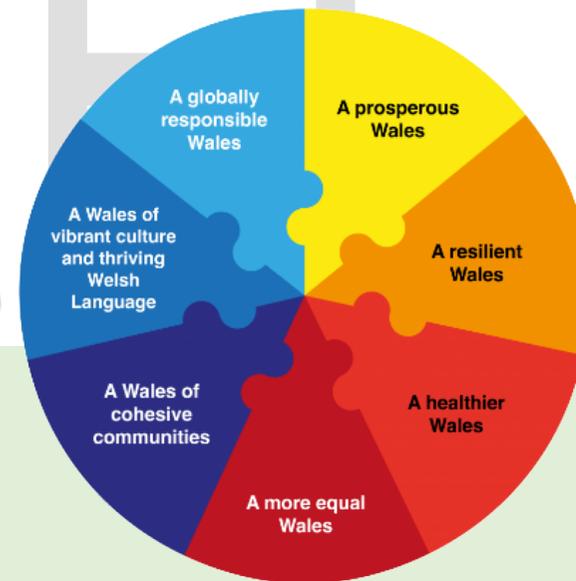


2017-18

Annual Performance Report

(Reporting progress against our Corporate Improvement Plan 2016-2020 and Well-being Objectives)



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This is Powys County Council's Annual Performance Report 2017-18. It sets out how we performed during the 2017-18 financial year, against the commitments that we made in our Corporate Improvement Plan 2016-2020 (2017 update), including our well-being objectives.

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

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01. Leader and Chief Executive's introduction

During 2016 – 2018 we have been delivering an ambitious Corporate Improvement Plan focussed on four key priorities.

- Services delivered for less – remodelling council services to respond to reduced funding
- Supporting people in the community to live fulfilled lives
- Developing the economy
- Learning – improving learner outcomes for all, minimising disadvantage

During the 2017-18 year we remained focussed on delivering these priorities, while also responding to the findings and recommendations of an independent review of our children's and adult services.

It has been a challenging year and we know that there is still significant change and improvement to do. In the delivery of children's and adults social services, we have fully accepted the findings of the Care Inspectorate Wales (CIW) reports and the intervention by Welsh Government. They found that we had failed to meet the high standards children and families in the county should expect and deserve. In response, we developed detailed improvement plans that provide direction for deep and sustainable change and improvement to services for children, families and vulnerable adults in Powys. In the final part of 2017-18, we started to see some improvements in performance including an increase in the number of people independent following a period of reablement and those supported with technology. There have also been some signs of improvement in relation to statutory visits and safeguarding. In 2018/19 this performance needs to be improved further and sustained which will involve a clear end to end business process to enable staff to discharge their professional duties.

In this report you will find more detail on how well we delivered our priorities and commitments last year as well as what our key independent auditors have told us. It aims to provide an open and honest account of how effective our actions have been and the difference we've made for residents. It also highlights areas where our performance didn't meet the standards our residents rightly expect and what our future priorities are to improve performance in these areas.

Despite the challenges within social services, we have delivered a number of improvements in our other priority areas, including completion of five new primary schools in the Gwernyfed school catchment, adoption of a new Local Development Plan and regeneration of the Llandrindod Wells lake. We invested over £61m as part of our capital programme, including £22m on improving our schools, £18m on improving the county's transport and highways, £12m on improving council dwellings and £5m on improving museums and galleries, parks and open spaces and sports facilities.

As we continue to face financial pressures, we looked at ways of making savings and delivering our services for less and last year we made savings of £8.3m, representing 71% of the total target. Unachieved savings have been mitigated by underspends in some of our service areas, however we know there is still more we can do to strengthen our financial planning going forward. We have already reviewed and updated our Medium Term Financial Strategy for the next five years, subject to final approval by Cabinet.

According to the indicators used by the Welsh Government to evaluate local government performance, we were among the top quartiles in Wales for 10 (56%) indicators and in the bottom quartiles for 7 (39%) indicators. There is no quartile data available for one of the indicator. We improved our performance in 28.6% of the indicators, compared to performance in 2016-17 and our performance fell for 42.9% of the indicators.

This will be the final performance report against the priorities above, as in April 2018 we published a new plan that set out some changes to our long term vision for Powys. It marked a change in direction following the establishment of our new Cabinet in May 2017 and sets out four strengthened priorities, which are also our well-being objectives showing how we are contributing to the well-being of Wales.

As well as preparing our new Vision 2025 Corporate Improvement Plan 2018-2023, we have also been working as part of the Public Services Board to develop a Well-being Plan (Towards 2040) and as part of the Regional Partnership Board to develop the Health and Care Strategy Area Plan. These plans demonstrate our continued commitment to work with partners towards improving the well-being of Powys residents.

We have also been ensuring that Powys has a strong voice in the Brexit negotiations at Wales and UK level. As part of understanding the challenges and opportunities for Powys, key officers are involved in the WLGA Brexit Transition Support Programme. We're also drafting an Impact Assessment involving all the council's service areas, the Powys Local Health Board and local businesses, to understand the impact on staff, supplies, funding, policies and much more. By understanding the possible impacts, we want to ensure we can be better prepared.

We will continue to modernise the way we work to ensure that we are equipped to tackle the challenges that lie ahead. We no longer have the financial resources to deliver everything we would like and therefore we need to think more creatively about how we work with communities and partners. However, what we will do is focus on the priorities that our communities have told us are most important to them, building on the strong foundations we have put in place to make progress.

I hope you will find this report useful and that it helps you to understand and constructively challenge what we are doing.

Councillor Rosemarie Harris
Leader Powys County Council

Dr Mohammed Mehmet

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02. About this report

In April 2017 we approved the annual update to our Corporate Improvement Plan 2016-2020. It set out four key priorities with over 250 supporting commitments/activities to achieve our vision, which at that time was 'strong communities in the green heart of Wales'.

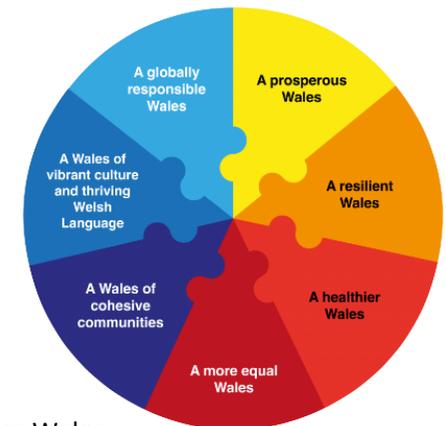
Our priorities were:

- Services delivered for less – remodelling council services to respond to reduced funding
- Supporting people in the community to live fulfilled lives
- Developing the economy
- Learning – improving learner outcomes for all, minimising disadvantage

This report looks back at our performance during 2017-18 and what progress we made against our priorities. It is important to review our progress and report to the public and elected members on improvements which have been achieved and where we need to do better.

This report includes:

- An overview of the progress we have made to deliver our priorities and commitments from:
 - The One Powys Plan 2014-17
 - Service plans and improvement plans
 - The Medium Term Financial Strategy and Capital Strategy
- How the steps we have taken contribute to a more sustainable Wales; the seven well-being goals (The tables on pages 8 -38 show our contribution to the goals with the colours representing each of the goals as shown in the diagram opposite. (Definitions of the goals can be seen in Appendix A).
- How we are using the sustainable development principle, five ways of working to change the way we work
- Our performance against the Public Accountability Measures which are used to evaluate local council performance across Wales
- Key conclusions from audit and inspection work carried out by our external regulators



Key:

In order to analyse our progress, we monitored our performance against a set of commitments and measures and the effect these were having on our desired outcomes. Each of our priorities has been given an overall status of excellent, good, adequate or poor depending on performance.

- Excellent – All commitments completed and outcomes achieved
- Good – Majority of commitments on track and outcomes improving
- Adequate – Commitments broadly on track, but limited impact on outcomes
- Poor – Majority of commitments off-track and outcomes not improving

Our Well-being objectives:

During 2017-18, we continued to implement the Well-being of Future Generations (Wales) Act 2015. The Act sets out five ways of working and seven national well-being goals to shape our thinking and ensure public bodies in Wales are working towards a common vision. In April 2017 we set and published well-being objectives to show our commitment and contribution to the goals. Our well-being objectives were the same as our priorities for improvement above and this report shows how our achievements are making a difference to the well-being goals.

Last year we reviewed our well-being objectives in light of the emerging Public Services Board Well-being Plan and also to reflect the vision of the new Cabinet members, following the local government elections in May 2017. Our objectives have been strengthened and will provide a clear focus for improving services over the next four years. Details of how we will deliver our objectives can be seen in Vision 2025: Our Corporate Improvement Plan 2018-2023.

The table below explains how our well-being objectives have been strengthened to better align with the Powys PSB Well-being Plan (Towards 2040) and to reflect our commitment to provide better integrated services. The biggest change is the introduction of a new objective that will focus on supporting our residents and communities. We want to improve the way we involve residents and ensure they have an active role in the design and delivery of services. We also want residents to be supported to take responsibility for their own actions and support one another.

Original well-being objectives published in March 2017	Revised well-being objectives published in April 2018	Links with PSB Well-being plan objectives
Supporting people in the community to live fulfilled lives	We will lead the way in providing effective, integrated health and care in a rural environment	People in Powys will be healthy, socially motivated and responsible
Developing the economy	We will develop a vibrant economy	People in Powys will experience a stable and thriving economy
Learning – improving learner outcomes for all, minimising disadvantage	We will strengthen learning and skills	
Services delivered for less – remodelling council services to respond to reduced funding	This objective has been removed for 2018 onwards, but we have a programme of work called 'Making it happen' to support delivery of our four objectives. This will focus on: <ul style="list-style-type: none"> Engagement and communication Changing how we work Leadership and governance 	
	New objective: We will support our residents and communities	People in Powys will be connected by strong communities and a vibrant culture

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03. Delivering our priorities in 2017-18

SERVICES DELIVERED FOR LESS

During 2017-18, we introduced a new Corporate Leadership and Governance Plan to ensure that the council is well-run, aspirational and high-performing, turning strategies into actions which make a difference for our communities. The actions in the plan became part of our 'Services delivered for less' priority.

Summary assessment of performance:

Overall performance for this priority was adequate. In total, there were 72 commitments/ activities supporting delivery of this priority and at the end of the year 57 (79%) were either complete or on target.

We said we wanted to make the following difference:

- Better value for money for our citizens
- Effective, efficient and sustainable services
- Local communities are better able to provide services for themselves
- More local suppliers are being used in our contracts, either directly or through the supply chain
- Powys benefits from the council trading its professional expertise
- Customer requirements are more easily met using digital technology

What difference have we made?

Measure of success	Result 2016-17	Target 2017-18	Result 2017-18	Have we improved?
Savings achieved through remodelling services	-	£1,794,610	£1,545,100	-
Customer Satisfaction with Council Services	60% 2015-16	-	No survey undertaken	-

New self-service website

As part of our customer transformation programme we started to develop a new self-service website in August 2017 which will eventually replace the existing website. Customers now have the opportunity to set up a new and simpler 'My Powys' account where they can easily interact and request services from the council online, 7 days a week. Residents can still check their council tax balance and register for school closure alerts but now they will also be able to very quickly see their Councilor's details and bin collection dates. There is also access to a new facility called 'My Requests' which allows residents to check the progress of reports or requests, including getting a new bin/box, reporting a problem with a waste collection and getting a commercial vehicle trailer permit. Customers receive automatic updates on their service requests and are able to track progress. The new web based system being implemented will reduce manual processing and back office systems. Customers are able to leave feedback every time they request a service which enables the council to review and continuously improve the services on offer. *Feedback received so far includes:*

Very easy to navigate, quick response and very quick delivery, thank you.

The process was fairly easy when I realised how to get round the net. The feedback was helpful.

What progress did we make against our commitments?

National well-being goals	How has our progress contributed to the well-being goals?	Contribution to other goals					
		Yellow	Orange	Red	Dark Red	Dark Blue	Light Blue
A prosperous Wales	<i>Powys Pound launched</i> – We launched a new commitment to boost the amount of money we spend with Powys businesses. We know that every £1 we spend with local companies generates additional investment and local job opportunities. Like all councils we have to work within procurement regulations but know that it is not just about getting the lowest price, it is about getting the best value and doing what you can to boost the local economy. To ensure the council's money is spent as efficiently and effectively as possible we have undertaken many activities. This includes e-tendering for goods and services in accordance with regulatory requirements, monitoring back office spend through a spend control process, and supporting services commissioning plans and their intended procurement approach. Work has been undertaken with the National Procurement Service and Sell2Wales who are organisations which are used to source goods and services for the council to identify businesses who are Powys based and the areas of goods/services they provide. Another activity we have developed is 'breakfast meetings' for businesses, giving them the opportunity to meet and ask questions of key council officers on how to do business with us.	✓					
	<i>Commerciality</i> - Our vision is for the council to be open and enterprising so it is important we are looking at many different options to trade, generate income and offer a wide variety of services and skills. In line with	✓					

	<p>our vision we launched the Heart of Wales Business Solutions, which is a new initiative aimed to improve our commercial opportunities by trading some products and services. Connecting with these businesses is key and will take us one step further to boosting income and strengthening council business. We currently have 32 contracts in place providing services such as payroll, DBS, fraud and administration support to external organisations which could potentially generate additional income of £348k.</p>							
	<p><i>New joint venture company implemented</i> - The Heart of Wales Property Services (HOWPS) was implemented from summer 2017 to deliver all our building repair and maintenance services. It is an exciting new partnership between us and Kier which will contribute to the local economy. However, there have been some difficulties in the first 12 months and things have not gone as hoped. There have been problems with ICT and financial systems, payment of contractors and generally the response and performance of the service. These issues have all been significantly challenging to officers of both parts of the partnership during the 12 month period and has resulted in a failure to achieve the anticipated efficiencies in the first year. Additional resources have now been applied to the organisation and it is anticipated that year 2 performance will improve significantly.</p>	✓						
	<p><i>Highways, Transport and Recycling (HTR) Transformation</i> - In 2017/18 a savings target of £1.8M was set against HTR budget through a variety of initiatives, improved delivery methods and budget management. We achieved £1.5m savings against our target in 2017/18 and the remainder has already been realised at the start of 2018/19. A project to further transform HTR services and increase delivery efficiency over the next 3 years is underway.</p>	✓						
	<p><i>Commercial and commissioning strategy developed</i> - A Commercial and Commissioning strategy has been developed. As part of the strategy a Local Sourcing plan has been developed which includes but not limited to the monitoring of local operators bidding and winning tenders, reducing the time taken to pay invoices to small/local businesses and the inclusion of more social clauses into contracts. The strategy will be implemented immediately after sign off.</p>	✓						
	<p><i>Purchase to pay</i> - We reviewed our purchase and payment systems to make them more efficient. As a result of the review we are now increasing the use of purchase cards across the organisation for buying goods and services. This has generated efficiencies through not having to manually process invoices. Our suppliers also receive payment quicker. Implementation of the review has generated £100k savings during 2017-18 and together with an £82k rebate from the provider.</p>	✓						
	<p><i>Income and awards re-design</i> - We have continued to re-design our income and awards processes to make them more efficient. The number of days taken to process housing benefit and council tax reduction claims has been maintained at seven days (this was 35 days prior to implementing a number of service changes). The number of days it takes us to process council tax queries has reduced from 64 to 24 days, whilst maintaining an 89% call answer rate, with average call waiting times now five minutes. To date, £325k has</p>	✓		✓	✓			

	<p>been realised in benefits as a result of streamlining our processes. Last year we started to review and re-design the financial assessment and billing process for Adult Social Care. A pilot was undertaken which showed that a number of improvements could be achieved from re-designing the process, including an increase in clients income, removal of delay in the process and improved communication for customers and families.</p>							
	<p><i>ICT improvements</i> – During 17/18 we removed 11 ICT systems. The current system rationalisation programme has removed a total of 47 systems since 2016 and we continue to implement the programme of work, identifying further systems to remove as well as systems that we can join-up through the corporate hub. An efficiency of £200k has been achieved as well as other benefits such as a reduction in the number of servers and licences, reduced travel costs, reduced telephony support costs and an improved joined up approach to ICT systems across Powys.</p>	✓						
<p>A resilient Wales</p>	<p><i>Rights of way improvements</i> – We have maintained or improved 254km of public rights of way, exceeding our target of 200km. Examples of the improvements include, a new footbridge along the public footpath that goes across Ystradgynlais’ Diamond Park and into the Wern Plemys Nature Reserve, works to repair part of the ‘Strata Florida’ byway near Abergwesyn, Llanwrtyd Wells and replacement of a stretch of stone steps leading to the waterfall at Pistyll Rhaeadr near Llanrhaeadr-ym-Mochnant. We now have a team of 102 volunteers (an increase from 71 the previous year) who clocked up 2,348 volunteer hours to deliver works such as building new bridges, installing gates and vegetation clearance. The volunteers receive health and safety training from the council and are key to ensuring we continue to maintain our rights of way which can play a vital role in maintaining the health and well-being of the people of Powys as well as maintaining our natural spaces.</p>	✓	✓	✓				
<p>A Wales of cohesive communities</p>	<p><i>Transfer of outdoor recreation to communities</i> – We continued to work with communities, sports clubs and others to discuss options for them to take on outdoor recreation facilities traditionally run by the council. To date we have transferred 18 outdoor recreation and play provision sites to communities, including the transfer of Radnorshire Indoor Bowls in November 2017. During 2017-18, £60k of financial savings were made through a review of our grounds maintenance and through transfer of facilities.</p>			✓		✓		
	<p><i>Library services re-commissioned</i> - We have consulted and worked with local communities to re-design and re-commission the library service in order to achieve savings of £125,000. We are grateful to the Town and Community Councils, schools and community organisations who are providing financial and other support to their local libraries, and to all of the volunteers who have given 2,490 hours of their time during 2017-18</p> <ul style="list-style-type: none"> ○ Builth library has been successfully co-located into a Powys County Council building, Antur Gwy ○ Llanidloes libraries have been successfully co-located with Llanidloes museum with the Town Council’s Town Hall, and received visitor attraction status ○ Work has progressed on agreement with a Community Interest Company formed by 12 Town and Community Councils in the Llanfyllin area in order to support the local library and look at delivery of 					✓	✓	

	<p>other services. Working with the Community Connector, there has been an increase in health and wellbeing activities and events at Llanfyllin library and community centre</p> <ul style="list-style-type: none"> ○ Crickhowell library is going from strength to strength under the partnership agreement between Crickhowell High School and our library Service, with visitor numbers up by 10% between January and March 2018 ○ Presteigne Town Council provide financial support to Presteigne library ○ Talgarth library has been co-located on the new community focused school site (Ysgol y Mynydd Du). The new site provides a vital role at the heart of the Talgarth and Bronllys community and the library will provide an additional valuable learning asset for future generations to access ○ Llandrindod Library extended opening hours by opening at 9am, from October 2017, and is now open for 45 hours per week ○ Data has shown that libraries run by volunteers alone for some hours (Llanwrtyd, Presteigne) have seen a decline in visitor figures, and we are looking at ways to address this. Volunteers have started to open Llanfair Caereinion library for 1 shift per week (3 hours) and the impact will be monitored. Volunteers working alongside paid staff is proving a more effective model for all concerned, as well as less onerous for the volunteers ○ Llanfair Caereinion Town Council are covering the premises costs for the library ○ Knighton library has moved to become part of the enhanced community hub facility at Knighton and District Community Centre. In the first 3 weeks after opening, over 1200 people visited the library, with most feedback very positive. Libraries are important for local communities, and innovative partnership working, and shared facilities such as this hub, are one way to ensure that services are still available for local people, particularly in rural areas 							
	<p><i>Youth services re-modelled</i> – In order to continue delivering the youth service within available budgets, we have re-modelled the service saving £180k in 2017/18 and a further £207k has already been achieved in 2018/19. This was achieved by removing three buildings from our portfolio (Newtown, Llandrindod, Brecon). The youth clubs in these areas have re-located to venues not owned by the council. Negotiations are still being undertaken with regards the buildings in Ystradgynlais and Welshpool. We have also restructured the open access team and reduced staff hours to make efficiencies. We currently have 13 youth workers in secondary schools across Powys and one youth club in the five main towns (Welshpool, Newtown, Llandrindod, Brecon, Ystradgynlais). We commissioned the Urdd to deliver Welsh language youth work and the YFC to deliver rural youth work across Powys.</p>					✓	✓	
<p>A globally responsible Wales</p>	<p><i>Recycling targets met</i> – 60.65% of waste was reused or recycled. Whilst this exceeds the Welsh Government’s Statutory Recycling Target (SRT), it is a fall of 4% on the previous year’s recycling rate. This was principally down to how wood waste from household waste recycling centres is now reported to NRW,</p>	✓						

and also the loss of some recycling as a result of sending some waste to incineration which does allow the authority to claim the bottom ash as recycled. The fall in recycling has been seen across most Welsh councils for the same reasons and we will be working to divert additional material from the residual stream to recycling in order to meet the next SRT of 64% in 2019/20. A new household waste recycling centre was developed in Llandrindod Wells, providing an upgrade to what was a popular community recycling site. It is centrally located to serve mid Powys residents and will help the council to recycle as much waste as possible. Opening days of the council's HWRC were also increased to encourage residents to recycle more.

How much did we save/ spend?

Headline capital investments:

- 
 - **£2.9m** – Highways, Transport and Recycling Service vehicle replacement programme. For example, a capital investment of over £425,000 has seen the council purchase two Archway Roadmaster spray injection patching machines, which will tackle several times the number of road defects compared to traditional patching methods. One of the machines, which is operated by one person from the cab of the vehicle, recently repaired 40 square metres of potholes. It would have taken a four-person workforce using traditional patching methods and numerous pieces of equipment all day to repair the same amount of potholes. With budgets under increasing pressure, the new machines are seen as a cost-effective way of maintaining the county's highway network.
 - **£330k** – Llandrindod Wells Household Waste and Recycling Centre
 - **£295k** – ICT replacement infrastructure

Headline savings:

- **£100k** - Implementing the LED conversion programme for street lights and reviewing the service
- **£189,210** - Review the provision of Household Waste and Recycling Centres
- **£20k** - Decommissioning direct management of some museums and pursuing joint arrangements in the management of the Brecon Cultural Hub
- **£350k** - Year on year reductions in contract fees for managing the council's leisure facilities
- **£111k** - Business support (New Model)

What are our improvement plans for 2018-2023?

Vision 2025: Our Corporate Improvement Plan 2018-2023

You can see more detail about how we will continue to provide effective and efficient services in our Vision 2025: Corporate Improvement Plan 2018-2023. One of our priorities for 2018-2023 is called 'Making it happen' which focusses on:

- Engagement and communication
- Leadership and governance
- Changing how we work

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SUPPORTING PEOPLE IN THE COMMUNITY TO LIVE FULFILLED LIVES

An inspection of our Children's Services in July 2017 followed by an inspection of Adults Services in January 2018, highlighted some critical areas for improvement and in response we prepared two key improvement plans to help implement immediate and urgent changes.

- Children's Improvement Plan
- Adults Improvement Plan

These plans focussed on improving the standards of our statutory social care services, ensuring that our most vulnerable children and adults are safe. Recognising the importance of these plans, we took the decision to replace our original priority - 'Supporting people in the community' with a priority called 'Social Service Improvement'. The commitments and measures of success set out in the CIP 2016-20 were therefore changed to better reflect the outcomes being sought. From October 2017 onwards our performance monitoring focussed on implementation of the improvement plans and it is therefore progress against these that is the main focus of this section of the report.

More information on the Children's and Adults Services inspections can be found in section 6 of this report.

Summary assessment of performance:

Overall, performance for this priority has been adequate and improvements in our social care services will continue to be a priority for 2018-2023. In total, there were 113 commitments/ activities supporting delivery of this priority. 84 (74%) of the commitments/ activities were either complete or on target by the end of 2017-18, leaving 29 (26%) off-track. Only 3 out of the 10 measures being monitored met their target while three showed improvement compared to 2016-17 performance.

We said we wanted to make the following difference:

In Children's Services, we will:

- Support families to stay together and reduce the need for children to be looked after, by focusing on services which provide timely help, build on family's strengths and prevent greater problems arising
- Manage risk confidently and effectively when providing support to families where children and young people need to be safeguarded or they are judged to be on the 'edge of care' by making sure that their needs are accurately assessed and met effectively, with positive outcomes for them
- Provide and commission a flexible and affordable mix of high quality placements for children who are looked after to meet the diverse range of their needs and circumstances
- Give children and young people clearly planned journeys through care and into adulthood

In Adult Services, we will:

- Improve access to services through timely information, advice and assistance, as well as receiving and processing enquiries appropriately and swiftly
- Keep safe, adults at risk by ensuring that initial screening of concerns is effective and consistent, with a prompt assessment of risk and safeguarding action

- Avoid delays by providing sufficient service and fieldwork capacity
- Meet new statutory responsibilities towards individuals and their carers by increasing the range and quality of the services available for meeting needs

What difference have we made?

Technology enabled care

A 95 year old lady lives alone with her son living close by. She is adamant she wants to stay in her own home as long as possible but she has early stage dementia and although there is a care package in place the concern is that the lady might get up in the middle of the night and have a fall. Telecare was installed which included a bed occupancy sensor. This was programmed to monitor her activity between 10pm and 8am and it is programmed so that if she gets up and then doesn't return to bed within 30 minutes, the lifeline is activated and the call centre respond to check she is well.

Community connectors

Client A, now in his late 70's, recently left hospital. He refused a care package and reablement. His sister cared for him but she had to return to work. His ex-wife is caring but she can't continue any longer as it is a strain for her; in her 80's and not living locally. He doesn't want care workers coming in and can't abide ready meals. He is managing with washing and dressing. However, at the moment he can't manage getting to the shops or cooking meals. His ex-wife contacted Powys People Direct (PPD) to see if social services could help her to care for him. While speaking with client A's ex-wife, the PPD contact officer consulted with the Community Co-ordinator to see what options might available to him. In negotiation with client A and his ex-wife it was agreed that he would be referred to Red Cross support at home for preventative work (primarily shopping and confidence building) and the Community Co-ordinator would try to locate someone to deliver a hot meal to him each day. Client A relented and agreed to be referred to reablement to support him with meal preparation. This removes the stress of caring for his ex-wife and supports the immediate need of the client.

Red Cross continued to support him by taking him to the shops, encouraging improved mobility and building confidence. At the shops, client A gets to catch up with friends and enjoys hearing the local news. He told the Red Cross staff "when I know you are coming, I know it is only shopping, but I really do look forward to getting out, doing my own shopping and seeing people. As client A comes to the end of his time with the Red Cross, his confidence has improved. He is determined to increase his independence and hopes to be able to start sailing again. The Red Cross staff will put him in touch with local Community Support befriending and community transport schemes so he can continue doing his shopping and building his strength.

Early Help Team Around the Family

Person 'B', was 15 years old when a CAF was completed. His father has mental health problems and his mum has a complex health condition which meant Paul helped care for his mum at night and cared for her in the morning when she had 'bad days,' (prior to Adult Services becoming involved).

'B' had low self-esteem and low self-confidence and he rarely went out socially. He was bullied in school. He is dyslexic which means learning is hard for him. He and his parents felt he did not get the support in school. 'B' had been involved with the Police at one stage, and he had also ran away.

'B' initially received support from a Youth Intervention Service Worker (YIS) worker. The work helped increase his self-esteem and self-confidence. They helped with school issues such as bullying. A referral was made to Young Carers. 'B' went on group activities but preferred one to one support such as mountain biking. TAF meetings were held at school (which included dad's mental health advocate and a SW from Adult Services) which meant everyone came together to work to a plan and ensure a strong link between home and school. School became fully aware of the level of caring responsibilities 'B' had at home. When YIS had finished their work, 'B' had support from a volunteer from a mentoring service until he went to college.

'B' contacted the department in March 2018 to say: *"I just want to say thank you for all you did for me, to let you know that you may not get a medal at the time but a couple of years down the line I have realised that what you lot did helped more than I realised, although at the time I may not have seen it that way. My life would have been different without both you at TAF and my head of year at school (yr11). You gave me my confidence back. Going out with my mentor was something to look forward too away from my problems"*

'B' has been awarded an unconditional offer to go to university in Sept 2018.

Measure of success	Result 2016-17	Target 2017-18	Result 2017-18	Have we improved?
Children's				
The percentage of assessments completed for children within statutory timescales	95%	95%	66%	✘
% of children looked after on 31 March who have had three or more placements during the year (This measure is based on a rolling 12 month period and details all those looked children who have been in 3 or more placements during that year as a percentage of all the children looked after on the last day of the reporting period)	13.5%	6%	13%	✓
% of LAC Statutory Visits carried out within timescale	n/a	95%	75%	-
% of CP Statutory Visits carried out within timescale	n/a	95%	73%	-

% of operational staff who have had Case Supervision on a monthly basis	n/a	95%	43%	-
Adults				
The number of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment decreases	8.13	7.5	10.49	✘
Following a period of reablement support, the number of clients requiring no ongoing support will increase	66.5%	70%	76.43%	✓
The number of adult clients supported in their own home through assistive technology will increase	104.75	380	412	✓
The percentage of Carers identified offered an assessment	93.87%	91%	88.47%	✘
The number of service users with learning disabilities receiving residential care or supported tenancies outside of Powys will reduce	-	Reduce	Reduced by 1	-

What progress did we make against our commitments?

National well-being goals	How has our progress contributed to the well-being goals?	Contribution to other goals						
		Yellow	Orange	Red	Dark Red	Dark Blue	Light Blue	Blue
A healthier Wales	<i>Children's Services:</i>							
	<i>Powys People Direct (PPD)</i> - To meet the need of children and families for a timely and proportionate early contact response, we have increased capacity in Powys People Direct, our contact and early screening centre. It both provides information, advice and assistance and also receives social services enquiries from the public and professionals. Recent concerns raised about people's ability to get access to PPD were addressed through a restructuring exercise. Supervision and support for contact officers has been increased and management oversight enhanced.			✓				
	<i>Safeguarding</i> - We agreed a Corporate Safeguarding Policy which sets out the steps that the council as a whole will take to protect and safeguard children and adults at risk. We also set up a Corporate Safeguarding Group chaired by the Chief Executive to monitor delivery of the policy.			✓	✓			
	<i>Working with partners</i> – We demonstrated renewed commitment to engaging effectively with the Regional Safeguarding Board, the Regional Partnership Board, the Children and Young People's Partnership and structures for national working in areas such as fostering and adoption so that we can benefit more from partnership working and external accountability. We have re-established the Powys Local Operational Group which operates on a multi-agency basis to co-ordinate the work of the Regional Safeguarding Board and we are ensuring that senior officers make a stronger contribution to the work of the Board.			✓				

	<p><i>Foster Carers</i> - We are committed to Increasing the number and range of local fostering placements. 23 foster carers have been approved in the current financial year (9 Generic and 14 Connected Persons). 13 foster carer assessments are in progress. The council's fostering recruitment strategy will set annual targets, complemented by regional recruitment work. We will explore the potential for reduced or waived council tax for Foster Carers and for their prior consideration in allocations of larger council housing properties. A listen and learn exercise has been completed with Foster Carers and recommendations are being considered and implemented. A marketing strategy has also been completed. We aim to reduce inappropriate use made of Independent Fostering Agency (IFA) placements and clearly specify their role. Agencies can continue to play a role in complementing our in-house provision through targeted commissioning of more specialist provisions rather than being used because a local authority foster placement is not available.</p>			✓		✓		
	<p><i>Assessments</i> - The service has focused strongly on assessments, with twice weekly meetings of operational managers to ensure timescales are met and performance improved. An independent auditor also reviewed a small number of files and suggested more appropriate timescales for completing assessments to ensure that they are more proportionate. The council is determined to achieve 100% compliance for completion of assessments for children within the statutory timescale of 42 days. However, we are starting from a very low base of 53% completion in April, May and June 2017. In January 2018 we saw a significant improvement to 72% of assessments being completed within timescale and this has increased further to 86% for February 2018, and 96% for March 2018. This takes us past the 90% target set for March 2018. We will continue to make every effort to deliver our aspirations of 100% compliance and this will be monitored by the Leader of the council on a monthly basis and exceptions will be challenged to be understood.</p>			✓				
	<p><i>Involvement of children and families in their care plans</i> - There are good examples of outcome-focused care planning which consistently reflects the outcomes of the assessment and the views of children and families. People are actively involved in planning and delivery of their care and support and they are supported to identify what matters to them and how they might achieve their personal well-being outcomes. These outcomes are clearly described and the actions to achieve them are identified. We have seen an increase in the numbers of Children who require care and support plans since April 2017. However, this has been steadily reducing since the high of 751 in December, falling to 668 by March 2018.</p>			✓	✓			
	<p><i>Workforce</i> - We recruited agency staff to cover vacancies or longer-term sickness absence. On a temporary basis, we have appointed to a number of social worker posts above establishment in order to support staff, reduce caseloads and stabilise the workforce. As well as increasing social worker capacity in front line teams, the council is also committing to provide additional support staff so that front line practitioners and managers can focus on delivering safe and high quality services to children and their families. This includes strengthening the quality assurance functions (including Independent Reviewing Officers) and increasing capacity in Powys People Direct and the fostering and adoption services. A workforce strategy is being</p>	✓		✓				

	developed and will be relevant to both children and adult services. Having extra agency staff does increase capacity and experience within the workforce but we are aware that if workers change frequently, it can also add to instability for children and families.							
	<i>Improved HR, IT and performance monitoring systems</i> - We have improved the accuracy of data to support managers in addressing practice issues across the service. Detailed performance dashboards have been developed for front-line managers (updated daily) and for elected Members (updated monthly).			✓				
	<i>Financial planning</i> - We have produced a financial plan that incorporates a safe and sustainable budget for Children's Services. The level of political and corporate support for our Children's Services has been demonstrated especially by the level of additional financial support made available in 2017/18 and agreed for 2018/19 to deliver our improvement plans. The budget for next year includes investment of £6.172m for Children's Services, an increase of 47% at a time when the overall budget for the council is experiencing considerable pressures. This figure emerged from a structured and methodical approach to developing a safe and sustainable budget for Children's Services, including a costed Improvement Resource Plan which identifies the additional staffing and other resource requirements. An overall commissioning strategy for Children's Services is being developed, together with specific strategies in areas such as placements for children who are looked after. This will ensure that an appropriate level of budget is allocated to the service.			✓				
	<i>Looked After Children (LAC)</i> - The council has responsibilities to act when children are at risk in the family home. In some cases this means that they are removed for their own safety and well-being. The number of LAC has remained over 200 from January to March 2018 and is much higher than at April 2017 (160). One of our important roles is to ensure that we undertake visits to our LAC. The percentage of statutory visits held within the statutory timescale has improved from 49% in January 2018 to 55% in February, and 86% in March 2018. This is however below the target of 100% and it is recognised that further immediate improvement is required. This will be one of our priorities for 2018/19 going forward. The percentage of 'looked after' children who returned home from care during the year was 15.3%. The percentage of children who were supported to remain living with their family was 73.9%.			✓	✓			
	<i>Children on the Child Protection Register</i> - We have been focussed on the impact that we can have on our child population and how we need to perform in responding to those at risk. The number of children on the child protection register was 111 in March 2018, which is a drop of 12 since January 2018, but is still far higher than at April 2017 (80). The average length of time on the Child Protection Register for those removed has reduced from 229 days in January 2018 to 195 days in March 2018. To keep children safe the service must ensure statutory visits are undertaken at the right time. At the end of January 2018 performance was low at 56%, but has increased to 72% at March 2018. The organisation has set a compliance target of 95% for statutory visits.			✓				
<i>Adult Services:</i>								

	<p><i>Engagement Strategy</i> - We have developed and consulted with stakeholders on an engagement strategy for adult social care and this has recently been finalised in order to implement fully during 2018. We are eager to hear about the services we already deliver and how we can support adults better. In 2017-18, 51% of adults (197 adults) felt that they could do things which were important to them. 47% (182 adults) felt that they couldn't, or could only do so some of the time. This is a reduction from 52% (267) in 2016-17 that felt they could do the things important to them. Health and mobility issues were raised as being the main limiting factors.</p>			✓	✓	✓		
	<p><i>Preventative Services</i> - We worked with the 3rd sector to develop our preventative services, but we recognise that we need to undertake further work to ensure that these are robust. We developed home based support services in East Radnorshire with the 3rd sector and in Llanidloes and Llandrindod. These are pilots for two years and will be evaluated at the end of the second year.</p>			✓		✓		
	<p><i>Powys People Direct</i> - We have used our single point of access, Powys People Direct (PPD), both to provide information, advice and assistance and also to receive social care enquiries from the public and professionals. We recognise that we have not been able to respond to calls as effectively as we would have liked and, therefore, we need to undertake significant work in 2018 to support call answering in a timely manner and to ensure that those requiring support receive it swiftly. During 2017/18 1,327 adults contacted us for information, advice and assistance. Of these individuals who contacted us in the first half of the year 90% have not contacted us again within six months.</p>			✓				
	<p><i>Carers</i> - Adult Social Care is striving to adopt good practice in terms of listening and giving carers time to participate in assessments in their own right, along with providing a timely response to assist them in their caring role. There have been delays in carers assessments being undertaken in some areas because of staffing capacity. However, the data is currently showing a significant increase in the percentage of carers being offered an assessment which is up to almost 95%. A third of carers (33% or seven individuals) felt that they can do things that are important to them, with 24% (five individuals) saying this only applied to part of the time. Three carers (15%) said that they couldn't. One comment related to ensuring the day centres remained open while others said that their caring duties were a barrier.</p>			✓				
	<p><i>Assessments</i> - The ability to provide timely assessments and reviews has varied across the county, reflecting recruitment and retention challenges in some areas of Powys. The Community Team supporting older people in the south of Powys for example has been affected by staffing instability. We have been relying on agency social workers and occupational therapists. In the short-term, an external organisation has been commissioned to undertake assessments on our behalf to eliminate the backlog of work and this is having a positive impact. Annual reviews in adult services remains a challenge but we have started to make some progress in delivering this area of performance. The council has been working closely with Powys Teaching Health Board to manage winter pressures in adopting a team approach to dealing with urgent assessments, supporting flow within both hospital and community systems.</p>			✓	✓			

A more equal Wales	<p><i>Technology Enabled Care (TEC)</i> - During 2017/18 we aimed to introduce technology enabled care (TEC) in the form of assistive technology and accessed the Welsh Government's Integrated Care Funding in order to do so. Prior to this action in April 2017 very few people in Powys (almost zero) would have been provided with assistive technology by the council. However, during 2017/18 we prescribed 893 items of technology to 444 individuals. We have two categories of TEC: Telecare and stand-alone technology for unpaid carers. In terms of the latter, we prescribed 438 items of stand-alone TEC equipment for unpaid carers to look after 257 clients. The total number of carers benefiting would be higher than 257 as some individuals would be supported by more than one carer. We have set a target to double the number of people using assistive technology within two years from April 2018 onwards. A 24/7 rapid response technology enabled care (TEC) and floating support service have been merged. We are also able to provide short periods of domiciliary care to those who need some support to get back on their feet. This is currently being piloted and evaluated in three areas across Powys - Llanidloes, Presteigne and Rhayader (where the current service is being extended to include Llandrindod Wells).</p>			✓	✓			
	<p><i>Accommodation / Extra Care Schemes</i> - We have been working with colleagues in the housing service to develop more extra care schemes and to ensure that there are accommodation options available which provide a home for life. We have also supported the Shared Lives scheme in Powys and intend over the coming year to invest further into this scheme to support its further expansion. This service supports individuals who need support to live with families in the community rather than going into care.</p>	✓		✓				
	<p><i>Joint Health and Care Strategy</i> – With our partner, the Powys Teaching Health Board we launched the Health and Care Strategy for Powys. This is the first integrated health and care strategy in Wales, demonstrating our commitment to lead the way on truly integrated care for the people of Powys. The strategy is the result of thousands of conversations between the people of Powys, Powys Teaching Health Board, Powys County Council and key partners.</p>			✓				
	<p><i>Gypsy and traveller sites</i> - Construction works commenced on the Welshpool gypsy and traveller site for two additional pitches. The project has been supported by £405,000 capital investment from Welsh Government grant and council funding. There have been some delays to the work due to technical issues but WG have agreed to extend the grant funding to March 2019 for the work to be completed. The site enhancements have been developed in accordance with Gypsy and Traveller Accommodation Assessment. Full planning permission was secured to develop a new gypsy and traveller site in Machynlleth with five pitches. We are currently undertaking the process of land de-registration and are negotiating with the land owner with regards acquiring the land prior to starting construction works.</p>				✓	✓		
	<p><i>Website improvements</i> - The website, which already had a broad range of information in both Welsh and English with leaflets to download and print, now offers sign language and a new app to make information even easier to access. Our main aim was to ensure that deaf and deafblind people have the same opportunities as everyone else.</p>				✓			

	<p><i>Active offer</i> - In order to implement the 'Active Offer' effectively we have amended systems and processes to enable staff to ascertain and record service users' first language and other languages spoken and have ascertained and recorded staff's linguistic skills in Welsh. Our next step is to promote the allocation of Welsh speaking staff to work with Welsh speaking service users where possible.</p>							
<p>A Wales of cohesive communities</p>	<p><i>Information, advice and assistance</i> - Through PAVO, the council has commissioned computer programmers to develop a link between InfoEngine and Dewis, the national well-being database, so that information from both systems is regularly shared and updated. Providing access to information is really important if we are to give people the opportunity to help themselves by access what they need.</p>		✓		✓			
	<p><i>Community connectors</i> - During 2017/18 we commissioned Powys Association of Voluntary Organisations (PAVO) to employ Community Connectors who are based within multi-disciplinary teams in the wider community and support PPD on a rota basis. The Community Connectors provide information, advice and assistance, support individuals to gain access to their local community facilities, as well as working with communities/local groups to ensure that activities are accessible. Their roles continue to develop but the evidence from case studies demonstrates that they are facilitating independent community living and that many individuals do not require formal social care as a consequence of being signposted to local community-based options as part of the assessment process. 85% of people that said Community Connectors helped to deliver 'what mattered' to them.</p>		✓		✓			
<p>A Wales of vibrant culture and thriving Welsh Language</p>	<p><i>Welsh Language Promotion Strategy</i> – We developed and adopted a Welsh Language Promotion Strategy for 2017 to 2022. The council's target in this strategy, along with subsequent strategies, will be to contribute towards the Welsh Government's target of ensuring a million Welsh speakers by 2050. To achieve that target, a third of Powys' population must speak Welsh by 2050, but in the current strategy, the target is to restore the percentage of Welsh speakers in Powys to 21.1% - the figure of the 2001 Census. The Strategy will aim to increase the number of Welsh speakers, increase the use of Welsh and to create favourable conditions to the development and protection of the language, by working within 6 key areas; i) Planning and language policy, ii) Normalisation, iii) Education, iv) People, v) Support, and vi) Rights.</p> <p>The council has also taken advantage of the Urdd National Eisteddfod's visit to the county in 2018 to promote, raise awareness and increase the number of activities through the medium of Welsh, working in partnership with the Urdd, the Mentrau Iaith and other partners.</p>			✓			✓	
	<p><i>Welsh Language and recruitment policy</i> - The new Welsh Language and Recruitment policy, developed and adopted in 2017-18 will increase the Welsh language skills within the authority, and the council's capacity to deliver services through the medium of Welsh. The policy moves away from the practice of using Welsh Essential or Desirable. This has been replaced by specifying the Welsh language skills required for a post, from Level 1 to Level 5; from being able to pronounce names correctly and being able to give and respond to basic greetings, to fluency, in order to be clearer about the skills required to undertake a role as well as</p>			✓			✓	

	reducing anxiety about linguistic skills for potential recruits. Recruiting Managers will need to consider the skills required for a particular role, along with the skills currently within their team, to ensure they have sufficient Welsh language skills within their teams to provide services according to the Welsh Language Standards and More than Just Words.								
A globally responsible Wales	<i>Re-settled Syrian refugee families</i> - Almost 150 Syrian family members who have settled across Mid and West Wales came together at the Royal Welsh Showground in August 2017. The event, hosted on the Royal Welsh Showground and organised by the council's housing service, was an opportunity for the families to meet each other and to share their experiences. Agencies worked together to make sure the day was filled with fun, family activities from football to Zumba and creative crafts.							✓	✓

How much did we spend?

Headline capital investments:



- **£925k** – Disabled facilities grant
- **£123k** – Safe, warm and secure home improvement loans
- **£105k** – Gypsy and traveller site in Welshpool
- **£800k** – Housing Revenue Account: Older persons dwellings
- **£300k** – Housing Revenue Account: Level access bungalows

Headline savings:

- **£150k** - Older Day Care - Development of hubs to support outcome focused day activities and respite care
- **£480k** - Learning Disabilities - Remodelling of Day Time Opportunities
- **£350** - Right sizing high cost placements/packages and bring some people back into community living
- **£604k** - Right sizing of Packages - Accelerate Reablement referrals and based on current performance achieved 42% reduction in hours

What are our improvement plans for 2018-2023?

You can see more detail about how we will continue to support people in the community in our Vision 2025: Corporate Improvement Plan 2018-2023. One of our priorities for 2018-2023 is 'Health and Care':

- Focussing on well-being
- Early help and support
- Providing joined up care
- Developing a workforce for the future
- Creating innovative environments
- Developing digital solutions
- Transforming in partnership

Another priority for us in 2018 onwards, is 'Residents and Communities' which focusses on:

- Strengthening community development and resilience
 - Support communities to be able to do more for themselves and reduce the demand on our public services
- Strengthening our relationship with residents and communities
 - Improve our understanding of our residents needs and improve our service delivery

Our plans will contribute to creating a healthier Wales and a Wales of cohesive communities, as well as other national well-being goals.

DEVELOPING THE ECONOMY

Summary assessment of performance:

Overall performance has been good with 27 (84%) out of the 32 commitments/activities in place to support this priority either completed or on target. The remaining 5 were marked as amber. Eight out of the 10 measures used to monitor performance met their target and six also showed improvement, compared to performance in 2016-17.

We said we wanted to make the following difference:

- A thriving tourism economy with increased day and stay visitors taking advantage of outdoor activity opportunities and festivals, and increasing spend
- A dynamic, driven and confident council that finds and exploits opportunities for increasing the Powys economy
- A county that is recognised as a great place to live, work and play which is known for its amazing scenery, as a place for outdoor life and interesting and cultural events and festivals
- An increased population of high earners and professional who live in Powys and either work in the county or from home for organisations elsewhere in the world
- A larger percentage of small to medium sized growth businesses in industry sectors that contribute to the prosperity of the county
- Opportunities, including appropriate training and apprenticeships are available and accessible, ensuring workforce skills are aligned to the skills needs of businesses
- A safe, efficient and reliable transport service and network that enables people and businesses to travel safely to their destination

What difference have we made?

Apprentice Story

In March, I was lucky enough to start my apprenticeship with Powys County Council and it's been an exciting first couple of months. University wasn't for me, so when I saw this opportunity advertised on the council's website it was definitely one to go for. And here I am, 2 months later gaining so many great skills and experience. I felt ready to get away from the classroom, so getting paid and gaining a qualification at the same time seemed like an opportunity I could not afford to miss.

I have settled in really quickly with the Culture and Leadership Team in County Hall and already learnt so much. While working full time, I'm also doing a Business Admin Level 2 qualification with ACT training. It's a really flexible course tailored to suit me and it's great that I get a choice of what assignments I do. I'm really looking forward to the next couple of months and to progress further in my role.

Crai Community Led Broadband Project

Support was provided to the community of Crai to address their lack of access to affordable superfast broadband. The community were provided with expertise by Powys County Council's Regeneration Team to assist them in pulling together a community funding bid submitted under the Welsh Government's Access Broadband Cymru Scheme. The bid was successful and by January 2018 has resulted in 75 premises, including 30 businesses in an otherwise isolated rural community now having access to good quality internet services via stable 30MB connection speeds.

The success of the Crai project has already encouraged interest from across the county and particularly around the project area. The project has been developed as a pilot with online tools available on the council's Grow in Powys website to assist other communities looking to develop similar schemes. Since completion of the Crai scheme a further six communities have approached the council for advice and support.

Measure of success	Result 2016-17	Target 2017-18	Result 2017-18	Have we improved?
Provide more apprenticeships, work experience placements and graduate placements to improve opportunities for developing the local workforce	3 apprenticeships and 23 work experiences	To increase from 2016-17 result	<ul style="list-style-type: none"> • 35 apprenticeship opportunities offered • 32 work experience opportunities offered • 1 Graduate employed in the council 	✓
Number of post 16 learners studying key AS and A2 subjects in key strategic sectors e.g. computing, maths, chemistry	939	To increase from 2016-17 result	1072	✓
The percentage of Year 11 leavers not in education, employment or training (NEET) will be less than 3%	1.93%	Less than 3%	0.9%	✓
Number of businesses has grown in strategic sectors: - Energy & Environment	1290	1295	1305	

- Health & Life Sciences - Creative Industries - Tourism	0 300 850	1 302 855	No Data 300 845	-
The survival rate of business in Powys improves	Not available	90% (after 1 year)	91.4% (2015-16 data)	-
The number of businesses relocating to Powys increases	4	4	6	✓
The percentage of population that are economically active increases	80.4%	80.5%	82.0% (Jan to Dec 2017)	✓
Tourism spend increases as awareness of Powys as a destination improves	£729 million (steam 2015)	£700m	£771.28m (2016 data)	✓
Citizens and businesses in Powys are supported by an efficient planning process. Percentage of planning applications determined within 8 weeks or within agreed time	93%	>75%	87%	✗
Significant economic benefit as the investment in council housing to meet the Welsh Housing Quality Standard is achieved. Number of elemental improvements carried out	2649	2600	1172	✗

What progress did we make against our commitments?

National well-being goals	How has our progress contributed to the well-being goals?	Contribution to other goals						
		Yellow	Orange	Red	Dark Red	Dark Blue	Light Blue	Blue
A prosperous Wales	<i>New apprenticeship scheme launched</i> – The new scheme offers new employment opportunities for young people to help them into work. The council has for a number of years offered fixed-term apprenticeships and now it has launched a new career-graded apprenticeship. It is believed that that Powys is the first council in Wales to offer this. A career-graded apprenticeship is set over an agreed period with proportional pay. On completion of the apprenticeship, individuals take up a permanent position on full-pay. This contrasts with fixed-term apprenticeships which are offered for a specific time period but with no guarantee that suitable permanent employment will be offered.	✓						
	<i>Support for graduates</i> - In partnership with Powys Teaching Health Board we have participated in a graduate scheme run by Cwm Taf Health Board and during 2017-18 five graduates have been on placement within the council and health board offering them good work experience opportunities as well as attracting high quality graduates into public services. This graduate scheme is being ended by Cwm Taf Health Board in November 2018. However, the council have drafted a graduate framework in conjunction with the University of South Wales, to include models that can be adopted by service areas on opportunities for	✓						

	employing/recruiting graduates. Work is currently ongoing to promote and raise awareness of this framework for all council services.							
	<i>Careers festival</i> - Around 3,500 young people from all over Powys visited the second Careers Festival at Builth Wells. Students from high schools, special schools and further education campuses visited the 2018 festival which was organised by the Positive Pathways Powys Group, where they had the opportunity to talk to more than 110 exhibitors. As well as Powys students, this year the festival also welcomed some 40 students from Ysgol Henry Richard in Tregaron, Ceredigion. During 2017-18 we also extended our use of social media to promote employment opportunities, for example we promoted opportunities for young people such as apprenticeship and training, through the Positive Pathways Powys facebook and twitter pages. All partners on the Positive Pathways Powys Multiagency group use this as a platform to promote employment opportunities for young people.	✓						
	<i>Adoption of the Local Development Plan</i> - Following the conclusion of the Examination in Public of the Powys Local Development Plan (LDP) and the receipt of the Inspector's Report, the council adopted the LDP on the 17th April 2018 and it became operative immediately. The adopted LDP replaces the former Powys Unitary Development Plan, 2010. The six week period to challenge the validity of the LDP in accordance with Section 113 of the Planning and Compulsory Purchase Act 2004 has passed.	✓	✓			✓		
	<i>Superfast Broadband fibre roll out</i> -The European funded part of Welsh Governments programme came to an end on 31 st December 2017. As a result all engineering works stopped as the contract for delivery expired. In readiness for Phase 2 of the programme we have provided a consultation response to indicate priorities for delivery across Powys. The Phase 2 works are expected to begin in late summer 2018.	✓			✓	✓		
	<i>Agora project</i> – We are a key partner in the development of the Rural Development Programme funded Agora project. Agora aims to help start-up business involved in the production of land based goods and encourages shorter supply chains. The programme is a joint initiative between South Wales local councils and Powys County Council. The three year project was launched at the Winter Fair, Llanelwedd, in November 2017 and there is a dedicated support officer in Powys who is actively engaging with local Powys businesses.	✓						✓
	<i>Marches and Mid Wales Freight Strategy</i> – A new strategy was launched setting out recommendations on how to improve the experience of businesses moving freight within and through the region, whilst enhancing the quality of life for residents near to key freight corridors and reducing environmental impacts. Both rail and road options are included. It is anticipated the strategy could provide benefits to operators of heavy goods vehicles (HGV) worth at least £149m. This would be achieved through a series of highway enhancements focused on increased opportunities for safe overtaking; improvements to alleviate bottlenecks; and changes at certain key locations to allow 44 ton HGVs to operate across the whole of the freight network.	✓						

	<i>Mid Wales Growth Deal</i> - We were tasked with taking the lead on the development of an evidence base for the Mid Wales Growth Deal. Working with Ceredigion County Council we have secured £30K of support from Welsh Government to fund the work needed to develop the evidence base. Tenders for the project were issued in early January 2018 and a contractor, Aecom Ltd, appointed to develop the work.	✓					
	<i>Grow in Powys Promotional Activity</i> – The Grow in Powys email news service has been distributed regularly to over 1500 Powys businesses and organisations. The bulletin compiles all the support that is available to Powys businesses from a range of agencies and council services. The news service includes upcoming local business events, local business intelligence, free support, and business achievements in Powys. Following the success of the Powys Drop in Business Clinic event in 2016 two further events were organised in the spring of 2017. Supported by council departments and external business support agencies the events were held in Newtown and Brecon. The events were a great success and well attended by local businesses. Over 80 businesses were assisted through this support initiative.	✓					
	<i>Workways + Powys</i> - A new project to support people over 54 get back into work was launched and is called Workways + Powys. The service is being delivered by PRIME Cymru on behalf of the council and offers free and individual support to help people overcome barriers to getting back into work, such as mentoring, confidence building, online and traditional job search techniques, interview skills, help with CV writing or guidance on setting-up in business. Through 2017-18 it supported 121 individuals, 18 of whom actually obtained employment in the year.	✓		✓			
	<i>Plans for new council homes</i> - We approved plans to develop a phased five year programme for the development of new council homes across the county. The plan will look to build around 250 properties in the next five years. In October 2017 we purchased 6 one bedroom flats in Crickhowell, developed on the council's behalf by Melin Homes. These are the first new purpose built council homes in Powys since the 1980s.	✓		✓			
	<i>Home grown homes</i> – We secured £1.5 million from the European Rural Development Programme grant to progress the Home Grown Homes project. All new council homes developed from this point on will seek to maximise the use of locally grown and home grown timber.	✓	✓				✓
	<i>Infrastructure improvements</i> - We invested £150k to replace an old bridge near Llanbister. The investment in Bron yr Efail bridge has provided a long-term access solution to a number of properties that need to use this bridge. <i>Other</i> Transport links were also improved through grant funding alongside major maintenance of road links. Operational efficiencies have also been gained through the continued replacement of age expired operational fleet, the introduction of road repair machines, upgrading of out of date car park machines, improving the depot and HWRC infrastructure and completing the replacement of all street lighting units.	✓					
A resilient	<i>Flood protection improvements</i> - We have implemented six small flood alleviation schemes which involve drainage and infrastructure improvements to improve local flood protection measures, the schemes are:		✓				✓

Wales	Gurnos Woods, Ystradynlais, Oaklands Culvert, Builth Wells, Sarnau village, Gypsy Castle Lane, Hay-on-Wye, Springfields, Forden, Watery Lane, Castle Caereinion.								
	<i>Llandrindod lake regeneration</i> –We successfully secured £126,400 grant funding to carry out works in the Llandrindod Wells’ Lake Park area. The grant, which has been funded by the European Union through the Welsh Government’s Rural Community Development Fund, will also be used to improve the offer for visitors to the area. Works totalling £173k to enhance the lake park area has improved cycle links and footpaths, improved facilities available at the lake itself, and provided commercial concessions for two new business opportunities.	✓	✓	✓					
A healthier Wales	<i>Council home improvement works</i> - 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 December 2018. A total of 1173 elemental improvements were carried out in 2017/18 against a target of 2600. The improvements we didn’t achieve along with underspent budgets were rolled into our 2018-19 programme of work and we are target to achieve the WHQS by the end of 2018. This includes kitchen and bathroom installations, which ensures that all council tenants live in compliant and fit for purpose property. The WHQS continues to provide capital investment year on year, 85% of which is spent with Welsh companies. Tenant satisfaction with the works completed is at 83%. Households continue to 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.	✓		✓				✓	
	<i>Active travel improvements</i> - Paths have been improved in Presteigne as part of a Safe Routes in Communities project, which has been funded by the Welsh Government. The project aims to improve active travel facilities in the town so that more residents are encouraged to travel short journeys by walking or cycling rather than by vehicle. This will help improve the health and well-being of local people, reduce congestion and improve the environment. Active travel improvements have also been completed in Llandrindod, including widening sections of the footpath along Spa Road and creating a safer crossing point.	✓		✓					
A more equal Wales	<i>Successfully reduced the number of learners not in education, employment or training</i> - We have continued to monitor the percentage of Year 11 school leavers known not to be in education, employment or training (NEET) and in September 2017 the NEET figures were reduced to 0.9%. This is the lowest we’ve ever achieved and the second lowest in Wales after Ceredigion (0.8%). Our Youth Service worked with the high schools and Careers Wales to identify those young people most at risk of becoming NEET following Year 11. Contact was made with these young people in summer 2017 and additional transition support was offered. Work over the late summer and autumn concentrated on Careers Wales and the Detached Youth Work team tracking young people into their post-16 provision.	✓			✓				

A Wales of cohesive communities	<i>Community Regeneration Development fund</i> - The Community Regeneration Development Capital Fund has supported projects to the value of £230,000.					✓		
A Wales of vibrant culture and thriving Welsh Language	<i>Y Gaer, cultural hub, Brecon</i> - Work on the new flagship cultural centre facility continued, which will see the town's Grade 2* listed Brecknock Museum and Art Gallery fully refurbished and include a new library and community facilities.	✓				✓	✓	
A globally responsible Wales	<i>Electric vehicle charging points</i> - Proposals were accepted to introduce electrical vehicle charging points in council owned car parks. The country is seeing an increase in electric vehicle ownership so it is important that we look to introduce this infrastructure in Powys now. By providing an accessible network of electric vehicle charging points, we will be playing a key role in encouraging the uptake of electric vehicles, which will help improve air quality by reducing emissions from our roads.		✓					✓

How much did we spend?

Headline capital investments:



- **£11.145m** - Improvements to the councils housing stock and the acquisition of new council homes
 - **£1.62m** - Delivering improvements and adaptations to the private sector housing stock in Powys
 - **£156k** – Bronyrefail bridge replacement
 - **£1.6m** – Highways Asset Management Plan
- **£120k** – Community Regeneration and development fund
- **£4.7m** – Brecon Cultural Hub

Headline savings:

- **£50k** – Additional income from planning fees
- **£18,740** – Set up Joint Venture company to deliver property services

What are our improvement plans for 2018-2023?

You can see more detail about how we will continue to develop a vibrant economy in our Vision 2025: Corporate Improvement Plan 2018-2023. One of our priorities for 2018-2023 is 'the economy' which focusses on:

- Providing support for businesses to grow
- Promoting Powys as a place to live, visit and do business
- Improving the availability of affordable and sustainable housing
- Improving our infrastructure to support regeneration and attract investment
- Improving skills and supporting people to get good quality jobs

Our plans will contribute to creating a prosperous Wales, a more equal Wales and a globally responsible Wales, as well as other national well-being goals.

DRAFT

LEARNING

Summary assessment of performance:

Overall performance has been adequate with 23 (62%) out of the 37 commitments/activities in place to support this priority either completed or on target. 13 were marked as amber and only 1 red. Only one measure used to monitor success met its target, eight were within 10% of meeting their target and 4 were 10% or more from reaching their target. Only three measures showed improvement, compared to performance in 2016-17.

We said we wanted to make the following difference:

- Our learners will be supported to achieve their potential in a modern, inclusive learning environment
- Access to Welsh medium education will have improved

What difference have we made?

Sensory Services – journey of a young adult

Ieuan Sparey, Psychology Student at University of Worcester, in conversation with Heidi Lorenz, Teacher of the Visually Impaired, Powys Sensory Service.

When working with pre-school, primary or secondary aged children and young people, it is impossible to know which of the games played, ideas discussed, programmes implemented, or seeds sown, will take root and flourish in later years. However, one young Powys adult believes that if we “Use children’s personal interests, these and their life experiences can lead them to particular courses.”

“The course is great. There are lots of different branches of psychology; forensic psychology sounds very interesting – it can feed into a range of careers, including working for the National Crime Agency.” And this from a young adult who was inspired to write detective stories when he was in Primary School!

Ieuan has always been a reflective individual. He recognises that “Why I’m like I am has probably a lot to do with everything I’ve experienced; just from physio... at first I had a ‘this hurts’, ‘this causes me pain’, ‘I don’t want to do this’ attitude, and after my op, when it was worse than before, I had to start thinking more positively about why I needed to carry out my exercises; and when we used to spend all that time editing my work and grammar and spelling, it did impact me to start thinking about what I liked reading, what I wanted to learn about. You taking an interest made me want to learn the practicalities of good writing, and that’s carried on to now, with my wanting to make my writing more academic - more professional.”

Ieuan continued: “Looking back and looking forward, I can see that using, or attempting to use, ‘Dragon Naturally Speaking’ in school was a help for the future. It prepared me for the frustrations of technology for a start! The software is more reliable now thank goodness. I still use ‘Dragon’ at Uni as well as ‘Claro Read’ so they were good skills to learn.”

After leaving John Beddoes, Ieuan went to RNC in Hereford. He thinks the time he spent there further developed his independence and increased his confidence in being able to live away from home. "Knowing what I needed when I got to Worcester definitely helped me. Some of the other people there found it much more difficult. I have been asked by the University to participate in some research in visual impairment and access to assist them improve the experience of any future visually impaired students."

When asked if there was anything in particular to he would like to pass on to educational professionals Ieuan paused for moment: "Teach the child whatever it is you are teaching them, but the main thing, for kids especially, is that they trust you to guide them. The more you can act as advocate for someone, the more you will aid their learning - we learn better from people we trust."

Measure of success	Result 2016-17	Target 2017-18	Result 2017-18	Have we improved?
The percentage of pupils eligible for free school meals attaining the Core Subject Indicator (CSI) at key stage 2	68.3%	78%	73.6%	✓
The percentage of pupils eligible for free school meals attaining the CSI at key stage 3	71%	78%	72%	✓
The percentage of pupils eligible for free school meals attaining the CSI at key stage 4	41.7%	42%	32%	✗
% of pupils with additional learning needs achieving the CSI at key stage 2	65%	68%	64%	✗
% of pupils with additional learning needs achieving the CSI at key stage 3	62.1%	69%	62%	✗
% of pupils with additional learning needs achieving the CSI at key stage 4	24.8%	28%	31%	✓
The number of permanent exclusions in primary schools (per 1,000 pupils)	0	0	0.3	✗
The number of permanent exclusions in secondary schools (per 1,000 pupils)	1.61	0.3	1.21	✓
Attendance levels at primary schools	96%	96.5%	95.5%	✗
Attendance levels at secondary schools	95%	95.5%	94.6%	✗
% of 15 year olds leaving full time education without a recognised qualification	0.073%	0%	0.156%	✗
% of schools inspected that were categorised as 'good' or better by Estyn for prospects for improvement	63.5%	70%	62.4%	✗
% of schools inspected that were categorised as 'good' or better by Estyn for current performance	59.4%	70%	57%	✗

What progress did we make against our commitments?

National well-being goals	How has our progress contributed to the well-being goals?	Contribution to other goals					
		Yellow	Orange	Red	Dark Red	Dark Blue	Light Blue
A prosperous Wales	<p><i>21st Century School Programme</i> - The first round of the authority's 21st Century Schools Programme, an £80m joint initiative between the local authority and the Welsh Government, had a number of projects in development:</p> <ul style="list-style-type: none"> Gwernyfed primary schools - Following a reconfiguration of primary education in the Gwernyfed catchment, the council has invested in five new primary schools in this area of Powys. The schools have an innovative 'street' space that provides a flexible area for teaching and learning Brecon high school - Construction has now started on the new 750 place secondary school, to replace the current school which is in a very poor condition. The school is expected to open in 2019 and will provide bilingual education for 11—18 year olds in the area Gwernyfed high school - The authority is working on remodelling of Gwernyfed High School, with plans to develop a new teaching and learning block, a new sports hall and refurbish some of the current teaching blocks. The design process is now underway Ysgol Calon Cymru - Llandrindod High School and Builth Wells High School are merging to become a new school on two sites in September 2018, and the Senior Leadership Team has been appointed Ysgol Bro Hyddgen, Machynlleth - Ysgol Bro Hyddgen was established as the authority's first all-through school in 2014. The next stage of the project will see the construction of a flagship 21st Century School building that will, for the first time, bring the primary and secondary campuses on the same site with brand new sporting and community facilities. The new school will be the first Passivhaus accredited all-through school in Wales and in the UK. Work is expected to start on site in 2019 with the school due to open by September 2020 Welshpool - Following the successful reorganisation of primary education in Welshpool, we are now looking forward to stage 2 of the project, which is the construction of two new primary schools. Welshpool CiW Primary School will be a 360 place English medium school and Ysgol Gymraeg y Trallwng will be a 150 place Welsh medium school. <i>CADW has confirmed that the Howell Drive site (previously Ysgol Maesydre) is now a listed building and we are working on a new design for which includes the listed building. Both schools are expected to open in September 2019 and 2020 respectively.</i> Ffwederasiwn Carno, Llanbrynmair and Glantwymyn - This formal federation of schools will see an investment in a new school building in Carno, to replace the current demountable, and remodelling at Ysgol Glantwymyn 	✓				✓	

	<p><i>Performance of secondary schools in Estyn follow up categories has improved</i> – At the end of 2016-17 academic year, five secondary schools were in Estyn statutory follow-up categories. The pace of improvement has significantly improved since the Summer of 2017. We have improved how we hold schools causing concern to account through establishing School Improvement Boards which have clearly defined terms of reference and meet each half term. We have also strengthened the function of these improvement boards through robust challenge by our officers, agreeing actions for improvement and holding schools to account. Most schools causing concern display strong progress in achieving agreed actions within the appropriate timescale. As a result, by the end of the 2017-18 academic year, there are now three Powys secondary schools in an Estyn follow up category.</p>	✓						
	<p><i>Excellent performance of Powys pupils in GCSE examinations</i> – Provisional data shows that 63% of year 11 pupils achieved the Level 2 threshold (5 good GCSEs including language and mathematics) in 2018, placing Powys 2nd in Wales behind the Vale of Glamorgan. It also gives us the best outcome in the ERW region (Mid and West Wales. This compares to our previous rankings of 3rd in 2017, 5th in 2016, 4th in 2015 and 6th in 2014, out of the 22 Welsh councils. The results reflect well on the work undertaken by learners and the schools’ workforce, together with those that support them.</p>	✓						
	<p><i>Continued support for school leaders</i> - Leadership has remained a key focus with 11 primary schools having acting headships at the start of the academic year 207-18. Mentor head teachers have been assigned to all new and acting head teachers to provide them with the support needed as they begin to lead their schools. We have also been actively promoting and supporting school to school support by providing financial provision to schools to broker additional support from head teachers and staff from high performing schools. Consequently, a significant number of schools have made good progress as a result of this support. Bespoke core visits during both the spring and summer terms have also focussed clearly on the quality of provision, wellbeing, care, support and guidance and leadership in schools. These visits effectively evaluate the impact of support on pupil outcomes, provision and leadership against the identified priorities. They also identify any further support needs.</p>	✓						
	<p><i>Increased early years pre-school education infrastructure</i> – Following a commissioning process there are now 80 early years providers across Powys providing early learning provision for three and four year olds. With the re-commissioning of Early Years provision the local authority has identified a need for focus of training for early years settings both maintained and non-maintained. The local authority is restructuring its support for Early Years/ Foundation Phase to ensure a seamless transition from Flying Start to Early Years to school to ensure appropriate capacity and expertise.</p>	✓		✓				
	<p><i>Home to school transport policy</i> – We revised the home to school/college transport policy and consultations on the proposals began in May 2018, including workshops and an online survey.</p>	✓						
	<p><i>Schools with deficit budgets</i> - An enhanced multi-disciplinary strategy for managing schools in deficit or at risk of entering deficit has been developed. This work has focused on the secondary sector and has already</p>	✓						

	<p>seen significant improvement in the budget planning and forecasts for schools including Llanfyllin High School and Ysgol Uwchradd Caereinion. Over the last 12 months, we issued a warning notice to six secondary schools and two primary schools, requiring these schools to take action to address their deficit budgets. The few schools with excess surplus balances are consistently challenged regarding the justification for the level of reserves they choose to hold. Almost all the schools with surplus balances in 2017-2018 intend to utilise reserves to mitigate against risk from projected financial challenges in the next three years.</p>							
<p>A more equal Wales</p>	<p><i>Support for children with additional learning needs</i> – We have made significant improvements to our processes and procedures and we continue to evaluate, develop and refine ALN and Inclusion approaches where necessary. Key permanent appointments have been made to the management of the Additional Learning Needs Service which has secured capacity and experience to support the management and development of the service. However, there are challenges in ensuring that there is a consistent approach taken to learner entitlement in all parts of the county and further work is needed to ensure that all schools have the capacity to deliver the aspirations in local policy and in the 2018 national legislation. We have begun a review and transformation project related to ALN and Inclusion to ensure that it is modernised and meets what is required in the ALN and Inclusion Act that will be in place for 2020. This major reform and change programme will affect every school in Powys and related services providing support for children and young people with additional learning needs across universal, targeted and complex levels. At all Key Stages and in respect of all categories of SEN (school action, school action plus and statemented) Powys pupils perform above Wales averages, often being within the top 5 of the 22 Welsh local councils.</p>			✓	✓			
	<p><i>Improving pupil outcomes</i> – School Challenge Advisers have continued to support schools to improve outcomes for all pupils, with a specific focus on narrowing the gap between free school meal pupils and non-free school meal pupils. Comparative data for each phase in English shows that the gap in attainment for FSM pupils narrowed in key stage 2 and key stage 3. However, in foundation phase and key stage 4 the gap increased. Comparative data in Cymraeg shows that there was significant improvement of FSM pupils in key stage 2, whilst the gap in foundation phase remained the same. However, in key stage 3 and key stage 4 the gap in attainment for FSM pupils to non-FSM pupils increased. Schools in need of support for FSM pupils have been identified during the autumn term 2017 and training has been provided for these schools.</p>				✓			
	<p><i>Roll out of the Cashless payment system</i> - Roll out was completed in all our primary, secondary and special schools on target by the end of March 2018 and under budget (capital expenditure for implementing the project was £750k against an original budget of £950k). Significant benefits have been realised from implementing the system, including an increase in the uptake of free school meals and a £172k of savings from removal of cashier’s posts in primary schools. The system has proved to be more efficient for pupils, parents and schools while also reducing risks for the council of holding cash in schools.</p>				✓			

<p>A Wales of cohesive communities</p>	<p><i>New Plans for Powys Schools Policy adopted</i> – The new policy sets out our aims to move forward with a greater focus on working in partnership with schools and the communities they serve, and on alternative models of delivering education, such as collaboration models, federation, multi-site schools and all-through schools. We have also published a Delivery Plan which outlines our work programme for the period 2018-21; the priorities are:</p> <ul style="list-style-type: none"> • Secondary schools to become ‘all-through schools’, or part of multi-sited arrangements • Small primary schools to be part of formal collaborations /federations / amalgamations • Remove infant / junior split by creating ‘all-through’ primary schools • New Welsh-medium provision to be established • Improvements to the Powys schools estate, either as part of the Welsh Government’s 21st Century Schools Programme or as part of the council’s Asset Management Programme • A new model for delivering post-16 provision to be implemented; and • Transforming the delivery of support for pupils with additional learning needs 					✓	✓	
<p>A Wales of vibrant culture and thriving Welsh Language</p>	<p><i>Welsh Language Charter launched</i> - The Welsh Language charter for Welsh-medium primary schools and streams in the county will encourage and recognise those schools who succeed in creating a positive attitude towards the language and increase the use of Welsh by pupils. Schools will work towards bronze, silver and gold awards, which they will achieve depending on the opportunities they provide for pupils to use Welsh in formal and informal situations.</p>						✓	
	<p><i>Welsh in Education Strategic Plan</i> – We approved a Welsh in Education Strategic Plan covering the next three years up to 2020 to show how we will contribute to achieving the outcomes and targets set out in the Welsh Governments Welsh-medium Education Strategy.</p>						✓	
<p>A globally responsible Wales</p>	<p><i>International school award</i> - Crickhowell High School received the British Council’s International School Award in recognition of their work in bringing the world into the classroom. The International School Award celebrates the achievements of schools that do exceptional work in international education. Fostering an international dimension in the curriculum is at the heart of the British Council’s work with schools, so that young people gain the cultural understanding and skills they need for life and work in today’s world.</p>	✓						✓
	<p><i>New energy-saving project was launched</i> - Our Future’s People’, is a sustainable energy project run by Severn Wye Energy Agency and was launched in 10 Powys schools. The project will equip the next generation with the skills and knowledge necessary to cope with the social and environmental changes that will occur in the near future.</p>	✓	✓					✓

How much did we spend?

Headline capital investments:



- **£17.8m** – Gwernyfed School Catchment modernisation
- **£1m** – Brecon School campus
- **£930k** – Welshpool primary school
- **£325k** – Ysgol Bro Hyddgen
- **£287k** – Cashless system for schools

Headline savings:

- **£873k** - Raise the age of admission to one point of entry in September annually following a child's fourth birthday
- **£150k** – Review of fair funding formula
- **£340k** – Reduction in school roll
- **£25k** – Restructuring of school service

What are our improvement plans for 2018-2023?

You can see more detail about how we will continue to improve learner outcomes for all in our Vision 2025: Corporate Improvement Plan 2018-2023. One of our priorities for 2018-2023 is 'Learning and Skills' which focusses on:

- Improving the educational attainment of all pupils
- Supporting children and families to have the best start in life
- Improving our schools infrastructure
- Improving the skills and employability of young people and adults

Our plans will contribute to creating a prosperous Wales, a resilient Wales and a Wales of vibrant culture and thriving Welsh Language, as well as other national well-being goals.

04. Working sustainably

How have we applied our guiding principles in 2017-18?

The Well-being of Future Generations (Wales) Act 2015 challenged public bodies in Wales to think more about the way they work and deliver services. It introduced five ways of working which focus on thinking more about the long term, looking to prevent problems before they arise, taking a more collaborative and integrated approach, and working better with residents and communities. We know that changing the way we work means changing people's behaviours and changing the organisational culture which isn't easy. As a first step we made the five ways of working our guiding principles, which means they are at the heart of our corporate and service planning.

During 2017-18 we started making some changes, but there is still a lot to do to ensure sustainable development shapes all our thinking and helps us deliver better outcomes. We introduced a Corporate Leadership and Governance Plan which has eight areas for improvement.

1. Political leadership
2. Officer leadership
3. Workforce strategy
4. Strategic and financial planning
5. ICT and business systems
6. Performance management
7. Communications strategy/engagement
8. Partnerships

These areas for improvement will help us focus change where it is needed most and will help us adapt our ways of working in line with the seven corporate areas of change set out in the guidance of the Act (these are: corporate planning, performance management, financial planning, workforce planning, risk, assets and procurement).

The table below outlines some of the initial steps we have put in place to implement our Corporate Leadership and Governance Plan and apply the principles in our work.

Sustainable development principles:	How have we applied the principle?	What we plan to improve in 2018-19
<p>Long-term Balancing short-term needs with the need to safeguard the ability to also meet long-term needs</p> 	<p><i>Corporate planning</i> – For the first time, the council's Cabinet developed a Corporate Improvement Plan covering four years, rather than focusing on annual improvements. Work has also been undertaken to integrate the corporate planning cycles of the PSB partners, to ensure our plans say and do the same things, where relevant.</p>	<p>We will continue to strengthen our financial planning arrangements and are in the process of agreeing a Medium Term Financial Strategy which will</p>

	<p><i>Performance management</i> - We agreed and began to implement a new Performance Management and Quality Assurance Framework which lays out the common systems and methods needed to perform and improve, helping us to work as one 'joined up' community rather than separate services. A new more robust approach to performance management has seen our Executive Management Team and Cabinet be challenged on a quarterly basis and think more about the longer term impact of our performance. We have continued to develop a suite of standard, integrated and interactive desktop reports for staff across the organisation to provide them with relevant and accurate performance information for making decisions and identifying areas for improvement.</p> <p><i>Financial planning</i> – We have developed a modern five year budget plan for revenue and capital in order to improve our financial resilience and meet the financial challenges we face. This includes the holding and use of reserves to ensure that we maintain a level of contingency for unexpected pressures. Our well established budget monitoring framework ensures that we identify variances to budget as early as possible in order to take corrective action if required. We have also developed a clearly defined financial framework and timetable and have held budget seminars and workshops with members and officers.</p> <p><i>Workforce planning</i> – We started developing operational workforce plans at a service level including having a planned approach to those leaving the organisation through retirement etc. We also continued to deliver ILM leadership programmes which raise awareness of the council's vision and priorities for the long term. Dedicated member development sessions have been held with elected members to raise awareness of the Well-being duty and we also continued to deliver impact assessment training to staff.</p>	<p>be clearly aligned to our Vision 2025 Corporate Improvement Plan.</p> <p>We will continue to implement the new Performance Management and Quality Assurance Framework and will introduce performance management training for all new managers as part of their induction training.</p> <p>We will embed workforce planning as part of the business planning cycle – using 6 steps methodology.</p>
<p>Prevention Putting resources into preventing problems occurring or getting worse</p>	 <p><i>Corporate Planning</i> - The Children and Young People Partnership has started testing how it can help deliver an Early Help Model and other elements of the Start Well Programme (part of the Powys Heath and Care Strategy/Joint Area Plan). This also involves aligning Early Help/Child Poverty programmes in preparation for an integrated commissioning strategy. We are exploring models of early help hubs in other places to design an appropriate service for Powys.</p> <p><i>Risk</i> – We developed a risk management guide and toolkit to help ensure that at all</p>	<p>A key next step is to ensure that all professionals understand and respect the role of Information, Advice and Assistance (IAA) and their responsibility for it in changing the way families can interact with organisations at an early stage of their involvement.</p>

	<p>levels of the organisation we are able to identify risks which would prevent us from achieving our objectives (including failing to take advantage of opportunities). All the council's risks are recorded and monitored centrally ensuring that they are managed effectively and we look to put action in place to prevent problems occurring or getting worse.</p> <p><i>Assets</i> – During 2017-18 we agreed a new Strategic Asset Management Plan, which is based on a 'place' approach. Rather than looking at each council service area separately, we have looked at each geographic "place" across Powys instead so we can better understand our portfolio in the round, identify regional opportunities e.g. co-locations and better plan for the future. Taking a "place" approach recognises the importance of communities and should improve community involvement and engagement. Effective management and development of our assets also provides opportunities for employment and business start-ups.</p> <p>Through our community delivery project and Community Asset Transfer work, we have continued to seek opportunities for ensuring we make the best use of our assets and ensure that they are retained by communities who value them. When building our new schools we also ensure that they are designed for the benefit of our communities and are environmentally sustainable.</p> <p><i>Procurement</i> – We signed up to the Welsh Government Code of Practice on Ethical Employment in Supply Chains, which means we will commence the journey to meet the 12 requirements of the code to ensure that workers in the public sector supply chains are employed ethically. We are also in the process of developing a Modern Slavery Policy which adopts an integrated approach bringing together key areas of Safeguarding, Policy Support, Human Resources, Procurement and Civil Contingencies to ensure that there is no modern slavery or human trafficking in our supply chains or in any part of our business.</p>	<p>The Children and Young People Partnership has made this a priority action, within the work being done to develop prevention and early intervention across all public services. We will implement regular reporting under the Corporate Improvement Plan for delivery of Information, Advice and Assistance (IAA).</p>
<p>Integration (cross-cutting) Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies</p> 	<p><i>Corporate planning</i> - We have ensured that our revised well-being objectives published in Vision 2025 Our Corporate Improvement Plan 2018-2023 fully support and complement each other. For example, learning and skills are key to a thriving economy and business growth and will help attract inward investment. Good education and employment opportunities will help maintain resilient residents and communities and resilient communities are vital to health and care. We also reviewed and changed our</p>	

<p>Collaboration Working together with other partners to deliver our priorities</p> 	<p>objectives to ensure that they align with the PSB well-being objectives.</p> <p><i>Corporate planning</i> – We have worked with partners in the PSB to develop a collaborative Well-being plan and we have also worked closely with Powys Teaching Health Board to develop a Health and Care Strategy that will strengthen integration between our social services and health care services.</p>	<p>We will establish effective joint scrutiny arrangements for the Public Service Board, Regional Partnership Board and Joint Partnership Board.</p> <p>We will update the population and wellbeing assessment to inform our plans and decisions.</p>
<p>Involvement Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</p> 	<p><i>Consultation and engagement</i> - Over the past year we have continued to build a dialogue and engage with Powys citizens in a number of 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.</p> <p>During 2017/18, we carried out a wide range of engagement work with our residents, covering a wide range of topics and using a variety of methodologies. Some of the major projects included:</p> <ul style="list-style-type: none"> • We have also consulted the public on proposals for reshaping the way the council delivers its youth service via an online survey alongside engagement with all the youth workers themselves to capture views and ideas on how to develop and deliver the service going forward • A comprehensive consultation was carried out to seek views on the council’s current rights of way network ahead of writing a new 10 year Rights of Way Improvement Plan. The consultation consisted of three specific surveys targeting key stakeholders – the public, Town and Community Councils and landowners alongside meetings and workshops held with access groups, the healthy weights group and the older people’s forum • The schools organisation code was also the subject of a consultation during the year, with drop –in sessions organised across the county to seek the public’s views in tandem with online and offline surveys • On a more localised note, the council also asked the community of Machynlleth for their views on a location for additional cemetery provision for the town. Again, online and offline surveys and drop-ins were used to seek the views of the community 	<p>We will create an overarching Council Communications and Engagement Plan which is aligned to our Vision 2025 programmes of work. As part of the plan we will review and enhance ways of engaging with people around the difficult challenges we are facing, e.g. Annual Resident Satisfaction Survey, ‘Taking the Council to the People’ roadshows and digital approaches including Delib Dialogue tool.</p>

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| | <ul style="list-style-type: none">• Working with a variety of partners under the banner of the Powys Local Service Board, we sought the public's views on the development of a Well-being Plan as part of the Well-being of Future Generations Act responsibilities. This involved a three phase consultation. Over a thousand residents were engaged in Phase I and Phase III and views expressed helped shape the final plan which has now been adopted by the Powys Public Service Board. Drop in sessions at libraries and supermarkets, face to face meetings with community groups and an online survey helped to capture the views of residents from across all walks of life including disability groups, housing tenants and the voluntary sector. We also worked together with Powys Teaching Health Board to seek public input into our joint Health and Care Strategy• We also carry out extensive engagement with social care clients to seek their views on the services we deliver - as part of the Social Care and Wellbeing Act – using a mixture of online and offline surveys. Other services also carry out customer research into the services they deliver – both internally and externally – including the Registration Service and internal departments such as Human Resources | |
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05. How does our performance compare to other Welsh councils?

N.B. The all Wales analysis currently excludes data on waste and social care indicators as they are not yet available (8 out of the indicators).

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As well as monitoring performance against the commitments and performance measures in our own Corporate Improvement Plan 2016-19, there are a set of national performance indicators which the Welsh Government requires us to monitor and report to the public. They allow us to compare our performance with the other 21 council's across, Wales in delivering key statutory services.



In summary:

- We were among the top quartiles in Wales for 10 (56%) indicators
- We were among the bottom quartiles in Wales for 7 (39%) indicators. There is no quartile data available for one of the indicators
- We improved our performance in 28.6% of the indicators, compared to performance in 2016-17
- Our performance fell for 42.9% of the indicators, when compared to performance in 2016-17

We are among the highest in Wales (Upper Quartile) for:

- The average number of calendar days taken to deliver Disabled Facilities Grant (ranked 1st)
- Percentage of appeals against planning applications dismissed (ranked 1st)
- Percentage of pupil attendance in primary schools (ranked 2nd)
- Percentage of year 11 leavers known not to be in education, training or employment (NEET) (ranked 2nd)

We were among the lowest in Wales (Lower Quartile) for:

- Percentage of empty private sector properties brought back into use during the year through direct action by the local authority (ranked 19th)
- The percentage of reported fly tipping incidents cleared within 5 working days (ranked 19th)
- The percentage of principal B roads that are in overall poor condition (ranked 20th)
- The percentage of principal C roads that are in overall poor condition (ranked 22nd)

The following table details our performance against each of the individual indicators, showing our performance in 2017-18 compared to previous year's performance and our rank and quartile position on an all Wales level.

Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	Trend between 2016/17 to 2017/18	Welsh Average	All Wales Rank and quartile position (Upper=1 st to 6 th (Upper Middle=7 th to 11 th Lower middle=12 th to 16 th Lower=17 th to 22 nd)
Adults – Social Care								
Percentage of adults who are satisfied with the care and support that they receive	Awaiting National Data							
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over								
Percentage of carers reporting that they feel supported to continue in their caring role								
Children – Social Care								
Percentage of children who are satisfied with the care and support that they receive	Awaiting National Data							
Percentage of assessments completed for children within statutory timescales								
The percentage of children looked after on 31 March who have had three or more placements during the year								
Housing / Homelessness / Planning								
The average number of calendar days taken to deliver a Disabled Facilities Grant	268	170	152	126	122	↑	213	1st Upper

Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	Trend between 2016/17 to 2017/18	Welsh Average	All Wales Rank and quartile position (Upper=1 st to 6 th (Upper Middle=7 th to 11 th Lower middle=12 th to 16 th Lower=17 th to 22 nd)
Percentage of empty private sector properties brought back into use during the year through direct action by the local authority	n/a	n/a	n/a	n/a	1.4	n/a	5.2	19th Lower
Percentage of households threatened with homelessness successfully prevented from becoming homeless	n/a	n/a	n/a	n/a	63.3	n/a	66.4	14th Lower Middle
Percentage of all planning applications determined within required time periods					88.1	n/a	88.5	16th Lower Middle
Percentage of appeals against planning applications dismissed					100	n/a	62.2	1st Upper
Leisure / Libraries								
(LCL/001) The number of visits to Public Libraries during the year, per 1,000 population	6399	6,002	6,193	5,726	5,411	↓	5,270	7th Upper Middle
LCS/002(b): The number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity	7885	7,348	7,075	8511	8,873	↑	8,502	9th Upper Middle
Education								
Percentage of pupil attendance in primary schools	94.2	95.6	95.7	95.7	95.5	↓	94.9	2nd Upper
Percentage of pupil attendance in secondary schools	93.3	94.4	94.7	95	94.6	↓	94.1	5th Upper

Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	Trend between 2016/17 to 2017/18	Welsh Average	All Wales Rank and quartile position (Upper=1 st to 6 th (Upper Middle=7 th to 11 th Lower middle=12 th to 16 th Lower=17 th to 22 nd)
The percentage of year 11 pupils achieving the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics in schools maintained by the local authority	N/A	N/A	N/A	N/A	62.2	n/a	54.8	3rd Upper
Percentage of year 11 leavers known not to be in education, training or employment (NEET)	N/A	N/A	N/A	N/A	0.9	N/A	1.6	2nd Upper
Waste Management								
(WMT/004) The percentage of municipal waste collected by local authorities sent to landfill	37.56	35.62	25.79	21.02	Awaiting National Data			
(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				
Street Scene								
The percentage of highways inspected of a high or acceptable standard of cleanliness	99.6	97.8	N/A	N/A	N/A	N/A	N/A	N/A
The percentage of reported fly tipping incidents cleared within 5 working days	91.81	90.09	91.56	85.95	87.69	↑	95.08	19th Lower
Transport and Highways								

Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	Trend between 2016/17 to 2017/18	Welsh Average	All Wales Rank and quartile position (Upper=1 st to 6 th (Upper Middle=7 th to 11 th Lower middle=12 th to 16 th Lower=17 th to 22 nd)
The percentage of principal A roads that are in overall poor condition			2.8	3.6	3.9	↓	3.7	14th Lower Middle
The percentage of principal B roads that are in overall poor condition			5.2	5.5	5.7	⇒	4.3	20th Lower
The percentage of principal C roads that are in overall poor condition			25.1	24.4	23.0	↑	14.1	22nd Lower
Public protection								
The percentage of food establishments which are 'broadly compliant' with food hygiene standards	90.28	94.69	90.93	96.01	95.88	↓	95.27	10th Upper Middle
Corporate Services								
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	9	9.7	↓	10.4	7th Upper Middle

06. Listening to our regulators

We 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.

Further to the key messages that we published in Vision 2025: Our Corporate Improvement Plan 2018-2023, outlined below is a summary of the feedback that we received from regulators during 2017-18.

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 Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake a forward-looking annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales.

Their Annual Improvement Report 2017-18 states:

“The Council is not meeting its statutory requirements in relation to continuous improvement”.

In his annual audit letter issued in January 2018 the Auditor General stated that in his view the Council did not have sufficient appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources, and the current and future financial position represents a significant challenge. He issued a statutory recommendation covering this area – outlined below.

As a consequence, based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is not complying with the requirements of the Local Government Measure (2009).

Statutory Recommendation: In setting a balanced budget, the Council must ensure that all savings plans are sufficiently well developed for inclusion in the annual budget. The Council must also act immediately to update its Medium Term Financial Strategy to enable the Council to live within its means going forward, and design and implement actions to address the weaknesses identified and reports by me in respect of its corporate and financial arrangements.

The Council accepted the Statutory Recommendation at a meeting on 22nd February 2018 and agreed an Action Plan for improving Strategic and Financial Planning. This action plan forms part of the council’s wider Corporate Leadership and Governance Plan that is monitored monthly at the Improvement and Assurance Board.

The WAO has carried out a number of audit, regulatory and inspection work during 2017-18. The table below outlines the reviews where proposals for improvement or recommendations were issued:

Brief description	Key conclusions	Proposals for improvement
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<p>Service User Perspective Review In Powys County Council, we reviewed the Housing service.</p>	<p>The Council is making progress towards achieving the Welsh Housing Quality Standard for many components and most Council tenants are satisfied with the quality of the service and their homes, but it needs to accelerate its approach to ensuring tenants homes are warm.</p>	<p>Three proposals for improvement were issued by WAO.</p>
<p>'Scrutiny: Fit for the Future?' Review Review of how well placed Councils' overview and scrutiny functions are to respond to current and future challenges.</p>	<p>The Council has been slow to develop its scrutiny arrangements and there are fundamental areas it needs to address if scrutiny is to operate effectively and have impact in the face of future challenges.</p>	<p>Six proposals for improvement were issued by WAO.</p>
<p>Annual audit letter 2016-17 Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice.</p>	<p>The Council complied with its responsibilities relating to financial reporting but did not have sufficient appropriate arrangements in place to secure economy, efficient and effectiveness in its use of resources. I issued a certificate confirming that the audit of the accounts has been completed on 22 November 2017. My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2017-18 accounts or key financial systems. The Council did not have sufficient appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources, and the current and future financial position represents a significant challenge.</p>	<p>WAO issued a statutory recommendation.</p>

The WAO also undertook a number of national reviews, which included proposals for improvement, these include:

- Savings Planning in Councils in Wales
- Public Procurement in Wales
- Good governance when determining significant service changes – National Summary
- How Local Government manages demand – Homelessness
- Housing Adaptations
- Speak my language: Overcoming language and communication barriers in public services

- Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities

The full report can be found on the WAO website: www.audit.wales

CARE INSPECTORATE WALES

The Care Inspectorate Wales (CIW) encourages improvement of social care, early years and social services by regulating, inspecting, reviewing and providing professional advice to ministers and policy makers. During 2017-18 the council received comprehensive inspections of both its children's and adult services.

Inspection of Children Services:

CIW inspected the quality and effectiveness of children's services during July 2017 and published their findings in a report in October 2017. The inspection report highlighted a significant number of serious concerns with regard to the performance, quality and delivery of children's services compounded by instability in management, poor and confused direction and weak governance. The council fully accepted the findings in the inspection report and the subsequent warning notices issued by Welsh Government. It quickly acknowledged the need for urgent and sustained change which would demonstrate both a genuine commitment to safeguarding children in Powys and also deliver effective systems for helping them to achieve positive well-being outcomes.

In response to the First Warning Notice, the council:

- appointed an interim Director of Social Services;
- appointed an Improvement Board to oversee the actions of the Director, to provide constructive challenge and strategic oversight of the Director's actions as regards all social services functions relating to children;
- ensured that the Improvement Board has provided reports to the Leader of the Council with a copy to the Director of Social Services and Integration, Welsh Government;
- delivered an improvement plan drawn up by the interim Director of Social Services to address the issues raised in the July inspection report within the 20 days required ;
- started to implement the improvement plan

CIW carried out a follow-up monitoring visit in December 2017 where they continued to be concerned about a range of issues including timescales for the completion of assessments and care and support plans, safeguarding practice issues and performance and quality monitoring. A follow up warning notice was issued setting out further actions required by the council.

Further CIW monitoring activity undertaken in March 2018 concluded the following:

1. *We have increased confidence the local authority understands more fully what it needs to do to improve services and has taken tangible steps toward this. We found evidence of progress in assessment and care and support services for children. We also recognise increased corporate support for the improvement journey and appreciation of the importance of this for the safety and well-being of the most vulnerable children in Powys.*
2. *We note investment in additional resources has reduced caseloads and increased senior management capacity to support the performance of individual frontline staff and managers. There is now sufficient performance information in most areas to provide a clear view of the service provided.*
3. *We saw evidence of the implementation of the quality assurance framework with comprehensive case file reviews providing much needed information on the quality of practice. People we spoke to, at all levels, were able to articulate what needs to be done, including a concerted effort to improve recording practice by frontline staff. However until staff have more confidence in the electronic case management system there will continue to be questions around the reliability of performance data.*
4. *While some performance indicators have improved, progress is still required in other key areas. Now there are reduced caseloads, it is vital the workforce is committed to quality and timely support for children and families and has the means to deliver on this. At this visit, senior managers were clear about the need to address any performance issues directly with individual staff through additional support and training.*
5. *We spoke to social workers who trained outside Wales who received very little induction into the Welsh legal context when taking up their contract. We are disappointed planned training on the Social Services and Well-being Wales Act has not yet occurred. The high turnover of staff continues. This prevents stability and security within teams and continues to impact on the children and families the authority is supporting.*
6. *The Head of Service is clear about planned work to review the efficacy of early help services and the quality of direct work being delivered by statutory social services. There are substantial improvements required in commissioning, quality assurance, multi-agency decision making and support of looked after children placed out of the area.*

Inspection of Adult Services:

CIW carried out a comprehensive and detailed inspection of front line services and safeguarding in January 2018 and published their findings in a report in May 2018. We developed an improvement plan in readiness for the inspection. It identified the financial investment needed to strengthen reform of services and the council is committed to investing further support over the next 12 months if needed. The investment will increase the numbers of frontline care staff and provide Powys People Direct (the single point of access to services) with more resources.

Inspectors provided positive feedback about a number of areas, including urgent safeguarding work and staff morale, but they also described significant concerns about the need for prompt responses to people in need of help to keep them safe and improve their quality of life. Their report states:

Access

The high number of abandoned calls by people attempting to contact Powys People Direct (PPD) means a significant number of people do not get consistent access to timely information, advice and support. Opportunities for people to have their voices heard are being missed, as are opportunities to prevent the need for further care and support.

Assessment

Not all geographic areas of Powys have suitable arrangements in place for assessing need and determining people's eligibility for care and support or for assessing the support needs of carers. This means some people are waiting too long for assessment and support. Some of these delays are very significant. They have a negative impact on people, their carers and families and create a burden on other parts of the social and healthcare system.

Care & support

There are many good quality care and support plans in Powys; most demonstrate positive engagement with people. Some could be improved with a renewed focus on strengths as outlined in the SSWBA. Too many people were waiting an excessive amount of time for care and support to begin.

Safeguarding

Safeguarding referrals that explicitly articulated and clearly identified risks received a robust, timely response. In these cases there was evidence of intelligent working and well written comprehensive record keeping. However, not all safeguarding referrals received a timely, proportionate and where appropriate well-coordinated multi-agency response. There was a backlog of safeguarding work at screening and enquiry stages and an insufficient focus on multi-agency safeguarding discussions and meetings.

Leadership, management & governance

Senior managers and elected members held a shared vision for improving safeguarding and for promoting services that supported people to lead independent lifestyles. Neither performance management arrangements nor quality assurance mechanisms were sufficiently well embedded to provide a thorough understanding of the difference that help, care and support and/or protection was making for people. Senior leaders need to improve their knowledge about performance to enable them to discharge their responsibilities more effectively. High level plans, including joint plans, need to be translated into tangible action plans for the delivery of good quality and well integrated services. Recruitment and retention of the adult social services workforce presents some significant challenges.

Their report set out six priority recommendations and a further ten where they expect to see improvement in the next 12 months. The Assurance Board, which is independently chaired and includes external advisors to secure improvement across social services, monitors progress towards the recommendations on a monthly basis and will continue to challenge poor performance. CIW will carry out a monitoring visit in July 2018.

Estyn are the main inspectorate of educational outcomes, provision and leadership at a regional, local authority and school and pre-school setting level. All inspections are carried out by a team of Her Majesty's Inspectors against a Common Inspection Framework. Estyn visit on a termly basis for one day to assess progress against previous inspections and to challenge current performance.

Improvement Conference 2018:

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

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

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

Inspectors sought assurance that the authority:

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

- *has rigorous processes in place to monitor the implementation of its plans and evaluate the impact*

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

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

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

The effectiveness of central finance support in overseeing school budgets

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

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

07. Scrutiny and Audit Reviews

Examples of Scrutiny and Audit Reviews undertaken in 2017/18

The following are examples of areas which were scrutinised / Pre-scrutinised during 2017/18:

Scrutiny Committee A:

- **Commissioning of the Highways, Transport and Recycling Service (Pre-scrutiny)** – a full business case for future options for delivery of the HTR Service was considered in association with representatives of Scrutiny Committee B and Audit Committee. However, following a change in political leadership, it was agreed that a modified in-house option would be pursued and Scrutiny will now take place on a regular basis as proposals develop.
- **Adult Social Care Scrutiny Group** – a number of briefing sessions have been held to ensure that new Members are fully informed. Pre decision scrutiny has been undertaken on Residential Care Pooled Budgets (Joint with Audit Committee representatives), Fee Setting in Residential Care and Charging for Community Based Services. The Group scrutinized the draft Adult Services Improvement Plan and contributed to the pre inspection Self-Assessment. Ongoing exception monitoring of the Action Plan is underway and this will be revised once the CIW Inspection Report is received. The Group considers financial details on a quarterly basis and monitors the service Risk Register at every meeting.
- **Household Waste Recycling Centres** – Members reviewed the changes to reduce days of operation implemented in April 2017 and supported a change to increased opening hours bearing in mind the additional costs to the service and the requirement for savings under the Medium Term Financial Strategy.
- **North Powys Office Accommodation Review** – reviews of office accommodation are to be undertaken across the County and the first area considered was in the North. Members were briefed on a number of options together with costs.
- **Crime and Disorder** - the Committee continues to monitor performance reports of the Community Safety Partnership biannually.
- **General Data Protection Regulations (GDPR)** – a review was undertaken of the council's preparedness for the implementation of GDPR in May 2018. The review considered the action plan as well as its progress. A further review will consider the position once the regulations have been implemented.

Finance Scrutiny Panel

The Finance Scrutiny Panel has reviewed proposals for the 2018/19 and 19/20 budgets. However, the Panel were frustrated by the lack of information on the budget until late in January which compromised their ability to provide effective scrutiny. The Panel continues to support the development of 5 year budget plans but the lack of detail going forward poses a substantial risk to the delivery of savings. The Panel are pleased that there will be a thorough review of the Medium Term Financial Strategy but remain concerned that the 2018/19 budget has been balanced by use of one off inputs and technical accounting practices.

Audit Committee

In addition to its regulatory requirements, the Committee reviews the Corporate Risk Register, Regulatory Tracker and Treasury Management on a quarterly basis. Summary reports relating to the work of the Finance Scrutiny Panel and Internal Audit Working Group are also considered.

- **Internal Audit Working Group** – the Group reviews action plans arising from Internal Audit reports which have limited or low assurance. Consideration is also given to reports relating to internal fraud.

- **Joint Audit / Education Scrutiny Group** – the group has been asked to undertake work on the financial viability of Schools following receipt of a WAO report. A report was prepared and considered by Cabinet.

Joint Adult and Children’s Services Scrutiny Group

- **Powys People Direct** - the joint Group met to consider concerns relating to Powys People Direct following the CIW Inspection of Children’s Services. The service is to be reviewed by Children’s and Adults’ Services, and the Joint Scrutiny Group will monitor progress of that review.
- **Health and Care Strategy** – the joint Group considered ‘A Healthy Caring Powys – Discharging our Duties in Relation to the Area Plan which considers delivery of the first five year’s of the Health and Care Strategy. Comments were made to Cabinet and were submitted to the Welsh Government by 1st April 2018.

Scrutiny Committee B

- Annual Report of Director of Social Care
- Pre-Cabinet scrutiny of the new Schools Policy promoting collaborative working
- Welsh in Education Strategic Plan

Children’s Scrutiny Group

- Members undertook pre-Cabinet scrutiny of the redesign of Youth Services
- Members received the CIW Inspection report on Children’s Services. The initial Improvement Plan was considered along with further iterations of the Plan. The group have received performance monitoring reports, the Member Tracker and have undertaken specific work on the following areas:
 - Safeguarding
 - Governance
 - Looked After Children, Fostering and Out of County Placements
 - Assessment compliance and quality assurance

Education Scrutiny Group

- Ongoing education scrutiny:
 - Standards (provisional and verified)
 - Attendance and exclusions
 - Inspection outcomes
- Annual scrutiny of the regional consortia for education improvement (ERW)
- Pre-Cabinet Scrutiny of the Education Self Evaluation Report
- Pre-Cabinet Scrutiny of Home to School/College Transport Policy
- Scrutiny of proposals regarding implementation of 30 hours free child care
- Scrutiny of Transformation of Additional Learning Needs and Inclusion Service
- Scrutiny of Governor Training programme

Two representatives of the Education Scrutiny Group also attend twice yearly meetings of the Joint ERW Scrutiny Group.

Schools Scrutiny Panel

- Monitoring progress of schools who have attended School Scrutiny Panel
- School categorisation

Leisure/Culture Scrutiny Group

- Members undertook pre-Cabinet Scrutiny of proposals regarding changes to the Leisure provision (closure of the Staylitttle Outdoor Pursuits Centre)

Joint Chairs and Vice-Chairs Steering Group

The Steering Group scrutinised the following:

- Draft CIP
- Draft Annual Performance Statement 2016-17
- PSB: Vision 2040
- Draft Well-Being Plan
- Corporate Leadership, Governance Improvement Plan.

The Steering Group also reviewed:

- Work Programmes for all scrutiny committees (each meeting)
- The Scrutiny Service.
- The Scrutiny Committee Structure
- Arrangements for the Scrutiny of the PSB in Powys

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The seven goals of The Wellbeing of Future Generations (Wales) Act 2015

A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

A Wales of cohesive communities Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

