00 in 2013/14 and 0.96 in 2012/13
- Attendance levels at primary schools increased to 97% compared to 96% in 2013/14 and 94% in 2012/13, placing Powys third out of 22 local authorities
- Attendance levels at secondary schools increased to 95% compared to 94% in 2013/14 and 93% in 2012/13, placing Powys equal second out of 22 local authorities
- 0.1% of 15 year olds left full time education without a recognised qualification, compared to 0.07% in 2013/14 and 0.00% in 2012/13 (0 pupils)
- 50% of schools inspected (7 out of 10) were categorised as ‘good’ or better by Estyn for prospects for improvement, compared to 53.3% in 2013/14 and 68.8% in 2012/13
- 56.3% of schools inspected (7 out of 10) were categorised as ‘good’ or better by Estyn for current performance, compared to 40% in 2013/14 and 50.0% in 2012/13

WHAT DO WE NEED TO FURTHER IMPROVE?

- To improve the performance of boys at all key stages
- To improve the performance of secondary schools, including the level 2 plus (%A*-C inclusive of English/Welsh) and mathematics
- To improve the attainment of pupils eligible for free school meals
- Continue to provide support and challenge to schools in order to ensure that Estyn outcomes are further improved. This will be done through robust implementation of the Education through Regional Working programme of support through the deployment of challenge advisors and brokering of support according to the National Model support category
- There is a need to reduce the number of permanent and fixed term exclusions through a partnership review of services to improve the social, emotional and mental health of children and young people
- Continue to implement the School Transformation policy which includes the 21st Century Capital Programme

OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been ‘Successful’ in delivering our commitments and making a difference to citizens

Training and jobs for young people

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

- *More young people in Powys would realise their potential by being in full-time education, be in a job or be in an apprenticeship or traineeship*

WHAT DIFFERENCE HAVE WE MADE?

- The council's project to improve opportunities for apprenticeships, work experience placements and graduate places has achieved the following during 2015/16:
 - 13 apprenticeship opportunities offered, compared to 6 in 2014/15 (baseline 2013/14: 15)
 - 35 work experience opportunities offered, compared to 61 in 2014/15 (baseline 2013/14: 76)
 - 5 services offering apprenticeships, compared to 4 in 2014/15 (baseline 2013/14: 9)
 - 17 services offering work experience compared to 15 in 2014/15 (baseline 2013/14: 15)
 - No graduates were employed in the council (baseline 2013/14: 0)
- In September 2015, 2% of Year 11 leavers were not in education, employment or training, compared to 2.3% in 2014 and 2.7% in 2013. (2014 Welsh average is 3.1%)
- Highways apprentices who attended a learner feedback session made the following comments:

"This apprenticeship course has given me a chance to get qualified where school failed"

"Would recommend the apprenticeship to anyone – 10/10"

"The tutors teach us all in a way that is fun, not like the way they teach in school. The course teaches things that I want to learn about"

Highways apprentices

South West Highways who deliver training have said J is a real credit to the employer and the industry. He is always polite, on time and willing. He represents Wales continuously and is immensely proud of his heritage and background something he passes on well. I actively encourage the use of the Welsh language something he always responds well to. J has tremendous potential which needs recognition. He is a natural leader who others follow.

Another comments was about H. H is seen by the other apprentices within the group as the leader. H has an extremely strong personality and deals with different people at different levels well. H is not afraid of getting her hands dirty and approaches every task as just part of the job. H is one of the hardest working, conscientious apprentices I have ever taught in over 24 years. What a credit to her family, Wales and you the employer. I am left really sad that we cannot continue her studies with us, she is already missed as the motivator for others.

WHAT DO WE NEED TO FURTHER IMPROVE?

- Due to the levy that has been imposed by Welsh Government which will be effective from March 2017, the creation of a shared apprenticeship scheme with the construction industry will need to be reviewed. (The levy will be 0.5% of an employer's wage bill and will apply to firms with a wage bill in excess of £3m a year)
- We need to work more collaboratively with our partners to ensure that there is more effective managerial oversight of the work being undertaken with the young people in Powys who are Not in Education, Employment or Training (NEET). There is ongoing work to further partnership opportunities including Elan Valley project and PACE (DWP, support for parents to move towards working) and closer working with the Careers Wales Team and Job Centre Plus

OUR SELF ASSESSMENT

- **Partly successful** - Overall we feel we have been '*Partly successful*' in delivering our commitments and making a difference to citizens

Stronger communities

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

Our towns and villages are more community focused, self-reliant and resilient

- *Services are appropriate to the communities*
- *There is shared ownership of community facilities where appropriate*
- *Conditions have been created to support regeneration through housing and business opportunities*

WHAT DIFFERENCE HAVE WE MADE?

We have improved the supply of affordable and suitable housing in our communities:

- We have continued to carry out improvements to the councils housing stock and are on track to achieve Welsh Housing Quality Standards by 2018. This ensures that all council tenants live in compliant and fit for purpose property
- 70 affordable homes have been delivered through Social Housing Grant and Housing Associations, building on the 65 already delivered in 2014/15. (We have allocated £4.381m of social housing grant to achieve this)
- 27 private sector properties that had been empty for more than 6 months have been returned to occupation during the year, against a target of 20. We have spent £423,708 delivering those 27 properties
- We have introduced a fairer system for council housing tenants to pay for the services they receive
- Individuals and families with the greatest housing needs (found to be in Welshpool, Newtown, Brecon and Talgarth) should be better accommodated, following an update of our Local Housing Market Assessment
- We will have more affordable housing to offer those in housing need, as a result of an application to suspend the 'Right to Buy' scheme

We have promoted the use of the county's assets to help build a strong economy, create jobs and encourage community development and ownership:

Community Delivery in Glasbury-on-Wye

Residents in Glasbury-on-Wye have set up a charity to run a block of public toilets that would otherwise have closed. The toilet block situated in a layby just off the A438 provides facilities for tourists, truck drivers, residents, fishermen, schools and outdoor pursuit companies running canoe courses and trips on the nearby River Wye.

The charity, Love Glasbury, will receive a grant payment of £5,000 from Powys County Council for the next five years as a contribution towards operational costs. However, donations from users will be crucial to meet additional costs and ensure the facility remains open long term. Sally Williams who owns the garage in Glasbury and set up the charity said: "The community of Glasbury have really rallied around and decided they wanted to keep these toilets open. So, we have set up a charity and are seeking donations from those who stop to spend a penny to then pay a penny to help keep them open. We've got a first rate cleaner and are open all hours."

Volunteer organisations such as Love Glasbury are essential in supporting and running services across Powys. The commitment and dedication of volunteers in towns, villages and communities shows real community strength and resilience to maintaining services in their beloved area.

- In partnership with Ceredigion we have set up Grow Mid Wales as an economic growth vehicle for mid Wales which is now recognised as a region by Welsh Government. Further work undertaken has enabled Powys County Council to establish important links with the Marches Local Enterprise Partnership and the evolving West Midlands economic powerhouse
- We have supported local communities to lever additional external funding into the county of £6.9 million pounds through the continuation of the Community Grant programme. Successful projects in 2015 include, Gregynog Festival, Presteigne Festival and Brecon Baroque Festival, Montgomery Town Hall, Bronllys Community Centre, Glyn Tarrell Community Council, Josef Herman Community Arts and Ynyswen Pavilion Development
- We supported the National Eisteddfod in August 2015. The Council hosted 'Y Pantri' which provided opportunities for 36 local businesses to showcase their food produce. A number of local businesses were also awarded contracts through promotion of the tenders for the Eisteddfod
- Businesses in Powys now have access to a range of regeneration information and services that can help them with economic activity, following the launch of the new 'Grow in Powys' website
- The Powys Business Awards helped to raise the profile and promote highly successful businesses, both within and outside the county. It provides an opportunity for businesses to showcase their service/ produce to others. 230 guests attended the event with 24 businesses taking part
- The extension of the Digital Cardiff Broadband Connection Voucher Scheme programme into Powys provided support to 76 Powys businesses together with investment support of £122K. Two launch events were held in Welshpool and Brecon and the programme provided financial assistance towards one-off connection cost for the installation of high speed broadband
- The Llandrindod Public Wi-Fi system has created a better environment for commerce in the town. The initiative has the potential to be rolled out across other key towns in the County
- A community led planning pilot was launched in Newtown, Presteigne and Norton, Builth Wells and Ystradgynlais. The project offers facilitation support to these towns to produce a robust action plan, which can then be used to access funding. It has given communities ownership for determining how their communities are shaped and developed going forward. It has helped them to understand the issues and opportunities in their locality

New wi-fi system in Llandrindod

Llandrindod Wells has become the first town in Wales to have free open access to wi-fi. The new system was funded through the Tesco 106 development fund and the council's Regeneration grant.

Work to install the wi-fi system was carried out by Welsh company Telemat. The company installed the system last summer in several locations around Llandrindod Wells including the public transport interchange, Middleton Street, Temple Gardens, the Rock Park and the town's lake.

Residents and visitors are now able to use the free wi-fi by logging onto a system via a portal page that is part of the town's new website, which has also been funded by the Tesco development fund. The portal will tell users what Llandrindod Wells has to offer and show offers and promotions from town shops and businesses in order to draw people into the shopping area and increase their spend there. The system can also provide businesses information including visitor numbers and their length of stay in the town.

The system will benefit local people, residents and visitors and will provide access at places in Llandrindod Wells where events and gatherings take place. Not only will Llandrindod Wells be able to use the system to showcase what the town has to offer but it could become a great tool for the town's businesses to inform the way they market their business in the future.

- The old school house in Llandysilio was reformed into a community hall following generous donations and a Welsh Government grant. The Grade II listed property was officially opened as a community venue providing a valuable space to carry out activities and events
- £5.1 million under the Rural Development Programme was awarded to Powys County Council under the LEADER 2014 – 2020 programme. The programme has been called ARWAIN. 12 expressions of interest have been assessed as part of the Programme, which aims to support rural communities and businesses in Powys. 5 applications have been progressed to full application stage. Successful funding bids will help communities and organisations to create vibrant, empowered and connected local communities, delivering sustainable and innovative solutions to current and future economic, social and environmental issues, to enhance the economic wealth of the county and hopefully contribute to the employment rate
- Independent studies show that there is an estimated £5-£7 million economic benefit to host counties of the National Eisteddfod. Local businesses in Powys benefited from contracts available through the Eisteddfod. Machynlleth, based tourism provider 'Best of Wales' provided the Eisteddfod's first ever 'glamping-site', which was hugely successful and a great advertisement for the areas eco-tourism industry

We have developed mechanisms to find and create job opportunities for young people:

- The employment rate in Powys is 76.7%, which is a slight decline since 2014/15 (78.1%). However, this is still the second highest in Wales
- In order to understand better the links between the skills of our younger people and those required in the strategic sectors we are looking to promote, we have identified the numbers of students taking key A2 subjects in Powys which reflect skills required for those strategic sectors:
 - Computing - 10
 - Information and communications technology - 109
 - Geography - 133
 - Physics - 121
 - Mathematics - 191
 - Biology - 175
 - Chemistry - 139
 - Travel & Tourism - 3
- We are now represented on the Regional Learning and Skills Partnership and are influencing direction of travel for post 16 in education

We have encouraged communities to work with local organisations and groups to improve and sustain services at a local level and we have provided more opportunities for people to have a greater voice and influence local decision making and service delivery in their area:

- We have continued to implement our Community Delivery project where towns and communities are running and helping to sustain services. Since autumn 2014, we have had a number of conversations with town and community councils to explore options and the potential appetite for communities to run services traditionally delivered by the council and its partners. As a result of the project, a number of communities have retained valued services in their area, including:
 - Transfer of grounds maintenance services in Llandrindod Wells to the town council

- Initial steps have been taken to support Llanfyllin Cluster to set up a Community Interest Company (CIC) to take on various services.
 - 36 public toilets have been transferred to communities, 5 have not yet transferred, 7 have closed and 6 have been retained as either trunk road facilities or as they are part of a transport interchange
 - Westwood Day Care Centre has been transferred to Welshpool Town Council. Street cleaning and grounds maintenance transfer agreements are being finalised
 - Public toilets have been transferred to Newtown Town Council and they have expressed an interest in the Back Lane Cafe which adjoins the toilet block and a number of recreation areas in and around the town, these are currently being considered. The Textile Museum has also been transferred to a local community group
 - Agreement was reached with Llanidloes Town Council regarding the co-location of the library and the museum at the Town Hall.
 - The recreation ground, sports pavilion, toilets, and council offices are being transferred to Hay on Wye Town Council. The final contracts are being agreed
 - The Ystrad Regen Group are making good progress with the transfer of toilets, 7 play areas and the War Memorial. They are also showing interest in grass cutting and delivery of day care.
- Community self-reliance is beginning to build across the county as groups start to take on services. The costs of delivering services that have been transferred to the community will reduce by 55%. To find out more about Community Delivery and see how communities are successfully working to sustain services in Powys you can visit our website - www.powys.gov.uk/en/democracy/one-powys-plan/one-powys-plan-stronger-communities/ where you will find some short films and read stories
 - Recreational facilities that have transferred to sports associations, communities and other third parties in 2015/16 include:
 - Tic Toc Sports Ground Ystradgynlais to Ystradgynlais Rugby Club
 - Crickhowell recreation ground to Crickhowell Sports Association
 - Brecon bowling green and pavilion to Brecon Bowls Club
 - Talgarth King George V playing field and sports pavilion to Talgarth Town Council
 - Builth Wells bowls facilities to Builth Wells Bowls Club
 - Builth Wells football ground transferred to Powys Schools Service
 - Part of Alexandra Fields to a community orchard, managed by Friends of the Rock Park
 - Management of the water and fishing rights in Llandrindod lake to Llandrindod Angling Club
 - Llandrindod Wells Rugby and Football playing fields to rugby and football clubs
 - Llanyre play area to Llanyre Community Council

Approximately 17 other facilities in the mid and north and 9 in the south of the county, are progressing towards transfer and discussions are underway with town and community councils, sports associations and clubs and other third parties. Some of these are already being managed by the third party but are subject to formal agreement being concluded

- 65% of citizens surveyed as part of Powys County Council's residents survey felt that the current services provided in their neighbourhood match the needs of their local community

- The percentage of residents rating Powys as either good or very good for its community spirit and feeling of belonging was 65% (baseline: 74% Residents Survey 2013/14)
- 25.5% of Powys residents surveyed as part of the National Survey for Wales felt that they had ‘a lot’ of influence over decisions affecting their local area compared to 30% in 2013/14. Our aim is to increase this to 28% or more by 2016/17
- 36% of people we surveyed as part of our residents survey said that they take part in local events and activities in their communities, already reaching our aim of 36% or more by 2016/17

We have encouraged and supported more people of all ages to volunteer

- 46% of individuals we surveyed as part of our residents survey have volunteered more than once in the last 12 months compared to 43% in 2013/14
- 21% of individuals we surveyed as part of our residents survey said that they actively volunteer and support others in their community on a regular basis, almost reaching our target of 22% or more by 2016/17
- The Countryside Volunteer programme with the council’s Countryside Services delivers health and well-being benefits to the volunteers undertaking the physical and practical works. Volunteering is also very sociable and people have the opportunity to learn new skills. The work the volunteers undertake also benefits residents and visitors to the county as they can access more of the Powys countryside. Improved public rights of way networks are also important to tourism with users spending money in the area boosting local accommodation, shops, cafés restaurants etc
- We placed 640 new volunteers, compared to 733 in 2014/15

WHAT DO WE NEED TO FURTHER IMPROVE?

- A procedure for acquiring properties (rather than building) has been agreed within the council, however, unfortunately this has not been possible due to lack of availability and property prices
- 65% of citizens surveyed as part of our residents survey rated Powys as either good or very good for its community spirit and feeling of belonging, compared to 74% in 2013/14. We want to improve this to 74% or more again by 2016/17
- The third sector scheme continues to be delayed due to resource constraints. Time has been set aside to progress the scheme, which involves customisation of the standard Welsh Government scheme to make it applicable to Powys
- We need to articulate clearly our vision for Community Delivery starting with how we expect the county council to be structured in 2020. We need to improve our understanding of the skills we need to develop in the communities for the initiatives they want to pursue i.e. financial knowledge, business skills, accessing funding opportunities etc. We need to engage with a broad range of community groups not just the Town and Community Councils and we need to encourage our County Councillors to become ambassadors within their communities to support the initiative and to encourage community leaders to become more involved. We need to look at our legal procedures and consider if a review of the policy and procedures regarding the CAT lease of assets could be improved. This would focus on improving the time it takes to complete a transfer and to see if we can apply a consistent approach across the communities with regard to any financial support we give, to assist with small improvements to get the transferred assets up and running

- We need to get volunteers undertaking even more and a wider range of work in the countryside next year

OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been '*Successful*' in delivering our commitments and making a difference to citizens

Transport

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

We aim to ensure there is a safe, efficient and reliable transport service and network that:

- Enables people to travel to their destination
- Has developed an appropriate, joined up network of services and is affordable to the council and customers
- Is coordinated between council resources, external partners and agency transport services
- Uses technology appropriately

WHAT DIFFERENCE HAVE WE MADE?

- Significant savings have been achieved from the Integrated Transport Project (final figures to be announced)
- Residents' satisfaction with public transport in Powys was 45% compared to 40% in 2013/14. Satisfaction with school transport was significantly higher at 74%
- The number of passengers using public bus services has grown by 1.7% since 2012/13 peaking at 4.8% in 2014/15 and now stands at 1,117,657 passengers (baseline 2012/13: 1,099,014 passengers)
- The number of passengers using community transport has increased by 22% since 2012/13 and now stands at 107,918 (baseline 2012/13: 88,168 passengers)
- Construction work has started on the long-awaited £56 million Newtown bypass which will create a much faster travel route for Powys citizens between north and south of the county. Whilst construction is underway, jobs and apprenticeships will be available for the citizens of Powys

WHAT DO WE NEED TO FURTHER IMPROVE?



An innovative app that allows Powys bus users instant access to live bus travel information has been launched by the council.

The council has teamed up with North Wales based Geosho Ltd who have developed Geotra, an innovative web system to create accurate timetables, manage travel services and publish apps.

The free app, which is available on iPhone & Android platforms, provides passengers with live bus locations so they can see the location of the bus they are waiting for in 'actual time', live service information and dynamic journey planning.

The system means Powys staff will be able to publish transport information to passengers almost instantly via the app. So if a local bus service has to be diverted because of a flooded road or accident, the Geotra system can be updated and a message can be pushed out via the public app.

Geotra is a complete timetable, journey management and publication system for organisations looking to increase passenger numbers. Users are empowered and engaged via their smartphones and that can only be good news for public transport.

Geosho Director of Marketing & Business Strategy, Nick Chapallaz said; "We are really excited to be helping Powys increase the convenience of services and bus user numbers. Powys are leading the way in taking advantage of highly affordable standard smartphone, tablet and web technologies to make a difference for passengers. With mobile part of everyday life, this is now a simple option for any council, operator or business wanting to improve services for passengers."

- We will improve planning of transport with partners in community transport and health services

OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been '*successful*' in delivering our commitments and making a difference to citizens

Organisation and partnership development

WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

- *Getting value for money*
- *Efficient and effective public services*
- *Well trained, highly skilled and motivated staff*
- *More citizens will be able to use technology to access services and support*
- *Improved accountability and performance*
- *Improved sustainability and resilience*
- *Shared intelligence and innovation to get the best products and services for Powys County Council*

WHAT DIFFERENCE HAVE WE MADE?

- 146 council and health board staff completed training in leadership and management through our Joint Leadership and Management Development Framework. 96% of the staff completed the training days resulting in 74% achieving their qualification
- Joint programmes at Level 3 and 5 Leadership and Level 5 Coaching have been in place since September 2015. Five places per cohort are reserved for Health Board staff on each programme. Feedback from staff attending is very positive:
 - 95% said that they were more informed about the strategic direction of the council as a result of attending the programme.
 - 84% said that they were more self-confident as a result of attending the programme.
 - 85% said that they are more innovative, willing to try new ideas, as a result of attending the programme

Chief Executive of local Health Board works with home care service for the day

The Senior Management Team at Powys County Council has for a number of years gone back to the floor to work alongside staff to gain further knowledge and experience of a service from a different perspective.

During 2016, the Trading Places project has been expanded to invite the executive team from Powys Teaching Health Board (PTHB) to work alongside a council service for the day, and vice versa. Directors and senior managers from both organisations attend a Joint Management Team (JMT) to oversee the integration of services between the council and local health board. The opportunity to 'step across the pond' will give the team an insight of a service in operation.

The Chief Executive of PTHB, Carol Shillabeer was the first member of JMT to take up the offer, and chose to work with staff from the in-house Domiciliary Care Service in Radnorshire.

The visits are key in further understanding the daily challenges staff may encounter as the service continues to modernise its approach in meeting future demand, and managing public expectation. For Carol, shadowing Mel and Isobel on their regular home care round in Llandrindod Wells was a first-hand opportunity to listen and learn from their experiences of working as a carer, seeing the challenges they face daily, and the cross over with local health services such as Community Nursing.

"Trading places is a fantastic opportunity for senior management team to work with staff and understand the challenges from the delivery side of our business".

- 60% said they have put 50% or more of the learning from the programme into practice in their day-to-day role
- 92% said that they are more able to positively influence other people as a result of attending the programme
- Our Joint Leadership and Management Development Framework was presented at a University of South Wales coaching conference as best practice and is subsequently being piloted in Wrexham council in order to share our learning and experiences
- We have carried out a self-assessment of progress against the One Powys Plan commitments, rating whether we felt we had been successful, partly successful or unsuccessful in the delivery of all One Powys Plan programmes during 2015-16 and we concluded that, we were 'Successful' in 48% out of our 61 commitments, 'Partly successful in 49% and unsuccessful in 3%

WHAT DO WE NEED TO FURTHER IMPROVE?

- To ensure the programmes current projects are 'fit for purpose' and meet the identified needs, we are currently completing a review of all projects. The outcome of this review will inform and improve our future planning and delivery
- We have identified the need to improve the way in which we record and report our progress, therefore it has been agreed as part of the programme review that we will revise our reporting mechanism to ensure that project activity is reported on effectively
- We have also identified the lack of activity with wider partners when looking to offer support in Organisational Development. This is an area that we will need to improve, by identifying how the programme can offer support and to which partners
- While we have not achieved a 'Shared Business Intelligence' function between the council and health board as stated within the plan, both organisations have been striving to improve their own Business Intelligence functions to ensure that products and services are effective in meeting the needs of the community. Discussions have been held on the development of specific joined up Business Intelligence functions and future developments are in the pipeline
- There are strong links between this programme and the Powys Integration Plan. We therefore need to improve the awareness of these links and ensure that the two plans complement each other and do not duplicate effort

OUR SELF ASSESSMENT

- **Partly successful** - Overall we feel we have been '*Partly successful*' in delivering our commitments and making a difference to citizens

Monitoring our performance

In order to effectively monitor our performance and report back on the progress we are making we introduced a 90 day reviewing cycle. Every 90 days each of the five Programme Boards formally evaluates progress and performance against the projects in their programme of work using a reporting mechanism which assesses key achievements, issues and actions. By regularly assessing our progress and levels of performance we can evaluate what is working and what is not. Where things are not going as planned we can change the way it is done, or how we use our resources to ensure we maximise the effect our projects have on the lives of Powys citizens. A 'Programme Highlight Report' summarising progress and achievements of each of the programmes is presented to the Public Service Board and Transformation Board every 90 days to allow them to track delivery against the commitments in the One Powys Plan.

At the end of the year we also carried out a process of challenge using Performance Evaluation Grids (PEGs), which asked the following questions of each commitment we made in the One Powys Plan 2014-17:

- What did we achieve during 2015/16?
- Is anyone better off / what difference have we made to citizens and communities?
- What do we need to improve?

Each of the PEGs has been through a process of challenge before being used to develop our Annual Performance Evaluation and summary, which is how we show our citizens and regulators how we are fulfilling the commitments we made.

We will continue to improve the way we monitor our performance using the key principles of self-evaluation – these are:

- Rooted – ensuring that self-assessment is embedded in our service planning
- Relevant – what did we do? How well did we do it? Did we make a difference?
- Reasonable – an open and honest assessment
- Robust – ensuring performance data and information is accurate and relevant
- Rounded – ensuring our governance arrangements are robust

Powys County Council's performance compared to other Welsh councils

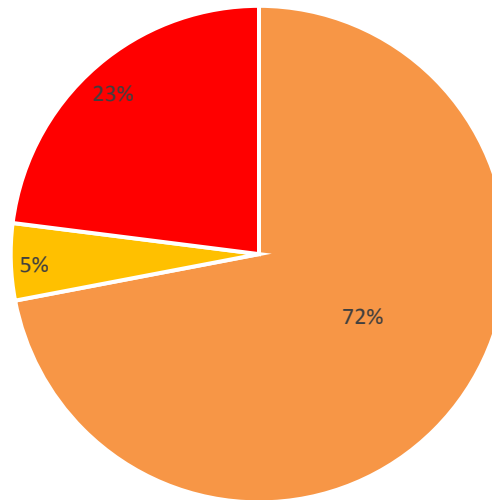
As well as monitoring performance against the commitments and performance measures in the One Powys Plan 2014-17, there are two sets of national performance indicators which the Welsh Government require Powys County Council to monitor and report to the public. These are, National Strategic Indicators (NSI's) and Public Accountability Measures (PAM's). They allow us to compare our performance with the rest of Wales, in delivering key statutory services.

National Strategic Indicators (NSI) are a set of measures that allow councils to quantify and report their contribution to major all-Wales policy objectives.

Public Accountability Measures (PAM) offer a high level view of the council performance across a range of key areas including:

- Affordable and appropriate housing
- Sustainable futures
- A clean and safe environment
- Supporting safe and independent lives
- Safeguarding children
- Educating children

Summary of Powys County Council's performance During 2015-16



■ Percentage of PI's showing improvement (or maintaining 100%) ■ Percentage of PI's where performance stayed the same ■ Percentage of PI's showing declining performance

Finding out more

For more information on each of our One Powys Plan programmes, you can visit our website at www.powys.gov.uk/onepowys. Here you will find news bulletins and short films which aim to show you the difference our plan is making.

Tell us what you think

Citizens have a vital part to play in shaping our services and there are a number of ways you can do that.

You could:

- Join the council's citizen's panel
- If you are aged 11-18, join the council's Youth Forum
- Take part in one of our many public consultations

Find out more on our websites:

- Powys County Council - www.powys.gov.uk
- Powys teaching Health Board - www.powysthb.wales.nhs.uk/
- Mid and West Wales Fire and Rescue Service - www.mawwfire.gov.uk
- Natural Resources Wales - <https://naturalresources.wales>
- Brecon Beacons National Park Authority - <http://www.beacons-npa.gov.uk>
- Dyfed Powys Police - www.dyfed-powys.police.uk
- Dyfed Powys Police and Crime Commissioner - <http://www.dyfedpowys-pcc.org.uk/en/>
- Powys Association of Voluntary Organisations - www.pavo.org.uk
- Wales Community Rehabilitation Company - <http://walescrcc.co.uk>
- Welsh Government - <http://gov.wales>

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