

Details	Step	Step number and title
	Lead	Lead contact at organisation
	Project/ Action/ Indicator	Element within step that is being reported
	Description	Description of what this element involves
Activity/ Status	Activity this quarter	What's happened?
	Implications for next quarter	What's going to happen?
	RAG	What is the overall status traffic light colour?
Risks and Controls	Main Risks	What are the risks to this element?
	Current and planned controls	How are these risks being, or going to be, controlled (mitigation, contingency, etc.)?
	Risk RAG	What is the overall risk traffic light colour?
Assurances	Recent assurance activity	What related assurance activity has occurred through scrutiny, audit, Wellbeing commissioner, etc.?

Reporting Period:	Quarter 1 April to June 2021
Overall BRAG Status of the Step:	AMBER

Details				Actions/Status		Risks and Controls			Assurances	
Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications for next quarter	Overall RAG status	Main Risks	Current and planned controls	Summary Risk RAG	Recent assurance activity
Step 1: Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for 2040.	Clr Rosemarie Harris (Powys County Council) Emma Palmer, Powys County Council	Development and publication of PSB Annual Report 2021, in line with statutory legislation deadlines.		At the Powys PSB meeting in April 2021, it was agreed that the 2020-2021 Annual Report would follow the same format as the previous years report. Final approval and publication is planned for 30th July 2021.	All Step Leads to continue to provide quarterly updates to help inform the end of year report.	Not Applicable			GREEN	Quarterly Reports being submitted by the majority of Step Leads to gather information and evidence for the Annual Report.
Step 1: Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for 2040.	Clr Rosemarie Harris (Powys County Council) Emma Palmer, Powys County Council	Development and implementation of a Public Engagement Platform.		Engagement HQ platform went live with a soft launch on Friday 28th May. Training has taken place for all parties involved with Engagement HQ (PCC, PTHB and PAVO) and Hub and Project admin roles have been assigned. Use of the site is well under way with various internal and external engagement projects. As of today (14th July) there have been 7,109 total site visits and 2,723 participants across the three engagement hubs.	Admins to continue to use the site for engagement projects.	GREEN				
Step 1: Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for 2040.	Clr Rosemarie Harris (Powys County Council) Emma Palmer, Powys County Council	Develop Communications and Engagement Plan		Step Delivery Plans are not detailed enough to inform an effective overall Communications and Engagement Plan. Other Steps continue to carry out Engagement independently, rather than looking for opportunities to collaborate.		RED		PCC Comms and Engagement Officer to attend future Delivery Groups for Steps 4, 7 and 8 to identify opportunities for joint engagement and communications.	AMBER	PSB coordinator has contacted operational STEP Leads to discuss requirements around updating Delivery Plans.
Step 1: Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for 2040.	Clr Rosemarie Harris (Powys County Council) Emma Palmer, Powys County Council	Develop Engagement Project (and associated communication) to inform the wellbeing assessment and plan		The 'Living in Powys' engagement project was developed and approved by PSB. The survey and associated communications went live on 8th June and will run until July 31st. The survey was promoted internally and externally by PCC, PTHB and PAVO.	Data to be collated and reported on	GREEN				
Step 1: Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for 2040.	Clr Rosemarie Harris (Powys County Council) Emma Palmer, Powys County Council	Support the PSB Scrutiny function to ensure engagement from key stakeholders.		The PSB Scrutiny Committee were supported to review the Delivery Plans for Well-being steps 4, 7 and 8 at their meetings in May and July 2021. Step Leads were present at the meetings to give an overview of their plans and to receive the feedback raised by scrutiny.	Future Scrutiny meetings to be better aligned with planned PSB meetings to allow more timely feedback to be given to the PSB in respect of plans and reports. Support the development of a PSB Scrutiny forward work programme. Relevant Step leads to be invited to future Scrutiny meetings to provide accountability against Delivery Plans.	GREEN	N/A	N/A	N/A	N/A

Reporting Period:	Quarter 1 2021-2022
Overall BRAG Status of the Step:	Amber

Details				Actions/Status			Risks and Controls			Assurances
Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications/ Actions for next quarter	Overall RAG status	Main Risks	Current and planned controls	Summary Risk RAG	Recent assurance activity
3	ACFO Iwan Cray		Revision of Step 3 Delivery Plan.	A Step 3 meeting took place on Tuesday, 29 June. The Delivery Plan was discussed during the meeting, and that in order to re-focus and re-energise the Step 3 group, it would be beneficial to revise the Step 3 Delivery Plan to ensure that its priorities were relevant and achievable, particularly given the pandemic and organisations requirements to direct their resources to maintaining business as usual. The Plan was amended to reflect the key areas the group felt they could make progress in. The revised delivery plan has three action areas which are; <b>work with and influence others to improve our transport infrastructure, work with and influence others to improve our existing transport links and to work with and influence others to develop a sustainable and integrated approach for planning and delivery.</b> Group members agreed that the main area of focus for the group was to continue developing a sustainable and integrated approach for planning and delivery, particularly the installation and mapping of EV charging points, as this area of focus was making good progress.	<b>Key areas of action for next quarter are:</b> <b>** To invite representatives from Welsh Government to discuss potential funding opportunities for the group to enhance the EV charging infrastructure in Powys.</b> <b>**Continue to explore collaborative and joined up procurement with regards to electric vehicle charging points across Powys.</b> <b>**Consider EV charging point locations across organisations in Powys, to map suitable alternative locations.</b> *	Amber	Regular attendance at meetings by partners due to availability and limited resources.		Amber	

Reporting Period:	Quarter 1 April to June 2021
Overall BRAG Status of the Step:	Green

Details				Actions/Status			Risks and Controls			Assurances
Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications for next quarter	Overall RAG status	Main Risks	Current and planned controls	Summary Risk RAG	Recent assurance activity
<b>Step 4: Work with and influence others to ensure improved digital infrastructure for Powys</b>	Diane Reynolds	Shared data for improved decision making	Gather requirements from across our PSB to design our data integration ambitions by March 2022.	None	Design a survey / hold a focus group to identify appetite for integrated data within partners	Not started	Appetite for sharing data amongst PSB		Amber	
			Design and implement a shared Data and analytics Framework by September 2022	We have published a Data and Analytics Framework for the council, we are currently promoting this within the organisation and helping services to understand how data can help provide evidence based decision making. This will help inform what is required for a shared data vision.	Shared data and analytics framework for PSB to be discussed with partners	Green	Agreement of framework can be quite complex	identify any successful framework versions in use	Green	
			Increase our publicly available data through Powys Well-being information bank and promote the use of the information provided across Powys	We have published a Track, Trace and Protect report on the Well-being Information Bank this quarter. We have been working on many other reports in preparation for our Wellbeing and Population Assessment, however these have not been translated and published online.	Next quarter, we aim to publish many more reports as we progress with gathering and analysing data for our Wellbeing and Population Assessments.	Green	Data available from partners	work with known PSB officers to obtain data	Green	
		Digital Connectivity	Increase our capacity to support broadband and 4G rollout across our communities – March 2022	Community Broadband Officer is currently supporting 14 community broadband projects in Powys with a potential for a further 6. Also supporting the roll out of 9 mobile masts as part of the Shared Rural Network in Powys.	Ongoing	Green	Continuation of UK Gigabit Voucher Funding key to community broadband projects.		Amber	
			Grow Mid Wales – digital connectivity study – September 2022	Digital Connectivity Report - Phase 1 completed with a long list of potential projects created. Phase 2 - commenced in July to create a business case and project short list with completion due in October 2021.	Work of Phase 2 to be nearing final stages, business case completed.	Green			Green	

			Support digital infrastructure improvement through a barrier busting joint working group - ongoing	Powys County Council has an internal barrier busting group that meet monthly, involving the Community Broadband Officer, Planning, Highways, Waste etc. The councils Community Broadband Officer is also part of the 'Regulatory' working group in the Welsh Governments newly formed Digital Connectivity Barrier Busting Taskforce which has its first meeting in July.	Powys County Council to have an input in the Welsh Government's Digital Connectivity Barrier Busting Task Force through Community Broadband Officer.	Green			Green	
		Digital Skills	Develop a proposed digital skills framework for our workforce – March 2022	Draft framework completed	test framework and final sign off	Green			Green	
			Bid for funding to develop the skills of our residents and workforce - June 2021	funding bid submitted	funding approval due July 2021	Green	Funding not approved	seek other funding sources or options	Green	
			Provide opportunities to improve the digital skills of our residents	funding bid submitted	funding approval due July 2022	Green	Funding not approved	seek other funding sources or options	Green	
		Digital Environment	Scope the activity already taking place for digital environment – Sept 21	no started although work to identify correct officers across PSB has been requested	Workshop to be held in Q2	Amber	dissengagement of PSB officers	raise with PSB represenatives	Amber	
			Identify opportunities digital can have a positive environmental impact – March 22	carbon accounts data is being collected across Council to understand current baseline	Identify opporunities for digital	Green	Baseline data may be hard to obtain	raise with PSB represenatives	Green	
			Deployment of LoRaWAN gateways	All gateways base stations have been received and procurement of contractor to install on test sites in Llanidloes has commenced	install 3 gateways and implement trial in Llanidloes	Green	install delays	work closely with contractor and site corordinators	Green	

Performance Measures	Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual
Increase our publicly available well-being information bank dashboards from 72 to 100 by March 2022	100				
Increase Digital Funding Secured	45k				
Resident digital skills measure to be added					
Digital Skills Funding	50k				
LoRaWAN Gateways installs	??				

Reporting Period:			Quarter 1 2021-22							
Overall BRAG Status of the Step:			Amber							
Details										
Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications for next quarter	RAG status	Plan Risks	Risks and Controls	Summary Risk RAG	Assurances
STEP 6: Develop a holistic approach to skills and lifelong learning, which offers a range of formal and informal opportunities including apprenticeships and traineeships	Dr Caroline Turner Sarah Page	Schools' transformation and post-16 options	The council's Transforming Education Strategy sets out a number of Strategic Aims and Objectives to shape the council's work to transform the Powys education system over the coming years. The requirement to improve post-16 provision falls under Strategic Aim 2: "we will improve learner entitlement and experience for post-16 learners". The initial focus of Strategic Aim 2 is to "focus on enhanced collaboration between schools to ensure a high quality post-16 curriculum that is accessible to all learners and is affordable within the funding received from the Welsh Government. This will include more digital learning opportunities where learners are taught via video-conferencing across more than one school". The council established the "Post-16 Workstream" in June 2020 to take forward Strategic Aim 2 of the Strategy. The workstream is taking a proposal to Cabinet in May 2021 to introduce a new structure for the strategic management of Powys post-16 provision. If approved this will comprise a high-level Strategic Management Board (SMB) and two "Powys Post-16 Centre" cluster groups with Operational Management Boards (OMBs). The cluster groups will operate in the north and south of the county and will be attended by Headteachers (or their deputies) from each Powys post-16 centre in the cluster area. The SMB will have delegated authority to determine how the Welsh Government post-16 funding for Powys will be allocated. The primary function of the SMB will be to commission providers (sixth forms, colleges and other providers) to deliver high quality academic and vocational provision. The secondary function of the SMB will be to oversee quality assurance of the provision it commissions to ensure that provision is of the highest calibre. To achieve these ends the SMB will publish policy and guidance documents which will set parameters around provision and value for money. Subject to approval of the proposal, the Post-16 workstream will work to support the establishment and operation of the new structure. It is intended that the SMB and OMBs will be in place ready to set a provision offer for the September 2022 Year 12 intake which meets the Learner Entitlement criteria. This offer is expected to be ready for applications by Christmas 2021.	<p><b>April 2021 - June 2021:</b></p> <ul style="list-style-type: none"> <li>18th May 2021 Cabinet approved the proposal and the recommendation below: <i>It is recommended that Cabinet approves the establishment of a new structure for the strategic management of Powys post-16 provision, from the end of May 2021, in accordance with the proposal document at appendix 1 of the cabinet report!</i></li> <li>The Learning &amp; Skills Scrutiny Committee was in support of the proposal but also asked that the w/s focuses on improvements to "home-base" facilities in all centres</li> <li>The new Strategic Management Board and Operational Management Boards (OMBs) are being established. An introductory meeting for the OMBs took place 15th June and weekly meetings until the summer holidays will enable further training and development ahead of formal establishment of the OMBs in September</li> <li>The project intends to support the new strategic management structure to agree a curriculum offer for the September 2022 year 12 intake by Christmas 2021</li> <li>Work has also commenced to review the ALN provision requirements for the September 2022 intake by focusing on the needs and aspirations of the current Year 10's who have Additional Learning Needs</li> <li>Work has also commenced on the facilities review and will continue throughout the summer and autumn terms</li> </ul>	<p><b>July - September 2021</b></p> <p>This quarter will be mostly covered by the school summer holidays and as such will be quieter with regard to active engagement with board members. The focus of the w/s will be building a financial modelling to support curriculum planning when the OMBs and SMB meet in September.</p> <p>This quarter will also see continuation of the facilities review work.</p>	Green	There is a risk that we may be unable to access funding to accommodate any new "home-base" facility improvements.	Early engagement with workstream leads on potential funding opportunities	Amber	19th April 2021 - Education Transformation Board review of the proposal ahead of Cabinet  12th May 2021 - Learning & Skills Scrutiny Committee review of the proposal ahead of cabinet  Update issued to Welsh Govt following Cabinet approval of the proposal
6	Dr Caroline Turner Lynne Griffin	Apprenticeship Talent pool	This was launched in 2019 and is a new initiative where people can register their interest in future apprenticeship opportunities within Powys County Council	The Covid-19 pandemic has had a significant impact on the council's drive to recruit apprentices, as it brought with it the added complications of working from home, restricted access to council officers and the necessity for social distancing and a shift to online learning. However in spite of this, 3 applicants from the Apprentice Training Pool (ATP) have been appointed to apprenticeship positions within the council, and a number have found positions external to PCC but still within the area of Powys. ATP group are sent weekly bulletins of positions within Powys, including those at PCC. As restrictions are gradually relaxed and we move away from a business critical footing we expect further apprenticeship opportunities to be advertised, this is happening already and in the month of June alone 7 apprenticeship positions will have been created.	With restrictions slowly being relaxed it is expected that service areas will be more willing to look ahead to the future and further apprenticeship opportunities will be created. The pandemic has accelerated the move to online learning and working from home and it is likely that in the future some of these changes will remain. Where apprentices are required to work from home it will necessitate a change in the way apprentices are supported in their day to day duties by their mentors/line managers and in their learning by their framework providers. Our apprenticeship guidelines will need to be amended to reflect this.	Amber	Lack of apprenticeship positions created. Risk: New apprentices do not get the required support and mentorship when working from home.	Control: Ensure that new posts are evaluated to determine whether they would be suitable for apprenticeships.  Control: Ensure that there is a suitable procedure in place to enable apprentices to receive the required support/mentorship.	Amber	Workforce Futures Board
06	Dr Caroline Turner Lynne Griffin	Raise Awareness of Apprentices	Raise Awareness of Apprenticeships to Powys learners	We have continued to promote the benefits of apprenticeships internally through staff communications such as all staff emails & intranet pages, we have not produced further videos in this quarter but hope to do so in the future, once restrictions have been lifted further. We continue to work with Careers Wales to promote apprenticeships through the planning of virtual school visits, although Covid has had an impact on the planning of such events.	School visits/interview days planned for July 21. Once restrictions are lifted further videos to be recorded of apprentices in different job roles working at PCC to demonstrate variety of apprenticeship possibilities.	Amber	There will inevitably be a break for school holidays, visits to resume in 3rd quarter	*To continue delivering virtual workshops on apprenticeships within secondary schools when requested by Careers Wales and to roll out across all schools once Covid 19 restrictions are lifted	Amber	Workforce Futures Board
6	Dr Caroline Turner Lynette Lovell	Adult Community Learning	The Powys Adult and Community Learning Partnership works collectively to meet the Welsh Government's vision for increased participation by addressing the needs of anyone aged 16 and above accessing an ACL basic skills and/or ESOL programme, including contextualised basic skills and citizenship courses and those learners who wish to acquire or improve their Welsh as a language and those who wish to study through the Welsh Medium	Joint Powys Adult Community Learning (ACL) and Neath Port Talbot (NPT) Learning and Skills Network (LSN) met 25 June 2021 to agree a Terms of Reference for the new group to ensure that the governance, focus and direction of the group is appropriate. Partners also committed to developing an action plan to monitor existing provision and drive improvements.  PCC Schools Service worked with NPTC, Black Mountain Colleges, MWVG and PAVO to submit a collaborative bid for funding from the UK Community Renewal Fund to deliver a programme of skills development (particularly but not exclusively digital) for adults in Powys, including those in work, unemployed and volunteers. Whilst the outcome of this bid is not yet released, work to create the projects within the bid strengthened relationships and created a shared understanding that can be used to inform approaches going forward regardless of whether the bid is successful or not.	During the next quarter the action plan for the Joint Network will be drafted and approved.  Should the UK Community Renewal Fund bid be successful, work will commence to deliver the collaborative skills projects.	Amber	*Continued impact of COVID on adult community learning participation	* Continue with virtual delivery of courses	Amber	Schools Service Management Team (SSMT)  NPT Learning Skills Network and Powys ACL Management Group
6	Dr Caroline Turner Paul Griffiths	Skills in Powys	The development of a Regional Skills Partnership for Mid Wales is key to developing a demand side driven skills agenda. The Joint Committee agreed the Terms of Reference in November 2020, and work is ongoing to establish a RSP Board and infrastructure, and then develop a detailed skills plan for the Mid Wales Region.	The Regional Skills Partnership met for the first time and the meeting was well attended and achieved the objectives set. The Partnership Manager commenced work in June and will take over the lead Officer role for this activity. The supporting posts for the RSP team have been Job Evaluated and will be advertised shortly. The requirements of WG in respect of the Mid Wales RSP have been received and a work plan to meet these objectives is being constructed.	The next Quarter will see the recruitment of the remaining support posts and a further meeting of the Partnership Board. Close liaison between the Partnership Manager and WG Officers will be established to ensure full engagement.	Amber	* Although the staff structure for the Mid Wales Partnership replicates that of other RSP's, and the funding from Welsh Government is the same, it appears the staff costs may exceed this sum. Enquiries are currently being made as to how other RSP's are able to fund this infrastructure before any further posts are confirmed.  * The objectives set by WG that need to be achieved before grant aid is drawn down are challenging given the RSP Manager has only just commenced work and other support roles are yet to be recruited.	* Close liaison is taking place between the Finance Service and the RSP Manager to ensure the budget available is not exceeded.  * Close liaison with WG Officers in respect of progress against the objectives to ensure both parties are aware of expectations and progress.	Amber	Meetings with WG Officers and Council Finance Service with regular reports to the Growth Deal Management Group and the Regional Joint Committee (Powys/Ceredigion).
6	Dr Caroline Turner Anwen Orrells	Careers Advice	Reflecting on the lessons learnt from Covid-19 and the effective use of online services; to ensure that all Powys learners are provided with effective, accurate, progressive and engaging careers advice regarding options available for further education, life long learning, apprenticeships and employment opportunities. Engagement should include advice around application methods and good practice and should consider Face to face, online and social media engagement with all Powys secondary phase learners.	Pupils across all Secondary schools have continued to be supported through online sessions with Careers Wales. On the 8th June 2021 a virtual open day was hosted by Authority officers to support Year 11 pupils in their next career steps. Two sessions were held, one for North Powys and one for South Powys pupils with representation from all Powys Secondary Schools and current Year 12 students to share their experiences. Both sessions were well attended by Year 11 pupils and during the session information was shared and queries answered regarding the Post 16 schools curriculum offer for Sept 2021, including e-ago subject offer, the application process and the availability of laptops to support study. As a result, applications for September via the Powys Learning pathways website has been strong and further press releases have been shared to encourage students to apply for a place at a Powys school sixth form and for a laptop.	Support for Year 13 students to make the correct choices with regards to University and subject choice, to apply for apprenticeships etc.	Green	Risk of another lock down which will hinder the support available around UCAS applications. Oxbridge deadline is 15th Sept and all other UCAS applications to be completed by mid January 2022.	* Seren network support arranged for all Secondary Schools. Continued support from Careers Wales.	Green	Schools Service Management Team (SSMT)

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Overall BRAG Status of the Step:	Green

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<b>NB - both Steps 9 and 10 are now being taken forward through the work of the Mid Wales Growth Deal</b>										
Step 9 - Undertake market research and establish an effective infrastructure to support active enjoyment of the environment and adventure tourism	Diane Reynolds	Develop the Powys and Mid Wales visitor economy through suitable interventions identified as part of the Mid Wales Growth Deal	Complete and achieve full deal agreement for the Mid Wales Growth Deal by December 2021, including actions to strengthen the Mid Wales tourism offer.	6 x project business cases for the development of the tourism offer submitted by 30/06/21. Tourism Feasibility Study Brief developed and Leader Co-operation funding sought to enable this work to happen in Autumn 2021.	A series of workshops will be held in July to assess project proposals and agree a milestone plan towards FDA.	Green	Resources required, particularly staffing	Senior Management briefed about resource implications	Amber	Heads of Terms signed in Dec 2020
Step 10 - Develop a strong brand to promote and attract inward investment into Powys	Diane Reynolds	Develop the Powys and Mid Wales economy and its inward investment offer through the delivery of the Mid Wales Growth Deal	Complete and achieve full deal agreement for the Mid Wales Growth Deal by December 2021, including actions to strengthen the Mid Wales economy and attract inward investment	Detailed project business cases across key identified economic sectors submitted for consideration on 30.06.21	A series of workshops will be held in July to assess project proposals and agree a milestone plan towards FDA.	Green	Resources required, particularly staffing	Senior Management briefed about resource implications	Amber	Heads of Terms signed in Dec 2020
				<p><b>MWGD General Progress Update:</b>  Progress across the Deal's development overall is good, with a number of strands of activity in place across the priority workstreams. Work is underway to develop the Portfolio in the manner expected by Government. There are live conversations with both Governments as to the detail expected in the Portfolio Business Case, Programme and Project proposals for submission for Full Deal Agreement by December 2021. A workshop will be organised to assess and agree a milestone plan towards FDA in July 2021.</p> <p>It is clear however, that capacity and capability is limited in both Local Authority teams, and limitations have become acutely apparent in recent weeks as the detail of the requirements for FDA start to become more apparent. Whilst the work ongoing is on the right track, the broad timescales the region want to see the Deal developed are under considerable pressure unless additional capacity is sourced. The issue has already been escalated at an exceptional meeting of the GMW Board held 26th May, with a recommendation to follow a similar approach to North Wales, and commission additional capacity to help plan and develop the remaining documentation to FDA.</p> <p>Three of the four members of staff appointed to the Portfolio Management Office have now commenced in their roles.</p> <p>Activity will intensify in Q2 and Q3 as projects are assessed/shortlisted and the wider Portfolio takes shape. Approval for the draft Portfolio will need to be formally approved by the Growing Mid Wales Board and both UK and Welsh Government by December 2021.</p>						