

Powys Public Services Board

One Powys Plan 2014 - 2017

# Annual Performance Evaluation 2016 - 17

*(Including Powys County Council's Annual Performance Evaluation against the Corporate Improvement Plan 2016-20)*

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## Message from the chair of the Powys Public Services Board and leader of Powys County Council

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Welcome to our Annual Performance Evaluation for 2016-2017. This evaluation sets out what we as Powys Public Services Board (PSB) partners have achieved during the final year of delivering our One Powys Plan, to help make a difference to citizens and communities. It also includes Powys County Council's evaluation of performance against the priorities and objectives in its Corporate Improvement Plan 2016-2020.

The council's Corporate Improvement Plan is aligned closely to the priorities and outcomes of the One Powys Plan and so it makes sense to report our progress in one document. Last year was the first year of the council's three year plan, therefore it doesn't expect to have achieved all its objectives and targets yet, but this report shows what progress has been made so far.

During 2016-2017, 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.

During the final year of delivering our One Powys Plan, work also started on developing our next plan. The Well-being of Future Generation (Wales) Act requires the PSB to produce a new Well-being Plan by May 2018 which will replace the One Powys Plan. During 2016-17 we produced our first Well-being Assessment which considers a range of social, economic, health, environmental and cultural indicators to map out the issues facing Powys now and in the future. During the next year (2017-18), we will use the findings from our assessment and engage with citizens to determine our next set of priorities for 2018 onwards. In the meantime, four out of the five programmes set up to deliver the One Powys Plan 2014-17 will continue to be delivered and monitored as part of the council's Corporate Improvement Plan.

I hope you find the report useful and informative. At the end of this document you will find more details about how you can keep up to date with our activities and let us know your thoughts.

Cllr Rosemarie Harris

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

## About this report

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This report provides information about Powys Public Service Board's (Powys PSB) progress in delivering the priorities and commitments it set out in its One Powys Plan 2014-2017. The Powys PSB has evolved from the former Powys Local Service Board (LSB) and is a partnership between Powys County Council, Powys Teaching Health Board, Mid and West Wales Fire and Rescue Service and Natural Resources Wales. Other partners are also invited to sit on the board, including Powys Association of Voluntary Organisations, Dyfed Powys Police, Dyfed Powys Police and Crime Commissioner, Brecon Beacons National Park Authority and the National Probation Service. The Well-being of Future generations (Wales) Act 2015 places the board on a statutory footing and its purpose is 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. The plan has been updated annually to reflect new issues and changes affecting Powys.

Powys County Council is a statutory partner on the PSB and when the One Powys Plan was published in 2014 they decided to integrate their own Corporate Improvement Plan into the One Powys Plan. However in 2016, the council recognised some weaknesses with this approach and as a result it developed its own standalone Corporate Improvement Plan for 2016-20. This sets out four priorities for improving services and meeting the needs of residents and businesses in the county. The council's priorities are closely aligned to the outcomes in the One Powys Plan and progress against their delivery is outlined throughout this report.

This report is structured around the eleven priorities of the One Powys 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

For each of the One Powys Plan priorities above, the report shows which council priorities are aligned to support their delivery and sets out what progress the council has made to deliver its own objectives. The council's four priorities are:

- 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

The report also includes a set of indicators that the Welsh Government require the council to monitor and report to the public (page 55). These indicators allow us to compare our performance with other councils across Wales.

To help deliver our priorities above, we made over 60 commitments in the One Powys Plan 2014-17. We have carried out a self-assessment of progress against the One Powys Plan commitments that we focussed on during 2016-17 and we rated whether we felt we had been successful, partly successful or unsuccessful in their delivery and we concluded that:

- We were 'successful' in 57% out of our 63 commitments, 'partly successful' in 33% and 'unsuccessful' in 10%. This compares reasonably favourably to our 2015/16 judgement, where we rated 48% as successful, 49% as partly successful and 3% unsuccessful.

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.

You can also find more information about our improvement plans and projects 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 work is 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*

## WHAT DIFFERENCE HAVE WE MADE?

- Our Re-ablement Service has helped service users regain their independence and achieve their desired outcomes. Following a period of support:
  - 67% of customers required no ongoing support compared to 79% in 2015/16 and 69.7% in 2014/15
  - 9% of customers required a reduced level of support compared to 11% in 2015/16 and 12.3% in 2014/15 (this is a result of significant overachievement in the percentage of customers receiving no ongoing support)
  - 77% of customers achieved their target outcomes compared to 78% in 2015/16 and 84.6% in 2014/15

Our Re-ablement Service was inspected by CSSIW during the year and the feedback received was positive.

- The rate of older people helped to live at home per 1,000 population aged 65 or over was 69.14 compared to 67.5 in 2015/16 and 67.24 in 2014/15
- The number of persons aged 75 and over who are able to return to their own home or social care setting without delay following hospital treatment has improved to a rate of 8.13 compared to 10.77 in 2015/16 and 14.84 in 2014/15. However, when compared to other councils in Wales we are placed ? overall, with the Welsh average standing at ?
- The number of clients supported in their own home through the use of assistive technology was 104.75 compared to 68.97 in 2015/16



This outcome is supported by the following council priorities:

- Supporting people in the community
- Services delivered for less

## WHAT DIFFERENCE HAS THE COUNCIL MADE?

- Significant stabilisation of our in-house domiciliary care service has been achieved during 2016-17. The in-house service provides approximately 9% of the market and the rest of the market is provided through a mixture of a commissioned framework and spot contracts. We intend to re-commission the domiciliary care service in 2018 and work is already underway in preparing for this. Work is also ongoing re increasing the number of domiciliary care providers utilising Electronic Call Monitoring to improve transparency of service delivery and cost effectiveness
- We have worked with Powys Teaching Health Board to develop The Health & Care Strategy for Powys. This strategy outlines the direction that social care and health will take up to 2027 and beyond
- We have worked with our partners in Powys Teaching Health Board, as well as other relevant partners, to develop and agree joint commissioning strategies for the following areas: Learning Disabilities, Older People, Carers, Substance Misuse and Assistive Technology. These strategies have enabled us to commission services which provide support as seamlessly as possible. We are continuing to work with our partners to develop joint commissioning strategies for Physical Disabilities / Sensory Impairment and Domiciliary Care



- 504 patients per 10,000 population aged 65 and over were admitted to hospital as an emergency compared to 494 in 2015/16, 503 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 0.89% compared to 0.94% in 2015/16 and 0.97% in 2014/15
- Rates of deaths occurring at home for those aged 65 and over was 24.4% compared to 22.5% in 2015/16 and 21.6% in 2014/15

### *Llys Glan yr Afon Extra Care Development*

The build and handover were completed within timescales. WD was one of the first tenants to move into the Extra Care Housing Scheme at Llys Glan yr Afon in Newtown at the beginning of November 2016.

Prior to this WD, who is 69 years of age, had been a patient at Llanidloes Hospital since July 2015. Before her admission to hospital she had lived in an upstairs flat in Llanidloes but she was unable to return as her mobility had deteriorated to the extent that a hoist was required for all transfers and she would not have been able to use the stairs in her property. It was deemed by all involved that it would not be safe for her to return home. Attempts to find a suitable property in the town of Llanidloes with doors and turning spaces wide enough to accommodate her large wheelchair failed. Information was provided to WD about the new complex in Newtown. At this point there were only 2 options to consider, a move to Llys Glan yr Afon or a move into nursing care. WD had always been very resistive to the latter as the outcomes she wanted was to remain living in the community in the right environment with the right level of care.

Following discussion with Wales and West and Castell Care (Care Provider at Llys Glan yr Afon) WD was allocated a property. Her transfer involved a considerable amount of multi-agency intervention in order to ensure that the correct equipment was in place along with the right level of care. WD was taken on several visits to the complex to ensure that she was at the centre of any decision-making. This in itself took considerable organisation as transport was needed to accommodate her large wheelchair. WD has now settled into her new flat and the complex and is happy with the environment she now lives in. The flexible approach with care provision has allowed her to remain living in the community which was the outcome she desired.

### WHAT DIFFERENCE HAS THE COUNCIL MADE?



- Our Adult Social Care service has experienced significant challenges during 2016/17 and was £3.512million overspent at the end of the financial year. A recovery plan was put in place and savings of £750,000 were achieved during 2016-17. In order to address the 2017/18 budget risk within Adult Social Care, we are making adjustments to provide more baseline budget available. A specific reserve for Adult Social Care will also be created that can be accessed during the financial year when agreed criteria are met
- In order to deliver Adult Safeguarding improvements we have embedded a clear process for referral and developed an online referral form. Members of the public are able to make a safeguarding referral for an adult via our online referral form and professionals can also refer via our multiagency referral form. The complex nature of some safeguarding enquiries often requires multiagency working which can take longer. Use of social media in relation to safeguarding has also been used to disseminate information of public interest. Powys' Adult Safeguarding Team was inspected by CSSIW during the year and its findings will be published in 2017/18. In 2017/18 the opportunities to integrate the capacity and function with both Children's Services and Powys Teaching Health Board will be explored
- We have completed a number of level access works at designated older person's accommodation to ensure that residents can access properties easily, allowing them to remain living independently in the community. Works have been completed at The Crescent, Llanewedd, Brecon Road, Ystradgynlais, Hafan Deg, Llanfair Caerionion, Glanymorfa, Llangadfan, Brynteg, Bettws. Level Access works are ongoing at Orchard Gardens, Llandrindod Wells, Maesyderi, Rhayader. Upgrading of blocks has been completed at Oldford Rise, Welshpool and upgrading of blocks of flats at Maescwm, Ystradgynlais, St Edwards Close, Knighton, Hafrenydd, Llanidloes is nearing completion



### *Integrated Care Teams*

Prior to Christmas 2016 a female client was assessed as a palliative who was deteriorating and wanted to be moved into a nursing home as she was living on her own and did not want to die alone.

The lady was assessed as Continuing Health Care (CHC) and was assisted to move into the local nursing home within days. On 8 March the lady was reviewed by the CHC team and had improved and wanted to return home. The integrated team visited the lady on the day of the request, together with the lady they were able to identify what mattered to her and a plan was put in place. The lady would like to be discharged from the home after her out patient visit with secondary care consultant a fortnight later.

A DST was arranged and a small care package of 7 hours put in place with support from the third sector and the local church. The lady was discharged home on the 27 March 2017 where she still resides with a small amount of support and twice weekly visits from the District Nursing team.

### *Llys Glan yr Afon Extra Care Development*

Also by way of showing the impact this scheme has had is the story of a gentleman who had been living in a nursing home. The gentleman has complex care needs and is wheelchair bound. However, following a review of his needs, he has been enabled to move into his own apartment, giving him independence, his own front door and the ability to live within a local community.

### HOW DID WE DO IT?

- Powys County Council has agreed to extend its contract with Bupa Care Homes Ltd to continue to manage 12 residential care homes across Powys over the next two years. The new contract offers Adult Services significant savings at a time when financial pressures on council services are severe. It also enables the council to consider the future direction of service management and delivery, work on the strategic opportunities offered by a Local Authority Trading Company for delivery of a range of services to be strengthened
- Health and Social Care in the Ystradgynlais area is being delivered by a fully integrated team following the signing of a Section 33 agreement and completion of accommodation works to co-locate council and health board staff. The team are now working within immediate proximity of each other and are in constant conversation; they are able to bring complex cases to the table and discuss them together to find an approach that supports the individual in what matters to them in a positive way. Instead of teams working independently, our joined up approach to meeting people's health and social care needs will avoid duplication and unnecessary appointments to say the same thing twice. Integrated care in Powys puts people 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. A single care plan that can be regularly updated and stored in one place means that health and social care professionals have the right information at the right time. Being able to offer care in or as close as possible to people's homes enables people to live more independent, fulfilled lives
- The Joint Commissioning Strategy and Plan for Older People in Powys 2016-21 which sets out our commissioning intentions was published following sign off by the Joint Partnership Board. We have written the strategy based on need, after consulting older people their families and carers, on matters they felt were important to them

- More people are growing older and we need to look at different ways to support them, and therefore we have consulted widely on a number of options for the future delivery of older people's day time activities including day centres. Following consultation with the public and partners and subsequent evaluation of the results, Cabinet resolved that funding would be restored to enable the continuation of a reduced day service in current localities until such a time that community based support/early intervention services are trialled and evaluated. Discussions with Town and Community Councils, other statutory, community, private or third sector bodies will continue and if appropriate partnership arrangements for the funding, management or delivery of day time activities put in place. This will provide opportunity for communities to work with the council to preserve current services and will meet our obligations under the Social Services and Wellbeing (Wales) Act 2014
- We have undertaken considerable work to review older people's accommodation needs in Powys. A market position statement has been developed which is a guide for providers about Powys' housing and care related services for older people, and explains the current situation as well as future requirements that older people in Powys have. A multi-agency stakeholder workshop hosted by the council provided an opportunity to share information with current partners, care providers, social landlords and other organisations. Following the event, positive feedback was received along with expressions of interest from organisations who are interested in working with the council on the development of future housing options
- A number of projects supported via PAVO have provided signposting and services enabling individuals to remain within their own communities, living independently, e.g. the 3<sup>rd</sup> Sector Broker Service (PAVO) has improved community care links through early signposting and attendance at virtual ward meetings. The good neighbour scheme (Royal Voluntary Service) has provided person centred 1:1 and group befriending support for older people through the provision of practical support and activities, reducing isolation and promoting independence. There is also a project (Alzheimer's Society and Brecon Dementia Friendly Communities Group) to expand the number of communities which are dementia supported or working towards being dementia friendly with key outcomes being for families and carers to have more information, knowledge and skills to be able to better live with dementia and knowing how they can access support within their local communities as well as developing community based initiatives through the provision of dementia activities
- In order to create a joint approach to long-term sustainable Domiciliary Care for Powys we have completed a data analysis exercise which included the mapping of individuals in receipt of domiciliary care. Procurement option workshops have been held to promote better understanding and a report will be presented to Cabinet in 2017 detailing procurement options and recommendations. In respect of in-house domiciliary care provision the council agreed to provide additional domiciliary care capacity in hard to reach areas of the county where commissioning external care remains challenging

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

- Whilst an "all age" Social Services review has been undertaken of Powys People Direct, there is no clarity on whether there is still the appetite to move to a single integrated point of access; this work was due to commence in 2016/17
- The council are looking to further pilot a new wellbeing call system which sees the introduction of assistive technology to improve independence for individuals. It is anticipated that this would be a cost saving to the council and would free domiciliary care capacity

## OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been 'successful' in delivering our commitments and making a difference to citizens. Six of the commitments were rated as successful and one as unsuccessful

# Carers

## WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

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

## WHAT DIFFERENCE HAVE WE MADE?

- 94% of carers identified by Powys County Council were offered an assessment compared to 88% in 2015/16, 80% in 2014/15 and 87% in 2012/13. This demonstrates considerable improvement, and only just fell short of our target of 95%
- The Information, Advice and Support Service for Carers was reviewed and remodelled in line with the requirements of the Social Services and Well Being (Wales) Act 2014. Following a tendering exercise for the Carers Service Redesign, the contract was awarded to Credu (previously known as Powys Carers Service). Credu provide a countywide service with the aim of supporting carers of all ages at an early stage in order to prevent the escalation of need. The service being delivered by Credu continues to develop and grow new ways of working with carers to influence and shape services. A strong focus on co-production is moving the service towards co-producing their own community solutions and support
- Feedback on the Credu charity shop in Machynlleth has been encouraging with customers and local people supportive of the initiative with the trading pattern being consistent with other local traders in the town
- As of 31<sup>st</sup> March 2017 there were 2878 Carers registered with Credu our service provider in Powys
- The percentage of clients who are supported in the community who are 18-64 was 86%, compared to 90% in 2015/16

### *Outward bound skills for life course – young adult carer story*

One young adult carer went on a 3-week Outward Bound Skills for Life Course. The outreach worker received a message from the young carer saying "thank you 'S' for everything you've done for me the trip was amazing ... thank you 'S' :)"

The outreach worker saw the young carer the next day by chance and he said he felt "he is a different person now". The friendships he made were really strong and they are all really close. He made friends from France, USA, Italy, England and India. "The course has given me so much confidence".

The young carer said one of the instructors had commented how "the real 'C' was coming out" and that "if he applied for a job at his centre he would definitely give him one".

The young carer had faced great challenges on the course and he was proud of himself that he took on the role of positive motivator, spending half an hour helping one girl to climb to the top of a challenge and despite being fearful himself encouraging others that they could do it. His favourite part was probably gorge walking but he also mentioned a time of solitude with just a pen and paper, he really enjoyed the reflection time and contemplation.

He feels ever surer that he wants to do outdoor education at college.

## HOW DID WE DO IT?

- During Carers week in June 2016 a number of events were held. Comments received from people at the vents include: “Lovely day – my first as a carer”, “Felt welcomed and gave me some peace, Thank you”, “Time to meet other carers”, “Nice for the cared for to come as well, very uplifting and therapeutic”, “Really enjoyed today so more like this please”
- Young Carers were supported to undertake a number of activities across the summer months, e.g. short breaks, fund raising at a local supermarket which included a carers display and designing and editing a magazine
- Young carers from across Powys have produced a short animation. The film highlights the perceptions that some people may have of a young person without knowing their day to day challenges of juggling school and home life while caring for a family member. Click here to access the short film. <http://www.powys.gov.uk/en/adult-social-care/help-for-carers/>
- Powys Carers Service established a new group made up of young carers and young adult carers who have called themselves CASSY (Carers Advisory and Service Support Youth Group). One of the ongoing challenges they wish to address is that “there are a lot of young carers in the community who do not know that they can get support. Everyone needs to know what young carers are. Young carers are so important to their families and communities, and we need to build awareness so that they can be recognised and valued properly”
- Work has continued to identify Carers Champions in GP practices and schools and a lead officer has worked with Carers Champions to see how they can evidence the difference they make. Initial feedback has been that colleagues/others appear happy to approach them for information and advice around supporting carers due to their nominated “champion” role. An online survey was undertaken to review information, advice and support offered to carers in Powys. Out of the 49 responses received, only 5 organisations advised that they had a carers champion within their organization and a number reported that they provide a range of information through different channels
- A Carers Champion Network event, chaired by “A” who has been a carer since the age of 5 years, took place at the Metropole Hotel in February 2017. The aim of the event, which was well attended, was to network services and shape the role of a Carers Champion. One of the outcomes requested was the creation of a recognised qualification for carers; further discussions will be undertaken during 2017 on how to take things forward
- Work continues to progress on how the home based respite will be delivered in the future to ensure the provision of a holistic model of respite care that improves the quality of life for family/informal carers by enabling them to have a short break from their caring role with the opportunity to spend the time as they wish
- The Older People’s Commissioner attended a joint meeting which involved care home providers part of which explored how they can work with carers and family members. As a result, Credu will now support carers with more comprehensive information about care homes as well as support

### *Volunteer of the year awards*

One of our Young Adult Carer’s ‘A’ has just won two awards at the PAVO volunteer awards ceremony. He has been with the service for many years and as one of our older Young Adult Carers, is keen to support young people and in particular Young Carers. He has been helping out at Young Carer Clubs in Llandrindod and Presteigne and we are supporting his aspirations through training and mentoring. He won the award in the Under 25 category and also the Outstanding Individual award.

them to develop relationships with the care homes so that they do not feel marginalised. Credu will also look to work more closely with the care homes themselves

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

- The Everybody's Business Model will see the delivery of a community based model which support unpaid carers. The model will develop a range of community based, multi-agency, early intervention and prevention systems, processes and services that will offer unpaid carers 'early help' so that:
  - Their own needs are identified and met as early as possible in order to allow them to continue in their caring role (if they so wish)
  - The impact of their caring role does not detrimentally affect their own lives
  - Escalation to more costly support/services for either the carers or the card for is prevented
- Work to better identify and support young carers within a school context is scheduled for 2017-18
- Credu did not undertake the annual questionnaire in 2016-17 to seek carers views on their service, however a questionnaire is being developed and will be sent to carers for completion, following which the results will be analysed
- A carers information brochure which will provide carers with a wide range of information has been drafted; this is currently awaiting design and translation prior to being launched
- Whilst it has been recognised that there has been a low uptake of carers assessments, a presentation from Carers Wales on "Track the Act" has provided additional data which will be used to address this going forward

#### OUR SELF ASSESSMENT

- **Partly successful** - Overall we feel we have been '*partly successful*' in delivering our commitments and making a difference to citizens. Five of the commitments were rated as partly successful and one as unsuccessful.

# Mental health and wellbeing

## WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

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

## WHAT DIFFERENCE HAVE WE MADE?

- We met the target for the number of people in receipt of secondary mental health services which have a valid care and treatment plan. As of February 2017, 95.5% of Powys Teaching Health Board residents have a valid Care & Treatment Plan as at 31/1/17. Overall, for the last 12 month period, the average has been 95%. The target set by Welsh Government is 90%
- There has been an increase in the number of Dementia Friendly Communities across Powys. These are now communities who share part of the responsibility for ensuring that people with dementia feel understood, valued and able to contribute to their community
- More people are receiving mental health services closer to, or at home, as opposed to inpatient admission
- We have maintained the reductions in the inappropriate use of Section 136 of the Mental Health Act. At the end of December

## *Working together for Mental Health in North Powys*

PTHB's North Powys Community Mental Health Teams and Ponthafren have worked closely together to develop Client Collaborative Projects and more latterly provide holistic alternatives for preventative mental health. They have been innovative in their approach to recovery, working jointly to ensure their clients receive a seamless service which is conducive to their needs.

Users of the services needed an avenue to have their voices heard and share stories which resulted in joint facilitating a 'Shared Vision' group which was developed from Stronger in Partnership agenda. This became a working group called- 'Light The Way' which resulted in a feedback loop for clients/staff and the production of a Service User developed Information leaflet for clients coming into the service.

Further groups were developed outside of core hours, at the request of users of the service. These included a 12 week acceptance, commitment therapy based group in Ponthafren which allowed for co-facilitation. Another example is the development of a 'think you can't run group', which combined mindfulness with physical activity in a supportive group environment.

More recently working together has developed a series of life skill courses. These included resilience skills, anger management, confidence building, conflict management, stress management and THRIVE.

There are joint meetings between CMHT and Ponthafren regarding delivery and monitoring. This allows open dialogue between agencies in how best to promote and drive forward changes and to identify any issues to ensure that practices can be developed and that effective communication is maintained.

This joint working has been recognised by the PTHB Staff Excellence Awards where both Adult Mental Health Managers for PTHB and Ponthafren resulted in Staff Excellence Awards.

2016, there had been 15 cases where Section 136 powers were used. 12 of these resulted in admission to Hospital following assessment which equates to an 80% admission rate, one of the highest in Wales, evidencing good multi agency decisions. No persons were taken to Custody

- We are continuing to build mental health resilience in communities through delivery of the '5 Ways to Wellbeing' messages
- We are providing support for more people with mild to moderate depression

## HOW DID WE DO IT?

- Part 2 of the Mental Health Measure ensures that people of all ages who are in receipt of secondary mental health services have a care coordinator and a regularly reviewed individual Care and Treatment Plan (CTP) compliant with the requirements of the Measure
- There are a number of dementia friendly community initiatives across Powys. The Brecon dementia friendly community is well advanced and was recognised as the first in Wales. Knighton has become dementia friendly known as *Knighton Initiative for Dementia Action (KINDA)* and further communities in Powys are working towards this status including Presteigne, Newtown and Ystradgynlais. To become dementia friendly, a huge amount of work has been undertaken with local businesses, statutory agencies and cross generational activity with local schools. Local mental health resource centres are expanding their work with people with dementia including hosting memory clinics, singing for life and memory cafés
- Following the temporary closure of Fan Gorau mental health inpatient assessment service, the staffing team were deployed into the community to deliver a Dementia Home Treatment Team (DHTT) that provides intensive support to patients in their own homes, nursing /residential homes and community hospitals. The service operates between 07:30 – 20:30 seven days a week and has significantly reduced the need for admissions, instead supporting people in their own homes. In addition, where patients have required treatment (or detention under the Mental Health Act), new admissions have been accommodated as close to home as possible and based on individual needs within Powys based wards in Llandrindod, Brecon or Ystradgynlais or at Redwoods in Shrewsbury
- Under the Mental Health Planning and Development Partnership, the work of the Section 136 Criminal Justice sub group is to support delivery of the Mental Health Crisis in Care Concordat for Wales. Section 136 enables an individual to be detained for a period not exceeding 72 hours for assessment. Codes of Practice are clear that a police station should only be used as a place of safety in exceptional circumstance. The group also facilitated multi agency training during 2016 with over 100 police personnel and over 70 third and statutory sector partner officers involved, seeing an even further improvement in joint working at an operational level
- We have continued to implement the On-line Cognitive Behaviour Therapy. Up-take of "Beating the Blues" continues to be rolled out across Powys and new patients continue to join the 8 week programme. 62 out of 403 patients referred have completed the full programme to date (15.4%), this is due to a combination of patients still undertaking the programme and patients completing a number of the modules, but not completing the entire course. From monitoring and evaluation undertaken to date, feedback from participants indicates that many clients are not completing the full programme of modules having gained what they need before completion. It is estimated that approximately 10,000 people in Powys suffer with mild-moderate depression and during 2017/2018 Powys Teaching Health Board will be reviewing its current CBT platform and looking at ways of making it even more accessible for those who need it

- During 2016/17 the Mental Health Planning and Development Partnership has developed and partly implemented a joint plan with the Area Planning Board to embed the treatment of people with co-occurring substance misuse and mental health problems framework into local practice. This work is ongoing
- 5 Ways to Wellbeing - Mental Health and Wellbeing messages are now 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 cascaded to partners to use within their own organisations. An ongoing programme of presenting the messages has been initiated including featured articles published on the Dyfed-Powys Police 'informer' magazine. PAVO have been promoting '5 ways' through third sector (recent blog published). In 2016/17, posters and other promotional material was produced and continues to be disseminated via Partnership representatives. The Mental Health Planning and Development Partnership have established an Engage to Change work stream that will build on existing participation work and ensure that key messages of the partnership are consistently and effectively promoted, including tackling stigma and building mental health and well-being resilience

### WHAT DO WE NEED TO FURTHER IMPROVE?

Delivery of the new Hearts and Minds: Together for Mental Health in Powys Plan which includes:

- Further planned work on Section 136 of the Mental Health Act (1983) as amended in 2007, to maintain reductions in the 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 including audits of Care and Treatment Plans
- Delivery of the Together for Children and Young People Mental Health agenda including a focus of specialist CAMHS services, perinatal mental health and neurodevelopment services
- Build better connections to the armed and ex-forces community and ensure available specialist services are accessed
- Continue to support and 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 including joint training for staff
- Review of Cognitive Behaviour Therapies in Powys. Psychological therapies also remain an area of focus for improvement
- Continue to roll out five ways to wellbeing to reach as many people as possible across Powys
- Delivery of the Talk to Me 2 Suicide and Self Harm Prevention strategy

### OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been 'successful' in delivering our commitments and making a difference to citizens. Eight of the commitments were rated as successful.

# Learning disabilities

## WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

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

## WHAT DIFFERENCE HAVE WE MADE?

- 72 service users accessed respite care including non-statutory services and shared lives, compared to 58 in 2015/16. 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
- 73 service users received Residential Care outside of Powys, compared to 77 last year. Our aim is to reduce this by 20% by 2018, as part of our 'Return to home' project which started in 2016
- 1 Social Enterprise offers support to increase the number of job opportunities for people with a learning disability, however we aim to increase this to at least two by 2017/18
- 100% of Learning Disability service users open to a community learning disability nurse were offered a traffic light system, compared to 100% in 2015/16. This 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
- 5 learning disability service users are now in paid employment above 16 hours or more

### *Return to Home*

'A' has been assisted through the project to move back to his home town of Ystradgynlais having lived in Cardiff in residential care for many years where he missed his home town and especially his family who he has a close relationship with. 'A' has been supported through the project to move into a supported tenancy and with the right support has been able to get out into the community he has known from childhood and even pop home to see his mum for tea whenever he likes.

Having lived in a big residential care property for many years 'A' is enjoying lots of the small things involved in having his own home and local community. When asked what he liked about being back in Ystradgynlais he replied "my new home", "I like Merlins" (café in Ystradgynlais) and "I have a new Blu-Ray Player in my room", "I am going for Christmas lunch on Friday to The Ynyscedwyn Arms" (local pub), "I do the hoovering because I like it and it keeps my house clean", "I have my own bedroom". 'A' is now also being supported to undertake shopping for his parents.

'A's' social worker added: "I'm happy to see a local young man back within his home community and thriving, accessing local facilities being supported by staff who are familiar with the area. 'A' talks about the house as being 'home' and was pleased to show myself his Christmas tree. This is such a positive outcome for 'A' it is why I went into social work and what makes it worthwhile."

- 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?

- Remodelling of the Day and Employment Service has commenced on a phased approach:
  - Phase 1 (employment), the service has been restructured and tendered out with the contract being awarded to Elite Supported Employment Service/ Agoriad Cymru (consortium organisation). Service users were supported to be involved in the tender and evaluation processes. This phase is now complete
  - Phase 2 (day services South), following a decision taken by the council's Cabinet, workshops were established to work with teams on locality based solutions. Staff team restructures have been undertaken. This phase is now complete
  - Phase 3 (North) in February 2017, an options appraisal was presented to the council's Cabinet on a project in Montgomeryshire. Cabinet agreed to option 5 which will allow for revision of the service specification, reassessment of service users where appropriate and better alignment of resources to need. Cabinet also noted that the option will give the ability to deliver on the required savings and evidence that the council are responding to the information and responses received through consultation and will align with the council's requirement to support strong communities through individual solutions for different areas. This project is due to cease in March 2018
- Our Return to Home project has continued to progress well with an assessment process having been established and a list of service users to be assessed reviewed and agreed; it is anticipated that approximately 20 individuals will return to live in communities within Powys. It should be noted that some service users placed in out of county accommodation cannot return to Powys due to their specific circumstances and needs. Work continues also with a number of individuals who may be eligible for ordinary residency in their host authority
- Work continues on the accommodation element of the Return to Home project which will look to develop accommodation for a variety of people's needs providing them with a safe and secure environment. A 6 apartment scheme in North Powys is being designed for people with behaviours which challenge. Adult Social Care, Housing and Wales and West are working in partnership on this exciting development opportunity with the build scheduled to complete by August 2018. Prior to ascertaining eligibility for the accommodation, there will be a full assessment of service users as well as consultation with them and their representatives
- Briefings are provided to the Learning Disabilities Engagement Forum on all learning disability projects to keep members of the group including service users and carers informed and engaged
- Work has continued on a project with the aim of ensuring that information is readily available in a format which people understand as well as creating wider opportunities to access information through the internet. The number of venues and distribution points from which information is available has also been increased

- Work has continued on the staying healthy project. Adaptive methods for assessment to employ a more collaborative decision making process between people with learning disabilities and professionals has been completed. By way of example, new accessible format letters, consent and team leaflets for service users focussing on collaboration have been implemented; an outcome measures tool has been agreed and will be used with all new referrals to obtain service users' views on what they wish the health professional to support them with initially. At the end of the intervention the service user can rate the involvement. Work on the joint development of complex care pathway for diagnosis of conditions, prescribing appropriate medication and provision of specific treatment/interventions is on target to complete within timescales
- A successful pilot trialling the use of assistive technology in supported tenancies for people with a learning disability has been completed and will be rolled out further in 2017-18. The project was designed to make use of monitoring technology to establish an objective view of where support is needed especially at night. The outcome was that service users are supported to decrease their dependence on paid night time support and enable them to be as independent as possible. Individuals will be supported to learn the skills required to use the assistive technology

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

- We will make further improvements to ensure smooth and effective transition of individuals from childhood to adulthood

#### OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been '*successful*' in delivering our commitments and making a difference to citizens. Four of the commitments were rated as successful and one as partly successful

# Vulnerable families

## WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

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

## WHAT DIFFERENCE HAVE WE MADE?

- The percentage of cases open to Children's Services where domestic violence is a significant factor was 34% in 2015/16, 23% in 2014/15 and 35% in 2013/14. This rise was anticipated with the arrival of the new Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) legislation and the requirements on us to raise awareness, which may have resulted in a rise in the proportion of cases. 2016/17 data was not available at the time of writing this document
- A total of 310 cases were opened to the Independent Domestic Violence Advisors (IDVA) in Powys. 126 cases open to the IDVA Service reported significant decreases in the individual's risk levels on closure. Across the year, 67% of individuals who received a service from the IDVA reported that their quality of life has improved. A total of 59 women, 17 men and 26 children have been supported by Powys' refuges
- 1,200 officers and staff have completed the Level 1 Awareness eLearning training in relation to the VAWDA SV Act. We will continue to build on this and implement further the requirements of the VAWDA SV Act during 2017/18
- 44 of Powys' primary and special schools are now trained in and have adopted the KiVa anti-bullying programme as a whole school approach. 13 Incredible



This outcome is supported by the following council priorities:

- Supporting people in the community
- Services delivered for less

## WHAT DIFFERENCE HAS THE COUNCIL MADE?

- We have restructured our teams within Children's Services in line with new statutory requirements. Teams are now working on a locality based approach helping to ensure that we design and deliver services to best fit the local population. Work will now focus on implementing early help, multi-agency provision for children under the continuum of need and for those children not open to statutory Children's Services enabling children and families being supported at an earlier stage to avoid escalation to higher cost statutory services, where safe to do so
- We are continuing to review our residential/respite care for children with a disability and are working with our provider to find ways of providing the service more efficiently and to generate income. We have been marketing 'short break placements' at Camlas and long term placements at Bannau to other local authorities, however to date there have been no purchases. Steps have been taken to recruit permanent and relief staff and this has led to a reduction in the use of agency staff and work continues in this area to look at staff rota systems



Years for Schools courses and support sessions were run, with 120 individuals attending and 97% (106/109) individuals reporting that the training would enhance their practice

- The number of children placed on the child protection register has fallen to 91 compared to 145 in 2015/16 and 169 in 2014/15
- The average educational point score of our 'looked after' children has increased to 284 compared to 277 in 2014/15. 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
- Information from our Team Around the Family cases show that the majority (84%) of cases (119/141) showed an improvement in at least one area of our distance travelled tool between the start and end of their Team Around the Family intervention. 12 cases (9%) remained the same between the start and end of their TAF intervention and ten cases (7%) deteriorated

- As part of implementing Central Government's welfare reform agenda we have worked with partners in supporting claimants with the introduction of the benefit cap; we have scoped and agreed a partnership with Mid Wales Housing for delivery of money advice support; we have contacted Food Banks within Powys to identify demand and establish training and networks; we have developed and delivered staff training programmes for Universal Credit, digital skills and money advice; and we have delivered a member training session on welfare reform and engaged service areas in the impact of welfare reform

### *Team Around the Family*

Billy who was 7 years old was getting into trouble a lot at school. He was angry and unhappy. The school were finding his behaviour hard to manage because he was violent to other pupils. His Mum was also struggling at home because Billy hit her at times and she was feeling worn out.

#### **What happened next?**

- A Child and Family Assessment was completed by the school's Special Educational Needs Coordinator (SENCO) with the parents due to behavioural issues, including violent outbursts, self-harming behaviour, low self-esteem and difficulties in talking about his feelings and emotions.
- The school were considering completing a Social Communication Assessment Team (SCAT) referral, which is the beginning of the autistic spectrum diagnostic process.
- Action for Children worked with the family and the school as part of the TAF process.
- Three Team Around the Family (TAF) meetings took place involving parents, school, school nurse and Action for Children over a three month period.
- There was an enormous improvement in Billy's behaviour and in the final TAF meeting the current situation was described as follows:

#### **Comments about the outcomes of the TAF Plan**

*There has been a big improvement in behaviour in school. Teaching staff are spending time explaining things. Billy's behaviour is much better. 1:1 sessions are really positive; family relationships are now positive. Billy has happier relationships with other children and we are seeing some good interaction. Billy is enjoying 1:1 with a teacher and is talking about his emotions. Billy is talking about what makes him feel calm and relaxed. School are going to carry on providing this support. Billy is much better at home too - happier, more relaxed. He is enjoying spending time with his Dad. Much more cooperative play at home. Doing really well in clubs e.g. football, too. Mum is really happy. Dad has noticed that Billy is a completely different child at home – he can talk about feelings.*

They also found that there was no longer sufficient evidence to progress with the SCAT referral.

***"You have all helped me heaps and I'm very grateful"*** (Mum's feedback)

### **HOW DID WE DO IT?**

- A tendering process has been undertaken to appoint a new Domestic Abuse Support Service. A 'meet the buyer' event was held in February with good representation from domestic abuse providers. The contracts for the new domestic abuse services have been awarded and are due to be operational from October 2017. We have also finalised and published our Joint Commissioning Strategy for Domestic Abuse in Powys. The new strategy has provided a more coordinated pathway for victims of domestic abuse in Powys

- We have appointed a Violence Against Women Domestic Abuse & Sexual Violence (VAWDA SV) Strategic Commissioning Manager to help to deliver the new requirements of the VAWDA SV Act. As part of this role, we held an event to launch the White Ribbon campaign in Powys where males pledge to work to end male violence against women. Approximately 50 individuals attended
- 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. A total of 16 Incredible Years groups have been delivered at various locations across Powys. 186 parents and carers were supported as part of the Incredible Years programme, of which 14 were fathers or male carers. A total of 102 parents attended more than 50% of their Incredible Years (IY) programme and 80 parents had attended more than 75% of the programme. At the start of their IY programme, 19 parents had General Health Questionnaire scores within the clinical range and following attending the IY programme, 11 parents had scores within the clinical range of the General Health Questionnaire
- The Single Point of Contact (Powys People Direct) continues to support people with information and advice. Between Apr 2016 and Feb 2017, there have been an average of 3,692 calls answered each month by Adult Services and an average of 716 answered each month by Children's Services. The number of abandoned calls per month for both Adult Services and Children's Services have fallen between April 2016 and Feb 2017. A review of the Single Point of Contact was undertaken which made recommendations for strengthening the service. The following improvements have been made as a result: Phone systems have been adapted and amended to manage the call demand better and reduce abandoned call rates and waiting times; a successful recruitment exercise has been completed to fill vacant posts including the long standing vacancies of both the Children's and Adult social worker positions; The Welsh Language focus has been strengthened and the "Active Offer" implemented
- 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 TAF service uses the Distance Travelled Tool (DTT) to demonstrate pre and post intervention outcome measures.
- The Early Intervention and Prevention project has been delivered as a multi-agency project to meet the needs of children, young people and families at an early stage. It includes the delivery of the Families First and Flying Start programmes. 17,355 contact points have been made with individuals as part of the Families First programme. This is lower than in 2015/16 (22,318) and is largely due to the reconfiguration of the Youth & Family Information Service's delivery model (the Family Information Service now sits within Powys People Direct) and the way in which the Youth Information Service is delivered. Moreover, the lower number of contacts is also due to fewer training courses being delivered during 2016/17 – this is as a result of many of the wider children and young people's workforce being trained in relevant areas over the past few years, which has meant fewer courses are required. There are currently 762 children on Flying Start health visitors' caseloads and 5,191 face-to-face contacts have been made between Flying Start children and their Health Visitor / the wider health team during the year. We have commenced a multi-agency recommissioning process for our Early Intervention and Prevention project in readiness to deliver against the revised requirements of the Families First Grant

- Work has been piloted with one high school in Powys to develop a School Wellbeing Report Card. This report card contains local and county-wide data (where available) to help schools to understand issues in their local area, as well as the services that are available to support their pupils
- Xenzone has continued to provide online and face-to-face counselling sessions to young people in Powys. The service has seen an increase in demand, with the number of individuals waiting for a face-to-face appointment at its highest level. Additional temporary funding has been made available to provide extra sessions in order to deal with the increased demand seen. 70 young people showed a reliable decrease in their Young Person-CORE score and a further 132 young people showed a clinical decrease in their Young Person-CORE score following their counselling episode. 108 young people achieved the goals they articulated at the beginning of their therapy as part of their online counselling episode
- The Information, Advice & Support Service for Carers (including young carers) was successfully recommissioned during 2016/17. Following a tendering exercise, the new contract was awarded and new services began operation on 1 August 2016

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

- The number of children who are 'looked after' was 157 at 31.03.2017 compared to 148 in 2015/16, 136 in 2014/15 and 151 in 2013/14. We will continue to monitor these figures and will investigate the circumstances surrounding the data. The council has to respond to all children's needs which are referred to them and where it is no longer safe for them to remain safely in their own homes Children's Services must ensure they are placed safely having due consideration for race, religion, culture and language. They will usually explore extended family before looking to foster care or residential care. It is therefore very difficult to predict the numbers of children who will come to our attention. The most efficient method to reduce demand over a longer time period is to ensure that all agencies are involved in identifying and supporting early help for families and ensuring that we have well-established threshold criteria for providing services. The new multi-agency threshold document developed by CYSUR, the Regional Safeguarding Board should help us develop better understanding and consistency of applying thresholds across agencies
- The percentage of children looked after by external providers has increased to 22.9%, compared to 10.8% in 2015/16 and 13.25 in 2014/15. At the same time as Looked After Children numbers have increased we have also seen a reduction in the number of local authority foster carers, causing the authority to place more children externally with independent foster care and residential providers. We will need to hold a concerted campaign to recruit and retain more foster carers which might involve developing new arrangements with some carers to provide more specialist placements for children with high levels of need to accommodate them in Powys with local authority carers. This will have the benefit of keeping children closer to home and reducing (in some cases) the significant amount of time social workers and reviewing officers spend travelling. We are also undertaking a listening exercise with our current and recent foster carers to better understand their experiences and support needs so that we might retain more of the foster carers. We will also seek to enhance the in house fostering service to include therapeutic foster caring so that some of our children with the most complex needs can be supported locally
- The reduction in Children in Need in 2015/16 (489) was in part due to the introduction of a temporary intake team which helped us apply a consistent approach to assessment and allocation whilst also allowing social work teams to have time to administratively 'close' cases which had ended intervention but still sat open on the DRAIG system. With the withdrawal of that team the service once again has built up a number of cases which have delayed closure on the system, thus resulting in an artificially high number of cases on the system. This has been exacerbated by the transfer to the new WCCIS system where a period of adjustment is needed to allow for cases and data to be transferred and understood. A

secondary reason for the higher numbers of Children in Need has been a consequence of the increase in Child Protection cases which has a step down to Care and Support Teams as a part of the process to take them off the child protection register. Activity to address this includes the establishment of 'closure days' where social workers will have protected time to administratively close cases on the system. It is also worth noting that following the full implementation of the Social Services and Well-being Act, there is now a greater emphasis on early proportionate assessments. This can lead onto a care and support intervention being needed and potentially keep open cases for a fuller assessment. It will be important that we consider a year on whether this has had an impact on our numbers of open cases. (Anecdotally, a number of authorities feel the Act has increased CIN of support cases)

- We will need to implement requirements under the new VAWDASV legislation including training, needs assessment and strategy
- We will ensure that our prevention and early intervention services for children and young people and their families are recommissioned in line with Welsh Government requirements
- We will revisit multiagency governance arrangements for children and young people under the Regional Partnership Board
- We will continue to ensure that Powys People Direct meets the needs of children and young people and their families

## OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been 'successful' in delivering our commitments and making a difference to citizens. Five out of the six commitments were rated as successful and one as partly successful

# 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 well-being*
- *Have a reduced risk of developing long term health problems*
- *Be protected from serious infectious diseases*

## WHAT DIFFERENCE HAVE WE MADE?

- All schools in Powys are participating in the Healthy Schools scheme and recruitment in pre-school settings continues. Three Powys schools achieved the National Quality Award in 2016/17 (Gungrog, Trefonnen and Llanfaes)
- Over 400 smokers sought specialist support to quit in 2016/17.
- Underlying smoking prevalence is 19.5%, achieving the national target of 20% by 2016
- The proportion of 4-5yr olds who are overweight or obese in Powys has not changed significantly over the past 4 years
- Uptake of flu vaccination in Powys in 2016/17 was close to the Wales average for under 65 years “at risk”, but below the average for over 65 year olds. Uptake among health care staff was the highest in Wales
- In Quarter 4 (Oct-Dec 2016), 92.2% of 4 yr olds had received the 4in1 pre-school booster, 97.0% had received the Hib/Men C booster, and 90.5% were up to date with a second MMR dose

### *Making Every Contact Count*

Making Every Contact Count (MECC) is an approach that encourages conversations based 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 Making Every Contact Count (MECC) level 2 training began piloting in July 2015 with the health board. Since then, over 350 staff have been given the knowledge, skills and confidence to discuss with service users how healthier behaviours can improve health and well-being.

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?

- Members of staff from Powys Local Public Health Team have trained more than 350 health board staff to empower patients to make healthy choices through MECC training.
- 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
  - Work underway looking at the weight management pathway in Powys
- Smoking cessation:
  - Three year tobacco control strategy published
  - Smoke free playgrounds in place
  - Stop smoking training for midwives, and health visitors along with provision of CO monitors
  - Programme of joint Public Health Wales/SSW/health board visits to GP surgeries to promote referrals carried out
  - Smoking cessation service in place with community pharmacies
  - MECC training includes stop smoking referral advice
- Seasonal flu immunisation:
  - Enhanced planning and service model for flu immunisation introduced (two year approach). Encompasses closer joint working with the GP localities (e.g. identifying and addressing practice variation) and women's and children's (e.g. joint HV/GP practice-based 'flu events')
- Childhood immunisations:
  - Audit of child health information system conducted (including data cleansing; immunisation coordinator support to practices)
  - Actions initiated to improve MMR uptake (e.g. reminder letters to all parents where child had not received two MMR doses)

## WHAT DO WE NEED TO FURTHER IMPROVE?

- Review and update commitments in the Powys Tobacco Control Action Plan
- Use the national 'Help Me Quit' stop smoking campaign to encourage more smokers to make a quit attempt
- Implement key actions to promote the healthy weight of children and adults through the Healthy Weights Steering Group
- Use the Powys Healthy Schools and Pre-Schools scheme to promote physical activity and active play among children
- Continue to implement the transformed model of service delivery for influenza immunisation
- Review local obesity pathways and produce proposals for developing services

- Implement lessons learned from 2016/17 to strengthen the Flu Vaccination Action Plan for 2017/18
- Continue to deliver the Making Every Contact Count approach in Powys
- 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. Two of the commitments were rated as successful and five as partly successful

# Education

## WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

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

## WHAT DIFFERENCE HAVE WE MADE?

- The percentage of pupils eligible for free school meals attaining the Core Subject Indicator (CSI) at key stage 2 was 68%, compared to 75% in 2014/15, 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 71%, compared to 77% in 2014/15, 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 42%, compared to 37% in 2014/15, 37% in 2013/14 and 25% in 2012/13

*The service has investigated the one year dip in free school meals pupil attainment and has not identified a common reason for this. Action has been taken as part of the challenge advisor's core visit one in the Autumn term 2016 to ensure that the schools are appropriately targeting support through the pupil development grant to those learners entitled to free school meals.*

- 65% of pupils with additional learning needs achieved the CSI at key stage 2, compared to 66% in 2014/15, 64% in 2013/14 and 56% in 2012/13
- 62% of pupils with additional learning needs achieved the CSI at key stage 3, compared to 67% in 2014/15, 57% in 2013/14 and 47% in 2012/13
- 25% of pupils with additional learning needs achieved the CSI at key stage 4, compared to 30% in 2014/15, 21% in 2013/14 and 18% in 2012/13



This outcome is supported by the following council priorities:

- Learning

## WHAT DIFFERENCE HAS THE COUNCIL MADE?

- Powys pupils performed extremely well in the 2016 WJEC GCSE examinations. Nearly seven out of 10 results (68%) are at grades A\*-C and almost one in five (20%) are at the highest grades A\*-A maintaining the strong performance of Powys schools seen in recent years. Powys results remain higher than the figures for Wales at grades A\*-A, A\*-B, A\*-C and A\*-G
- Over the last three years, there has been a good improvement in the number of schools in the Green and Yellow support categories of the National School Categorisation System, from 55% in 2015 to 80% in 2017. The number of schools in the Amber and Red categories has reduced from 46% in 2015 to 20% in 2017. 50% of secondary schools (6) remain in the Amber or Red support category. However, of these head teachers, five have been in their first substantive post as head teachers for less than 18 months. Over this period, 23 schools have remained in the same category, with 19 of these being in the Green or Yellow category. Fourteen schools have regressed in terms of support categories between 2016 and 2017. However, nearly all are due to 'new and inexperienced leadership' resulting in the need for increased support
- Estyn outcomes for 3+ settings have improved. All settings have been supported to identify and plan for targeted support and challenge for groups of learners or individual children



- The number of permanent exclusions in primary schools (per 1,000 pupils) was 0, compared to 0.1 in 2014/15, 0.00 in 2013/14 and 0.25 in 2012/13
- The number of permanent exclusions in secondary schools (per 1,000 pupils) was 1.5, compared to 1.2 in 2014/15, 0.00 in 2013/14 and 0.96 in 2012/13
- 0.073% of 15 year olds left full time education without a recognised qualification, compared to 0.1% in 2014/15, 0.07% in 2013/14 and 0.00% in 2012/13 (0 pupils)

### *Pupil Referral Unit*

The **Pupil Referral Unit** in Powys is specifically organized to provide education for children who are excluded, sick, or otherwise unable to attend a mainstream or special maintained school. Each LEA has a duty to provide suitable education for children of compulsory school age who cannot attend school. Placing pupils in PRUs is just one of the ways in which local authorities can ensure that they can comply with this duty.

One of the teachers at the PRU in Newtown has told us of the work which has been undertaken with the students.

One Year 11 student was undertaking work experience at a large local contractors where she learnt about plumbing and gas central heating. There was some excellent feedback from the employer who said that she was a reliable student, honest, punctual, worked well as part of the team and had good social skills and a superb work ethic. She was interviewed for an apprentice where there were over 100 applicants and even though she was not successful she was shortlisted to the final 3.

The PRU work with the Prince's Trust - a programme which benefits young people under the age of 25. One of the Year 11 students who has been on the programme is now planning to study Hair and Beauty at a college and she has secured funding for her hairdressing equipment. With the help of the staff at the PRU and the Prince's Trust, she has been able to start a career which she will really enjoy. The students also help the environment and work on an upcycling project. This is where students choose a small piece of furniture from a local second hand shop and give it a makeover. This gives them the opportunity to develop practical skills and improve their self-esteem.

One student said that the PRU had helped him when he had been taken out of mainstream school and had given him the chance to undertake a range of work experience which has benefited him and has helped him to move onto further training.

### WHAT DIFFERENCE HAS THE COUNCIL MADE?

- Our target of £256k worth of savings has been achieved during 2016-17
- We are in the process of developing a behaviour strategy to help improve the emotional, social and mental health of learners. We are also improving the way we deliver our Pupil Referral Unit
- We have continued to improve safeguarding procedures at our schools, through issuing revised Child protection and safeguarding policies to all schools, delivering 'prevent' training and rolling out e-safety learning via the HWB to raise pupil and staff awareness
- LAC Attachment Awareness Training has been delivered to a significant number of schools
- We have worked with ERW to prepare for the implementation of the ALN and Tribunal Bill
- A three year major improvement programme for schools was approved by the council's Cabinet. The purpose of this programme is to carry out a range of improvement, refurbishment and upgrading works to support the School Modernisation Programme and assist the council in making its schools fit for purpose
- The council has appointed a Director of Education, Ian Budd, whose role will be to strengthen school services

- 63.5% of schools inspected were categorised as ‘good’ or better by Estyn for prospects for improvement, compared to 50% in 2014/15, 53.3% in 2013/14 and 68.8% in 2012/13
- 59.4% of schools inspected were categorised as ‘good’ or better by Estyn for current performance, compared to 56.3% in 2014/15, 58% in 2013/14 and 50.0% in 2012/13
- Attendance levels at primary schools was 96% for 20 compared to 96% in 2014/15, 96% in 2013/14 and 94% in 2012/13, placing Powys 2nd out of 22 local authorities
- Attendance levels at secondary schools was 95% compared to 95% in 2014/15, 94% in 2013/14 and 93% in 2012/13, placing Powys 3rd out of 22 local authorities

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

- The council’s Cabinet agreed to build a new campus at Brecon for 11 – 18 year olds. They also agreed to allocate £6m to refurbish Gwernyfed High School. This will ensure that learning environments for children and young people in Powys support school improvement and better educational outcomes as well as reducing recurrent costs including energy consumption and carbon emissions. The Outline Business Case for the work has been approved by Welsh Government and contractors have been appointed to undertake the work in Brecon. Design work for the refurbishment of Gwernyfed will be undertaken in house by the council. Work is progressing on finalising the Full Business Case for submission to Welsh Government
- Funding for five new build primary schools in the Gwernyfed catchment area of Powys has been approved by the Welsh Government. The money has been made available as part of the £1.4bn 21st Century Schools and Education Programme, a unique collaboration between the Welsh Government, Church Authorities and Local Authorities with the aim of creating a generation of 21st Century Schools in Wales. Powys County Council have been awarded £11.8 million against a total project cost of £23.8 million. This has enabled the construction phase to begin on the following schools: Hay-on-Wye Community Primary School, Clyro Church in Wales Voluntary Controlled School, Ysgol Y Mynydd Du Community Primary School (formerly Bronllys/Talgarth), Llangors Church in Wales Voluntary Controlled School, Archdeacon Griffiths Church in Wales Voluntary Aided School, Llyswen. Between them the schools will provide state-of-the-art teaching accommodation for young learners demonstrating the council’s commitment to education in Powys
- The council has agreed plans to establish a new English-medium Church-in-Wales primary school and a new Welsh-medium community primary school in Welshpool from 1<sup>st</sup> September 2017, which are Ysgol Gymraeg Y Trallwng and Welshpool Church in Wales Primary School
- Following the change of schools admission age which takes effect from September 2017, a full commissioning process has been undertaken to ensure that sufficient places for 3 and 4 year olds in Powys are contracted to the highest quality providers. Both current and potential new providers were

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<sup>1</sup> The results for the education performance measures outlined in the ‘What difference have we made’ section are for the academic year 2015 – 2016. Therefore, some of the activities we have undertaken during the financial year 2016-17 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’.

encouraged to apply to deliver three and four year old early learning provision in Powys. The successful providers will start delivery of the new contracts in September 2017 where there will be additional hours of pre-school provision available to three and four year olds, increasing from the current 10 hours to 12.5 hours per week.

- A Business Justification Case for the North Powys primary schools federation which is made up of Glantwymyn, Carno and Llanbrynmair has been re-drafted and will be presented to the council for consideration. The designs for Glantwymyn, Carno and Llanbrynmair have been developed, and shared with these schools.
- Ambitious plans by the council to invest £22m in a new all-through school in Machynlleth were approved by the Welsh Government, under the 21st century schools Programme. The tendering process for appointing contractors will start during summer 2017 and our aim is to start construction work in February 2018 and if all goes well hope to have a new school open by the spring term 2020
- The new Cashless Payment System continues to be rolled out and is now in operation at all Powys secondary schools. The system has been very well received by pupils and parents, many schools have set up additional payment items for school trips, books, proms, etc. The take-up of free school meals in the secondary schools has increased by up to 8% since the system was introduced and queuing time for pupils at the canteen tills has also reduced. It is now planned to begin roll out in our primary schools by August 2018.

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

- Improve the outcomes for all pupils
- Improve the performance of secondary schools
- Improve the attainment of pupils eligible for free school meals
- Reduce the number of schools placed in an Estyn category on inspection
- Continue to improve the quality and/or sustainability of the school property stock
- Continue to implement the School Transformation Policy which includes the 21<sup>st</sup> Century Capital Programme

#### OUR SELF ASSESSMENT

- **Partly Successful** - Overall we feel we have been 'partly successful' in delivering our commitments and making a difference to citizens. Two out of the four commitments were rated as successful and two were partly successful

# Training and jobs for young people

## WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

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

## WHAT DIFFERENCE HAVE WE MADE?

- The council's project to improve opportunities for apprenticeships, work experience placements and graduate places has achieved the following during 2016/17:
  - 3 apprenticeship opportunities offered, compared to 13 in 2015/16 and 6 in 2014/15 (baseline 2013/14: 15)
  - 23 work experience opportunities offered, compared to 35 in 2015/16 and 61 in 2014/15 (baseline 2013/14: 76)
  - 2 services offering apprenticeships, compared to 5 in 2015/16 and 4 in 2014/15 (baseline 2013/14: 9)
  - 15 services offering work experience compared to 17 in 2015/16 and 15 in 2014/15 (baseline 2013/14: 15)
  - No graduates were employed in the council (baseline 2013/14: 0) during 2016/17 but there were 3 placements offered.
- In September 2016, 1.93% of Year 11 leavers were not in education, employment or training, compared to 2% in 2016, 2.3% in 2014 and 2.7% in 2013. (2014 Welsh average is 3.1%)
- 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 monitored the numbers of students taking key AS and A2 subjects in Powys. Outlined below is the percentage of post 16 learners studying key AS and A2 subjects in those strategic sectors:
  - Computing – 0.9% (11 students) compared to 0.8% (10 students) in 2015/16

## *Powys Careers Festival*

2,500 young people visited the first Powys Careers Festival at Llanelwedd, in March 2017.

The event was organised by the multi-agency Positive Pathways Powys Group and was officially opened by Kirsty Williams, the Welsh Government's Cabinet Secretary for Education.

Year 10 and 12 pupils from schools across Powys as well as Powys-based students from the NPTC Group of Colleges attended the event.

More than 120 exhibitors – including Powys County Council - were present to give advice and information to the young people on the careers that are available within their organisations. A wide range of sectors attended, with large and small organisations present from the public, private and voluntary sectors.

Jackie Parker is Chair of the Group and is Head of Crickhowell High School. She commented: "The feedback from students in all schools has been instantly positive and they have not stopped talking about the new career opportunities they explored during the day with the various exhibitors. It's a privilege to see so many students fired with enthusiasm and we are all very grateful to the exhibitors and our partners who made this all possible."

Student Evaluation - 76% agreed that what they learnt at the event will help them with their career plan. Over 80 of the students said they felt more motivated about their career after the event and over 140 said they felt more confident. The things the students found most useful about the event was information about jobs and what skills and qualities employers need.

- Information and communications technology – 9.7% (114 students) compared to 9.2% (109 students) in 2015/16
- Geography – 15% (175 students) compared to 11.2% (133 students) in 2015/16
- Physics – 9.3% (109 students) compared to 10.2% (121 students) in 2015/16
- Mathematics – 17% (198 students) compared to 16.1% (191 students) in 2015/16
- Biology – 14.6% (170 students) compared to 14.7% (175 students) in 2015/16
- Chemistry – 11.9% (139 students) compared to 11.7% (139 students) in 2015/16
- Travel & Tourism – 2% (23 students) compared to 0.3% (3 students) in 2015/16

## HOW DID WE DO IT?

- The first joint graduate trainee between the council and Powys Teaching Health Board (PtHB) was placed. The Graduate Growth Scheme, managed by Cwm Taf Health Board, is a two year fast-track general management development programme and will see a rotation of six candidates on placements within Powys County Council and Powys Teaching Health Board. The aim of the scheme is to develop and grow future talent as well as offering the organisations unique insight and resource. Over the two years each trainee will spend placements of 8-10 weeks within teams and departments, often working on improvement projects
- A new partnership has been established which aims to develop career guidance for young people. The Positive Pathways Powys partnership brings together Powys County Council, secondary schools in the county, the NPTC Group of Colleges, Powys Association of Voluntary Organisations (PAVO), Careers Wales and Cambrian Training, who are working together to make it easier for young people to choose what to do after they leave high school. The partnership held Powys' first Careers Festival in March 2017 at the Royal Welsh Showground.
- A careers event took place on 18th October 2016 to promote the benefits of engineering as a career to pupils and parents. One of the attractions was the Bloodhound Car which is a supersonic car that is designed not only to go faster than the speed of sound (supersonic) but to do over 1,000mph (1,600km/h)
- A shared apprenticeship scheme with the construction industry partnering with CITB had originally been planned by the council, however since the change in focus on apprenticeships as a result of the levy which came into effect on 6<sup>th</sup> April 2017, this scheme will no longer proceed. Instead the team has been working with internal Workforce Development with a workshop held in September 2016 on the 'Future Workforce Programme'. A Vacancy Authorisation and Scrutiny Group (VAS) panel process has been set up to commence in early 2017 which, amongst other things, encourage services to use apprentices within their existing workforce when a vacancy arises
- Over 70 Year 6 students from Llanfyllin High School took part in a new event featuring the world renowned Lego Mindstorm. The sets enabled the young users to command robots that walk, talk, think and do anything you can imagine. The event was arranged by Mid Wales Manufacturing Group as part of their Futureproofing Engineering project supported by Powys County Council. The Head of Design & Technology Department at Llanfyllin High School commented, "working with Mid Wales Manufacturing Group enabled us to provide this fantastic opportunity to not only inspire and educate young people on the opportunities of engineering but also support the delivery of topics of mechanisms, systems and control. We have been

working with the Lego Mindstorm systems for some time in Llanfyllin High School and we were delighted to have the opportunity to share this valuable resource with local clusters.”

- The Positive Pathways Powys Group are using social media, including Facebook and Twitter to share experiences of students who have taken different career pathways and to share information about apprenticeship and training opportunities that are available

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

- Work continues on ensuring that European Social Funding is granted which will be used to support young people who have been identified as not in education, employment or training

#### OUR SELF ASSESSMENT

- **Partly successful** - Overall we feel we have been '*partly successful*' in delivering our commitments and making a difference to citizens. Six of the commitments were rated as partly successful and two were unsuccessful

## Stronger communities

### WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

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

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

### WHAT DIFFERENCE HAVE WE MADE?

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

- We have continued to carry out improvements to the council's housing stock and are on track to achieve Welsh Housing Quality Standards (WHQS) by 2018. A total of 2649 elemental improvements were carried out in 2016/17 against a target of 2600. This includes kitchen and bathroom installations, which ensures that all council tenants live in compliant and fit for purpose property. Tenant satisfaction with the works completed is at 85%. The WHQS continues to provide capital investment year on year, 85% of which is reinvested in Wales. Households now live in good quality homes, which affect the health and well-being of our communities. WHQS improves the quality of areas where our communities live, creates jobs, training and sustains the supply chain opportunities in some of our poorest areas
- 55 new affordable homes have been delivered by housing associations using Social Housing Grant (SHG) provided by the Welsh Government. This is significantly greater than our target of 27 affordable homes. We allocated £4.1m of Social Housing Grant to achieve this. This builds on the 135 already delivered during 2014 - 2016. Powys County Council's Housing Services, along with Mid-Wales Housing Association and Melin Homes, secured an additional £2 million of Welsh Government SHG programme funding to bring forward two key housing



This outcome is supported by the following council priorities:

- Developing the economy
- Services delivered for less

### WHAT DIFFERENCE HAS THE COUNCIL MADE?

- We went out for competitive tender and identified a partner who we will work with in the future to deliver land-based development projects in Brecon and Welshpool. We are no longer pursuing the Local Asset Backed Vehicle (LABV) approach as it is no longer viable
- We developed a business case which found that it would not be economically viable to pursue a standalone business control service, therefore the service has remained in-house
- We have continued to sustain an efficient planning process. We were among the worst performing councils in Wales, but are now in the top quartile with 93% of planning applications determined within 8 weeks or within agreed timescales. 91% of planning applications were determined by the council within the time period required between April and June 2016, compared to 43 per cent during the same time period the previous year. The council holds a planning agents forum every six months to provide agents with information on developments within planning and give them the opportunity for them to express their views and opinions on the services we provide and how we can improve further. The Planning Team has also introduced an online customer survey to get valuable feedback and to look at ways to improve the service. The team is now sending fortnightly application decision lists to town and community councils, which will allow them to keep track of applications determined in their area and adjoining town and community council areas
- We stayed an active member of the Growing Mid Wales initiative and during the year established further working relationships with the Marches Local Enterprise Partnership

schemes in Powys. Just over £1.5 million of the additional money will fund a new project that will see 22 new homes in Crickhowell. There will be six one bedroom properties, ten two bedroom properties and six three bed homes. The project will address the need for both affordable and social housing. The bid also secured £508,000 to fund the completion of the housing scheme on the site of the former Territorial Army centre in Newtown. This scheme is currently being developed by Mid Wales Housing Association and the additional monies will provide seven one and two bed units

- 25 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 £625,000 delivering those properties

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

- We have supported local communities to lever additional external funding into the county of £6.2million through the continuation of the Community Grant programme. Successful projects in 2016/17 include: supporting festivals such as Gregynog, Presteigne and Hay; supporting smaller projects such as Crickhowell Resource Centre structural repair; Abermule Community Centre; providing more community space and a new play area for Felinfach Community Council
- The Powys Business Awards helped to raise the profile and promote highly successful businesses, both within and outside the county. Invertek Drives Ltd was named Powys Business of the Year for the second year running
- Five projects have been supported by the ARWAIN project including private businesses, registered charities and public sector departments, totaling £51,492.95 worth of funding
- In 2015/16 the number of businesses in those sectors identified in the Economic Development Strategy where there is dedicated lobbying was:
  - Energy and Environment - 1,265
  - Creative Industries - 315
  - Tourism - 795
- In 2015/16 the number of businesses in Powys was 5805
- The number of small businesses was 535, which is a fall from 545 in 2015/16

#### WHAT DIFFERENCE HAS THE COUNCIL MADE?

- We secured £303k grant funding from the Welsh Government and works have been completed to develop the four unserved pitches on the Kings Meadow Gypsy and Traveller site in Brecon. We also obtained planning permission with conditions for a five pitch site for a family in Machynlleth. A pre-consultation has been carried out to all key stakeholders in the process of deregister and exchange of common land and agreement from the owners of the exchange land for it to be registered as common in perpetuity. Ongoing consultation and engagement has been carried out with the family and the land owners of the desired parcel of land for development
- We have obtained planning permission to extend the Leighton Arches Gypsy Traveller Site with two additional plots as required in accordance with the Gypsy and Traveller Accommodation Assessment June 2016. We have secured £288,000 grant funding from Welsh Government towards the development of the two additional pitches. This funding is subject to Proof of Title of land ownership, part of which is currently unregistered. The former route of Leighton Road (now realigned) crosses the site, and a highway stopping up order is required to enable the whole of the land to be registered in the council's ownership. This process has been commenced. The works are programmed to be completed by the end of the financial year 2017/18
- Following public consultation we started to implement proposals for redesigning our libraries, which included the re-location of Builth library to the Antur Gwy building, the co-location of Llanidloes library with the museum and town hall, the transfer of Crickhowell library under the management of the high school and the appointment of volunteers to work alongside paid staff in Llanwrtyd and Presteigne libraries. During 2016/17 savings of £38,920 were achieved and negotiations are continuing to implement plans for the remaining libraries
- The provision of our rights of way and countryside access continues to be improved through the development of a volunteer workforce. During the first three months of 2016-17, more than 650 volunteer hours were achieved, which is more than 50% of the previous year's total. There are now teams of volunteers working around the county under the leadership of both officers and/or volunteer team leaders

- Four businesses relocated to Powys during 2016/17, with assistance from the council's regeneration team
- The percentage of population that are economically active is 80.4% compared to 79% in 2015/16
- In 2015/16 the net economic impact of tourism earnings in Powys was £720.31m. We aim to increase this figure as awareness of Powys as a destination improves

*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. During 2016-17, 17 transfers of assets and services have been completed and a 55% saving on the direct delivery costs of grounds/street cleansing in the area of Welshpool, Llandrindod Wells and Knighton has been achieved. The transfers completed are:
  - Welshpool TC – grounds maintenance, street cleansing
  - The Montgomery Community Regeneration Association – Newtown Textile Museum
  - Siawns Teg Ltd – Newtown Radio Hafren
  - Llandrindod Wells TC – grounds maintenance
  - Ystradgynlais TC – open space land at Ynyscedwyn
  - Presteigne TC – recreation ground at Wilson's Terrace
  - Clatter Community Centre Ltd – Clatter Community Centre
  - Llywell Community Council – Trecastle Community Centre
  - Tirabad Village hall charitable organisations – Tirabad Community Centre.
  - Talgarth King George V Playing Field
  - Tawe Uchaf Community Council - all sites now transferred including Caehopkin, Land at Penycae CP School, Colebren playground site
  - Ystradgynlais Town Council - Dan Protheroe Gardens
  - Llandrindod Wells Outdoor Bowling Greens
  - Presteigne Town Council - multi use games area and Wilson Terrace playing fields
- 65% of citizens surveyed as part of Powys County Council's residents survey 2015/16 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% in 2015/16 (baseline: 74% Residents Survey 2013/14)
- 36% of people we surveyed as part of our residents survey 2015/16 said that they take part in local events and activities in their communities, already reaching our aim of 36% or more by 2016/17

## #COMMUNITYCONNECTIONS

We have developed a brand called #CommunityConnections that will be used for a vast array of work being done by the council in collaboration with partners which aims to improve communities' capability, capacity, confidence and civic pride, the way they function and their well-being within Powys.

The #CommunityConnections network is currently made up of Powys County Council teams, with input from PTHB and PAVO, working under the auspices of, but not limited to, early intervention and prevention, day-time activities for adults, community delivery, economic development, income and awards, volunteering, leisure (e.g. libraries/transfer of outdoor recreation etc.).

The #CommunityConnections network's purpose is to explore where these areas of work are cross cutting and to resolve how to achieve everyone's objectives and prevent duplication of effort. This may mean pooling resource and sharing best practice or learning points. Its purpose is also to create a recognisable place where a member of the public can go for information about their community or how to achieve something within their community. #CommunityConnections will be physically represented in community hubs where there will be space for citizens to access services, information and advice. #CommunityConnections will be virtually represented on a single page on the council website that is one click from the home page. Easily identified to the citizen by the branding, the page will have links to all the existing sites owned by the teams feeding into the network.

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

- 46% of individuals we surveyed as part of our residents survey 2015/16 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 2015/16 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
- We placed 671 new volunteers, compared to 640 in 2015/16. The number of enquiries about good practice in managing volunteers was 277

### HOW DID WE DO IT?

- The council re-consulted residents on proposals to suspend the Right to Buy, the Preserved Right to Buy and the Right to Acquire scheme for a period of five years. A consultation was undertaken last year in which council housing tenants responded but the legislation requires that

## VOLUNTEERING

A Machynlleth youngster, who completed fifty hours of volunteering at her local youth club, has been presented with a certificate for her efforts. 18-year-old Natasha Pugh was presented with her Millennium Volunteers Award by Machynlleth Youth Club.

The Millennium Volunteers is part of a UK-wide programme supporting young people to make a commitment to volunteer for 200 hours in their community.

Natasha has been helping with day-to-day duties and supporting different activities within the youth club and now she is only a few hours away from completing 100 hours of volunteering.

Elen Chick, Powys County Council's Area Youth Worker, said: "This is a massive achievement and commitment by Natasha to Machynlleth Youth Club, which only meets twice a week for two hours".

housing associations tenants are also consulted. Results from the consultation have been analysed in preparation for re-submitting the application to the Welsh Government to suspend the scheme

- The council have adopted a new Wood Encouragement Policy, as part of the Homegrown Homes initiative which looks to make better use of natural resources and create local employment opportunities. In the future new council homes in Powys will be built and fitted out using local, sustainable wood materials. The Wood Encouragement Policy sets out that all new council housing projects will look to use wood as the preferred material for both construction and fit out purposes. This pioneering approach has been developed as part of the Homegrown Homes Partnership which was set up to encourage forestry and product manufacturing, retain and create new jobs and build better, and more energy efficient houses. This project has received funding through the Welsh Government Rural Communities - Rural Development Programme 2014-2020, which is funded by the European Agricultural Fund for Rural Development and the Welsh Government
- The Level Access Homes project has commenced which takes a more holistic approach to making older persons accommodation more accessible in a larger area when an occupational therapy notice is issued recommending a ramp in a particular property
- We have continued to have 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. Following a review, the council agreed to increase funding available to town, community councils and other community organisations to 45 per cent of the direct cost of providing the service. The funding will be offered for five years following transfer of the service with a review of operations at the end of that period. The new funding arrangements replace a sliding scale that operated over three years with a maximum of 40 per cent of costs
- Stakeholder feedback workshops have been held to gain the views of organisations who have taken on community assets or services. Attendees were positive about the negotiation process with the council and the inclusion of funds available to organisations taking on a service as this is something that is not offered by other authorities. There was a general appreciation amongst the organisations who were represented at the sessions that the council cannot continue to deliver all non-statutory services and that communities need to do more for themselves. 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
- A new joint venture company known as the Heart of Wales Property Services (HOWPS) has been established to deliver all the council's building repair and maintenance services from summer 2017. This new company will be registered in Powys and will be 50 per cent owned by the council to help maintain standards and engagement with service users. The council has announced that following a full and extensive procurement process, it is intending to appoint Kier as its partner who will own the remaining 50% of the company. This decision means that all repairs, maintenance, minor works and statutory testing for the council's housing, public and commercial buildings will be carried out by the new joint venture company. It will also deliver major building projects (such as new schools) and provide technical construction advice to the council

- A prominent Mid Wales building has been bought by Powys County Council. The council has added Ladywell House in Newtown to its commercial estate after purchasing the building from the Welsh Government. With the purchase complete, the council will invest in the property over the next two years to ensure it is modernised and provides fit-for-purpose office accommodation for the current tenants and potential future commercial tenants
- The council has submitted the Local Development Plan (LDP) to Welsh Government to begin the examination process to assess the soundness of the LDP
- Construction work on the new museum and library cultural hub in Brecon is underway and the new facility is scheduled to open in the summer of 2018. The project, which has already been awarded a Heritage Lottery Fund (HLF) grant, will see the restoration and refurbishment of the museum and art gallery along with a new library, community and education facilities and a tourist information base for Brecon. As a result of a review of the Brecon Cultural Hub project by the design team, the council approved the two resolutions to increase the capital budget contribution and to award the main contract with Kier for the remainder of the works. They also subsequently agreed to the increase of £470K as further requested, as virement.
- Arwain's bid for funding for two Community Liaison Officer posts was successful
- Good progress is being made on the implementation of the Economic Development Strategy, including:
  - Meetings have been held with businesses and the Planning Service to discuss development opportunities in Newtown and the Severn Valley as the by-pass progresses. Meetings are being arranged with the business group to look at a feasibility/need for economic growth in the Severn Valley area
  - Young Engineers Project (to promote engineering as a career) held its first event in Llanfyllin High School featuring the world renowned Lego Mindstorm. The Young Engineers Project has concluded and a post-project report is being prepared. A new project 'Future Proofing Engineering' has commenced from April which looks at the skills gap in Powys businesses. This new project will run for a year
  - One application was approved by the Regional Tourism Engagement Fund (RTEF) for regional press and public relations to be led by Mid Wales Tourism on behalf of Mid Wales destinations
  - 10,000 copies of the 2016 visitor guide have been reprinted and the majority delivered by PPL distribution, with delivery via Tourist Information Centre network and outlets within a two hours drive of Powys. 4,000 brochures are being distributed via Catalink, with promotion through their channels and digital and hard copy fulfilment
  - The Community Regeneration Development Fund (CRDF) has supported projects to the value of £180,000
  - An exercise to map business sites in Powys has been completed
  - A Powys Business Champions Network event took place at the Royal Oak Hotel, Welshpool in December 2016. The event was well attended and there was enthusiasm to develop the group further
  - Business links pages have been developed in draft form for the Grow in Powys website. This pulls together information on the support agencies working across Powys and the council's services into one place providing a one-stop-shop for information that can help Powys businesses

- A drop-in business clinic event with council departments and external business support agencies was held at the Metropole Hotel, Llandrindod Wells, in December 2016. The event was well-attended with over 30 businesses throughout the day
- Development of the 'Move to Powys' marketing activity is underway. Vivid Marketing provided advice on developing a marketing programme for inward investment using the Move to Powys branding. Advice included the development of a brochure, website promotion, audience targets and using social media
- The council's tourism website 'Mid Wales My Way' has recently been promoted for trade sign-up
- Grow in Powys email news bulletins are distributed to approximately 1500 Powys businesses promoting upcoming local business events and business achievements in Powys
- The Heritage Lottery Fund application for the next phase of the Montgomery Canal Restoration was successful (£2.53m grant)
- We have been successful in securing an additional £1.6m for the Town Centre Loan scheme. £1m of this from the phase 2 of the WG scheme (prorate from the £5m bid) and the remaining £0.6m from decommitted money from phase 1. The £0.6m has been allocated to projects in Llandrindod and Newtown
- Powys county Council's 'Engage4Change' staff group are currently implementing a staff survey to collate a whole range of information including how much volunteering staff currently do in their own communities and seeking to identify those who want to volunteer. The group have also approached the Chief Executive about releasing people particularly back-office staff, to volunteer for a set period every month which will enable staff to support community/charitable initiatives. Engage4Change will work with PAVO in order to support, train and place volunteers and share skills and resources to support the delivery of community focused services
- The seventh annual Powys Volunteer of the Year Awards took place on the 6 October 2016 at the Wyaside Arts Centre, Builth Wells. The celebration of volunteering was attended by volunteers and guests from around the county and was organised by Powys Association of Voluntary Organisations (PAVO). New this year was the inclusion of the Mid & West Wales Fire & Rescue Service awards
- The Powys Volunteer Centre is working with the Fire Service to see how and where they can support the community. Fire station meeting rooms are made available where possible to community groups and the fire service is looking for projects where they can help the community to help itself
- Hospital volunteering is being explored following a number of volunteering requests for hospital visitors who can come and chat/read and socialise with long term patients
- The council's Countryside Services Team have been successful in obtaining funding for a pilot project under the RDP ARWAIN programme. The objective of the project is to develop volunteers in conjunction with the Vale of Montgomery Rural Cluster Group (VMRC). The 11 month project includes funding for a part-time post to work with the VMRC to develop volunteering opportunities in the project area, as well as a small budget for expenses and publicity. The project will assist the community to devolve maintenance of the public rights of way to the community level
- An initiative that allows visitors using the Powys rights of way network to report problems on footbridges, boardwalks and other structures has been completed. 1,267 plaques with Quick Response (QR) codes have been installed on structures across the county as part of a project by Powys County Council's Countryside Services Team. QR codes are used to provide easy access to information through a smartphone or tablet device.

## WHAT DO WE NEED TO FURTHER IMPROVE?

- An initial draft of the third sector scheme has now been completed and is being checked for technical details within the code of practice for funding, however this work needs to be progressed
- The Powys Volunteer Forum proposed to replace the Volunteering in Action project needs to be set up in order to develop volunteering opportunities and support development of volunteers

## OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been '*successful*' in delivering our commitments and making a difference to citizens. Five of the commitments were rated as successful, one as partly successful and one as unsuccessful

# Transport

## WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

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

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

## WHAT DIFFERENCE HAVE WE MADE?

- 1,067,786 passengers used public bus services, compared to 1,117,657 in 2015/16, which is a decrease of 4.5%
- 93,901 passengers used community transport compared to 107,918 in 2015/16.
- We've successfully implemented a transport app that provides accurate real-time bus information

## HOW DID WE DO IT?

- Improvement works have been completed on the A495 Route Treatment at Meifod. The works consisted of re-profiling, application of high friction surfacing, removal of some trees (pending ecologists report) to allow better light and visibility and enhanced signing and lining
- Powys County Council's Road Safety Unit has continued to provide education, training and publicity in an attempt to reduce the number of collisions and casualties on the county's roads. The majority of this work is funded by the Welsh Government. Some of the initiatives now available to Powys

## T4 Infrastructure Enhancements

The TrawsCymru T4 Infrastructure Enhancements project is providing high quality, consistent waiting facilities along the T4 route.

The TrawsCymru T4 bus service operates from Newtown in the heart of rural Wales to Cardiff via Llandrindod Wells, Brecon, Merthyr Tydfil, and Pontypridd. The service has been operational since 2011 and has seen year on year patronage growth.

Whilst the service frequency has been enhanced (there is now a regular two hourly service between Newtown and Cardiff and an hourly service between Brecon and Cardiff) along with significant investment from WG in the quality of the vehicles deployed on the route, the infrastructure along the route has not until now been standardised or enhanced in any way.

After a successful grant bid for money from the Welsh Government's Local Transport Fund, Powys County Council is now improving the infrastructure by providing high quality, consistent waiting facilities along the route with Disability Discrimination Act compliant raised kerbs, consistent bus stop information (via Traveline Cymru) and wherever possible an illuminated bus stop sign and new high quality bus shelters.

motorists include Pass Plus Cymru, Driver Theory Refresher, Mature Motoring, Ride On and Biker Down. The Road Safety Revenue project 2016/17 is now complete, and has created the following benefits:

- Pass Plus Cymru: Trained a total of 108 young drivers during 2016-17. A total of 169 however attended the theory session meaning 61 did not complete the practical session
- Mission: Fatal 4Law: Twice weekly updates are continuing on Facebook and general promotion of the scheme
- National Standards Cycle Training: Trained a total of 141 children during quarter four and a total of 424 children for the whole of 2016-17
- Older Drivers: Trained a total of 55 older drivers through the 'Mature Motoring' workshops during the current financial year. Also trained a total of 36 older drivers, through the 'Drive On' assessment scheme throughout 2016-17
- Motorcycling: Trained a total of 25 motorcyclists across the three training programmes during 2016-17
- KerbKraft: Trained a total of 56 children during quarter four and an overall total of 301 for the current financial year
- Powys County Council is converting 5,300 street lights to LED lanterns on county roads and residential areas as part of a £1.55m invest to save project. Work started in South Powys in November 2016, then moved to North Powys in January 2017. The work is being carried out by contractors Centregreat and the new lanterns will have a considerable impact in reducing our energy use and costs. Over 2894 installations have been completed up to week 16 of the project
- The PAVO Community Transport team have:
  - Worked with Builth Wells community to resolve community transport issues
  - Supported young people across schools in Montgomeryshire on Travel Together project (utilising school and public transport)
  - Submitted funding applications for the continuation of the Travel Together post
  - Worked with Ystradgynlais Community Support to provide transport for newly relocated Syrian families
  - Worked with the Community Transport Association (CTA) Wales, on a partnership to look at gaps across Wales within CT, which will then lead to development and support of new schemes. The bid has been accepted by Welsh Government, however, due to issues with EU funding the team are having to alter slightly how the project is funded
- A joint Ceredigion and Powys County Council meeting was recently held with Colin Eaketts, Head of Telehealth, Telecare and Transport Access at Welsh Government, to discuss the transport innovation workstream as part of the Mid-Wales Health Collaborative work on looking at ways to improve the provision of health and social services. The following statement was issued following the meeting: "Ceredigion and Powys County Councils welcome the Welsh Government's invitation to engage in a collaborative with other key stakeholders and Health Boards to consider health-related travel issues both within, between and beyond both Local Authority areas"

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

- There is a growing need for a Powys-wide integrated approach to transport, including health services, community and public transport

## OUR SELF ASSESSMENT

- **Successful** - Overall we feel we have been '*successful*' in delivering our commitments and making a difference to citizens. Two out of the two commitments were rated as successful

## Organisation and partnership development

### WE SAID WE WOULD WORK TOGETHER TO MAKE THE FOLLOWING DIFFERENCE

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

### WHAT DIFFERENCE HAVE WE MADE?

- 147 staff from across Powys County Council and Powys Teaching Health Board signed up to training in leadership and management through our Joint Leadership and Management Development Framework. Out of the 147 staff 90% completed the training.
- A recent staff survey was completed by 521 staff and the five key findings are:
  - Employees are more proud to be working for the council than those responding three years ago (62% versus 35% in 2013)
  - Employees are more willing to go that extra mile on occasions to complete work of an urgent nature (85% now versus 54% in 2013)
  - Employees feel more confident taking decisions without needing to seek permission (74% now compared to 65% in 2013)
  - The feeling of being part of a team and having a team ethos has been sustained and increased slightly with 81% stating they felt valued as a



This outcome is supported by the following council priorities:

- Services delivered for less

### WHAT DIFFERENCE HAS THE COUNCIL MADE?

- Our pooled budget arrangements with Powys Teaching Health Board have increased by £3,725k from £9,191k in 15/16 to £12,917k in 16/17, reflecting an increased commitment to integrated working
- Our residents survey 2016 revealed that 60% of residents are satisfied overall with council services
- We have undertaken a review of our Customer Services, with two out of the three phases of the project completed. These were, reviewing and restructuring the staff to best meet customer demand and updating partnership agreements with services. The third phase, now called 'Customer Transformation' is progressing well, and will ensure that interaction with the customer is focussed on their requirement and the utilisation of technology and other access channels to ensure interactions with the council are seamless and outcome based. A number of customer tasks have been re-designed within the Highways Transport and Recycling area and will be some of the first processes to be moved onto the new web platform. Our customers will be able to have access to a much improved "My Account" which will enable them to view transactions they have with the council. The system will also be able to provide customers with status updates. During our roll out of these first tasks we will be inviting feedback from our customers to understand how their customer journey was and whether there are further improvements we can make
- We started to re-design our income and awards functions to simplify processes and create efficiencies. The service migrated to a new cloud based IT system and the new service for housing benefit and council tax went live in preparation for the annual billing process in March 2017. The review and re-design of financial assessments is ongoing. The system going forward will support our vision to move to more automated and streamlined processes, support channel shift and self-serve whilst still providing a robust and efficient 'core' day to day operational platform ensuring integrity and accuracy and the optimum service for the customer

- team member (In 2013 78% of employees felt their team collaborated well)
- Ideas, views and comments that employees make are given more consideration by line managers today (72% versus 55% in 2013)
- Joint programmes at Level 3 and 5 Leadership and Level 5 Coaching have been in place since September 2015. In January 2017 a strategic Leadership Level 7 programme was introduced aimed at senior / strategic management within PCC and PTHB. Five places per cohort are reserved for Health Board staff on each programme. Initial feedback from staff attending is very positive (outcomes are due to be reported on shortly)
- Managing performance is fundamental to enabling staff to do their roles which ultimately improves the quality of life for local residents. High quality individual performance management is vital to our new way of working. Since April 2015 every staff member in Powys County Council is expected to have a minimum of 4 Individual Performance Reviews (IPR) a year. This has increased from 13% in 2015 (staff stating that they only had one IPR) to 62% (stating they had had four) at the end of year 2016/17.

### ***Institute of Leadership and Management training***

Below is feedback from staff attending the Institute of Leadership and Management training.

*“I have attended several similar management type courses over the years but this has changed the way I approach work and my team. I feel the way the course is run is unique, as you are not “talked at” for any amount of time and the whole group is actively involved with each session and it really encourages the group to think outside of the box during every training day”*

*“Participation in ILM 5 and 7 in Leadership and Management provides a safe environment in which to develop new skills, as well as excellent networking opportunities with Powys County Council and Powys Teaching Health Board colleagues”.*

*“Staff want to be trusted and given the opportunity to be creative; my job is to give them the resources and support to do their job, and to inspire them along the way”.*

### **WHAT DIFFERENCE HAS THE COUNCIL MADE?**

- We have continued to transfer outdoor recreation and play provision to local communities and therefore reduced associated costs of infrastructure and grounds maintenance
- We have completed the redesign of our Youth Service, achieving savings of £150,000. Our spoke youth centres have been closed with sessions now being delivered across each high school and from the five remaining hubs in the main towns of Welshpool, Newtown, Llandrindod Wells, Brecon and Ystradgynlais
- We achieved a recycling rate of 64.3% exceeding the Welsh Government target of 58% and reducing the impact on the environment. We also reduced the amount of waste we sent to landfill to 2018 tonnes, which is significantly below the limit for biodegradable waste under the Landfill Allowance Scheme
- We have continued to make changes within our Highways, Transport and Recycling service to ensure we can deliver effectively within available resources
- We have reduced the number of IT systems from 170 to 134, resulting in more efficient joined up information, less support costs and more efficient use of support resources. We plan to make further reductions in 2017-18
- We continued to prepare for the implementation of the Wales Community Care Information Service (WCCIS) during the year. We were originally due to start using this new system in November 2016 but data protection issues meant that we could not ‘go live’ with the new system until these were resolved. The new database went live on the 24 April 2017 for both PCC and PTHB which will allow us to share relevant information better

## HOW DID WE DO IT?

- **Workforce Development & Planning** - A concept paper setting out the RROOTS (Recruiting, Retaining Our Own Talent and Skills) model, based on the Calderdale approach has been approved by PCC Management Team. Both organisations have agreed that whilst there are common themes and approaches, the work should be aligned rather than having one joint approach across both organisations
- **Stakeholder events** for joint approach to workforce planning where held on 10 and 31 January 2017. Desktop review of workforce planning across both organisations completed 11 January 2017 and common themes identified across both organisations. A Joint Approach to Workforce planning briefing paper was presented to Powys County Councils Senior Management Team on the 6 February 2017
- At the 2016 **Powys Teaching Health Board Staff Excellence Awards** the Council's Culture and Leadership team were highly commended for their approach to Organisation Development, and seamlessly working together
- **The Leadership Pledge** was launched at the Joint Leadership Conference which took place on 17 November 2016. The Annual Staff Awards ceremony took place on the 9 of December, which included a new category for Integration. Following the success of the first joint Leadership conference a second one was held with over 100 staff from both Powys County Council and Powys Teaching Health Board attending
- Staff from Powys County Council have been working closely with colleagues from Wrexham Council who have piloted a similar approach to Leadership Development based on the 'Powys' model of good practice
- **Communication** – The council has continued to raise awareness and profile of the integration work between the organisation and Powys Teach Health

## WHAT DIFFERENCE HAS THE COUNCIL MADE?

- We have reinstated an Income and Cost Improvement Board who will develop an action plan in response to Wales Audit Office recommendations for setting, increasing or introducing charges for Local Authority Services. A key area for the future is being more commercial and we are actively looking at how we can supply services to other organisations. We've already had some success through our Business Services and we are committed to pushing this forward so that we safeguard jobs and generate our savings. Benchmarking information is being developed to assist in the review and challenge of service areas around their charges and identification of other opportunities. Research and Learning from other councils is being undertaken
- We have continued to implement our effective 'Business Intelligence' programme, to provide a more timely and robust process for analysing and sharing data. During 2016-17 we led on the development of a well-being assessment and population assessment, which analyse and present a range of social, economic, environmental and cultural information that will inform the development of long-term plans for Powys' Public Services Board and Regional Partnership Board. We also continued to build automated reporting systems for council services to access information as easily as possible. Automated reporting is now available for HR information (including employee demographics, sickness absence and starters and leavers) and financial information. Work has also progressed to provide automated solutions in other services, including Environmental Health, Customer Services, Social Services, Education and Housing
- We have drafted a Commissioning Commercial and Procurement Strategy which will be consulted upon to strengthen arrangements for efficiency and commercial opportunities



Board. Key areas have been around the Integrated Care Teams pathfinder project in the Ystradgynlais and public communications around the Regional Partnership Board

- The council has established a **staff engagement group called 'Engage4Change'**. The purpose of the Engage4Change group is to reach each and every member of our workforce, to encourage people to talk, get to know, interact and help each other. This group mirrors the 'Chat to Change' engagement group within the health board with whom we feed ideas and exchange approaches. The group currently has 30 members who meet each month. The group conducted a staff survey and the results are being used to develop an action plan
- The council has listened to staff feedback and has **developed five new values**. They are: Professional, Positive, Progressive, Open and Collaborative
- **Shared approach to governance and scrutiny** - A joint draft revised governance and assurance arrangements that enables and supports integration has been developed

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

- There have been some great achievements over the last year regarding organisational and partnership development, achievements which would not have been possible without the engagement, joint working and commitment of staff from across the region. However there are two key areas that we will continue to work on improving, these are; partnership working and reporting
- **Partnership working** was an area of improvement that we wanted to focus on last year. This year we feel that there has been a great improvement; working closely with partners to share learning and development. However partnership working is still an area that we will continue to promote and feel that there will always be room for improvement whilst our organisations go through changes
- **The reporting and monitoring** of our achievements is still an area that needs improving when it comes to highlighting our successes regarding organisational and partnership development. Work completed under this area is seen as work to 'enable' other project/initiatives to achieve its outcomes, meaning that we don't always capture outcomes effectively

#### OUR SELF ASSESSMENT

- **Partly successful** - Overall we feel we have been '*partly successful*' in delivering our commitments and making a difference to citizens. Two out of the three commitments were rated as successful and one as unsuccessful

#### WHAT DIFFERENCE HAS THE COUNCIL MADE?

- We have achieved the following savings as part of delivering the commitments in our Medium Term Financial Strategy:
  - We achieved £80k of savings through transferring school based cleaning staff to schools, and expanding external contracts.
  - We adapted our approach to economic development and released an efficiency of £68k
  - We recovered cost of services through generating income of £335,980
  - We have undertaken a number of process and service reviews and have achieved efficiencies of £6,073,340
  - We achieved £406,600 worth of savings through restructuring services.



## Guiding Principles

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In the One Powys Plan 2014-2017 we committed to carry out our work guided by the following principles. Outlined below is an overview of how we have continued to embrace our principles during 2016-17.

### Equalities

The 2016-20 Strategic Equality Plan was signed off in April 2016 and work started immediately on the new plan and its seven objectives. The annual evaluation of progress against these objectives, and their supporting actions/measures, has shown good progress however some commitments have since been amended due to national plans and pressure on resources.

Highlights include:

- In order to deliver Adult Safeguarding improvements the service in conjunction with key professionals and Powys People Direct have embedded a clear process for referral and developed an online referral. Use of social media in relation to Safeguarding has been used to disseminate information of public interest
- KiVa is a whole school programme for bullying prevention and intervention, developed in Finland and used widely across Europe, with resources available in both English and Welsh. KiVa has a strong evidence base and has been evaluated in Powys with very positive findings:
  - 41 primary and special schools in Powys have taken advantage of free training and resources and have now implemented KiVa
  - In terms of our local evaluation in Powys there is feedback from annual online surveys from over 2,000 children who have experienced KiVa for one year and almost 1,000 children who have experienced KiVa for two years. Robust statistical analysis of this data, involving research specialists from Bangor University shows:
    - Statistically significant reductions in bullying after one year with further significant reductions after two years
    - Statistically significant improvement in pupils feeling of 'school connectedness' after two years of KiVa

Qualitative feedback about Kiva from teachers and pupils in Powys is excellent. Given the potential negative impact of bullying on emotional health and well-being, these results show that implementing KiVa can make a real difference

- A tender for the provision of domestic abuse services has been prepared and advertised with the new service on course to start from the 1 October 2017
- The Gypsy & Traveller Accommodation Assessment was approved by Welsh Government (WG) in December 2016 and confirmation of funding to meet the identified need was agreed by Cabinet in January. A Welsh Government grant of £303k was awarded for development of un-serviced pitches on Kings Meadow Brecon and this work has now been completed. Planning consent has been obtained for an extension of site in Welshpool and Welsh Government grant funding has been secured to undertake the works. Significant work has been completed in respect of the identification of a site in

Machynlleth which resulted in planning permission being granted in April 2017, the council are now looking to deal with the common land issues the site is affected by

- Democratic Services Committee were empowered to look at ways in which public participation operates successfully across Wales. The Committee considered principles on which to develop a protocol in July and at a later point the council agreed the draft protocol. A pilot was undertaken in early 2017 and a review will now take place to determine how best to allow public participation in future
- Over 2016-17, 10 Syrian refugee families were welcomed to Powys and a further two families arrived early 2017-18, fulfilling the council's pledge of hosting 12 families under the scheme. The Ethic Youth Support Team have been appointed to run the support worker service in Powys with a range of community preparation events and sessions having been delivered by them and Powys Association of Voluntary Services
- Work with secondary and special schools to develop internships with employers is no longer part of the plan. This service has now been outsourced and the provider currently reviewing active involvement with young people in transition and the opportunities available to them as part of the overall service delivery. This action is linked to transition planning which is being led through the Integrated Disability Service 0-25
- Each high school is now having termly Early Identification Partnership meetings run by the Senior Youth Intervention Service Workers. Partners involved include high school staff (e.g. pastoral leads, heads of years), Careers Wales, and other Local Authority staff including from the Schools Service. These meetings are allowing more efficient targeting of resources and they support schools in utilising data for the benefit of young people. These meetings will be the primary source of referral discussions for the ESF (European Social Fund) project Cynnydd, which will provide additional support for those young people most at risk of becoming NEET (Not in Education, Employment or Training) due to behaviour and attendance issues. Cynnydd is a three-year project which is due to be approved in June 2017 and to be fully operational by the Autumn Term 2017

### 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, and 'More Than Just Words', the Welsh Government's Strategic Framework for Welsh Language within Health and Social Care services. We recognise how essential and integral this is to an individual's well-being.

A great deal of the council's focus during 2016-17 was on the implementation of the new Welsh Language Standards, which operate under the following areas:

- **Service Delivery** - *providing services to the public in Welsh*
- **Policy Making** - *assessing the impact of policies, decisions and grants on the Welsh language*
- **Operational** - *ensuring internal information and procedures are available in Welsh*
- **Promotion** - *how the council will promote the Welsh language and facilitate its use more widely in the area*
- **Record Keeping** - *what records must be kept by the council*

Initial work on the Standards included conducting meetings with service management teams to discuss the changes to service delivery required under the Standards, identify particular challenges posed by the new requirements, and how we could overcome those challenges to enable the council to provide services in Welsh according to the expectations of our clients. We have also experienced a significant increase in the work sent for translation, meaning that there is more information available to the public in Welsh (both printed and digitally). More meetings have been held bilingually, giving people the opportunity to contribute in Welsh or English according to their preference.

The new Impact Assessment process has been embedded into the council's decision-making procedures. Training is being provided for staff undertaking the assessments and also elected members, to ensure the impact upon the Welsh language (along with Equalities, the Well-being of Future Generations, Corporate Priorities and other aspects of the council's work) are considered during the council's decision-making process to ensure better outcomes.

New IT systems are being procured and introduced to ensure digital services can be provided and accessed in Welsh and English both internally and externally, and to ensure the council is able to record the language preference of its customers. Guidance and resources are provided to assist staff in implementing the requirements of the Welsh Language Standards and to raise awareness of services provided in Welsh by the council.

The Welsh Language Promotion, Challenge and Support Group continues to work on developing and supporting Welsh language provision in Health and Social Care. The group works in partnership with other public and third sector organisations operating within Powys. Much of the focus during 2016-17 has been on identifying client language preference and the Welsh language skills of council employees in order to facilitate the active offer of a Welsh language service to our clients.

The focus during 2017-18 will be on the promotion of the Welsh language (required under the Promotion Standards) which will include taking advantage of opportunities to promote, raise awareness and develop opportunities to use the language and services provided through the medium of Welsh at county events, including the Urdd Eisteddfod's visit to Llanelwedd in 2018.

### **Sustainable development**

When the Well-being of Future Generations (Wales) Act came into force in April 2016 the council was relatively well prepared. The implementation of the corporate Impact Assessment process enabled the requirements of the Act to be considered and delivered by all services and budget proposals. The council has also supported other public bodies in their efforts to embed the Act in their work by sharing good practice and expertise.

The council has a key role as one of the statutory members of the new Public Services Board. The Board has produced a Well-being Assessment for Powys looking at how the well-being of present and future communities of Powys can be improved and enhanced. The feedback on both the process and the assessment has been favourable.

We continued to raise awareness of the Act's requirements and provide briefings for staff, elected members and partners and it continues to be an element in corporate training and development programmes.

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 well-being 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. We do so in accordance with the National Principles for Public Engagement in Wales.

*More information on specific engagement undertaken by the PSB partners during 2016/17 is outlined on page 64 (Listening to you).*

### **Gathering and sharing information**

Under the Well-being of Future Generations (Wales) Act, we have collated and analysed data for the Well-being Assessment from our residents, service user data sets and national data sets to inform our well-being assessment for Powys and our Population Assessment under the Social Services & Well-being (Wales). All of our data has been analysed and gathered into 31 key findings which are available for public use. You can view the assessment using the following link: [www.powys.gov.uk/en/corporate/find-out-about-consultations-in-powys/past-consultations/well-being-assessment-survey/full-well-being-assessment-analysis/](http://www.powys.gov.uk/en/corporate/find-out-about-consultations-in-powys/past-consultations/well-being-assessment-survey/full-well-being-assessment-analysis/)

As PSB partners we will utilise the findings from our assessment 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 2016/17 we have:

- Created key summary findings from our assessment data and consulted with residents in Powys on these main findings to ensure they resonate with our communities
- Implemented a joint council and health board system 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
- Analysed all of our data and information on the needs of older people's accommodation in Powys to ensure the housing market are aware and informed of the future growing need for appropriate accommodation in Powys.

### **Early intervention and prevention**

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.

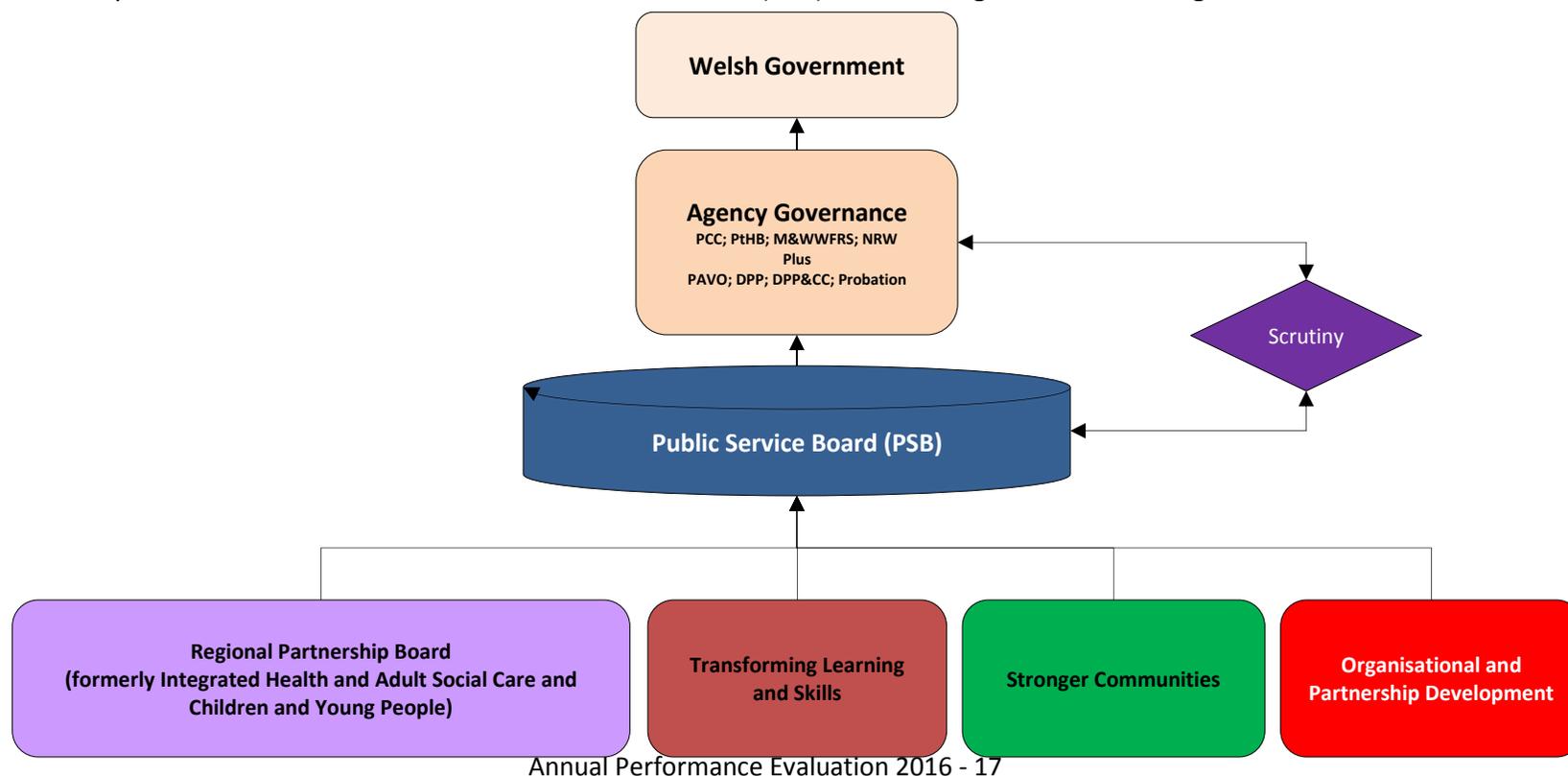
We will also encourage individuals to become more involved in the design and delivery of services. To do this we need citizens and groups to actively engage in communities, using skills, time, energy and ideas to become lively contributors in the places where they live. By working together we can build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

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.



## Monitoring our performance

### One Powys Plan 2014 - 2017

In order to effectively monitor performance and report back on the progress we are making, the PSB introduced a 90-day reviewing cycle. Every 90 days each of the 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 every 90 days to allow them to track delivery against the commitments in the One Powys Plan.

At the end of the year the Programme Highlight Reports are challenged by our scrutiny committees 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.

### Corporate Improvement Plan 2016-2020

Following the approval of its CIP the council established a Strategic Overview Board to monitor the delivery of the objectives in the plan. The Board is made up of the council's Cabinet members and executive officers. Each quarter a CIP tracker is presented to the Strategic Overview Board. The CIP tracker gives the Strategic Overview Board the ability to view progress against the council's CIP in a simple and effective manner. It lifts information from existing reporting arrangements, such as service and directorate quarterly performance reviews of service improvement plans, monthly financial reporting and regular programme reporting of activities in place, to deliver the One Powys Plan.

## 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 a set of national performance indicators which the Welsh Government requires Powys County Council to monitor and report to the public. They allow us to compare our performance with the rest of Wales in delivering key statutory services.

**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	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	Trend between 2015/16 to 2016/17	Welsh Average	All Wales Rank and quartile
<b>Adults – Social Care</b>								Upper Upper middle Lower Middle Lower
(SCA/001) The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	9.17	14.84	10.77	5.5	8.13	↑	Not available until Oct	Not available until Oct
<b>Children – Social Care</b>								Upper Upper middle Lower Middle Lower
(SCC/004) The percentage of children looked after on 31 March who have had three or more placements during the year	4.0	8.8	8.8	6	13.5	↓	Not available until Oct	Not available until Oct
(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	17.6	13.3	16.4	Not available until Oct	Not available until Oct	Not available until Oct	Not available until Oct	Not available until Oct

Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	Trend between 2015/16 to 2016/17	Welsh Average	All Wales Rank and quartile
being looked after, which were not due to transitional arrangements, in the 12 months to 31 March								
<b>Housing / Homelessness / Planning</b>								Upper Upper middle Lower Middle Lower
(PSR/002) The average number of calendar days taken to deliver a Disabled Facilities Grant	268	170	152	180	126	↑	225	1 Upper
(PSR/004) The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	6.72	1.83	1.58	No target set	1.38	↓	8.79	19 Lower
(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	38	53	21	No target set	44	↑	35	7 Upper Middle
<b>Leisure / Libraries</b>								Upper Upper middle Lower Middle Lower
(LCL/001) The number of visits to Public Libraries during the year, per 1,000 population	6399	6,002	6,193	No target set	5,726	↓	5,449	8 Upper Middle
LCS/002(b): The number of visits to local authority sport and leisure facilities during the year per 1,000 population	7885	7,348	7,075	No target set	8511	↑	8,387	9 Upper Middle

Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	Trend between 2015/16 to 2016/17	Welsh Average	All Wales Rank and quartile
where the visitor will be participating in physical activity								
<b>Education</b>								Upper Upper middle Lower Middle Lower
(EDU/16a) Percentage of pupil attendance in primary schools	94.2	95.6	95.7	96	95.7	⇒	94.9	1 Upper
(EDU/16b) Percentage of pupil attendance in secondary schools	93.3	94.4	94.7	95	95	↑	94.2	3 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	86.4	88.3	90.4	92	90.2	↓	89.0	4 Upper
(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	0.0	0.1	0.1	0.2	0.1	⇒	0.2	10 Lower 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	0.0	0.0	0.0	0	0	⇒	1.5	1 Upper

Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	Trend between 2015/16 to 2016/17	Welsh Average	All Wales Rank and quartile
(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	12.7	10.5	12.5	15	14.1	↑	18.0	10 Upper Middle
(EDU/011) The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	510.8	531	541.0	540	542	↑	531.0	11 Upper Middle
(EDU/015a) The percentage of final statements of special education need issued within 26 weeks (including exceptions)	91.8	77.1	55.0	80	60.9	↑	77.4	19 Lower
(EDU/015b) The percentage of final statements of special education need issued within 26 weeks (excluding exceptions)	100	100	100.0	100	100	⇒	95.4	1 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	58.1	59.6	64	65	65.3	↑	60.7	6 Upper
(EDU/004) The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	83.0	86.5	89.3	91	89.2	↓	86.1	5 Upper
<b>Waste Management</b>								Upper Upper middle Lower Middle

Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	Trend between 2015/16 to 2016/17	Welsh Average	All Wales Rank and quartile
								Lower
(WMT/004) The percentage of municipal waste collected by local authorities sent to landfill	37.56	35.62	25.79		21.02	↑	9.50	19 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	52.52	52.07	59.13		65.20	↑	63.81	10 Upper Middle
<b>Street Scene</b>								Upper Upper middle Lower Middle Lower
(STS/005b) The percentage of highways inspected of a high or acceptable standard of cleanliness	99.6	97.8	N/A	No funding is allocated to this specific function. Budget pressures have led the authority to re-shape service delivery and as such resource is no longer available to commit to undertaking these surveys.				
(STS/006) The percentage of reported fly tipping incidents cleared within 5 working days	91.81	90.09	91.56	95	85.95	↓	95.37	19 Lower
<b>Transport and Highways</b>								Upper Upper middle Lower Middle Lower
(THS/012) The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	20.4	19.7	19.0	21.6	18.8	↑	10.7	22 Lower

Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	Trend between 2015/16 to 2016/17	Welsh Average	All Wales Rank and quartile
THS/007: The percentage of adults aged 60 or over who hold a concessionary bus pass	66.1	67.2	68.6	67	71.5	↑	87	22 Lower
<b>Public protection</b>								Upper Upper middle Lower Middle Lower
(PPN/009) The percentage of food establishments which are 'broadly compliant' with food hygiene standards	90.28	94.69	90.93	90	96.01	↑	95.16	8 Upper Middle
<b>Human Resources</b>								Upper Upper middle Lower Middle Lower
CHR/002: The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	N/A	7.4	10.6	No target set	9	↑	10.3	5 Upper
<b>Energy Management</b>								
CAM/037: The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	-	-	3	No target set	7.7	↑	1.9	2 Upper

## Listening to you

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We have continued to build a dialogue and engage with Powys citizens in a number of traditional ways whilst also beginning to grow and utilise social media channels to ensure we hear from as many stakeholders as possible when we are looking to change the way we deliver services.

We also work collectively and collaboratively on behalf of the newly formed Public Service Board to engage on shared issues like the Well-being of Future Generations Act, the Social Services and Well-being Act and the joint Powys County Council and Powys Teaching Health Board's Health & Care Strategy.

Engagement practitioners from across the partner organisations meet up regularly and work together as equal partners to coordinate and run consultation exercises like the recent engagement around the Well-being of Future Generations Act assessment and the Health and Care Strategy.

Sharing good practice and our knowledge of what's on the horizon for each organisation around engagement also allows for better planning and sharing of resources as appropriate. Our engagement network has been reformed during this past year to progress the work around well-being and is attracting new members from Natural Resources Wales, Mid and West Wales Fire Service and Dyfed Powys Police.

Outlined below is an account of the collaborative approach taken this year to shared engagement work followed by information about each of the statutory PSB partners' engagement activity during 2016-17:

### **Public Service Board/Regional Partnership Board**

A group of 13 engagement practitioners from across all the PSB organisations worked together to engage residents across the county and capture their views on their own well-being, that of the community they live in, and the priorities that the PSB should consider when producing the Well-being Plan for Powys.

Staff set up on high streets, supermarkets, libraries and other venues during February. The information captured for each locality was shared, tested and feedback captured. This has now been presented to the Public Service Board and is being used to inform the shared well-being objectives and future steps.

### **Powys County Council**

#### **The Powys Budget Simulator – winter 2016**

The simulator was launched again in December 2016 seeking residents' views on £22m worth of savings proposals over three years. Participants could see the consequences of reducing budgets by between 10-30% as well as increasing council tax so as to offset service reductions they felt were unacceptable. Results were fed back to Cabinet and Full Council in February 2017. The decisions made by Cabinet and Full Council also took into account the views of residents who had specifically taken part and commented on more detailed and specific consultations around some of the proposals listed below.

## **Service consultations**

A number of service consultations were also carried out during the year to ensure residents had their say on proposed changes including:

- Changes to day care provision including the potential closure of some day care centres
- Library reconfiguration including consideration of smaller branch library closures
- School modernisation plans including high school reconfiguration of four high schools in the south of the county.
- Proposed closure of two leisure centres and the Staylittle Outdoor Centre
- Changes and possible closure of some of the county's household waste and recycling centres

The council also carried out a largescale survey of the thoughts of social care clients in four separate groups – Adults, Carers, Children and Parent of Children with care plans. This was carried out as part of the requirements of the Social Services and Well-being (Wales) Act 2014. Feedback from this annual survey – from more than 600 clients/parents – has been fed into the RPB and service departments.

The council also carried out a survey of young people to identify what issues they felt were good/bad in Powys and what were important/not important in Powys. The issue which those who responded felt was the most important was 'family relationships' and the least important was the Welsh language.

The issue which those who responded felt was the best in the county (good/bad) was also Family relationships. The issue which was considered the worst (good/bad) was Equality for LGBT people.

### **Key conclusions:**

The research and consultation exercises conducted during the year on how best to achieve budget savings for specific services like libraries, leisure centres, day care centres, household waste and recycling centres and via the simulator have provided clear evidence that residents are clearly aware of the budget deficit issue and the need to make savings.

The feedback given around all these issues has led the Cabinet and the council to reconsider their plans on day care, leisure services, libraries and household waste and recycling centres and to date closures have been avoided and discussions ongoing to try and meet savings targets going forward.

The engagement activities undertaken this year have successfully ensured residents' voices have been heard loud and clear and acted upon.

There is clear and continuing evidence to show that residents are keen to protect those who are most vulnerable in our society. In the budget simulator residents were only prepared to reduce the budget for children with disabilities and home care by around 4%. Similarly services for looked after children,

family support, residential care and for adults with learning disabilities were not popular choices when faced with reducing the overall budget. Faced with tough budget choices residents stated overall that they were prepared to see their council tax bills rise by 0.5% above the proposed increase of 3.75% for the year.

Going forward we will continue to explore channels by which we can engage more effectively with our stakeholders including those that are digital and share our resources and expertise with our partners.

Finally we will work hard to ensure we comply with the National Principles for Public Engagement in Wales and the National Participation Standards which identify the key issues that all workers should be aware of when working with children and young people in Wales.

### **Powys Teaching Health Board**

Powys Teaching Health Board has continued to strengthen its approach to community engagement building on the appointments to two key engagement roles in 2016. Significant work has taken place in collaboration with Powys County Council on the engagement of three key pieces of joint work with other partners; including the statutory Powys Well-being Assessment, Powys Population Assessments and the Powys Health and Care Strategy.

Relationships with the Community Health Council (CHC) for Powys have continued to develop via a range of mechanisms including the quarterly CHC Services Planning Committee, Local Committees for Montgomeryshire and Brecon & Radnorshire, Health and Care Strategy Programme Board, and CHC attendance at PTHB Board.

Our two engagement priorities in 2016/17 were:

- Integrated health and adult social care
- Adult mental health services in North Powys

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

#### *Mid Wales Healthcare Collaborative and NHS Future Fit*

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.

During 2016/17 there were two further rounds of community engagement events. The summer events included Llanidloes (13 June) and Llanwrtyd Wells (4 July) whilst the autumn events included Newtown (22 November).

More information is available from the Mid Wales Healthcare Collaborative website at [www.midwalescollaborative.wales.nhs.uk](http://www.midwalescollaborative.wales.nhs.uk)

Looking to the East, the NHS Future Fit programme has continued. This aims to agree the future configuration of acute and community hospital services in Shropshire and Telford & Wrekin – these acute hospitals also serve North East Powys. PTHB continues to be a voting member of the NHS Future Fit Programme Board with observer status for Powys Community Health Councils. Key milestones during the year included:

- Public, clinical and managerial engagement in NHS Future Fit Options appraisal in Autumn 2016
- Following this the NHS Future Fit Programme Board agreed a recommendation of a preferred option for consultation
- The recommendation was presented to a joint committee of Telford & Wrekin CCG and Shropshire CCG (given that this is a process within the NHS in England, PTHB and Powys CHC both had observer status on this Committee) but was not agreed due to a tied vote
- Further work therefore continued during winter 2017/18 including (a) commissioning of an independent review of the decision-making process (b) commissioning of additional Integrated Impact Assessment in relation to women and children’s services and (c) reconstitution of the joint committee to include three independent voting members
- It is anticipated that these three pieces of work will conclude during summer 2017 with the aim of proceeding to consultation later in 2017/18

More information about NHS Future Fit is available from the programme website at [www.nhsfuturefit.org](http://www.nhsfuturefit.org)

### Health and Care Strategy

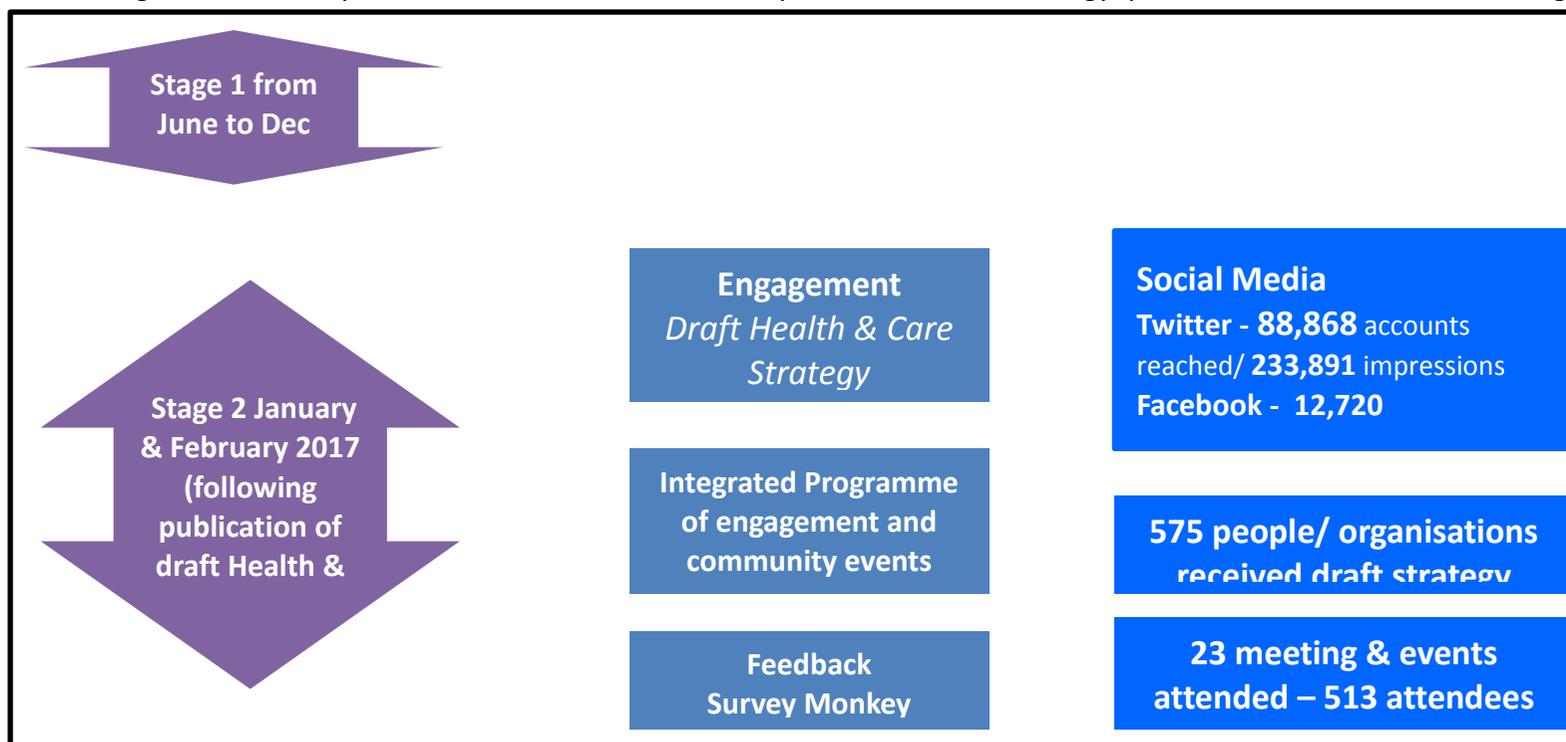
During the past year, Powys has developed the first integrated health and care strategy in Wales. This long-term vision of health and care for Powys residents outlines the ambition of the health board and the council to improve the health and wellbeing of the population and transform the services that those who require them receive.

The vision was developed through a significant period of engagement with staff, stakeholders and the public of Powys. Strong foundations have been built through a programme of Stage 1 Engagement from June to December 2016. This culminated in the publication of the draft Health and Care Strategy accompanied by a suite of “theme summaries” summarising the case for change and the opportunities for the future.

Stage 2 Engagement took place in January and February 2017 following publication of the draft Health and Care Strategy. Significantly, much of this work was undertaken through a partnership of consultation and engagement officers through the Powys Public Service Board. This took the form of an integrated programme of engagement and community events across the county encompassing the Health and Care Strategy, the Well-being Assessment and the Population Assessment.

Stage 2 engagement included:

- Publication of an “everyday” version of the Health and Care Strategy in Welsh and English
- Publication of a suite of “theme summaries” covering issues such as maternity, pharmacy, stroke, carers, early intervention and other areas relevant to the strategy – in both Welsh and English
- Online information and syndicated articles to share across local networks and communities
- An online survey to invite views on the draft Strategy
- A focused programme of social media activity to raise awareness and encourage people to take part in the online survey
- A joint programme of events and activities encompassing the Health and Care Strategy, Well-being Assessment and Population Assessment including drop-in events across the county. These are delivered in partnership through an alliance of consultation and engagement officers from the partners in the Powys Public Service Board and Powys Regional Partnership Board including Powys Association of Voluntary Organisations, Powys County Council, Powys Teaching Health Board, Brecon Beacons National Park Authority, Age Cymru, Mid and West Wales Fire, Natural Resources Wales and Dyfed Powys Police
- Attendance at a range of community, stakeholder and staff events to present the draft strategy, promote discussion and encourage feedback



Feedback during Stage 2 Engagement has found a high level of resonance of the themes in the draft Health and Care Strategy. Valuable feedback has also been received about people's aspirations for how this is translated into practice. This will help us to continue to work with communities and stakeholders during 2017/18 to translate the strategy into practice.

Phase 2 of the Strategy is due to be launched in July 2017, aiming to continue to strengthen alignment between the Area Plan, Well-being Plan and Health and Care Strategy.

### **Adult mental health services in North Powys**

The Health Board has been engaging on the future of mental health services in North Powys for patients living with dementia. This engagement encompasses the interim Dementia Home Treatment Team which has been introduced following the temporary closure of Fan Gorau ward at Montgomeryshire County Infirmary, Newtown.

There has been ongoing engagement with stakeholders since the initial temporary closure in June 2016. This has been followed by a period of structured engagement in February and March 2017. This included:

- Continue service user satisfaction questionnaires with people who have experienced the service, including depth interviews
- Attend each Health Forum in Montgomeryshire
- Arrange three further community events in partnership with local third sector organisations. These will be in two parts wherever possible: joining an existing dementia/carers group, and a public/stakeholder drop-in event
- Attend the Powys-wide Dementia Network meeting

The purpose of the engagement was to:

- Raise awareness of the issues and challenges facing the sustainability of Fan Gorau in Newtown, and the interim Dementia Home Treatment Team model that has been put in place
- Gather insights from patients, potential patients and their family/carers about their experiences of the service and their aspirations & concerns
- Gather feedback from the public and wider stakeholders about their aspirations & concerns
- Discuss the feedback from this process with the Powys Community Health Council in accordance with the NHS Wales Guidance on Engagement and Consultation, in order to agree a way forward

The engagement period has helped us to work with the CHC to understand the opportunities and challenges for the future. Following this a period of formal consultation on the future service model is planned in June and July 2017.

*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 77.*

## Listening to our regulators

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Powys PSB 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.

We have received the following feedback from our regulators during 2016-17.

### **Powys County Council:**

#### **Wales Audit Office**

The Wales Audit Office (WAO) has a duty to report to the public on the arrangements councils in Wales put in place to secure continuous improvement.

The report is underpinned by two key pieces of work:

- A forward-looking assessment of the council's arrangements to secure continuous improvement
- A backward-looking assessment of whether the council has achieved its planned improvements

Their Annual Improvement Report 2015-16 states:

*During the course of the year, the Auditor General did not make any formal recommendations to the council.*

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

*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.*

*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.*

*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.*

*(Annual Improvement Report 361A2016).*

The latest Annual Improvement Report from Wales Audit Office is due no later than July 2017.

#### Financial resilience: savings planning

*Whilst the council is strengthening its arrangements for developing savings plans, too many are insufficiently developed and have unrealistic delivery timescales which may not fully support future financial resilience.*

*Proposal for improvement*

*Strengthen financial planning arrangements by:*

- *Ensuring that the service savings targets set for third party spend, income and cost improvement opportunities can be achieved in planned timescales*
- *Ensuring that all savings plans are sufficiently well developed for inclusion in the annual budget*
- *Forecasting the use of reserves*

*(WAO 695A2016 – December 2016)*

#### Good governance when determining significant service changes

*Given the ambition and pace of its service change programme, there is significant scope for the council to strengthen its governance arrangements.*

*The council has a clear and ambitious vision and framework for significant service change based around delivering community-centred services and being a commissioning council.*

*Whilst the council has strengthened programme management of its service changes, its scrutiny and decision-making arrangements are not sufficiently robust to assure good governance.*

*The quality of options appraisals is mixed and information presented to Members is not always timely or sufficient to facilitate strategic decision-making.*

*The council has well-developed arrangements for engaging stakeholders in service change proposals but these are not always used consistently and effectively.*

*The council is improving its arrangements to monitor the impact of service changes but these are not yet being used systematically.*

*The council is learning from previous service change although it recognises that further action is needed to improve the effectiveness of its decision-making arrangements.*

#### Proposal for improvement

*The council's governance arrangements could be strengthened by:*

- *Reviewing the current remit and role of the Cabinet to enable it to focus on the council's key priorities and significant service changes*
- *Clarifying and strengthening the role of scrutiny committees in considering service change*
- *Aligning Cabinet and scrutiny work programmes to include details of forthcoming service change proposals and making them easily accessible on the council's website*
- *Improving the quality of information and options appraisals provided to Members to enable them to consider the strategic implications of the proposed service changes*
- *Clarify delegated authorities, particularly for significant service changes so that decisions are transparent and accountability for them is clear*
- *Strengthening arrangements for monitoring the impact of service changes including explicitly setting out at the point of decision what will be monitored, where this will be monitored and who will be responsible for doing so*

(WAO 167A2017 – March 2017)

#### **Care and Social Services Inspectorate Wales**

CSSIW encourages the improvement of social care, early years and Social Services by regulating, inspecting, reviewing and providing professional advice to ministers and policy makers. It provides the council with their views on the council's annual review and evaluation of performance.

*Improvements have been made and with the additional senior management capacity, prospects are improving despite the budgetary pressures. It has made significant investment in reshaping services in order to deliver on the savings needed and the implementation of the SSWB Act.*

*The council is actively engaged in the completion of both market position statements and commissioning strategies across a range of service areas, including older people and accommodation, assistive technology, learning disability and domiciliary care. It has carried out a detailed analysis of demography and need across all Council wards, matching current and future need against current resources.*

(CSSIW: Annual review and Evaluation 2015/16)

To find out more you can visit their website - [cssiw.org.uk/](http://cssiw.org.uk/)

**Estyn:**

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

*The proportion of pupils eligible for free school meals in Powys is the lowest in Wales. This is taken into account when evaluating the performance in the council.*

*Since 2012, performance has steadily improved in the Foundation Phase indicator 1 and the core subject indicators for key stages 2 and 3. Although performance in each of these measures is well above the Wales average, it is below that of similar councils.*

*At key stage 4, over the last five years, performance in both the level 2 indicator including English or Welsh and mathematics and the capped average wider points score has improved, but at a slower rate than the average for Wales as a whole. While performance in these measures has remained well above the Wales average, it is below that of similar councils. The council has only met one of the Welsh Government's benchmarks for performance at key stage 4 in the last three years. Of the 12 secondary schools in Powys, three were in special measures at the start of 2016.*

*In most of the main indicators for primary and secondary schools, the performance of pupils eligible for free school meals is higher than for similar pupils across Wales.*

*Attendance in primary and secondary schools has improved and now places Powys amongst the highest authorities in Wales.*

(Extract from WAO Annual Improvement Report 361A2016)

To view previous inspection reports you can visit their website - [www.estyn.gov.uk/](http://www.estyn.gov.uk/)

## Powys teaching Health Board:

### Wales Audit Office:

The Wales Audit Office published its Structured Assessment 2016 of Powys Teaching Health Board in January 2017 (WAO ref: 682A2016 – January 2017). The Structured Assessment examines the health board's arrangements for supporting good governance and the efficient, effective and economic use of resources.

Their overall conclusion is that the health board has ***strengthened its strategic planning, financial position and board functioning, although further work is required to improve financial management and finalise board assurance arrangements.***

In particular:

- The Health Board has successfully delivered significant savings, but there is a need to further strengthen important aspects of financial management in order to comply with standing orders and to be well-placed to respond to the challenging external financial environment
- The Board and its committees are functioning well and planning processes are significantly improved, but key assurance requirements are still developing and some issues from previous structured assessments are yet to be fully addressed
- The Health Board has strengthened its reporting arrangements on the implementation of recommendations. Actions to address the issues and recommendations identified in previous structured assessments are on track but not yet complete

In relation to strategic planning, the structured assessment noted that the health board had successfully produced its IMTP for a second year and continues to strengthen its planning processes. This was further evidenced as PTHB's IMTP for 2017/18 to 2019/20 was in the first wave of IMTPs to be approved by the Cabinet Secretary for Health, Well-being and Sport in June 2017.

It also found that the health board has implemented a comprehensive strategic planning model and is taking steps to strengthen planning capability and capacity. In 2016/17 this included the appointment of an Assistant Director (Planning) and an Assistant Director (Engagement and Communication).

Importantly the assessment also found that the health board is well-placed to develop its longer-term Health and Care Strategy, which is discussed in more detail elsewhere in this Evaluation.

There is clearly important scope to continue to strengthen our planning processes – particularly through our increasingly aligned work on the Health and Care Strategy, Well-being Plan and Area Plan – but we are confident that this provides positive foundations for the future.

## Healthcare Inspectorate Wales (HIW)

Healthcare Inspectorate Wales (HIW) is the independent inspectorate and regulator of healthcare in Wales. Our purpose is to check that people in Wales are receiving good care.

During 2016/17, HIW conducted nine inspections or visits at Powys Teaching Health Board settings, these included:

- One hospital inspection
- Four general practice inspections
- Two dental practice inspections
- One learning disability inspection
- One Ionising Radiation (Medical Exposure) Regulations (IR(ME)R) inspection

Findings and recommendations from HIW inspection reports are reviewed in detail by the Patient Experience, Quality and Safety Committee on behalf of the Board, with detailed action plans being developed and implemented in response to key findings. During 2016/17 the programme of inspections by Healthcare Inspectorate Wales provided valuable recommendations to help us maintain and improve the quality and safety of care for our patients and service users. Full details are available in the inspection reports which can be found on the Healthcare Inspectorate website: [www.hiw.org.uk](http://www.hiw.org.uk)

## Finding out more

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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-npa.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://walescrc.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

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