

Powys Public Service Board

One Powys Plan 2014 - 2017

# Annual Performance Evaluation 2015 - 16

*(Including Powys County Council's Annual Performance Evaluation)*

DRAFT v2



# Contents

|  |         |
|--|---------|
| Message from the chair of the Powys Public Service Board | Page 3  |
| About this report  | Page 4  |
| Older People   | Page 6  |
| Carers   | Page 10 |
| Mental Health  | Page 12 |
| Learning Disabilities                                    | Page 15 |
| Vulnerable families                                      | Page 18 |
| Healthy lives  | Page 22 |
| Education  | Page 25 |
| Training and jobs for young people                       | Page 29 |
| Stronger communities                                     | Page 31 |
| Transport  | Page 39 |
| Organisation and Partnership Development                 | Page 41 |
| Guiding principles                                       | Page 45 |
| Staying on track and monitoring performance              | Page 50 |
| Listening to you   | Page 60 |
| Listening to our regulators                              | Page 71 |
| Finding out more   | Page 78 |

# Message from the chair of the Powys Public Service Board

As chair of the Powys Public Service Board I am pleased to introduce the Annual Performance Evaluation for 2015-2016. This is the second evaluation of the 'One Powys Plan 2014-17'. It looks at what we as Powys Public Service Board partners have done during the year (April 2015 – March 2016) to deliver our shared priorities. But more importantly it looks at the difference we have made for the citizens and communities of Powys and what we plan to improve over the next year.

During 2015-2016, performance in delivering our commitments continued to be positive and I am pleased with our progress. My colleagues and I are grateful for all the hard work and commitment shown by our respective organisations, other stakeholders and more importantly our communities for working together to deliver improved outcomes.

Some areas have not progressed as quickly as we would like, such as implementing a single point of contact for health services and social care services, but we are working hard to improve service delivery.

We have recently reviewed and updated our One Powys Plan 2014-17, to take account of new and emerging issues, needs and legislation. And, following a light touch review, we have re-confirmed our 11 priorities, but have made some minor changes to the way we will deliver and monitor our plan to ensure that they better meet citizen needs. The 2016 update can be viewed at <http://one.powys.gov.uk>.

To strengthen the collective work of public services in Powys, we have extended the membership of the former Local Service Board to include a wider range of partners. This will help meet the duties of the Well-being of Future Generations (Wales) Act 2015 and the Social Services and Well-being (Wales) Act 2014. From April 2016, it will operate as a statutory body known as the Powys Public Service Board.

The council recognises there are some tensions integrating the council's statutory improvement plan within the One Powys Plan. At times it has found it difficult to use the One Powys Plan to easily identify and communicate the council's vision (as opposed to the Public Service Board's vision), and clarity is necessary to engage with staff, elected members, the public and stakeholders such as regulators. In addition, it is not always possible to easily see the links to the council's Medium Term Financial Strategy. The council also recognises that other partners need to retain their own corporate planning frameworks and as a result it has developed its own standalone Corporate Improvement Plan for 2016-17, but will continue to work towards the current integrated approach to achieve statutory compliance for 2016/17.

Despite facing continuing financial pressures in 2016-17, we are committed to working together to deliver our priorities and provide efficient services for our communities.

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 78 you can find out how to contact us, as well as how to become involved in improving services.

Cllr Barry Thomas

Chair of Powys Public Service Board/Leader of Powys County Council

## About this report

This report provides information about Powys Public Service Board's (Powys PSB) progress in delivering the priorities and commitments it set out in its Single Integrated Plan 2014 – 2017, better known as the One Powys Plan. The Powys PSB has evolved from the former Powys Local Service Board (LSB) and is a partnership between public organisations in Powys. The Well-being of Future generations (Wales) Act 2015 places the board on a statutory footing. The 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.

The 'One Powys Plan' was published in March 2014 by the former LSB and sets out partners' commitment to work together to achieve shared priorities, with the overall aim of ensuring Powys citizens receive better services. The plan is updated annually to reflect new issues and changes affecting Powys. As a result of the 2015 update a new priority - 'Learning Disabilities' was added to the plan and some changes were made to our commitments to ensure we deliver our priorities in the most appropriate and affordable way.

This is our second evaluation report for the One Powys Plan 2014-17. It highlights 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

Performance against the council's own priorities is incorporated in this report, including a set of indicators that the Welsh Government require the council to monitor and report to the public. *The report meets the councils statutory requirement to publish an annual 'backward looking' report under the Local Government (Wales) Measure 2009.*

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.

We have carried out a self-assessment of progress against the commitments that we have focussed on during 2015-16, rating whether we felt we had been successful, partly successful or unsuccessful in their delivery and we concluded that:

We were 'Successful' in 48% out of our 61 commitments, 'Partly successful' in 49% and unsuccessful in 3%.

This report explains our self-assessment in more detail, showing what difference our plan is making and where we need to improve further. It aims to provide an open and honest account of how effective our actions have been.

Although this report looks at the achievement of each of our priorities individually there are many examples where a piece of work being undertaken as part of delivering one priority also helps deliver benefits and outcomes of our other priorities.

- Our countryside volunteering programme not only builds stronger communities and improves our public rights of way, it also delivers healthy lives and wellbeing benefits to the volunteers undertaking the physical and practical works. Volunteering is also very sociable and people have the opportunity to learn new skills. Improved public rights of way networks are also important to tourism with users spending money in the area boosting local accommodation, shops, café's restaurants etc.
- Our training and skills programme aims to make sure students have skills that are employable within Powys and ensuring that they don't move away to find employment. This will build stronger communities and ensure training and jobs for our young people.
- Our Community Hubs project will ensure economic development and stronger communities as well as social wellbeing for our older people.

You can keep up to date with the progress being made against our plan throughout the year by visiting [www.powys.gov.uk/onepowys](http://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.

# 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

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community
- Services delivered for less

## 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

## *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.

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 67.24 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. We were ranked seventh of the 22 councils in Wales
- 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. However, when compared to other council's in Wales we are placed 21<sup>st</sup> overall, with the welsh average standing at 4.87
- 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%

### *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.

## HOW DID WE DO IT?

- We started to implement a 'One Place' approach to integrated services for Older People. This project aims to develop integrated pathways and, through developing a detailed understanding of the local population, inform the operational structures required. Two early implementers (one in south Powys and one in north Powys) were originally chosen. However after listening to our staff, we agreed to focus on Ystradgynlais first so that we could consolidate our learning and be clear about the benefits before implementing in other areas. Integrated care teams have now co-located in Ystradgynlais and an integrated Delayed Transfer of Care process has been agreed
- Work to develop integrated care pathways for older people has commenced. The referral pathway, referral and assessment forms are all in final draft and are due to be tested with service users, carers and GPs in 2016/17
- We have completed our Older People's Commissioning Strategy (and accompanying accommodation plan), Assistive Technology Strategy and all age Carers Strategy. They outline how we intend to commission and deliver services over the next five years to ensure older people are supported to lead fulfilled lives within their communities
- Powys County Council and Powys Teaching Health Board have commenced a Residential & Nursing Care Commissioning Project and have started to engage with relevant stakeholders through listen and learn events, to inform the next part of the project. We found that:

- 97% of residents would recommend their care home to others
- The Residents' Satisfaction Survey reported that 83.9% of residents aged over 65 feel satisfied that Powys is a place where people look out for and support each other
- 91% of residents felt that they were always treated with dignity and respect (9% said sometimes) whilst 88% said that if they needed help someone always attends to them quickly (12% said sometimes)
- All of those surveyed said that they are involved in decisions (either sometimes or always) and are encouraged and supported to do what they are able to
- 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 GP's 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 also held a joint reception with Care Council for Wales to challenge the stigma of dementia in rural communities at the Royal Welsh Agricultural Show and the National Eisteddfod
- We have developed and agreed a multi-agency Dementia Plan for Powys. The plan sets out key outcomes that have emerged from the Ministerial priorities for dementia. The outcomes are encapsulated in six pledges for action with a three year timeframe (2016 – 2019). Progress will be monitored through the Mental Health Joint Partnership Board
- 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
- We have embarked on engagement work to seek people's views on the future service models for older people's day time activities, residential care provision and fair and affordable care
- Our preparations for the implementation of the Social Services and Wellbeing Act are underway as we deliver a programme of staff development, particularly among our care managers and social workers. We are moving to outcomes focused, strengths based assessment and care planning that places our citizens' individual needs and aspirations at their core. We commenced the integration of older people's services with Powys Teaching Health Board and appointed our first joint Community Mental Health Manager for the Brecon Area
- We recognised the improvements made to date by our Reablement Service during 2015/16 and value the positive feedback received from our service users who have accessed the service. This included the following feedback: “It did help to have the team come in, they encouraged me and gave me the confidence to try harder. Being home, with your warm surroundings you get better quicker”
- We now have dedicated representatives from volunteer and third sector organisations within our Single Point of Access (Powys People Direct), who provide enhanced joined-up working to ensure service users get the right support for their needs
- After a successful project last year, we have continued to implement our 'double to single handed care' project. We are in the process of reviewing our largest care packages to assess whether any of these have the potential for any reduction in care with the introduction of single handed care



equipment and techniques. We are also rolling out a programme of information, education and training for professional groups involved in the assessment for, commissioning of and provision of domiciliary care

- We commenced commissioning of an extra care scheme in Newtown. The new development will provide safe and secure affordable accommodation with appropriate levels of support for older people. The scheme will provide 39 self-contained apartments, and a further 9 self-contained apartments within a separate accommodation block that could be used to host supported accommodation service for older or younger residents by end of November 2016. An open day was held to engage with the local community, with over 200 expressions of interest made. The new facility is expected to become functional from November 2016
- We have completed our Assistive Technology Strategy and pilots have been designed and funded to test the service during 2016-17. Reablement co-ordinators have been trained to be able to assess for assistive technology and Reablement support workers have been trained to be able to support service users with their assistive technology

#### 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

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community

## 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

### 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.

- 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
- 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
- 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

## HOW DID WE DO IT?

- 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 it in line with the requirements of the Social Services and Wellbeing Act
- We have ensured that carers have access to all training within the council’s integrated training brochure
- A Powys Carers charity shop and hub opened 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
- Young carers with the support of Powys Carers Service have created an animation which tells the behind the scenes story and provides information on where young carers can obtain support and advice
- 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

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community

## 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

## 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."

- 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
- 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%)

## HOW DID WE DO IT?

- During 2015/16, Powys Teaching Health Board has received confirmation from Welsh Government of funding for several initiatives for dementia care:
  - Dementia support workers to act as a link for those newly diagnosed
  - Dementia link workers to liaise with care homes and GPs to improve diagnosis rates
  - Occupational therapy support workers to improve the provision of meaningful activities on older people mental health assessment units
- We have continued to implement the Butterfly Scheme in all community hospitals. It 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
- Work has been undertaken to tackle stigma and discrimination experienced by people with mental health problems. The Powys 'Time to Change Time to Talk' campaign started in 2013 with the full support of the Powys Mental Health Planning and Delivery Partnership. This support was echoed by the vice chair and the then chief executive of the Powys teaching Health Board which resulted in the organisation hosting the first organisational pledge event in October 2013. It was also one of the first Health boards to sign the pledge. Since then, Powys Teaching Health board have joined with other organisations that have signed the pledge, to support and learn from each other through regular meetings around Wales. Working in partnership with Occupational Health and the Workforce Team, Public Health Wales have supported the development of an action plan to help embed the Time to Change approach and address stigma while raising awareness of mental health support in the area. This work is ongoing as it gets further embedded with other initiatives being taken forward across Powys. This includes Time to Change Wales introducing 'We Wear the Same Shirt' projects with Newtown AFC covering north Powys; and Merthyr FC covering south Powys offering unique football programme designed specifically for people with lived experience of mental health
- In September 2015, the Community Intensive Treatment Team became fully operational. The team is part of the Child and Adolescent Mental Health Services 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

- A range of prevention and early intervention initiatives continue to be commissioned: perinatal and early infant mental health programmes including structured listening visits and screening for post-natal depression; parenting programmes (including targeted programmes at high risk families); school-based mental health promotion and prevention programmes (including anti-bullying, violence/abuse) such as the KiVA anti bullying programme; blended counselling service (online and face to face) available through all Powys secondary schools and the SPARKS programme for under 11s
- 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 consists of eight, approximately 1-2 hour sessions recommended to be completed weekly. 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. It is offered to over 18's
- We continue to promote the '5 ways to wellbeing' messages across Powys. They are included in the healthy lifestyle messages as part of healthy schools programme; and in targeted work for specific groups such as prospective parents, looked after children and older people. Powys Public Health Team has developed a presentation that has been shared with partners to use within their own organisations to promote '5 ways to wellbeing'. National evidence has identified that by introducing the approach into your everyday routine can increase life span by up to seven years

#### 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

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community

## 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

## *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.

- 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
- 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

## HOW DID WE DO IT?

- The council has remodelled the Learning Disability Short Stay Respite Service across Powys. Short stay respite houses provide both regular and flexible respite opportunities to support people with learning disabilities and their families who reside in the county. The number of short stay houses has been reduced from 4 to 3. The Ystradgynlais house closed its doors in March 2015 and clients were offered alternative services. During this sensitive period of change, no clients had their service stopped as a result of the closure with alternative respite accommodation provided
- We consulted on and agreed to a Joint Strategy: Adults with a Learning Disability in order to help us better meet the needs of individuals
- We have continued to enable service users with disabilities to gain and maintain sustainable employment, whilst enabling people with a disability to lead meaningful and valued lives within their communities. Our team has been using a specific technique whilst training service users in the work place, breaking down tasks to enable the job role to be achieved and learned. As of January 2016, there were 32 service users with disabilities in paid jobs (6.2% of the total)
- To inform the Learning and Disabilities Day and Employment Review a consultation has been undertaken. Some of the responses about the impact of these services are recorded below:

“The job coaches have been doing an excellent job and I think they still are. They are genuinely nice, friendly people and always ready to help. I want to thank them for getting me a job at Beacons Creative which I liked even when I was doing voluntary, but now I’m being paid it’s even better! I don’t think I would have got the job if it wasn’t for my job coach, or come to that, a job at all. I’m a better

“Before I had a job coach I struggled to find a job because of my disabilities. I didn’t know how to apply for a job and I was nervous about going for interview in case I didn’t know what to say. I wasn’t sure what I had to wear and I didn’t know how to act, but since meeting with my job coach I now have a good job which I really enjoy. My job coach also helps with sorting out my benefits which I would never know how to do. Without my job coach I don’t believe I would have been able to cope and my future would have been unsettled, my job coach is kind and caring and is always there to support me and help me when I need them. I, as many others, would be lost without them. I would be in a lot of financial difficulty. I would like to take this opportunity to tell you that without these job coaches then I would not be the person I am today and I would like to thank them for all the support they have given me over the past few years.”



#### 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*

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community
- Services delivered for less

## 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

## 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.

- 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 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 and places us 8<sup>th</sup> in Wales. 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

## HOW DID WE DO IT?

- The multiagency Powys Domestic Abuse Project Board has conducted a needs assessment to analyse domestic abuse within the county. It then developed a Joint Commissioning Strategy 2016-19 and this is subject to approval in September 2016. We consulted with victims of domestic abuse, as well as agencies which provide support when developing the strategy. The board has worked with a range of stakeholders to develop new services. These will be in place from April 1st 2017, with existing support continuing until then
- A Strategic Commissioner for Violence Against Women, Domestic Abuse & Sexual Violence has been appointed and will take up post in August 2016. This post has been created in line with the requirements of the Violence Against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015. We are rolling out the KIVA (anti-bullying programme) in schools across Powys
- We have continued to deliver the Incredible Years programmes which is a set of complementary courses for parents, children and teachers which reduce aggression and behaviour problems in young children and increase social competence at home and at school. During 2015/16, 9 Incredible Years Baby programmes, 2 Incredible Years Toddler programmes and 7 Incredible Years Child 3-6 Programmes were delivered. A total of 73 parents completed at least 75% of the course and in all, 15 parent files have been put forward for OCN Accreditation with Agored Cymru. We started an Incredible Years Group in the north of Powys for parents of children with Autistic Spectrum Disorder and a second group has commenced in the south of the county during June
- We have delivered training from Stonewall to Lesbian, Gay, Bisexual, Transgender champions within Powys' high schools with the champions providing training to others within the school
- Our Single Point of Access also known as 'Powys People Direct' (PPD) is operational for the council's Children's and Adults Services. An initial review and a further in-depth review has taken place to engage with stakeholders which resulted in a number of recommendations for improvement. A project board with dedicated manager has been established and a project plan has been agreed to implement the recommendations. We have appointed a permanent PPD Manager who is responsible for both the children's and adults parts of the service. Work is underway on revising the processes and procedures within PPD to ensure that it provides the most efficient service for the citizens of Powys

- Our Team Around the Family (TAF) Service continues to build capacity across all services (including education, social services, health, the police, voluntary sector) to identify, assess and meet the needs of vulnerable children and their families. The number of TAF cases continues to increase. A total of 532 Children and Family Assessment forms were received during 2015/16, with 253 Team around the Family cases open and on-going on 31 March 2016
- Our blended counselling service continues to provide support to young people in Powys. They are able to access the 24-hour online counselling service via Kooth.com and they can also choose to request a face to face appointment with a counsellor via the online service. Of the 469 new registrations made to the service, just under a quarter were male and the highest number of registrations came from those aged between 14 and 16. An average of 125 young people accessed Kooth.com each month during 2015/16. The independent face-to-face counselling service received 546 referrals during 2015/16, with around a third of these referrals being for males, which remains higher than in other areas of the UK and is seen as a positive
- A review of the role of the looked after children education (LAC Ed) co-ordinators has been completed. This has seen the introduction of a new strategic post of LAC Education Manager whose responsibilities also include post 16 LAC education and training. We are working with our School Services colleagues to reorganise the delivery of Personal Education Plans for our Looked After Children. This change linked with the introduction of the Pupil Deprivation Grant should lead to improvements for the attainment of our Looked After Children

#### 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*

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community

## 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

## 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

## HOW DID WE DO IT?

- 3 staff members from Powys Local Public Health team have trained more than 180 health board staff to empower patients to make healthy choices
- Obesity:
  - Multi-agency Powys Healthy Weights Steering Group meets quarterly
  - Action plan refreshed - life-course approach with focus on healthy weight in pregnancy and among children introduced
  - Task and finish groups established to progress implementation
  - New pilot programme (FRESH) started for 7-13year olds, following the national decommissioning of MEND
- Introducing the mental and emotional wellbeing theme of Healthy Schools has helped to support childhood resilience in Powys
- Smoking cessation:
  - Recovery and delivery plan developed
  - Smoke free playgrounds launched
  - Stop smoking training for midwives, provision of CO monitors, and opt-out system of referral rolled-out
  - Programme of joint Public Health Wales/Stop Smoking Wales/health board visits to GP surgeries to promote referrals carried out
  - Smoking cessation service in place with community pharmacies
  - Making Every Contact Count training includes stop smoking referral advice
- Childhood immunisations:
  - Increase in immunisation coordinator capacity
  - Active pilot of follow-up of children not up-to-date with immunisations via health visitors and school nurses conducted
  - Project conducted with primary care to look at completeness of data
  - Further analysis of inequalities in uptake undertaken

## WHAT DO WE NEED TO FURTHER IMPROVE?

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

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Learning
- Services delivered for less

## 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

## 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.

- 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
- 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

## HOW ARE WE DOING IT?<sup>1</sup>

- As a member of ERW (Education through Regional Working), the regional school improvement service, a number of Powys schools have been identified by Welsh Government and the ERW consortium to participate in a network of innovative pioneer schools across Wales who will play a pivotal role in developing and realising the new successful futures curriculum in Wales
- We opened a new Welsh medium school in January 2016, on time and within budget. Newtown now benefits from a new flagship community focused school delivering the very best standard of Welsh medium primary school education in Powys. The school, known as Ysgol Dafydd Llwyd has been designed for up to 300 pupils and has been part funded by Welsh Government with the rest from Powys County Council. The new school

---

<sup>1</sup> The results for the education performance measures outlined in the ‘What difference have we made’ section are for the academic year 2014 – 2015. Therefore, some of the activities we have undertaken during the financial year 2015-16 have not impacted on the attainment; but will help to make improvements from the academic year 2015-16 onwards. For this reason, we have called this section ‘How are we doing it’, rather than ‘How did we do it’.

will be one of a new generation of energy efficient schools where the reduction of carbon emissions and sustainable development is the main driving force. Passive Energy sources will be used as much as possible

- We have continued to implement our 21<sup>st</sup> century schools capital programme. Welsh Government approved the outline business case to build 5 new schools within the Gwernyfed catchment area. We have been working closely with the contractor and the schools to agree the designs. The council's Cabinet approved that formal consultation could be held in September 2016 on proposals to establish two new schools in Welshpool, replacing Ardwyn, Gungrog, Oldford and Maesydre. The preferred options are a new English-medium Church in Wales primary school; and a new Welsh-medium community primary school. It is anticipated that the new schools will be operational from September 2017 ahead of movement into the new buildings in 2018. We formally consulted with the public on proposals for the Beacons Campus to create a sustainable infrastructure of schools and sixth forms across south Powys. Following the establishment of the all through school in Machynlleth which delivers education for 4 – 18 year olds, we are now developing a business case for capital investment at the school, to be submitted to Welsh Government as part of the 21st Century Schools Programme
- We introduced a system to allow cashless payments in the Crickhowell catchment area which included Crickhowell High School, Crickhowell, Llangynidr, Llangattock and Llanbedr primary schools. There has already been an uptake in children accessing school meals at the high school. It is now planned to roll out the cashless system throughout Powys over the next 2 years. It is planned to do the High Schools next at Newtown, Llanidloes and Welshpool high school by December 2016. The views of parents, pupils and carers have been central to the development of the new system. As part of the consultation process, more than 700 responses were received
- Following consultation to review early years provision across Powys, all the providers are now on a contract which is being monitored internally by the council but is also subject to monitoring by Estyn and the Care and Social Services Inspectorate Wales as all providers have to be registered. This will ensure quality provision and a consistent equitable service is available for parents across the county. As a result of the proposal to change the school admission age (pupils attending school the September following their fourth birthday) from September 2017, it is anticipated that there will be an increase in children accessing the early years provision
- Schools have been provided with clear guidance in respect of improving attendance including an attendance pathway. The council has also as per statutory requirement introduced fixed penalty notices and provided advice to schools on authorisation of absences. In addition schools have been provided with advice on how to use the pupil deprivation grant to improve the attendance and attainment of pupils eligible for free school meals
- Inclusion Pathways has been rewritten and schools are now clear on how to access services relating to behaviour support. Behavioural emotional and social difficulties posters have been distributed to schools to ensure a graduated response to need. Team Teach is being rolled out as a de-escalation tool with schools increasingly introducing both Klva and Thrive as behaviour management approaches

- Powys County Council cabinet agreed that Ysgol Maesydderwen could operate under a commissioning model which has meant that the school can offer a range of academic and vocational qualifications by working with local providers in the Ystradgynlais area of the county. It has been agreed that the school will commission 3 vocational subjects which has made improvements already to the number of learners who plan to stay with the Sixth form in this Post 16 planning cycle

#### 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 21<sup>st</sup> 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*

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Developing the economy

## 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"

Annual Performance Evaluation 2015 - 16

"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.

## HOW DID WE DO IT?

- A Powys Youth Academy Working Group has been set up to discuss the possibilities of developing a shared apprenticeship scheme in addition a workshop was held between the council and the health board to explore options for an integrated apprenticeship scheme
- Senior youth intervention workers have been visiting all high schools to consolidate the 'early identification' process and ensure consistency across the county of identifying young people at risk of disengaging in schools. These are ongoing in the south of the county and are now being done for the first time in north Powys
- The council's commercial services have agreed that a clause can be inserted in appropriate tender documentation for a 'benefit to the community'. This could include offering training opportunities to Powys citizens

## 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*

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Developing the economy
- Services delivered for less

## 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

## *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.

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

- 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

### *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.



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

- 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 service.
  - 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/](http://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

#### HOW DID WE DO IT?

- We updated the Local Housing Market Assessment which informs the emerging Local Development Plan (LDP) and assists us in targeting resources to where housing need is greatest
- We have appointed two new project officers who have been developing a programme to improve accommodation for older people. Improvement works will commence in 2016/17 and will ensure that older people in council accommodation will live in improved accommodation and maintain their independence for longer
- Following consultation, an application to suspend the Right to Buy Council Housing was made to the Welsh Government. Unfortunately they did not accept the application as it only applied for council housing suspension of sales. We now need to reapply for the suspension of all social housing so we will be re-consulting before reapplying

- As a result of Welsh Government legislation, we have changed the way that service charges are levied on council housing tenants. Traditionally all costs have been pooled across the Housing Revenue Account. However Part 4 of the Housing (Wales) Act 2014 required local authorities and stock transfer authorities to introduce service charges by April 2016. This requires the council's Housing Service to de-pool certain costs from the rent and recover them via the introduction of service charges. The council's housing team consulted extensively with those affected by the changes
- We have continued work on the Brecon Cultural Hub, with both the main contractor and museum fit-out designers being appointed to develop detailed design. The overall budget for the development is still under pressure, however the Heritage Lottery Fund has approved additional funding to counter inflationary pressures and a substantial amount has also been raised from other sources and further fund raising continues
- The revised Deposit Local Development Plan (LDP) was published for public consultation from June 8<sup>th</sup> – July 20<sup>th</sup> 2015 and 882 comments or representations from 254 representors were received. These have been recorded on the LDP database and can be viewed online. The council considered and agreed responses to all the representations. In doing so, it also undertook the preparation of additional supporting evidence and it agreed to publish focussed changes to the LDP which were available for public consultation from January 29<sup>th</sup> - March 11<sup>th</sup> 2016. Approximately 210 representations were received from 68 representors. A revised delivery agreement was approved and accepted by Welsh Government in October 2015 which adjusted the project plan timetable. The LDP and its supporting documents were submitted to Welsh Government on January 29<sup>th</sup> 2016, which has commenced the examination stage of the preparation process. All documents were made available online and an examination library has been established. A planning inspector has been appointed to conduct the examination
- The council developed and agreed a new Economic Development Strategy for Powys. The council's Regeneration Team will now develop plans for its implementation. Through the Economic Development Strategy, research is being undertaken to understand our industrial premises and sites and identify potential future opportunities
- We are developing a business development strategy to encourage inward investment in Powys. Media Design were appointed in July to develop the branding and look at how the council manages the inward investment process. The project is progressing and has been broadened to include marketing materials and delivery mechanisms. This will include a proposed ambassadors network to promote and lobby for Powys as a destination for business investment
- We are developing our systems for handling business enquiries through a dedicated Customer Relationship Management (CRM) system to ensure all enquiries are captured and managed through a clear process. A business directory will be developed as part of the CRM system which will help in our understanding the make-up of businesses across the county
- The council's Regeneration Team have started a regular e-bulletins to communities and businesses with information on funding and opportunities that may be of interest
- We have agreed a Local Delivery Plan with Welsh Government's Superfast Cymru team to deliver exploitation support services for businesses to modernise and make the most of the potential of the new fibre network. The support is delivered through the Business Wales network and specialist training sessions
- We have successfully negotiated the hosting of a stage of the Tour of Britain event in September 2016. Powys hosted the first ever stage finish in the county at the Royal Welsh Showground outside Builth Wells

- Three schemes have been approved as part of the Town Centre Loan Scheme, with further applications being worked up for 2016/17. The schemes will aim to reduce the number of vacant, underutilised and redundant sites and premises in town centres
- The council agreed that the Regeneration Capital Fund would be used to improve and expand the county's workshop portfolio to assist businesses in the county to grow and expand, thereby contributing to new jobs
- We completed the installation of town centre Wi-Fi in Llandrindod Wells. A public launch event took place in February 2015 when Llandrindod Wells became the first town in Wales to offer this
- A combined total of £100,000 was awarded from the Regional Tourism Engagement Fund to destinations in Powys including the Brecon Beacons, Cambrian Mountains, Dyfi Biosphere and Mid and North Powys destination network. The funding will help them to focus on delivering projects prioritised in their destination management plans. Activity to promote the destinations has commenced with the appointment of Orchard Media to handle PR activity
- The Young Engineers Pilot Project has been developed with Mid Wales Manufacturing Group to encourage training intake with Powys manufacturing businesses
- We have supported local communities to lever additional external funding into the county of £6.9 million pounds. Successful projects of the Community Grant Programme in 2015 include: Gregynog Festival, Presteigne Festival, Brecon Baroque Festival, Montgomery Town Hall, Bronllys Community Centre, Glyn Tarrell Community Council, Josef Herman Community Arts and Ynyswen Pavilion Development
- A toolkit has been produced as part of the council's Neighbourhood Management initiative, a multi-agency way of working with communities, to help tackle quality of life issues in Powys communities. The toolkit will help facilitate a problem-solving approach to the issue identified and ensure the appropriate agencies are engaged to achieve a resolution.
- The Powys Countryside Volunteer programme saw a drop in numbers last year with many existing volunteers deciding they could no longer continue due to old age and ill health. A recruitment drive in the autumn saw numbers swell to 57 volunteers, with more now waiting to receive their Induction Training. Volunteers have given 1,212 hours of their own time to improve public rights of way and open spaces in Powys
- Through the Intermediate Healthcare Fund, PAVO secured additional resource for 2015/16 that supported targeted volunteer recruitment, placement and support activity for third sector organisations delivering social care and wellbeing services until 31 March 2016

#### 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

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Developing the economy
- Services delivered for less

## 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)



*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."

- 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

#### HOW DID WE DO IT?

- The Minister announced that the Newtown Bypass scheme would go ahead, following the successful completion of the Public Local Inquiry. The construction period will be approximately 30 months and the bypass will be completed and opened in 2018. The scheme was also awarded as a National Skills Academy by Construction Industry Training Board which allows the scheme to co-ordinate apprentice schemes which will be a much needed boost to the local population providing training, experience and possibilities for future employment
- As part of the ongoing financial constraints, the Powys passenger transport routes were reviewed to provide as an efficient and effective service as possible in resources available. A successful consultation exercise was completed and the resultant proposals implemented
- Approval was given to rollout the Bwsiti app to Powys citizens. This app will be available from the end of 2016 and will provide bus users with realtime progress information on all Powys public buses

#### WHAT DO WE NEED TO FURTHER IMPROVE?

- 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*

Some changes were made to our plan during 2015-16 which meant that the outcome below is no longer being delivered as part of this programme of work:

- **More Community services will be delivered by the third and independent sector** - This outcome is still considered as a priority area, however it was decided that the work required to achieve it would be best supported by the 'Stronger communities' programme. Please see the 'Stronger Communities' section of this report for an update of progress against our 'Community Delivery' project.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Services delivered for less

## WHAT DIFFERENCE HAVE WE MADE?

- 146 council and health board staff completed training in leadership and management through our Joint Leadership and Management

### *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".

- 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
    - 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%

## HOW DID WE DO IT?

- Following consultation with its staff Powys County Council has developed and agreed a new set of values to reflect current challenges being faced by its staff. The five new values will underpin all of its work and will guide the behaviours that are expected of everyone who works for the organisation
- The council and the health board have committed to introducing 'values based recruitment' processes, to ensure that they recruit talented people whose personal qualities align with each organisation's values
- We developed and agreed a Leadership and Management Development Framework delivery plan, which includes:
  - Delivery of a number of 'Masterclasses' for council and health board staff in senior leadership positions to support leadership, creativity and innovation and to encourage challenge and scrutiny
  - A joint approach to coaching and coach development
  - A joint approach to team development - the aim of the joint approach is to help leaders and their teams improve their performance, through first understanding and then developing healthy work practices. This approach was used for the integration of health and social care older people's care teams
- We held a joint leadership conference and networking event for the council and health board, with a focus on 'Leading through Engagement'. It was an opportunity for the Chief Executive Officers of both organisations to deliver our joint approach to integration and highlight the work

already underway. Over 100 members of staff were in attendance. Evaluation of the conference was very positive with 98% of respondents indicating that it was 'very good' or 'good'. Following the conference an 'Engagement through Leadership- Pledge' has been developed, as well as a staff focus group with representation from both the council and health board to promote sign up of the pledge

- Powys County Council and Powys teaching Health Board have formed a Joint Leadership Team to oversee joint working and integration of services
- We have developed a Powys Integration Plan following the recommendations of the Williams Commission to ensure that the council and health board integrate all their governance, management and delivery structure
- In support of our ambition to develop greater integration, a new joint director for workforce and OD for the council and the Health Board has been appointed. As well as working on the integration agenda, the new director has taken on leadership responsibility for the council's HR advisory service, Occupational Health and Safety and the Powys Skills Academy
- A new joint director of transformation for the council and health board has also been appointed. The new director will be taking stock of the current ways of working to establish a baseline for a joint strategic plan. Putting the residents of Powys at the heart of everything we do will be our guiding principle as we look at how both organisations can provide modern, efficient and accessible services
- We have continued to improve the way we communicate our plans and achievements to staff and the public:
  - 11 newsletters have been issued in total across the health board and council informing staff of developments under integration
  - The council's website has a number of projects and digital stories highlighting our joint work - <http://www.powys.gov.uk/en/democracy/one-powys-plan/>
- As part of our approach to providing 'enabling technology' we carried out a number of trials, these included:
  - Skype for business purposes, which enabled instant messaging between council and health board staff
  - A mobile device trial in Health and Social Care helped inform requirements for WCCIS
  - Other trials include, TINOPOLIS- YouTube support for using inhalers and Brain in hand trials. Whilst they were successfully completed they have not been taken further forward

#### 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

# Guiding Principles

## Equalities

Work has continued delivering the ten objectives of the council's Strategic Equality Plan 2012-2016. The annual evaluation of progress demonstrated solid progress, including outcome improvements against a number of elements of the ten objectives. However, some commitments have struggled due to pressure on resources.

Highlights from some of the progress include:

- In cooperation with the Regional Consortium ERW, the council has developed a regional approach towards improving educational outcomes for Looked After Children. This has focussed specifically on aiding schools to upskill staff and understand the issues related to attachment and trauma
- In April 2015 the Learning & Development Team amalgamated with Powys Training (the council's Work Based Learning training provider) to form the Powys Skills Academy. This has meant there has been far more cohesion arranging work experience placements and traineeships along with far wider opportunities to develop and encourage the take up of apprenticeships across the council and with other employers within Powys. The traineeship and apprenticeship programmes are funded through European monies and due to the requirements attached to this, we now have a far more robust equalities monitoring system in place
- A new strategic commissioning manager for violence against women, domestic abuse and sexual violence has been appointed and the new commissioning strategy has gone out for consultation
- Work commenced in 2015/16 to further integrate the requirements for impact assessments, providing a more pragmatic toolkit for application by frontline services. The toolkit has incorporated the following legislative requirements: council vision and strategic priorities, Welsh Language, Equalities, Future Generations and Sustainable Development, risk management, safeguarding and other core guiding principles. This will facilitate improved decision making, based on evidence, which considers the wider implications for the service, the council and communities of Powys. It will demonstrate that the council has shown due regard for the corporate, legislative and regulatory requirements placed upon it
- 64 people with learning disabilities were secured a placement on the council's 'supported employment scheme'
- Following the publication of the last Childcare Sufficiency Assessment, the multiagency Childcare Strategy Group continues to meet. Powys Assisted Places Scheme has continued to provide additional support to low income families for 23 children to access childcare during 2015/16. In order to make the Assisted Places scheme more efficient, from 2016/17 it will be administered via the Team Around the Family process. During 2015/16, 47 children with additional needs received support from the Referral Scheme - this service is being recommissioned in conjunction with the Community Support Service
- We have conducted analysis in both 2012 (single status equal pay audit) and 2016 (pay group analysis) in relation to gender. A paper has been prepared for the council's cabinet so that the council is aware of any pay differentials/inequalities that may exist based on any of the protected characteristics. From a cursory examination of the data extracted in Q4 2016, there is no inequality in pay based on any protected characteristics, but there is a need to have increased representation in the upper pay scales
- The council conducted various pieces of strategic research during the year. The Residents Satisfaction Survey in particular asks a set of questions regarding the protected characteristics and whether people feel disadvantaged when trying to access a council service due to their gender, age, disability, race, nationality, gender reassignment, religion, sexual orientation, pregnancy/maternity leave status or because they are in a civil partnership. Alongside this strategic piece of social research, a number of other surveys/consultations took place during the first six months of the year e.g. public transport consultation which included targeted focus groups made up of people likely to be most impacted by any changes to the public transport network ahead of proposals being developed. These groups included the Youth

Forum, Powys People First, the Brecon U3A, the Older People's Forum and Disability Powys. Similarly with the recent three weekly refuge consultation, targeted interviews were conducted with families with children in nappies and those with incontinence waste to help gather insights and evidence around any concerns

- Powys County Council is an organisation committed to equal opportunities and creating a culture in which equality, dignity and diversity is valued highly. Equalities training is a mandatory requirement for all staff, however numbers are low. Members had an Equalities training session in April delivered by Show Racism the Red Card and the Members Induction Programme for 2017 will also include Equalities training. During the year a masterclass on 'equality & diversity' was held, face to face and online equalities training was offered. A plan for improving staff awareness and attendance on training has been developed to create a culture in which diversity is valued and employees feel comfortable expressing their differences. One aspect of this plan is an equalities awareness jigsaw which is due to go live via net consent soon. This is an activity designed to bring equality and diversity to life and engaging learners in imaginative ways and raising their awareness
- Freedom Leisure is Powys County Council's new delivery partner for leisure services and is continuing to offer the 'Access to Fitness' (ATF) scheme to customers. ATF new registrations during 01/07/15 - 30/04/16 stood at 160. During the past two - three years, leisure & sports centres have seen fluctuating numbers of ATF customers, with some increasing and others decreasing. Overall, the number of registrations has declined. It is felt there are a couple of reasons; one being the introduction of the 50% charge and the other is the national decline in the numbers of people receiving benefits
- A full evaluation report has been conducted on the 4 year length of the plan which includes a digital story of one young person's (Gavin) 'Looked after Children' traineeship [https://www.youtube.com/watch?v=\\_JZkld4gy7w](https://www.youtube.com/watch?v=_JZkld4gy7w). The outcomes for young people on the LAC traineeships are positive. There is only 12% of young people who are not engaged in meaningful activity following their involvement on the traineeship scheme. The national average for care leavers is around 33%

## Welsh language

Powys has a population in the region of 133,000 with 18.6% of our residents speaking Welsh. We are committed to delivering our services through our service users' language of choice and in accordance with the requirements of the new Welsh Language Standards, issued under the Welsh Language (Wales) Measure 2011. We recognise how essential and integral this is to an individual's wellbeing.

A great deal of the council's work in promoting the Welsh language and engaging with the public around the Welsh language during 2015-16 was connected to the National Eisteddfod, which visited the county in August 2015. This work included supporting the Eisteddfod's visit to the area, co-ordinating the council's presence and activities during the week and high profile events and receptions that took place on the Council's stand. The Eisteddfod offered a great opportunity to support and promote the Welsh language and culture, and as a result offered opportunities to increase language use, regeneration and economic opportunities for the area.

The introduction of the new Welsh Language Standards on 30 March 2016, signified a change in the way in which the council is required to provide services through the medium of Welsh. The standards will operate in the following areas;

- Service delivery standards – how the council must provide services to the public in Welsh
- Policy making standards – how the council must assess the impact of policies and decisions on the Welsh language
- Operational standards – ensuring internal procedures and information are available in Welsh for employees
- Promotion standards - to produce a 5 year strategy for promoting the Welsh language and facilitate its use
- Record keeping standards - what records must be kept by the council

Discussions were held with Heads of Service and Service Management Teams to introduce the new requirements, to identify any challenges and difficulties, and to address any new work or system changes required ahead of the 30 March 2016 compliance date.

This work has included the new Impact Assessment template and guidance. The template combines the process for assessing the impact of new or amended policies and decisions on the Welsh language, which is required under the policy making standards, together with assessing their impact on Equalities, the Well-being of Future Generations, council priorities and risk within a single integrated process.

Other steps have included initiating the procurement of IT systems that will facilitate compliance with the Welsh Language Standards, the development of guidance and resources for staff, and collating more robust data on the language skills of council employees to inform workforce planning around the Welsh language and the requirements within the Standards.

The Welsh Language Working Group has met on several occasions since its establishment in June 2015. The Working Group is tasked with looking at the 2011 Census figures for the Welsh language, and identify areas where the council can act in order to halt and reverse the decline in the number of Welsh speakers. It also seeks to promote and increase the use of the Welsh language within Powys.

### **Sustainable development**

The passing of the Well-being of Future Generations (Wales) Act has signalled a step change in the expectations of how the Welsh public sector promotes sustainable development. Powys County Council has continued to be involved with the development of the statutory guidance and national well-being indicators which support the Act. Although the WLGA “Early Adopters” programme came to an end the council continued with the work that had been started ensuring that the emerging well-being assessment met the requirements of the new Act. We continued to raise awareness of the Acts requirements and provide briefings for staff, elected members and partners. We have designed a range of tools that will ensure that the seven well-being goals and five ways of working as described in the Act underpin the work of the council. These include:

- Inclusion of activities around the new Act on the ILM programme for managers
- An online training module for staff explaining the Act and its requirements as well as practical examples of its implementation, such as travel options and energy reduction
- The development of an Impact Assessment covering this and other legislation which helps to inform better decision making. The assessment is now being rolled out across the council and is being supported by a series of training and challenge sessions
- The Well-being Assessment is being developed in line with Welsh Government guidance

The Glan Irfon Health and Social Care Centre has been cited as an example of good practice by Cynnal Cymru for demonstrating how working together can deliver better outcomes, not only for the organisations involved but more importantly communities. Sustainability Day this year was replaced with a Well-being of Future Generations seminar, facilitated by Dr Alan Netherwood. The seminar was held for elected members, senior officers from the council and our partners. Members were also able to attend various events hosted by Wales Audit Office, WLGA and others.

A continued focus on sustainable development for public services will help us deliver a better long term future for our communities, with long term benefits to the economic, social, environmental and cultural wellbeing of Powys.

More information can be viewed at [www.powys.gov.uk/sustainability](http://www.powys.gov.uk/sustainability)

### **Communications and Engagement**

We continue in our commitment to engage and consult Powys residents as part of developing and delivering both policies and services in a way that meets their needs, and we do so in accordance with the National Principles for Public Engagement in Wales. During 2014/15 the council made an additional commitment to engage digitally with citizens alongside using more traditional channels. This means we can gather information and intelligence in a mixture of ways to reach and hear from more people. This work will help to support, not only the Well-being of Future Generations Act legislation, but also ongoing transformational projects and service changes. We are also developing a partnership framework around engagement and consultation for the Well-being Assessment so as to build a truly collaborative approach to this important work and a broader one for all future work.

*More information on specific engagement undertaken by each of the LSB partners during 2015/16 is outlined on page 48 (Listening to you).*

### **Gathering and sharing information**

As part of preparations for the Wellbeing of Future Generations (Wales) Act, we have started to collate and analyse data for the Wellbeing Assessment and to inform our Population Assessment under the Social Services & Wellbeing (Wales) Act. During 2016/17, we will continue to analyse the data to inform how we deliver and commission our services in line with this new legislation.

As PSB partners we have developed a joint set of data repositories which gather all partner information together to inform our plans for delivering services. We recognise that we need to do more in making this an interactive shared resource which is accessible, well presented and well designed for public use. During 2015/16 we have:

- Created five data repositories covering data on the themes of economic, environment, community, adult life, and child and young adult life. This has been designed to provide well designed data visualisation and has been tested through external experts
- The council and Powys teaching Health Board are developing joint systems to gather, analyse and provide robust information for decision making at all levels through the Welsh Community Care Information System. This will provide robust integration of data on an individual service user basis
- Developing a summative analysis of our data sets across seven community areas in Powys, combining our quantitative and qualitative data for all PSB partners
- Looked at a more interactive design for our wellbeing assessment and finding different and accessible ways to engage with data social media and digital movie content

### **Early prevention and intervention**

We remain committed to safeguarding the most vulnerable in our communities and supporting and promoting independence. Evidence shows people's lives are improved when they are confident and able to do more for themselves. That is why we are transforming our services around the needs of the individual. By continuing to provide early intervention and prevention services within the community, we can ensure that our citizens are supported to deal with needs before they escalate.



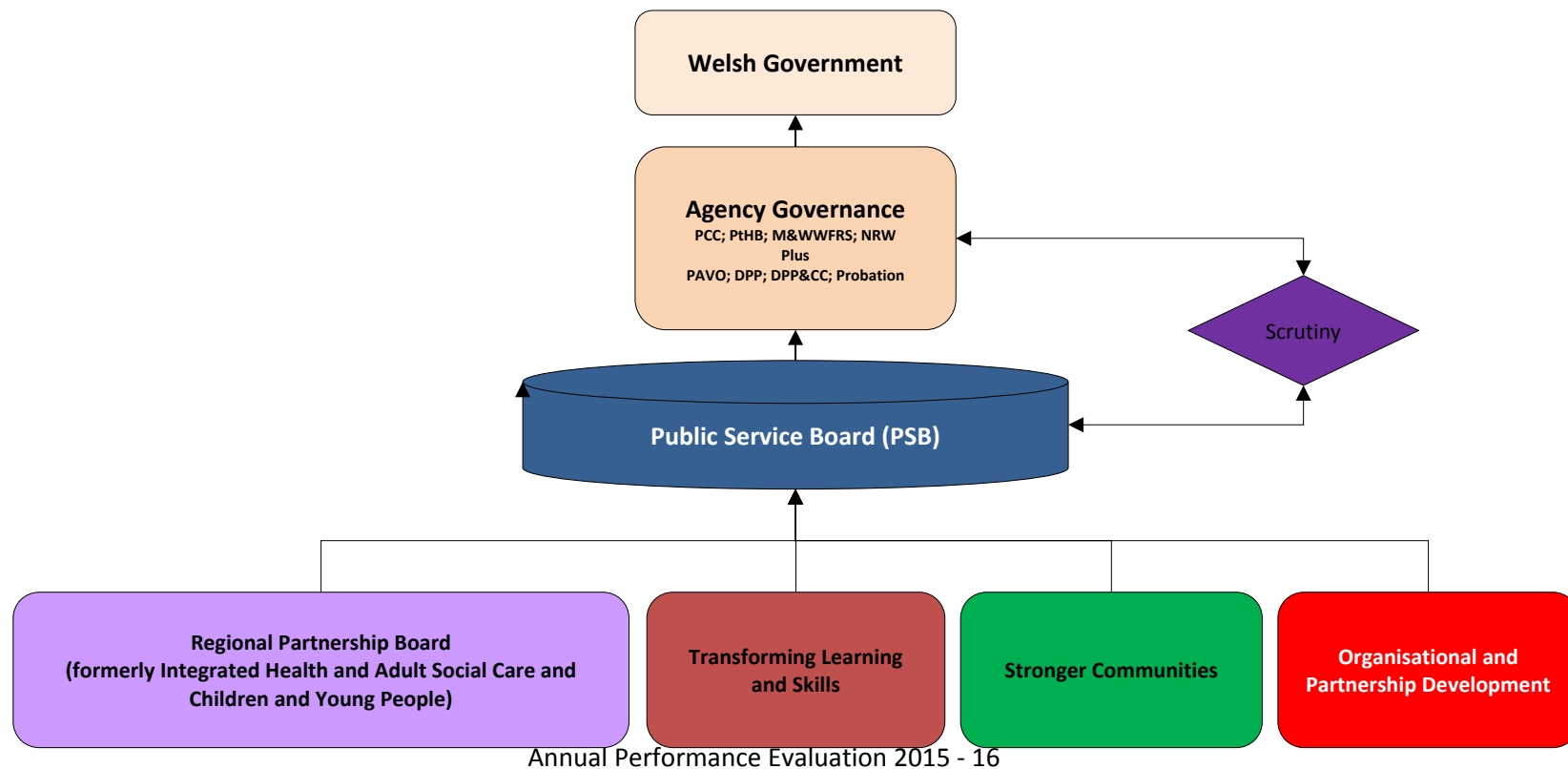
We will also encourage individuals to become more involved in the design and delivery of services. To do this we need citizens and groups to actively engage in communities, using skills, time, energy and ideas to become lively contributors in the places where they live. By working together we can build a stronger and sustainable future for our county.

The development of an early intervention and prevention approach is key to enabling the delivery of effective Social Services. We have a well-developed model under the umbrella of the Children and Young People's Partnership for children, young people and families and we are seeking to develop and strengthen our approach for adult social care. Under the leadership of the Health and Adult Social Care Leadership Board, work is underway to develop a strategy to progress early interventions which enable our citizens to remain living successfully and independently in their own communities.

# Staying on track and monitoring performance

## Governance arrangements

In the One Powys Plan 2014-17 we committed to managing the delivery of our priorities through a more streamlined and effective governance structure than was previously in place. In order to do this we established five new programme boards which replaced the partnership structures that were previously in place to deliver shared priorities. As well as having representation from a range of partner organisations, each programme board has a lead council portfolio holder, a programme sponsor, a deputy programme sponsor and a dedicated strategic programme manager. This governance structure has been reasonably effective. However, the Social Services and Well-being (Wales) Act 2014 requires the establishment of a Powys Regional Partnership Board (RPB). So as to avoid over-complicating governance arrangements, it has been decided to evolve the original 'Integrated Health and Adult Social Care' and 'Children and Young People' boards into the new RPB. This ensures in particular, that PCC and PTHB are compliant with the act. The emergence of the Well-being of Future Generations (Wales) Act 2015 has also required some changes to the Local Service Board. It places a duty on specified public bodies to act jointly and establish statutory Public Service Boards. In response to the Act, a Public Service Board has already been established in Powys and met for the first time in April 2016. The Public Service Board will now have responsibility for overseeing the delivery of the One Powys Plan and will replace the former LSB. The new Public Service Board (PSB) will review governance arrangements to ensure effective and statutory compliance.



Annual Performance Evaluation 2015 - 16

## 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 this Annual Performance Evaluation, 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

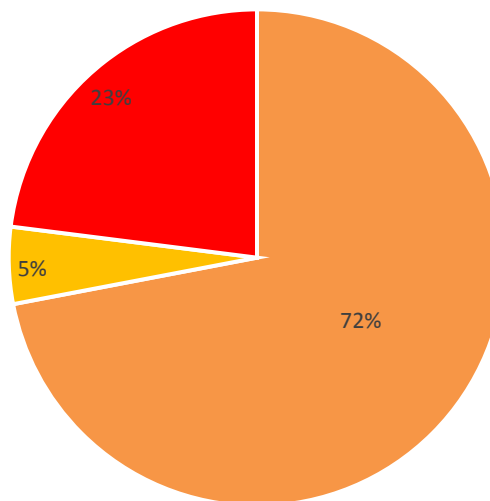
As well as monitoring performance against the commitments and performance measures in the One Powys Plan 2014-17, there are two sets of national performance indicators which the Welsh Government require Powys County Council to monitor and report to the public. These are, National Strategic Indicators (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 authorities to quantify and report their contribution to major all-Wales policy objectives.

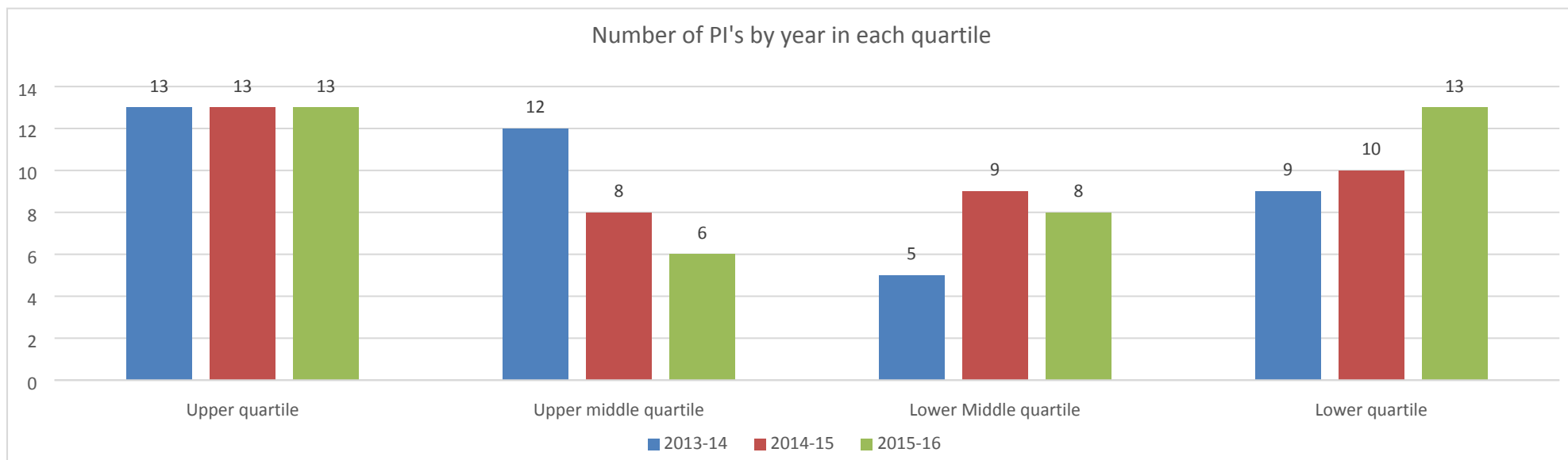
**Public Accountability Measures (PAM)** offer a high level view of the council performance across a range of key areas including:

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

Summary of PCC'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



**NB.** Measures filled in **green** met the 2015/16 target, those filled in **Amber** were within 10% of target and those coloured **red** failed to meet the target set

| Measure   | NSI/<br>PAM | 2013/14<br>Actual | 2014/15<br>Actual | 2015/16<br>Target | 2015/16<br>Actual | Trend<br>between<br>2014/15 to<br>2015/16        | Welsh<br>Average | All Wales<br>Rank and<br>quartile                      |
|---|-------------|-------------------|-------------------|-------------------|-------------------|--|------------------|--|
| <b>Adults – Social Care</b>   |             |                   |                   |                   |                   | 5 Improved<br>0 Stayed the<br>same<br>1 declined |                  | 0 Upper<br>2 Upper middle<br>1 Lower Middle<br>3 Lower |
| (SCA/18a) The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year | PAM         | 87.4              | 79.7              | 93                | 86.9              | ↑  | 91.4             | 17th<br>Lower  |

| Measure   | NSI/<br>PAM     | 2013/14<br>Actual | 2014/15<br>Actual | 2015/16<br>Target | 2015/16<br>Actual | Trend<br>between<br>2014/15 to<br>2015/16        | Welsh<br>Average | All Wales<br>Rank and<br>quartile                      |
|---|-----------------|-------------------|-------------------|-------------------|-------------------|--|------------------|--|
| (SCA/007) The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year                                | PAM             | 67.2              | 73.6              | 80                | 85.6              | ↑  | 83               | 10th<br>Upper<br>Middle                                |
| (SCA/019) The percentage of adult protection referrals completed where the risk has been managed  | NSI<br>&<br>PAM | 93.5              | 92.66             | 90                | 92.41             | ↓  | 97               | 21st<br>Lower  |
| (SCA 002a) The rate of older people (aged 65 or over) supported in the community per 1,000  | NSI             | 71.16             | 67.24             | 67.5              | 67.5              | ↑  | 64.12            | 7th<br>Upper<br>Middle                                 |
| (SCA/001) The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over  | NSI             | 9.17              | 14.84             | 5.5               | 10.77             | ↑  | 4.87             | 21st<br>Lower  |
| (SCA002b) The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March                               | NSI             | 20.95             | 19.62             | 19.5              | 18.92             | ↑  | 18.02            | 14th<br>Lower<br>Middle                                |
| <b>Children – Social Care</b>   |                 |                   |                   |                   |                   | 7 Improved<br>1 Stayed the<br>same<br>2 declined |                  | 4 Upper<br>3 Upper middle<br>1 Lower Middle<br>2 Lower |
| (SCC/045) The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable | PAM             | 84.5              | 78.9              | 92                | 83.3              | ↑  | 90.3             | 20th<br>Lower  |
| (SCC/025) Percentage of statutory visits to looked after children due in the year that took place in accordance with regulations  | PAM             | 94.6              | 94.8              | 95                | 91.1              | ↓  | 88.1             | 9th<br>Upper<br>Middle                                 |
| (SCC/004) The percentage of children looked after on 31 March who have had three or more placements during the year   | NSI<br>&<br>PAM | 4.0               | 8.8               | 6                 | 8.8               | →  | 9.8              | 8th<br>Upper<br>Middle                                 |
| (SCC/033d) The percentage of young people formerly looked after with whom the authority is in contact at the  | NSI             | 100.0             | 92.9              | 100               | 100.0             | ↑  | 93.2             | 1st<br>Upper   |

| Measure   | NSI/<br>PAM     | 2013/14<br>Actual | 2014/15<br>Actual | 2015/16<br>Target | 2015/16<br>Actual | Trend<br>between<br>2014/15 to<br>2015/16        | Welsh<br>Average | All Wales<br>Rank and<br>quartile                      |
|---|-----------------|-------------------|-------------------|-------------------|-------------------|--|------------------|--|
| age of 19   |                 |                   |                   |                   |                   |  |                  |  |
| (SCC/033e) The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19  | NSI             | 100.0             | 92.3              | 90                | 100.0             | ↑  | 93.5             | 1st<br>Upper   |
| (SCC/033f) The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19  | NSI             | 64.3              | 76.9              | 80                | 83.3              | ↑  | 60.7             | 3rd<br>Upper   |
| (SCC/041a) The percentage of eligible, relevant and former relevant children that have pathway plans as required  | NSI             | 98.8              | 97.6              | 95                | 98.6              | ↑  | 93.5             | 13th<br>Lower<br>Middle                                |
| (SCC/037) The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting  | NSI             | 290               | 277               | 230               | 284               | ↑  | 269              | 8th<br>Upper<br>Middle                                 |
| (SCC/011b) The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker  | NSI             | 57.0              | 56.0              | 55                | 61.1              | ↑  | 49.5             | 5th<br>Upper   |
| (SCC/002) The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March | NSI             | 17.6              | 13.3              | 15                | 16.4              | ↓  | 11.9             | 17th<br>Lower  |
| <b>Housing / Homelessness / Planning</b>  |                 |                   |                   |                   |                   | 1 Improved<br>0 Stayed the<br>same<br>2 declined |                  | 1 Upper<br>0 Upper middle<br>0 Lower Middle<br>2 Lower |
| (PSR/002) The average number of calendar days taken to deliver a Disabled Facilities Grant  | NSI<br>&<br>PAM | 268               | 170               | 180               | 152               | ↑  | 241              | 2nd<br>Upper   |
| (PSR/004) The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April   | NSI             | 6.72              | 1.83              | -                 | 1.58              | ↓  | 11.08            | 22nd<br>Lower  |

| Measure  | NSI/<br>PAM | 2013/14<br>Actual | 2014/15<br>Actual | 2015/16<br>Target | 2015/16<br>Actual | Trend<br>between<br>2014/15 to<br>2015/16                           | Welsh<br>Average | All Wales<br>Rank and<br>quartile                      |
|--|-------------|-------------------|-------------------|-------------------|-------------------|---|------------------|--|
| that were returned to occupation during the year through direct action by the local authority  |             |                   |                   |                   |                   |   |                  |  |
| (PLA/006) The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year                                  | NSI & PAM   | 38                | 53                | -                 | 21                | ↓   | 36               | 19th<br>Lower  |
| <b>Leisure / Libraries</b>   |             |                   |                   |                   |                   | 1 Improved<br>0 Stayed the same<br>1 declined                       |                  | 1 Upper<br>0 Upper middle<br>0 Lower Middle<br>1 Lower |
| (LCL/001) The number of visits to Public Libraries during the year, per 1,000 population   | NSI         | 6399              | 6,002             | 5489              | 6,193             | ↑   | 5,374            | 4th<br>Upper   |
| (LCS/002) The number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity               | NSI         | 7885              | 7,348             | 8642              | 7,075             | ↓   | 8,409            | 19th<br>Lower  |
| <b>Education</b>   |             |                   |                   |                   |                   | 9 Improved or stayed at 100% / 0<br>1 Stayed the same<br>1 declined |                  | 7 Upper<br>1 Upper middle<br>3 Lower Middle<br>0 Lower |
| (EDU/16a) Percentage of pupil attendance in primary schools  | PAM         | 94.2              | 95.6              | 95.5              | 95.7              | ↑   | 95               | 3rd<br>Upper   |
| (EDU/16b) Percentage of pupil attendance in secondary schools  | PAM         | 93.3              | 94.4              | 94                | 94.7              | ↑   | 93.9             | 2nd<br>Upper   |
| (EDU/003) The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment | NSI & PAM   | 86.4              | 88.3              | 88                | 90.4              | ↑   | 88.1             | 4th<br>Upper   |



| Measure  | NSI/<br>PAM     | 2013/14<br>Actual | 2014/15<br>Actual | 2015/16<br>Target | 2015/16<br>Actual | Trend<br>between<br>2014/15 to<br>2015/16 | Welsh<br>Average | All Wales<br>Rank and<br>quartile |
|--|-----------------|-------------------|-------------------|-------------------|-------------------|---|------------------|-----------------------------------|
| (EDU/002i) The percentage of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification | NSI             | 0.0               | 0.1               | 0.2               | 0.1               | ⇒   | 0.2              | 13th<br>Lower<br>Middle           |
| (EDU/002ii) The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification          | NSI<br>&<br>PAM | 0.0               | 0.0               | 0                 | 0.0               | ⇒   | 0.5              | 1st<br>Upper                      |
| (EDU/006ii) The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3  | NSI             | 12.7              | 10.5              | 13                | 12.5              | ↑   | 17.8             | 9th<br>Upper<br>Middle            |
| (EDU/011) The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority  | NSI<br>&<br>PAM | 510.8             | 531               | 540               | 541.0             | ↑   | 538.6            | 12th<br>Lower<br>Middle           |
| (EDU/015a) The percentage of final statements of special education need issued within 26 weeks (including exceptions)  | NSI             | 91.8              | 77.1              | 89                | 55.0              | ↓   | 68.1             | 16th<br>Lower<br>Middle           |
| (EDU/015b) The percentage of final statements of special education need issued within 26 weeks (excluding exceptions)  | NSI             | 100               | 100               | 100               | 100.0             | ⇒   | 94.5             | 1st<br>Upper                      |
| (EDU/017) The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics                            | NSI             | 58.1              | 59.6              | 64                | 64                | ↑   | 58.3             | 4th<br>Upper                      |
| (EDU/004) The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local  | PAM             | 83.0              | 86.5              | 85                | 89.3              | ↑   | 84.1             | 4th<br>Upper                      |

| Measure  | NSI/<br>PAM | 2013/14<br>Actual | 2014/15<br>Actual | 2015/16<br>Target | 2015/16<br>Actual | Trend<br>between<br>2014/15 to<br>2015/16              | Welsh<br>Average | All Wales<br>Rank and<br>quartile                               |
|--|-------------|-------------------|-------------------|-------------------|-------------------|--|------------------|---|
| authority, achieving the Core Subject Indicator, as determined by Teacher Assessment   |             |                   |                   |                   |                   |  |                  |   |
| <b>Waste Management</b>  |             |                   |                   |                   |                   | 2 Improved<br>0 Stayed the same<br>0 declined          |                  | 0 Upper<br>0 Upper middle<br>1 Lower Middle<br>1 Lower          |
| (WMT/004) The percentage of municipal waste collected by local authorities sent to landfill  | NSI & PAM   | 37.56             | 35.62             | -                 | 25.79             | ↑  | 18.14            | 18th<br>Lower   |
| (WMT/009) The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way | NSI & PAM   | 52.52             | 52.07             | 58                | 59.13             | ↑  | 60.19            | 14th<br>Lower<br>Middle   |
| <b>Street Scene</b>  |             |                   |                   |                   |                   | 1 Improved<br>0 Stayed the same<br>0 declined<br>1 N/A |                  | 0 Upper<br>0 Upper middle<br>0 Lower Middle<br>1 Lower<br>1 N/A |
| (STS/005b) The percentage of highways inspected of a high or acceptable standard of cleanliness  | PAM         | 99.6              | 97.8              | N/A               | N/A               | N/A  | 96.5             | -   |
| (STS/006) The percentage of reported fly tipping incidents cleared within 5 working days   | NSI         | 91.81             | 90.09             | 90                | 91.56             | ↑  | 95.26            | 19th<br>Lower   |
| <b>Transport and Highways</b>  |             |                   |                   |                   |                   | 2 Improved<br>0 Stayed the same<br>0 declined          |                  | 0 Upper<br>0 Upper middle<br>0 Lower Middle<br>2 Lower          |
| (THS/007) The percentage of adults aged 60 or over who hold a concessionary bus pass   | NSI         | 66.1              | 67.2              | 67                | 68.6              | ↑  | 85.6             | 22nd<br>Lower   |
| (THS/012) The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition  | PAM         | 20.4              | 19.7              | 21.6              | 19.0              | ↑  | 11.2             | 22nd<br>Lower   |
| <b>Public protection</b>   |             |                   |                   |                   |                   | 0 Improved<br>0 Stayed the                             |                  | 0 Upper<br>0 Upper middle<br>0 Lower Middle                     |

| Measure  | NSI/<br>PAM | 2013/14<br>Actual | 2014/15<br>Actual | 2015/16<br>Target | 2015/16<br>Actual | Trend<br>between<br>2014/15 to<br>2015/16                 | Welsh<br>Average | All Wales<br>Rank and<br>quartile                      |
|--|-------------|-------------------|-------------------|-------------------|-------------------|---|------------------|--|
|  |             |                   |                   |                   |                   | same<br>1 declined  |                  | 1 Lower  |
| (PPN/009) The percentage of food establishments which are 'broadly compliant' with food hygiene standards  | PAM         | 90.28             | 94.69             | -                 | 90.93             | ↓   | 94.22            | 19th<br>Lower  |
| <b>Human Resources</b>   |             |                   |                   |                   |                   | 0 Improved<br>0 Stayed the<br>same<br>1 declined          |                  | 0 Upper<br>0 Upper middle<br>1 Lower Middle<br>0 Lower |
| (CHR/002): The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence                    | PAM         | N/A               | 7.4               | -                 | 10.6              | ↓   | 10.2             | 13th<br>Lower<br>Middle                                |
| <b>Energy Management</b>   |             |                   |                   |                   |                   | 0 Improved<br>0 Stayed the<br>same<br>0 declined<br>1 N/A |                  | 0 Upper<br>0 Upper middle<br>1 Lower Middle<br>0 Lower |
| CAM/037 The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres |             | -                 | -                 | -                 | 3                 | N/A   | 2.0              | 12th<br>Lower<br>Middle                                |

# Listening to you

Since publishing our One Powys Plan 2014-17, we have continued to build a dialogue and engage with Powys citizens in a number of ways to ensure services are delivered in a way that meets their needs.

As individual organisations we engage regularly with citizens to help improve services. At present we work together as partners to coordinate consultation activities or share learning. We recognise that we can do more to develop a joined up approach and will continue to strengthen our consultation and engagement as we progress the role of the new Powys Public Service Board.

Outlined below is an account of each of the former LSB organisations engagement activity during 2015-16:

## Powys County Council

- **Residents Attitude Survey - Summer 2015**

- 385 telephone interviews conducted. Research is robust data at a county level
- Just over half of residents (52%) were unaware that the council had a 4.4% decrease in funding from the Welsh Government which equalled a £7.7m funding gap
- Respondents were asked whether they felt it mattered who delivers services. Overall, 67% felt it didn't matter and 33% felt it did. *(In the 2013 survey 26% respondents felt it did matter so there has been an increase of 6%)*
- 52% of respondents would prefer the council to charge for services that were currently free rather than increase council tax, increase charges for things that residents already pay for, or increase charges for things that businesses pay for e.g. trade waste. *(There was less desire for this in the 2013 survey so there has been a subtle shift in resident view here)*
- 2/3rds of respondents did not feel that reducing our workforce further or only providing statutory services was a good way to reduce our costs.
- Residents were not keen for increases in council tax. Only a quarter opted for a 2.5% increase which is lower than that already proposed for 2015/16
- When asked to consider what their current and future priorities might be, the analysis identifies some interesting differences. Respondents are twice as likely to identify environmental / street-scene type services as an immediate priority as opposed to a future priority (26% and 13% respectively). Conversely, caring for those in need (for example, elderly social care) is felt to be a priority for the future rather than now
- Services relating to the development of the local economy are identified as the single key priority for improving quality of life and helping communities thrive

- **Citizens Panel Survey - Autumn 2015**

- 262 responses received. Profile of the panel is predominantly older residents who volunteer to take part in surveys
  - 59% citizen panel members said they were aware of current funding issues however a further 36% said they didn't really understand the background or why we were in this situation
  - 70% feel they have seen a difference and a reduction in the level of service provided over the past year. E.g. street cleaning, potholes, refuse collection, care
  - 92% are very or fairly concerned about the situation facing Powys
  - 80% of panel members stated they still tend to get their information about Powys via local media however 27% said they picked up flyers and posters and leaflets, 22% said they used the council's website and 22% said they got information from their town and community council
  - Over a hundred budget saving ideas were given by panel members and these were varied. They ranged from increasing council tax to selling the land and properties we hold and from boosting inward investment to protesting to Welsh Government about the current settlement
- **Budget Simulator – Autumn 2015**
    - 476 residents submitted a budget that addressed the necessary savings targets. The number of responses should allow for a fairly robust resident overview at a county level although people self-selected (i.e. chose to take part in the exercise or not) and were not chosen at random to do so using a social research sampling plan.
    - Figures show that the home web page created to promote the simulator exercise had over 2,000 'hits' and 1,438 unique page views. This means that a third (33%) of those viewing the page went on to submit a budget and 67% didn't.

### **Conclusions:**

The research conducted over the course of this year suggests that residents have a growing awareness of the budget deficit facing the council and the need to make savings over the next three financial years.

There is a definite appetite from residents for more outsourcing of services with a clear mandate around the importance of delivery of a service not who delivers it.

There is a reluctance to see the services that provide for the more vulnerable in our society being cut. In particular there was less appetite for budget cuts for children with disabilities, services for looked after children and home care services.

There was also a reluctance to jeopardise services by cutting budgets to the point where there may be difficulty in maintaining statutory requirements.

There is some acceptance that the council should be looking at charging for services that are currently free although there is little support for an increase to council tax, increased charges for things that residents are currently paying for or increased charges for services that businesses in Powys use. However some comments received supported an increase in council tax to sustain current levels of service delivery. Interestingly when the council conducted the Simalto budget simulation exercise a few years ago, respondents were asked if they would be prepared to pay more in council tax to sustain their chosen service priorities and the majority said yes. This implies that there is a link between a willingness to pay an increase in council tax and a resident's perception around their getting value for money and services that meet their needs.

Residents are now seeing and stating that they have seen a decrease in the level of services provided by the council over the past year and satisfaction with the services that we provide overall as a council has decreased over the past five years.

- **Stakeholder Engagement Forums:** A number of advisory groups have been established that enable users to inform and enhance service provision. These forums are able to comment on current services and topical issues, learn from good practice in other organisations and help with consultation on relevant initiatives of improvement. The forums ensure that we maintain a person centred approach and that service users have a voice in considering both current provision and options to shape future services.
  
- **Engagement with Children and Young People:**
  - We have developed a bridging Participation Strategy to ensure that momentum is maintained in the Children and Young People's Rights and Participation agenda within Powys, whilst we await development of the Public Service Board engagement strategy and further guidance from Welsh Government
  - Our Youth Forum members gathered the votes of 2,367 young people from within Powys to decide on the five issues to be debated at the UK Youth Parliament in November 2015
  - One of our Youth Forum members was elected to represent Powys in the UK Youth Parliament House of Commons sitting in November 2015
  - Our Participation Team has co-ordinated multiagency training on the work of the National Assembly for Wales and democratic process in Wales. Verbal feedback from this 'train the trainers' session confirmed it was well received
  - Our Young Inspectors have assessed two organisations under the National Participation Standards and awarded the kitemark to CAIS, the current provider of drug and alcohol support for young people in Powys
  - We have held two residential events for our care leavers as part of our engagement and participation work
  - We have also held four residential events for our Youth Forum which has led to the development of our current Participation Strategy as well as other consultation activities
  - We have developed a "You Said, We Did" template to ensure that we can provide consistent feedback to those who take part in our consultations. It will also enable us to collate consultation findings in a better way
  - Our Participation Team has continued to promote children's rights and provide a bridge between children and young people and strategic decision makers and commissioners

## **Powys teaching Health Board**

Powys Teaching Health Board has continued to strengthen its approach to community engagement during the year, culminating with two key appointments shortly after year-end: Assistant Director (Engagement and Communications) in April 2016 and Engagement Officer in June 2016.

We continue to work closely with the Powys Community Health Council (CHC), which was established from 1 April 2015 as the independent statutory organisation to represent the interests of patients and the public in the National Health Service. Powys CHC replaced two predecessor organisations, the Brecon & Radnor CHC and the Montgomeryshire CHC.

During the year we developed our new Stakeholder Engagement strategy which will guide our work going forward. Engagement is embedded in Powys at a local level, however the health board recognises that it needs to strengthen its overall corporate arrangements for continuous engagement, to be undertaken in 2016/17. This is in conjunction with partners in Powys including to deliver the goals set out in the Integrated Medium Term Plan. This will include establishing a Stakeholder Reference Group.

For this year's performance evaluation we have focused on our engagement and priorities in relation to two key areas:

- Integrated health and adult social care
- Children and young people

### **Integrated health and adult social care**

#### *Mid Wales Healthcare Collaborative*

A key mechanism for engagement continues to be the Mid Wales Healthcare Collaborative (MWHC), which aims to develop models and solutions for providing accessible, high quality, safe and sustainable healthcare services, which are best suited to meet the specific needs of those living in Mid Wales.

A major rural healthcare conference took in March 2015 in Newtown with around 180 delegates from Powys, mid Wales and across Wales and the UK. The round table discussions at the event have helped to inform and shape the MWHC work programme during the year through its Innovation Groups:

- Training and education are crucial to ensure a skilled and flexible workforce suitable to work in rural areas. There needs to be consistency with work being undertaken at neighbouring rural areas in order to enable the sharing of staff
- A call for further detail on the draft Hywel Dda Integrated Medium Term plan was required in order to show what services would look like for Mid Wales
- Some GPs called for further clarification on how the Mid Wales Health Collaborative would add value to the work of the emerging Primary Care Clusters

- A call for the Collaborative to recognise that people would have differing priorities for action depending on where they were based in Mid Wales
- A suggestion that the Collaborative should develop community resilience, add value to what was already happening and engage with people on the work that it had done
- It was suggested that the Collaborative should start with some achievable first priorities so that it can show success e.g. 2 or 3 key actions around Bronglais Hospital
- The Collaborative should develop a long term plan for pathways of care and then undertake recruitment and retention activities to meet the plan.
- Support was shown for a Mid Wales Rural Centre of Excellence which could showcase some of the positive service change that has already happened in the area

Further engagement roadshows took place early in 2016 including in Machynlleth (25 January) and Welshpool (22 February). These provided an opportunity for members of the public and other stakeholders to hear about, and shape, plans and priorities for: primary care and community services; Bronglais General Hospital and in-hospital care; palliative care; mental health and learning disabilities; public health and wellbeing; tele-health; communication and engagement; access and transport.

A further round of engagement roadshows took place shortly after year end including Llanidloes (June) and Llanwrtyd Wells (July) and a feedback report will be presented to the MWHC Board in September.

#### *NHS Future Fit*

Another significant programme affecting health services for people in northern Powys is the NHS Future Fit programme which aims to develop a model of sustainable acute and community hospital services in Shropshire and Telford & Wrekin – acknowledging that these represent the main acute and emergency hospitals for many people in north and east Powys.

Community and stakeholder engagement by the NHS Future Fit programme has continued during 2015/16. The main phases have included:

- Development of original options with detailed financial and non-financial options appraisal during Autumn 2015
- Review of approach after original options were deemed unaffordable within the context of the financial framework in Shropshire and Telford & Wrekin
- Development of updated options through a Strategic Outline Case by The Shrewsbury and Telford Hospital NHS Trust, which will be subject to detailed financial and non-financial review later in 2016 prior for formal public consultation which is expected to take place from the end of the year

Engagement within mid Wales has included:

- A survey and consequent report of people with protected characteristics
- A telephone survey
- Deliberative events



- Pop up engagement events (organised by Future Fit but also attendance at other local events)
- Updates to local stakeholders

Key issues raised during the engagement process relate to:

- Access and travel times to emergency services and hospital and pre-hospital care, and concerns if these services move further from mid Wales through the NHS Future Fit review
- Cross-border differences in policy between England and Wales (e.g. prescription charges, cancer drugs, waiting times)

Powys representatives will be participating in the non-financial options appraisal process during Summer 2016 that aims to decide final option(s) for public consultation based on the options outlined in the Strategic Outline Case:

- Emergency & Acute Care at Princess Royal Hospital with Acute & Planned Care at Royal Shrewsbury Hospital – both hospitals having Urgent Care Centres, Women and Childrens' Centre at PRH (Option B)
- Emergency & Acute Care at Royal Shrewsbury Hospital with Acute & Planned Care at Princess Royal Hospital – both hospitals having Urgent Care Centres, Women and Children's Centre at RSH (Option C1)
- Emergency & Acute Care at Royal Shrewsbury Hospital with Acute & Planned Care at Princess Royal Hospital – both hospitals having Urgent Care Centres, Women and Children's Centre at PRH (Option C2)

Engagement with Powys communities and stakeholders will continue to shape and influence PTHB's participation in the NHS Future Fit programme (and in the wider Sustainability and Transformation Plan for Shropshire and Telford & Wrekin) and Powys CHC's statutory role to represent the interests of patients and communities in the NHS in the Area.

#### *Voluntary and third sector partnerships*

We have continued to work with PAVO and across the third sector to engage with service users, carers and the public. Our goals include:

- Maximising opportunities for engaging with service users, carers and the public
- Working with social and community leaders, informal hubs and networks to share skills, information and development opportunities
- Engaging fully with the third sector in planning, delivering and reviewing the way we commission services
- Developing performance and outcome measures that are meaningful to the third sector and enable us to unleash community assets

#### *Patient and User Experience*

Hearing first hand from service users and patients is central to our strategy of truly integrated care, centred on the needs of the individual. For example, during 2015/16 a patient experience audit was undertaken across 43 clinical areas reaching 590 patients. This survey found that patient experience against fundamental

aspects of care remains high, with Powys Teaching Health Board sustaining a 90% or above satisfaction rate for each question. However, we are not complacent and we strive for excellent experience for every patient and key areas for improvement include strengthening access to Welsh speaking staff, improvements to our website and new training in person-centred care for people with dementia.

### **Listening to Children & Young People, and their families and carers**

A variety of methods has been used during the year to gain feedback from children and young people and their families and carers, including:

- Comment On Our Service (COOS) cards in Maternity Services
- Online questionnaires (e.g. Survey Monkey) for user views on the location and availability of maternity day assessment and ultrasound services
- Comment On Our Service for Improving Brecon Children's Centre which has led to informing children, young people and families with a poster on the facilities available within the Centre
- Young people's feedback on treatment received at immunisation sessions in school
- Individual feedback forms are completed by all young people participating in groups
- A 'young peoples panel' is part of the recruitment procedure for posts that work directly with children and families
- Patient stories have been used to share experience and promote local and wider learning
- Occupational Therapy and Paediatric Therapy questionnaire to families
- Maternity Services Liaison Committee (Bump Talk) including a Facebook group with over 400 members
- Children and Young People participation strategy forum - ensuring children and young people's voices are heard
- Also, the Health Visiting Service plans to capture the thoughts, feelings and wishes of parents across Powys by sending a birthday card to families at the ages 1 and 4 years to find out how well we have done. This work is underway and will continue during 2016/17

Looking ahead, priorities for listening and engagement include:

- Strengthening Children and Young People's Partnership working on the delivery of thematic priorities for youth support services (2017), disability services (2018), family support services (2020) and emotional health and wellbeing services (2020).
- Working with young people and their families & carers to improve the estate for children with disabilities in North Powys to create space, support manual handling, and meet equipment needs, access and essential disabled toileting.

## Dyfed Powys Police and Crime Commissioner

We ran five community engagement events - Your Voice days - in Powys in 2015/16. They were held in:

- Brecon
- Builth Wells
- Machynlleth (with Aberystwyth)
- Newtown
- Welshpool

The purpose of the events is to listen to individual/community concerns. Issues raised have included antisocial behaviour, public space CCTV, drink driving and road safety, fraud, rape and sexual assault, mental health matters and online bullying as well as specific complaints/concerns in respect of policing. To find out more about what people said and what response was given, you can visit the Dyfed-Powys Police and Crime Commissioner's website and click on the Listening to You link under the 'What I Do' tab. <http://www.dyfedpowys-pcc.org.uk/>

A number of surveys were conducted to capture views on issues including the council tax precept, business crime, police stations, local justice and road safety. To find out the results of these surveys, you can visit the Dyfed-Powys Police and Crime Commissioner's website and click on the Listening to You link under the 'What I Do' tab. <http://www.dyfedpowys-pcc.org.uk/>

## Dyfed Powys Police

A significant amount of engagement has taken place with communities in Powys over the last year and this has included engagement at the larger events such as the Royal Welsh Show and the Hay Festival. This work is going to continue over the coming year under the banner of the "Big Conversation" where we want to know what the community think of the key areas of our work such as call management and channelling of non-police calls; victim satisfaction and expectation of police what we can do and how people would prefer to obtain information from us. Current structures such as the Powys confidence and equality group is being reviewed to ensure that they meet the needs of the community.

All the Powys Neighbourhood Teams are active on twitter and have established bespoke local accounts for engagement with their communities. Engagement on here has included local priority identification and pact meetings with the total followers nearing 5,000. Digital interaction is an area that is being further developed as new social media apps are being used in the community.

The teams also ensure that they go out into the community attending meetings and establishing new contacts. The mobile policer station named “Powysasaurus” by Powys school children has been deployed across the county; this will continue and will be developed over the coming year.

Dyfed Powys police has recently acquired Mosaic which is a system which will help us to improve our engagement activity – using this together with existing methods, will hopefully target engagement activity in the most efficient and effective way whilst ensuring we are able to reach out to all members of our community.

## **Powys Association of Voluntary Organisations**

**Third Sector Voice:** PAVO works with, supports and helps articulate the views experiences and needs of community groups, voluntary organisations and of their services users on a wide range of issues affecting them. This work includes facilitating, preparing and submitting responses to public sector consultations and engagement activity and during 2015/16 there were 97 different activities of this kind undertaken by PAVO. This role also involves PAVO articulating these views, needs and experiences through Powys’ partnership bodies and in other interactions with public sector bodies. This was done on 255 occasions during 2015/16.

During the year 470 citizens participated in engagement and/or participation activities delivered by PAVO and its projects. The range of issues upon which we engaged organisations and citizens was very broad and examples include:

- ‘Future Fit’ reconfiguration of Shropshire Hospital Services affecting North Powys
- IPC Consultation on Transitions Care Pathway
- Promoting Resilience in Children - How are we doing in Powys?
- Antisocial behaviour research group
- Consultation on Changes to Registration for Childcare
- PCC budget simulator consultation
- PtHB Integrated Medium Term Plan

**One Powys Connecting Voices Project:** This Big Lottery funded PAVO project aims to empower citizens receiving a range of different Community and voluntary organisations to have a greater influence on the design and delivery of statutory services in Powys.

During 2015/16 PAVO surveyed the views of individuals engaged in the project. The 102 responses reflected:

- An increased number who felt ‘There is a good quality of services in Powys’
- A decrease in the number who felt ‘Individuals have input into the design, planning and delivery of services’
- An increased number who felt ‘Individuals within Powys feel connected to their community (geographic and/or interest)’
- A decrease in the number who felt ‘Individuals are able to articulate their voice effectively to improve service’
- A small decrease in the number who felt ‘Individuals are independent as a result of having access to services that meet their needs’

This variation in views of project participants' compared to previous years' surveys in respect of engagement in into service design and delivery reflects the impact of changes to existing models and levels of public service provision during the year that arose from public sector budget constraints. The survey responses also identified the principal strategic issue with service provision is individuals being isolated from services they need. The main isolators were identified as:

- Finding local and appropriate Support groups
- Health service provision to remote areas
- Public transport links and the cuts that are continuing
- Restricted mobility/low income resulting in feeling of isolation
- Difficulties with communication and mapping of services that are available

The project also delivered the 'Turning the Tables' conference as part of PAVO's 2015 Annual General Meeting and Conference. The conference brought together providers of public services from across the public and third sectors in Powys. The conference gave project participants the opportunity to share and explain their issues and experiences directly to those who deliver public services and/or make decisions about their delivery in Powys. The principle messages emerging from the workshops and discussions at the conference were:

- Recognising that, as a result of the existing poor economy, both service providers and service users in Powys will need to change their focus if services are to continue on limited or reduced funding.
- Conversation is needed to understand what is important to the service user and to recognise that they have an expert understanding of what matters to them. By involving service users at the heart of the planning and decision making, they will also become part of the solution to improving services within a restricted budget.
- Delegates felt it was important to improve clarity of available services through improved communication. One suggestion was for GP surgeries to include hub facilities that are properly supported providing signposting and advice on how to access all the different available services (joined up mapping exercise).

**“Stand Up! for emotional health and well-being” – Local Mental Health Participation Networks** : In May 2015 PAVO launched its 3 year Comic Relief funded mental health participation network project *“Stand Up! for emotional health and well-being”*. The project has a particular focus upon supporting people from marginalised groups engage with and influence decision-makers and hold them to account, and in consequence be subject to less discrimination from public attitudes, laws, policy or services.

During its start-up stage the project has set up local participation networks in six key locations within Powys, which enable individuals in contact with mental health services, and those close to them, can effectively use their collective and individual voice to advocate for improvements in services and practices that are discriminatory, inequitable and not effective.

During the year 41 individuals were directly engaged with through the local networks, with a further 200 receiving further information and news regarding mental health topics. Project participants have identified their individual training and support needs to act as representatives or participants in mental health planning and engagement activity and these will be provided during years 2 and 3. The project has also been successful in establishing receptive links with organisations providing service services and the partnership planning structures within Powys, that will enable the 'voice' of project participants to be heard, listened to and acted upon.

*We are committed to having an ongoing conversation with citizens and welcome any views you may have. For details of how you can get involved, please see page 78.*

# Listening to our regulators

Powys LSB partners are answerable to a number of external regulatory bodies, who perform inspections on our services. We have embraced the findings of these inspections and will work in partnership with our regulators to put actions in place to deliver the required service improvements. Since our One Powys Plan 2014-17 was published we have received the following feedback from our regulators during 2015-16.

## **Powys County Council:**

### Wales Audit Office - Annual Improvement Report 2015-16 *(Annual Improvement Report 361A2016)*

The Council, with improved financial management arrangements, continues to make progress in its priority areas although it has more work to do to provide assurance that its established governance arrangements are robust.

The Council continues to make progress in its priority areas and maintains compliance with the Local Government Measure 2009.

The Council is improving its delivery of social care to the people of Powys and overcoming challenges in preparation for the implementation of the Social Services and Well Being (Wales) Act.

The Council continues to make progress in delivering its shared priorities and, whilst its overall performance against the national indicators has declined over the previous year, it has largely maintained its position in comparison with other Welsh councils.

- **Use of Resources**

The Council is improving its financial management arrangements but recognises that it needs to better align service and financial performance.

The Council is improving its financial management arrangements with the benefit of increasingly rigorous scrutiny and challenge but recognises that it needs to better align service and financial performance if it is to be confident of achieving its priorities with the resources at its disposal.

- **Governance**

The Council has more work to do to provide assurance that its established governance arrangements are robust and that external regulatory reports are fully considered and addressed.

The Council recognises that, in its haste to introduce the new domiciliary care service, the integrity of its established governance arrangements was compromised and is working to mitigate the consequential risks.

The Council has more work to do to provide assurance that external regulatory reports are fully considered and action taken in response to the recommendations, where appropriate.

The Auditor General did not make any formal recommendations to the Council.

A number of national recommendations were made in the publication of the following national reports:

- The financial resilience of Councils in Wales (April 2015)
- Achieving improvement in support to schools through regional education consortia – an early view (June 2015)
- Review of corporate safeguarding arrangements in Welsh councils (July 2015)
- Supporting the independence of older people: Are councils doing enough? (October 2015)
- Delivering with less – leisure services (December 2015)

The content and findings are considered and appropriate action planned where required.

To find out more you can visit the Wales Audit Office Website – <http://www.wao.gov.uk>

### Care and Social Services Inspectorate Wales

*The approach taken by Powys County Council to the commissioning of domiciliary care services in 2013 and 2014 was flawed in concept, design, and delivery. The governance arrangements and decision making were not managed at a senior level and were not sufficiently rigorous or challenging, especially given the number of people reliant on these services and the risks associated with the transfer of care arrangements. The senior management team at the time were not experienced in social care commissioning and this remains an area of challenge for the Council, as it continues to rely on external consultancy and interim arrangements to support the delivery of these key functions. A number of key building blocks which would have underpinned a successful re-provisioning of care and support were not in place, for example a consistent reablement service across the county and up to date individual care and support plans. As a consequence, the decisions made during the procurement exercise were not always well thought through, especially in terms of the real costs versus benefits analysis and therefore sustainability.*

*The view that Powys is unique because of its demography is often articulated by people who live and work there and there are undoubtedly rurality factors that impact on the delivery of services. This can sometimes act as a block to thinking of solutions and has created an inward facing culture within the Council. However Powys is the sum of its parts, many of which share similarities with other communities in Wales. The strategic relationship with Powys Teaching Health Board does provide many opportunities in terms of service delivery and shared facilities, including information technology, but this has also meant that Powys does not naturally or easily look outside its borders for opportunities to jointly commission or to work collaboratively.*

*A key challenge for Powys County Council has been the recruitment of staff at all levels and they did not have in place a workforce strategy. We understand that this is under discussion with key partners such as the Powys Teaching Health Board and provider organisations and this will be a key component in the delivery of an integrated pathway for older people.*

*The pace of change has increased since the appointment of the permanent Director of Social Services in July 2013 and Head of Service in October 2013 respectively. They are facing a very demanding and ambitious schedule to modernise social services in Powys and the failure of the commissioning framework for domiciliary care has made this more difficult. The prospects therefore are uncertain and questions remain about the future arrangements, particularly in the context of budget reductions and in preparing for the implementation of the Social Services and Well Being (Wales) Act. However there are signs of improvement and the Council is following through on the recommendations within the IPC report including the development of a commissioning toolkit for all staff.*



### **Recommendations:**

- The **corporate governance arrangements** for social care commissioning need to be clarified and strengthened in order to effectively challenge and test the design, planning and delivery of the demanding work programme that Powys is facing.
- The **commissioning strategy** for older people must be based on a rigorous analysis of need and demand at community level and include local infrastructure and innovative and collaborative solutions. It should also consider models of best practice used elsewhere.
- The approach to commissioning social care services should make greater use of **service user and carer experiences** and facilitate a wider conversation with its communities about what future service models might look like.
- Future commissioning and procurement exercises for domiciliary care services should be built on a **market development** and partnership approach. It must robustly test the tender submissions, the capacity and capability of organisations to manage the transition of services and deliver the service specifications.
- The **knowledge and skill base** for managers in commissioning and the management of contractual relationships needs to be developed through a range of solutions including training and mentoring opportunities.
- The Council needs to strengthen its **relationships** with and oversight of domiciliary care providers operating in Powys, including setting up regular meetings and clear lines of communication with the commissioning managers to address ongoing concerns and queries.
- The Council needs to consider carrying out a review of the **grants and service level arrangements** to ensure they align with the Powys One Plan and the Integrated Pathway and provide the best value for money.
- The development of the **integrated pathway** for older people with Powys Teaching Health Board should be clearly defined and articulated to capture the projected demand and therefore capacity required at each stage, including reablement. The future integrated service model must be supported by clear governance arrangements that include financial commitments and management accountability.
- The **first contact** arrangements via the Powys People Direct should be further developed to ensure it can provide the appropriate level of response, advice, support and information for adult services and therefore reduce the need for an additional duty response at team level.
- The new adult **safeguarding** management structures and reporting mechanisms must be secured and established as a priority, to ensure that the Designated Lead Managers are supported in their responsibilities and there is consistent reporting, decision making and oversight at an appropriately senior level.
- The low uptake of **carer assessments** needs to be further investigated to understand the needs of this group of people and how they can be supported in their role.
- A **workforce strategy** which supports the establishment of the integrated pathway for older people should be developed across the wider health and social care workforce including domiciliary care. Opportunities to build workforce capacity such as care apprenticeships should be considered, as well as potential barriers such as housing and transport.

*(CSSIW: Inspection of Adult Social Services - March / May 2015)*

### **Review of the Letting of a Domiciliary Care Contract to Alpha Care Limited (Wales Audit Office)**

*Powys County Council had been concerned for several years that the development of domiciliary care services across Powys was inconsistent and that the quality and value for money of the service needed improvement. The Authority decided to look at alternative ways of commissioning the service. In late 2013 the Authority sought to progress quickly the development and implementation of new arrangements for the service.*

*In circumstances where timescales are compressed, ensuring that risk is effectively managed and proper accountability arrangements are in place is particularly important. We are of the view that in its haste to introduce the new domiciliary care service as quickly as possible, the integrity of the Authority's established governance arrangements was compromised. In consequence, the Authority and users of the domiciliary care service were exposed to unnecessary risk. We found that:*

- the governance, management and scrutiny arrangements established for the procurement of the domiciliary care service were inadequate;
- weaknesses and ambiguities in the Invitation to Tender (ITT) meant that it was not conducive to the submission of robust tenders by potential providers;
- weaknesses in the processes adopted for the evaluation of tenders submitted by potential providers has resulted in the Authority being unable to demonstrate that contract award decisions were soundly based; and
- the Authority tried to support Alpha to deliver the contract, but these efforts proved unsuccessful.

In the light of the findings of this report, the Authority should review other major projects currently being progressed and assure itself that the concerns identified in respect of governance and accountability are not more widespread.

**Recommendations:**

- **R1 Domiciliary Care Provision:** The Authority should ensure that the weaknesses and/or deficiencies in the arrangements established to let the current domiciliary care contract are not replicated in any future domiciliary care procurement exercise. These include deficiencies in: ☐ governance and accountability; ☐ the way the contract was structured; ☐ information made available to tenderers; and ☐ the way in which tenders were evaluated.
- **R2 Wider Implications for the Authority:** In order to meet the challenges of transforming its service delivery in the light of reduced financial resources and increasing demand, the Authority has adopted a clearly defined commissioning and procurement strategy. We recommend that the Authority consider whether the issues raised in this report have wider relevance for the successful delivery of its commissioning and procurement strategy, and undertake a review of its processes for developing and letting major contracts. Particular attention should be paid to ensuring that the governance arrangements for developing, scrutinising and approving contracting exercises are appropriate and are working in practice.
- **R3 Document Retention:** Audit work undertaken previously by the Auditor General in 2010 and 2014 on the Authority's whistleblowing policies identified that 'there was often a lack of an audit trail to support key decisions and events. Some key decisions were not documented and there were instances of key documents or supporting information not being found or not existing.' Similar issues are identified in this report. The review recommended above should also consider the extent to which adequate documentation is produced and retained to support key decisions made when developing and letting tenders.

(WAO ref: 692A2015 – January 2016)

To find out more you can visit their website - <http://cssiw.org.uk/>

Estyn:

Estyn issued no inspection reports to the Council during 2015-16.

To view previous inspection reports you can visit their website - <http://www.estyn.gov.uk/>

## **Powys teaching Health Board:**

### Wales Audit Office:

*The Wales Audit office concluded in its 2015 Structured Assessment of the health board that **arrangements to support good governance and the efficient, effective and economical use of resources have strengthened considerably.***

*Following the injection of funding, the Health Board is likely to achieve financial balance in 2015-16 with good in-year management and scrutiny of performance. The Health Board needs to strengthen strategic financial planning to address the challenging financial environment.*

*The Board has set a clear vision, strengthened Executive capacity, and made improvements to governance arrangements. The challenge going forward is to further refine, sustain and embed these arrangements throughout the organisation.*

*Planning arrangements have improved, as evidenced by Ministerial approval of the IMTP. The IMTP sets a clear vision with scope to sharpen its content in the next iteration.*

*A comprehensive Governance Improvement Programme, strengthened Executive team and revised Executive portfolios better position the Health Board to deliver their strategic objectives. The challenge is now to ensure there is sufficient resilience, capacity and experience within the Executive team to maintain a sustainable pace of change, strengthen operational management capacity, and to ensure that it has the correct balance between locality specific and Powys-wide delivery arrangements.*

*The Board has made good progress strengthening its overall effectiveness with strengthened committee arrangements, improvements to internal controls and performance information that supports effective scrutiny and decision making. Further refinement is needed to assurance mechanisms with particular focus on risk management and embedding the quality assurance framework.*

*The Health Board has strengthened its information governance arrangements with an updated strategy and implementation plan and its Information Governance Committee is functioning more effectively although more pace is required to address persistent high risk issues.*

*The Health Board has good arrangements for managing local delayed follow-up outpatient appointments and arrangements to support service transformation but must do more to assess clinical risks, improve Board scrutiny and understand the situation for the majority of Powys patients who are treated out of county.  
(WAO ref: 753A2015 – December 2015)*

### Healthcare Inspectorate Wales (HIW)

During 2015-16, HIW did not visit any hospital services within the health board, due to the high level of inspection coverage in the previous year. However, HIW continued to keep abreast of developments within Powys hospitals through attendance at health board meetings and ongoing information sharing with other relevant bodies (Community Health Council and Wales Audit Office).

HIW also sought assurance directly from the health board that they continue to implement changes and recommendations from our inspections in 2014-15. Future inspection activity and contact with the health board will consider the extent to which these changes have been embedded and whether the health board's arrangements have enabled lessons to be shared as part of their ongoing quality improvement work.

HIW will take account of the culture and ethos within the health board and how this impacts on service delivery and service improvement and will do so by considering:

- How well front line professionals are empowered to speak up and challenge poor quality care and service provision
- The culture of learning within the health board
- The way in which the health board uses the information it has available to effectively manage and continue to improve their services.

All reports can be found on the Healthcare Inspectorate website: [www.hiw.org.uk](http://www.hiw.org.uk)

### **Dyfed Powys Police:**

Her Majesty's Inspectorate of Constabulary (HMIC):

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing across activity from neighborhood teams to serious crime and the fight against terrorism – in the public interest.

During 2015 -16 HMIC conducted six inspections into Dyfed Powys Police's operations, to provide authoritative information and evidence which is used to drive improvements in the service to the public. Key inspections included:

- PEEL: Effectiveness, Efficiency and Leadership. PEEL is an annual assessment of police forces in England and Wales undertaken by HMIC. PEEL stands for Police Effectiveness, Efficiency and Legitimacy, although forces are now also inspected in the fourth strand of Leadership. During the PEEL inspections HMIC examine forces to ensure they are effective, efficient and legitimate at keeping people safe and reducing crime.
- PEEL: Vulnerability. HMIC sought to understand how well police forces identify vulnerability, how well they respond to and safeguard vulnerable victims, and how well they investigate such offences involving vulnerable victims. Specific attention was paid to Missing People, Domestic Abuse and Child Sexual Exploitation.
- Vulnerability in Case Files. The aim of this inspection was to establish if police forces and the CPS are correctly identifying vulnerability of victims during the criminal justice process.
- Honour Based Violence. This was a thematic inspection into the police response to honour-based violence, forced marriage and female genital mutilation.
- National Child Protection. Dyfed Powys Police were initially inspected in this area in 2014 and were provided recommendations by HMIC. In August 2015 HMIC Inspectors carried out a post-inspection review in order to assess the progress made by the force in implementing the recommendations.

Each inspection has generated a number of recommendations for Dyfed Powys Police to consider, to find out more detail about the findings of these and other inspections into the force you can visit the HMIC website here- <http://www.hmic.gov.uk/dyfed-powys>

During 2016-17 Dyfed Powys Police will be re-inspected on the four pillars of PEEL and further inspections on the forces Crime Data Integrity and Custody operations. Dyfed Powys Police could also be inspected on Stalking & Harassment, Disclosure or Counter Terrorism which all form part of the national thematic inspection schedule.

A link to the inspection schedule can be found here - <http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/hmic-inspection-schedule-2016-17-june.pdf>

To find out more about the findings of these and other inspections you can visit the HMIC website - <http://www.hmic.gov.uk/dyfed-powys/>

### **Powys Association of Voluntary Organisations:**

As a non-statutory body PAVO is not subject to external regulation. However, the organisation is committed to continuous quality improvement, is regularly subject to external audit and evaluation and was the first in Wales to attain the PQASSO quality mark at Level 2 for which, after 3 years, it is currently being reassessed.

- **Mindful Employer**

*Following the review of PAVO's progress as a Mindful Employer, your charter membership (for employers who are positive about mental health) has been renewed for a further two years.*

(Review 13<sup>th</sup> January 2015 - due to be reassessed in January 2017)

- **Investors in Volunteers**

*The Investing in Volunteers UK Quality Assurance Panel met on 27<sup>th</sup> January 2015. I am delighted to tell you that your award was confirmed and will be valid for three years from that date.*

- **Quality in Befrienders**

PAVO was awarded the Quality in Befrienders (QiB) quality mark for its Powys Befrienders project on 10th March 2016.

### The Charities Evaluation Service (CES):

To find out more about what they've said about Powys Association of Voluntary Organisation you can visit their website - <http://www.ces-vol.org.uk/> or visit PAVO's website [www.pavo.org.uk](http://www.pavo.org.uk)

## 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](http://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.

For more information on Powys Public Service Board partners, please visit our websites:

- Powys County Council - [www.powys.gov.uk](http://www.powys.gov.uk)
- Powys teaching Health Board - [www.powysthb.wales.nhs.uk/](http://www.powysthb.wales.nhs.uk/)
- Mid and West Wales Fire and Rescue Service - [www.mawwfire.gov.uk](http://www.mawwfire.gov.uk)
- Natural Resources Wales - <https://naturalresources.wales>
- Brecon Beacons National Park Authority - <http://www.beacons-mpa.gov.uk>
- Dyfed Powys Police - [www.dyfed-powys.police.uk](http://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](http://www.pavo.org.uk)
- Wales Community Rehabilitation Company - <http://walescra.co.uk>
- Welsh Government - <http://gov.wales>

## Having your say

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 Powys County Councils citizens panel
- If you are aged 11-18, join Powys County Councils Youth Forum
- If you are a council tenant join a tenants panel
- Take part in one of our many public consultations

Find out about all of the above on our website: [www.powys.gov.uk/onepowys](http://www.powys.gov.uk/onepowys).

## Contacting us

LSB Support  
Powys County Council  
County Hall,  
Llandrindod Wells,  
Powys LD1 5LG

Phone: 01597 826158  
Email: [lsb@powys.gov.uk](mailto:lsb@powys.gov.uk)