

Vision 2025 Transformation Programme

2017-2022 Administration: Programme and Self-Evaluation Report

Powys County Council, March 2021



Document purpose

This document reviews Powys County Council's (PCC's) Vision 2025 Transformation Programme; outlining how and why the programme was established, what it set out to achieve, progress to date and lessons learned.

Acronyms

ALN	Additional Learning Needs
CoP	Community of Practice
EMT	Executive Management Team
IBP	Integrated Business Planning
LARIA	Local Area Research and Intelligence Association
LoraWAN	Long Range Wide Area Networks
NWOW	New Ways of Working
PBC	Programme Business Case
PCC	Powys County Council
PTHB	Powys Teaching Health Board
PRINCE2	Projects in Controlled Environments 2
SLT	Senior Leadership Team
SEN	Special Educational Needs
SOC	Strategic Outline Case
TEC	Technology Enabled Care
TDB	Transformation Delivery Board
WESP	Welsh in Education Strategic Plan

About Vision 2025

In April 2018 we launched Vision 2025 – Powys County Council’s Corporate Improvement Plan. This is a compelling vision to make Powys a fantastic place in which to live, learn, work and play. Vision 2025 identifies four priority areas of work: Economy; Health & Care; Learning and Skills; Residents and Communities. These are supported by a ‘Making It Happen’ priority which consists of three cross-cutting work streams: Engagement and Communication; Leadership and Governance; and Changing How We Work (Figure 1).



Figure 1 Vision 2025 Objectives Summary

About the Transformation Programme

To successfully achieve the aspirations in Vision 2025, transformation is key. Transformation is “a fundamental change where the end result is significantly different from the starting point”. The scale of transformation required to deliver Vision 2025 has been significant with

fundamental changes needed in key areas as well as rapid, short-term improvements to the bottom line to establish traction.

The Vision 2025 Transformation Programme brings together and co-ordinates the projects that drive transformation in the council to help meet the aspirations in the Vision 2025 Corporate Improvement Plan. These projects are illustrated in figure 2. In addition to these projects, we are undergoing continual service transformation, enhanced performance management, strengthened scrutiny and Member development to ensure our council is fit for the future.

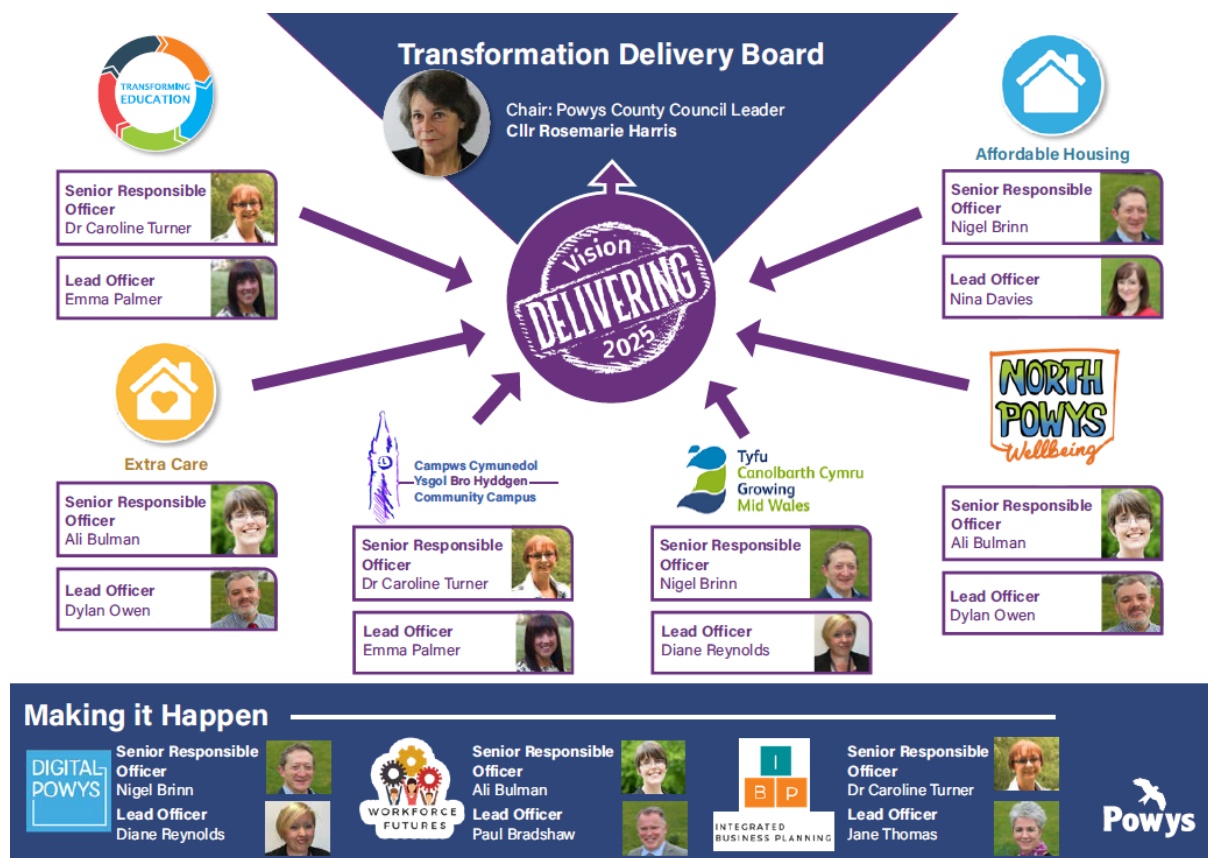


Figure 2 Vision 2025 Transformation Programme Diagram

Programme timeline

The timeline in figure 3 shows the key steps taken to establish the transformation programme and also key changes across its lifespan to date from 2018 to 2022. A significant proportion of the programme lifespan has been affected by the covid-19 pandemic.

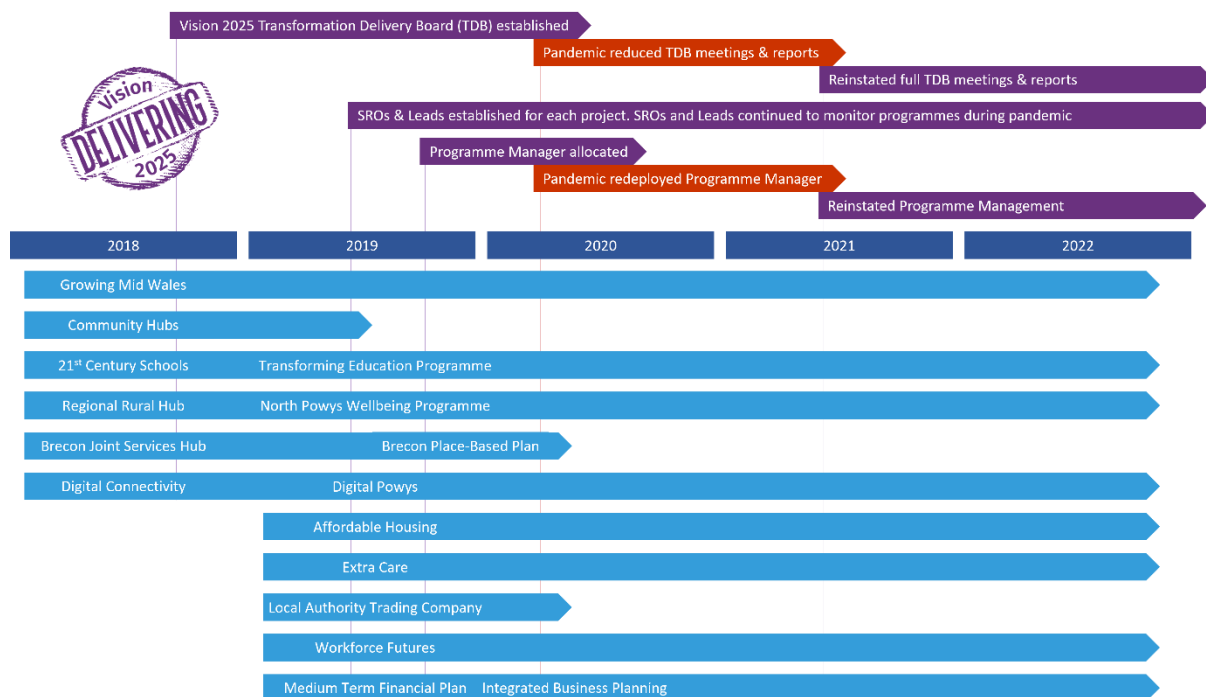


Figure 3 Vision 2025 Transformation Programme timeline

Establishing the Transformation Programme

The programme was established in 2018 to ensure there would be strategic corporate ownership and visibility of the council’s key transformational projects. The Transformation Delivery Board (TDB) was established to govern the programme, align the programme to our corporate objectives, ensure that change could be driven forward at pace and that risks and dependencies would be effectively managed. The TDB sits at the highest level of the organisation and consists of Executive Management Team (EMT) officers and Cabinet Members.

Each project was assigned a Senior Responsible Owner from EMT together with a Head of Service acting as Project Lead as well as there also being a dedicated project manager (figure 2).

In 2019 it was agreed to appoint an overarching programme manager to coordinate the programme. In addition a Community of Practice (CoP) was to be created to support and develop the transformation project managers and employees with an interest in transformation. It was also intended to establish an ‘engine room’ to bring the project managers together for support and learning in a dynamic workspace and as a virtual team.

In May 2019 it was proposed that each of the projects would follow “Kotter’s 8 steps to Change” methodology. It was also proposed that each of the projects should be managed using a light touch version of Managing Successful Programmes / PRINCE2 (Projects in Controlled Environments) to ensure agile project management techniques can be integrated as appropriate.

Self-evaluation

The table below evaluates the programme governance and management in terms of its Strengths, Weaknesses, Opportunities and Threats.

Strengths / Opportunities	Weaknesses / Threats
<ul style="list-style-type: none"> • TDB has provided strategic focus, cohesive decision making and a clear governance structure • There is strong oversight of the projects and clear direction from the very top of the organisation • The central TDB meant there was clear, consistent decision making about the programme when the pandemic started • The single board means programme issues and risks are discussed strategically • A centralised reporting system has been developed - enabling information to be easily reviewed and interrogated. The system links to Microsoft PowerBI which generates a clear report dashboard for TDB • The programme manager is a central point of contact for the project managers with regular individual and virtual team meetings providing insight into progress and issues • Virtual team meetings (except during the pandemic) have brought the project managers together and identified cross-cutting opportunities and learning • The CoP has been established through the Transformation Approach training and coaching. Microsoft Teams has supported the digital CoP with a dedicated Teams channel 	<ul style="list-style-type: none"> • Communication with the project managers about the role and function of TDB has been important in reinforcing the role of the board and its value to the projects in escalating risks and issues and addressing barriers • Early in the programme there was a manual report submission process meaning project information was not easily accessible for collation and interrogation • At the start of the pandemic there was a need for clearer communication throughout the programme layers. This was partly due to the early redeployment of the programme manager to support the pandemic • Project Leads now attend TDB meetings; strengthening the role of TDB and links with the project boards • The programme manager role was on hold during the pandemic due to redeployment, resulting in less programme oversight during this time • The engine room has not been established due to space restrictions and the varying locations and availability of the project managers. Virtual team sessions however have supported a similar ethos

<ul style="list-style-type: none"> • Funding for transformation projects has been made available via a centralised Transformation budget which is reviewed annually by EMT and the finance team • The council’s Transformation Approach has been developed. This is based on agile project management which centres on the customer and delivers change incrementally. All project managers have received training on the approach • Virtual team sessions have identified key asks for future development including streamlined reporting processes and a centralised project management system 	<ul style="list-style-type: none"> • Clarity on programme expenditure is challenging as each project is funded differently and often they share resources with business as usual activities • Project lifespans are misaligned with the way funding is allocated (often annually) • The central reporting system requires further automation to make it more efficient
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Lessons Learned

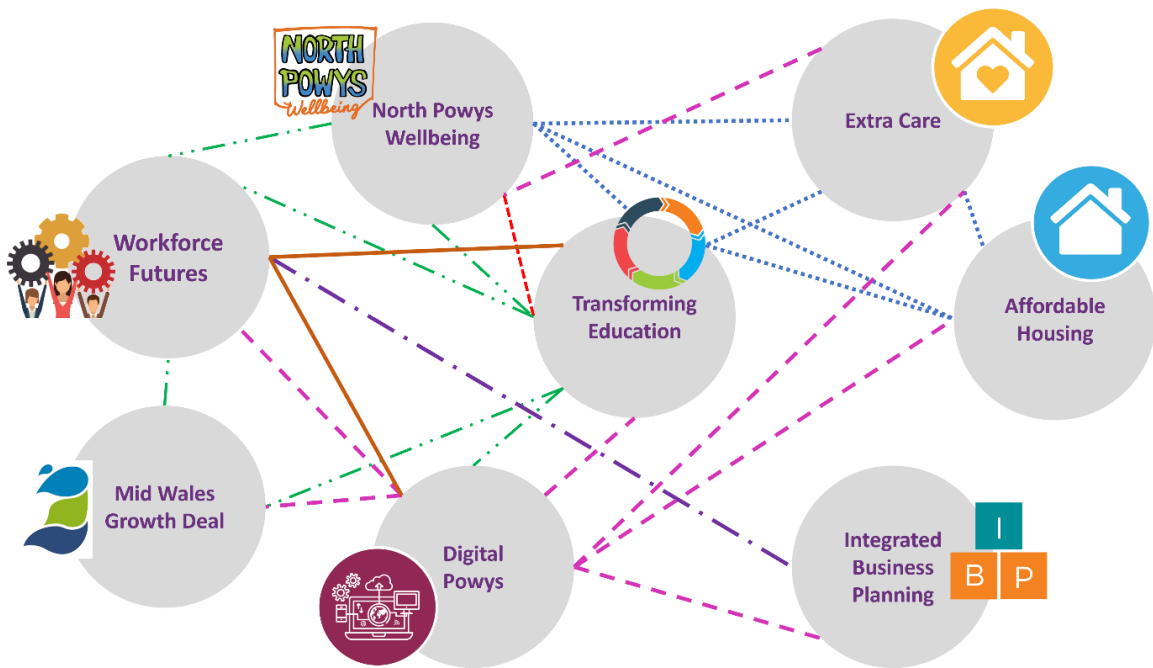
- Clear reporting timescales provide stability and clarity to project managers
- A centralised reporting system provides ease of access to, and interrogation of, the data for the inputters and the receivers
- Establishing an overarching programme board means that decision making is easier, clearer and more cohesive across the organisation
- Clear communication, both internal and external, is essential to the successful running of a programme
- Funding the programme lifespan rather than annual allocations would be of benefit for continuity, time efficiency and staff retention
- Ensuring there is correct and consistent terminology used to communicate the governance structure would provide clarity to the programme
- A shared, centralised reporting system is highly valuable for continuity and ease of access to current and historic project data and should be considered for future portfolios and programmes

The Projects

As demonstrated in the programme timeline (figure 3), a number of the core projects have persisted from the inception of the programme, including the Mid Wales Growth Deal,

Transforming Education, Digital Powys and the North Powys Wellbeing Programme; whilst a number of other projects have started since the inception and have completed or ended.

The projects are linked in multiple ways as per figure 4. Many of the links between the projects have already been made and benefits are being realised as a result. For example, the Integrated Business Planning and Workforce Futures projects have worked together to integrate workforce development plans into the Integrated Business Planning (IBP) process. For other projects and programmes, the links will be made in the next phase, for example the Mid Wales Growth Deal and the Transforming Education Programme both have strong focuses on developing the Powys economy and strengthening learning and skills opportunities. As the Mid Wales Growth Deal projects start to come forward, the two areas will work more closely to develop these opportunities. Each project is set out and reviewed in the proceeding sections.



Key to figure 4

- - - - - The projects share a location
- . - . - There are strategic, joint business planning opportunities for the council if the projects work together
- The Workforce Futures project is assisting with supporting the project in developing the workforce of the future
- The project is involved in construction
- . . - . The projects have shared opportunities to develop skills and training for the Powys economy
- - - - - There is potential to utilise the Digital Programme to improve digital and data intelligence / digital infrastructure to support the project

Figure 4 Links between the Vision 2025 Transformation Projects/Programmes

Affordable Housing



About the project

By the end of 2025 we will build 250 new affordable homes in areas where they are most needed.

This transformation will achieve

- Increased and higher quality output of affordable homes
- Increased council rented homes that meet housing need
- Homes that make significant contributions to the lives and wellbeing of their occupants
- New homes that will be energy efficient and, where possible, use locally sourced materials and locally based tradespeople

Progress to date

- **39 completed and occupied:**
 - Brecon: 32 units - a mixed development of flats and houses
 - Sarn: 7 units – a mixture of family homes and bungalows built to Passivhaus standards. The scheme has provided 2 bungalows for older people who were renting from the county farms estate and have retired from farming; freeing up county farms properties for new entrants
- **79 under construction:**
 - Newtown Bowling Green: 26 one-bedroomed single person apartments (scheduled completion spring 2022)
 - Llanidloes: 22 units (scheduled completion spring 2022)
 - Clyro: 13 units a mixed development of bungalows, houses and flats (scheduled completion end March 2022)
 - Newtown Red Dragon: 18 units (scheduled completion summer 2022)

- **109 awaiting appropriate planning, environmental and regulatory consents**

What does this mean?

The benefits for the Powys community extend beyond the immediate benefit of delivering new homes, to supporting the wider Powys economy. The economic and community benefits for the housing schemes under construction include:

- The appointment of an increased number of Welsh and Powys-based sub-contractors
- Employment created for more than 70 people
- Training and educational opportunities offered, including for apprentices
- A wide range of community engagement and benefits delivered in respect of each development
- Meet the buyer events held
- Donations to local charities including the Brecon food bank, Sarn Village Hall, Bike to the Future, Newtown Scout Group, Dial a Ride and the Sports Partnership
- Tree planting and scrub clearance, pathway enhancements, village hall repairs
- Placements offered to the local job centre, careers fayre attendance by contractors, apprentices appointed, qualifications and training supported

Self-Assessment / lessons learned

- There are 23 remaining units to reach the 250 target by 2025 subject to planning, Welsh Government grant funding and affordability
- The target of 250 homes is reflective of the resources of the team and phosphates building constraints
- The team has shown resilience during the project as staffing levels have impacted capacity. Once the team is at full capacity the target can be reviewed, taking into consideration phosphates building constraints impacting development in the Wye and Usk catchment areas
- None of the main contractors to date have been Powys-based. Of the sub-contractors employed on the schemes, 48.6% have been from Powys, with 88% being Welsh. Powys does not have many contractors of a size able to build some of

the larger schemes. The larger firms with greater development capacity are predominantly in the south and north of Wales

- There are opportunities for the project to link with other Vision 2025 transformation projects such as Extra Care and 21st Century schools to establish a CoP for officers involved in construction projects
- The team are working with Cardiff Met university to obtain data on the energy efficiency of some of the schemes built. This data will feed into the longer-term new build programme and establish a “what works” approach for financial viability, maintainability and liveability of new council homes



Figure 5 Llanidloes - 22 units (scheduled completion spring 2022)

Extra Care



About the project

We are working with partner housing associations and Powys Teaching Health Board (PTHB) to secure the development of extra care housing schemes across the county. The extra care developments are an integral part of the Health and Social Care aspects of the council's Vision 2025 Corporate Improvement Plan and of the Regional Partnership Board's Area Plan.

This transformation will

- Improve the range of accommodation options available to older people across Powys
- Deliver modern purpose-built accommodation incorporating Technology Enabled Care (TEC), 24-hour care and support to meet the needs and changing expectations of the growing older population
- Provide an alternative to residential care, nursing care and sheltered housing; allowing residents to continue to live independently in their own homes, even if their care needs change over time
- Reduce the council's reliance on the provision of residential care for vulnerable older people
- In time enable the council to review spend on residential care provision
- Provide significant investment in the communities where extra care housing is proposed
- Reduce the requirement for domiciliary care travel, resulting in reduced emissions
- Create schemes that meet the latest development standards, ensuring energy efficiency and sustainability

Progress to date

Following on from the successful opening of the 48-unit Llys Glan yr Afon scheme in Newtown in 2016, building work is now underway at the Welshpool and Ystradgynlais sites.

- The Cadw listed Neuadd Maldwyn building in Welshpool will be restored and sympathetically extended as part of the development programme creating 66 affordable self-contained 1 and 2-bedroom apartments for rent for Powys residents over the age of 60 years. Onsite services and provisions will include communal lounges, a restaurant and additional laundry facilities (additional to provision within individual apartments), alongside landscaped gardens. The scheme will offer independent living combined with care and support. Residents of Welshpool will have priority to the new apartments upon completion. The facility is expected to open in late 2023
- The Ystradgynlais sheltered housing scheme, Pont Aur, is being extended and redeveloped into an extra care facility. The scheme will deliver an additional 12 extra care apartments, creating 41 apartments in total for rent for local older people. All apartments will have accessible bedrooms, sitting room, separate kitchen area and walk-in shower. The overall development will have communal spaces, community alarms and access to TEC
- A suitable site in Brecon has been purchased by Wales & West Housing Association and the planning application is currently being prepared for submission during 2022. The planned scheme will offer approximately 60 units of 1 and 2-bedroom apartments
- A suitable Housing Association owned site has been identified in Machynlleth and initial plans are currently being drawn up
- Work is ongoing with housing associations to consider sites at Llandrindod and/or Builth Wells

Self-Assessment / lessons learned

- The planned schemes will meet an identified need for housing an ageing population in Powys. The key factor is the desire of all partners to make these schemes a success
- An integrated approach between the council (and various departments within the council), PTHB and the Welsh Government has enabled the programme to reach its current status
- A particular challenge for Neuadd Maldwyn is the fact that the building is listed

- A challenge for Pont Aur is the fact that the remodelling takes place with tenants already living within the existing building
- Both projects have shown that unexpected challenges do arise and that additional time needs to be factored into the programmes to accommodate unforeseen issues
- There is a challenge to the new developments and proposed developments, (Brecon, Machynlleth, Builth Wells and Llandrindod) with regards to the phosphate pollution targets set by National Resources Wales in Special Areas of Conservation



Figure 6 Pont Aur Ystradgynlais

About the project

We set out to work with partners to secure a growth deal worth in the region of £200 million, to maximise the economic benefit for mid Wales and encourage businesses to stay and invest here.

What the project aims to achieve

A 10-15 year bespoke capital investment programme negotiated between governments and local authorities. The programme will aim to harness additional regional investment, create new jobs, and deliver inclusive economic growth, which is strategically aligned, innovative, additional and unique to the mid Wales region.

Progress to date

The Final Deal Agreement has been signed by the Welsh Government, UK Government, Ceredigion County Council and Powys County Council. This marks commitment to delivering the Mid Wales Growth Deal; a ground-breaking partnership bringing a combined investment of £110m from UK and Welsh Government, which is expected to lever in additional investment from other public and private sources.

The projects supported by the Growth Deal will be expected to produce wider social and economic benefits such as enhanced quality of life, creating business opportunities following the impact of covid-19, decarbonisation in industry and consideration of climate change impacts.

The agreement is made after the development and submission of the Portfolio Business Case on the basis of the current shortlisted set of projects covering a range of investment proposals across multiple themes: digital; tourism; agriculture; food & drink; research & innovation; and supporting enterprise.

The proposals demonstrate the potential outcomes that are achievable in Mid Wales through Growth Deal investment:

- To create between 1,100 and 1,400 new jobs in Mid Wales by 2032
- To support a net additional Gross Value Added uplift of between £570 million and £700 million for the Mid Wales Economy by 2032
- To deliver a total investment of up to £400 million in the Mid Wales Economy by 2032

What does this mean?

The signed agreement means the Growth Deal delivery framework is in place to allow project business cases to come forward. This is a long-term investment that can provide capital funding to support regionally significant interventions that drive private sector investment and stimulate growth.

Ensuring the success of the Growth Deal will be a collective endeavour across all regional partners, with strong private sector input. A new Economic Advisory Group consisting of senior business leaders is being established to ensure there is continued advice and guidance to enable the Deal's potential to be maximised.

Self-Assessment / lessons learned

- A city/growth deal is a unique package of funding and decision-making powers negotiated between governments and local authorities. This is a new way of working, of a scale and complexity not previously seen in the region. Communicating the purpose of the Growth Deal funding has presented some challenges but continues to improve with the establishment of regional partnership forums, a regional communications protocol and officer group, and communications platforms including a Growing Mid Wales website, Twitter, and Linked In presence
- Establishment of new regional governance structures and workstreams has ensured buy-in at all levels of the local authorities, and has ensured that proposals have been developed collaboratively
- The development of the Growing Mid Wales Strategic Economic Priorities and Growth Deal portfolio business case involved undertaking significant levels of engagement with key stakeholders across the region to co-develop and build the

resulting strategic priorities, vision and Growth Deal portfolio. This proved invaluable and has ensured there has been substantial buy-in to the portfolio

- Regional officers have shown resilience to develop regional capability and progress the Growth Deal to Full Deal Agreement in addition to their daily roles. Regional work has been progressed alongside challenges brought by covid-19 which has seen an increased focus on supporting businesses and communities across the region
- Mid Wales have adopted lessons learned from other regional growth deals; enabling us to adopt a portfolio management approach in line with emerging government guidance. The portfolio management approach will ensure greater regional control and decision making when prioritising projects; ensuring they align with the portfolio's strategic investment objectives, vision and priority areas and there is adequate regional capacity to deliver a balanced portfolio in terms of benefits, risk, and geographic impact
- Regional working has been strengthened through the covid-19 pandemic with the opportunity to collaborate and work closer with public and private sector partners to overcome mutual challenges and pool resources towards shared goals
- The local authorities have faced challenges ensuring appropriate capacity and skills are available and aligned to deliver against objectives. Establishment of a regional portfolio management office and officer training related to the HM Treasury 5 Case Model has been effective in providing professional support to external project proposers helping develop their business cases whilst also progressing the Mid Wales Growth Deal to Full Deal Agreement with UK & Welsh Governments
- In readiness for the next steps, the project is considering resource requirements to support the development of new projects and to ensure that cross-links are made with various council services including highways, education and workforce planning

Transforming Education



About the project

In April 2020 the council launched the Strategy for Transforming Education in Powys 2020-2030, which was developed following extensive engagement with stakeholders, including school communities.

The ambitious ten-year strategy to transform education in Powys sets out the challenges facing education in Powys, includes a strengthened vision and guiding principles, and sets out the council's priorities for the next ten years.

Vision statement

All children and young people in Powys will experience a high quality, inspiring education to help develop the knowledge, skills and attributes that will enable them to become healthy, personally fulfilled, economically productive, socially responsible and globally engaged citizens of 21st century Wales.

The strategy also sets four strategic aims which are shaping our work to transform the Powys education system:

- Improve learner entitlement and experience
- Improve learner entitlement and experience for post-16 learners
- Improve access to Welsh-medium provision across all key stages
- Improve provision for learners with Additional Learning Needs (ALN)

The strategy also includes a commitment to a major capital investment programme to ensure that Powys schools have inspiring, environmentally sustainable buildings that support wider community activity.

The strategy sets out a programme of activity to be taken forward on a phased basis in 3 waves.

Progress to date against Wave 1: key achievements

Improve learner entitlement and experience

- Ysgol Llanfyllin, the county's second all-through school, was established in September 2020 after Llanfyllin C.P. School and Llanfyllin High School merged
- Ysgol Cwm Banwy, a new Welsh-medium Church in Wales School, was established in September 2020 following the merger of Banw Community Primary School and Llanerfyl Church in Wales Foundation School
- Ysgol Calon y Dderwen, a new English-medium primary school, was established in September 2021 following the merger of Ladywell Green Infants School and Hafren Junior School in Newtown
- A new all-age school, Ysgol Bro Caereinion, will open in September 2022 following the merger of Llanfair Caereinion C.P. School and Caereinion High School
- Castle Caereinion Church in Wales School and Llanfihangel Rhydithon C.P. School will close from 31 August 2022
- Statutory notices have been published proposing the closure of Llanbedr C. in W. School and the merger of Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School to create a new primary school in the Brecon catchment area

Improve learner entitlement and experience for post-16 learners

- A new strategic management structure is in place to provide strategic oversight of Powys post-16 schools' provision. The structure will ensure post-16 learners are able to access a broad range of subjects, with a blended offer of academic and vocational provision. Post-16 provision is remaining at all current Powys post-16 centres. Under this model, all post-16 learners will have a 'home base' but will be able to access courses locally and across the county via face-to-face teaching and through the online delivery of lessons
- The new collaborative sixth form offer has been named "Chweched Powys Sixth". A logo has been designed and the branding has been voted on by learners. The new-look website has launched and the branding will be utilised across all communications and sixth form centres

Improve access to Welsh-medium provision across all key stages

- The Cabinet approved the Welsh in Education Strategic Plan (WESP) for 2022-2032; a binding document to ensure well planned provision for increasing the opportunities for a growing number of children and young people to become fully bilingual
- We produced our Welsh-medium Education Strategy which outlines the vision for increasing the number of bilingual learners in Powys. The strategy forms the basis of the approved WESP
- A new online Welsh-medium education immersion course has been established for learners who want to move to a Welsh-medium education
- A new face-to-face immersion course 'Meistri Maldwyn' for primary school learners has begun. It is the first time the council has offered an intense immersion course in a language centre. The course provides an opportunity for newcomers to Welsh-medium education to quickly get up-to-speed with their Welsh-language skills and begin their bilingual journey
- Plans to gradually change the language category of Ysgol Bro Hyddgen (all-age school) and Ysgol Dyffryn Trannon (primary school) have been approved by Cabinet. Alterations to provision will be phased so that eventually the schools become Welsh-medium education settings, ensuring all learners attending the school become fully bilingual
- A new Welsh-medium Reception / Year 1 class is being piloted by the English-medium school Ysgol y Cribarth in Abercraf. The school has employed a teacher and learning support assistant to teach through the medium of Welsh and is looking to support parents and the community by hosting Welsh classes. The findings of the pilot will assist with identifying ways of improving access to Welsh-medium provision across Powys
- Our Welsh-medium education campaign "Destination Bilingual / Taith at Ddwy Iaith" has launched. A webpage, information booklets, social media messages and identifiable branding are providing parents with information about Welsh-medium education and the benefits of bilingualism

Improve provision for learners with Additional Learning Needs

- A new inclusion platform called Tyfu has been introduced. This will ensure there is a collective approach to meeting the needs of children and young people with ALN. The platform will also enable the council to meet its statutory duties under the new Additional Learning Needs and Education Tribunal (Wales) Act. Tyfu will enable early years settings, schools and the council to create one-page profiles for learners, upload universal learning provision plans and monitoring details. It will also be used to create individual development plans for learners with ALN, make direct referrals into the council and create personal education plans for children looked after
- A south Powys special school has established a satellite provision in the middle of the county so that learners with ALN are as near to home as possible. Ysgol Penmaes in Brecon has based the new satellite provision at Crossgates Primary School, near Llandrindod Wells. The satellite provision is for learners from across Powys and will largely benefit learners with complex needs living close to the Llandrindod Wells area
- The Cabinet has approved a new strategy for The Future of Special Educational Needs (SEN) / Additional Learning Needs (ALN) in Powys, which will guide the transformation of provision for learners with ALN

21st Century Schools

- The 21st Century Schools Programme has received the Delivery Confidence Assessment rating of the Welsh Government Gateway Review 0. The rating was “Amber Green; successful delivery appears probable”. This is a very positive result as in context, around 10% of all Programmes and Projects (circa years 2020/2021) received an Amber/Green outcome. In 2020, only 8% of Programmes and Projects across Welsh Government and the wider Welsh public sector received an outcome of Amber/Green
- Planning permission has been granted for a new state-of-the-art campus for Ysgol Cedewain in Newtown. The new build will include facilities for very vulnerable learners, including a hydrotherapy pool, sensory and physiotherapy rooms and garden as well as a community café

- The tender package to build Brynllwarch Hall School, a new replacement special school in north Powys has now been published
- Construction has started on a brand-new 150-place Welsh-medium primary school in Welshpool, including early years and community facilities for Ysgol Gymraeg y Trallwng. The school was established in 2017 following a re-organisation process
- A new £2m Welsh-medium early years facility in south Powys has opened. The new school has been built on the site of Ysgol Gymraeg Dyffryn y Glowyr, a Welsh-medium primary school. The facility can accommodate a total 120 childcare offer, Flying Start and early year places through the medium of Welsh
- Welshpool Church in Wales Primary School (established in 2017 following a re-organisation process), moved into their new school at the beginning of January 2021. The school had been operating across three different sites in the town until the beginning of 2021
- The Welsh Government has approved the Strategic Outline Case (SOC) for a new £12.9m primary school in Newtown. This will replace the current buildings of Hafren Junior School and Ladywell Green Infant School which have merged to form Ysgol Calon y Dderwen. The new build is an integral part of the North Powys Wellbeing Programme
- Plans are developing for a learning and community campus for Ysgol Bro Hyddgen in Machynlleth. The new building will replace the existing school with a brand new, purpose-built campus with early years facilities along with community facilities

Delivering Digital Infrastructure

- A core focus has been on ensuring the correct infrastructure (bandwidth, cabling, wifi etc.) is installed in schools to support a digital learning environment. The focus has also been on end-user devices and ensuring that schools have an environment to be able to deliver blended learning through digital technology
- The device to learner ratio of 1:2 has been achieved in 83 schools with 11 remaining to be addressed. 848 Chromebooks were delivered to schools during September 2021 for learners to use. 1,113 Powys teachers received a new laptop thanks to a Welsh Government initiative and as part of the Transforming Education Programme. The council's Digital Services Team oversaw the roll-out of the laptops so that they

were ready to be used by teachers as soon as they were switched on. The council's Passenger Transport team arranged for many of the devices to be delivered to schools by utilising existing school transport operators



Figure 7 Welshpool CIW School

Self-Assessment – lessons learned from Wave 1

- Utilisation of PowerBI to generate interactive data reports for primary and secondary provision provided a strong foundation for the Strategy and for subsequent Cabinet reports
- Undertaking significant levels of engagement with key stakeholders via a two-phased approach, to co-develop and build the resulting strategy means there has been substantial buy-in to the strategy
- Establishment of a new governance structure and workstreams has ensured buy-in at all levels of the organisation, and has ensured that proposals have been developed collaboratively and properly resourced
- Developments of the all-age schools have been taken forward in collaboration with the existing school communities which has ensured support from the outset
- Legal advice and guidance throughout the school reorganisation process has ensured the council is following a robust process
- The process for analysing consultation responses / objections has been reviewed and refined throughout, to ensure this process is as efficient as possible

- Including headteachers as part of the post-16 improvement work has meant there has been a strong customer voice throughout the process and that collaboration with the schools has also been strengthened

North Powys Wellbeing



About the project

The North Powys Wellbeing Programme was launched in May 2019 to test and deliver a new integrated model under the remit of the Health and Care Strategy. The programme has received Welsh Government Transformation Funding to support the delivery of:

- Long-term change of a new integrated model of care and wellbeing which is being tested in north Powys initially; this includes a new development of a multi-agency wellbeing campus
- Short-term areas of acceleration of change in relation to new ways of working that can be implemented now to deliver a new integrated model

The programme is a once in a generation opportunity to improve health and wellbeing across north Powys.

The vision for the multi-agency wellbeing campus is:

- Focus on prevention, wellbeing and improving population health through a more collaborative approach with partners such as education, housing, leisure, culture and the 3rd sector, addressing emotional and mental health needs
- Reduce inequalities and improve access to services at a local community level by relocating and integrating services from existing premises in Newtown and enabling new services in acute settings to be provided closer to home
- Enable a new integrated model with primary care services working more closely with community services, pharmacy, education, housing, social care and 3rd sector partners to improve outcomes and provide greater support to General Practice
- Ensure children and young people get the best start in life
- Reduce carbon emissions through new ways of working by embracing new technologies and addressing compliance and backlog maintenance issues
- Make the best use of the resources available across public sector partners

Progress to date with the overall programme

- Long-term change of a new integrated model of care and wellbeing
- A range of engagement activities were carried out pre-pandemic which led to a significant contribution from the local communities around ‘what is important to their wellbeing now and in the future’, enabling the development of the Integrated Model of Care and Wellbeing. This is being adopted and implemented under the Regional Partnership Board and via the programme
- Significant progress has been made in partnership working to provide a firm foundation for instilling cultural and transformational change. The successes to date are underpinned by and owed to a robust partnership that ensures joint accountability and responsibility across PCC and PTHB and a strong sense of collaborative working with a range of partners
- The programme has adopted ‘homegrown’ staff to lead service design, engagement and business case preparation activities and the mix of PCC and PTHB staff in the programme team has enabled the programme to operate successfully during the pandemic - developing and maintaining commitment of various stakeholders such as local communities, health, and social care teams, the 3rd sector and primary care
- Site feasibility workshops were undertaken utilising sound methodology to identify the most appropriate site within Newtown to support the multi-agency wellbeing campus. Scoping work was conducted with a range of stakeholders to develop a ‘do minimum’ and ‘do maximum’ range of service options. This supported the development of a Programme Business Case (PBC) for the Multi-agency Wellbeing Campus which was approved by sovereign bodies and submitted to Welsh Government in autumn 2020. The PBC has received approval from the Welsh Government Strategic Investment Board and is currently awaiting ministerial approval. If successful this will see significant investment into north Powys to provide a one stop destination for families and individuals to access a range of wellbeing activities, health, social care, housing, 3rd sector services – it will also include the co-location of school with a focus on supporting children to start well in life

- A wealth of 3rd sector partners have expressed a strong desire to be a part of the programme to achieve the desired outcomes for the population. A partnership approach is being taken to formally link 3rd sector partners into wellbeing and preventative services to prevent escalation of needs and demand on statutory services. A group has been established consisting of wellbeing partners and core programme team members to consider how those links become formalised and how we achieve effective integrated working to implement a social model for health
- Further to the submission of the PBC, the programme team have been working with staff and stakeholders to undertake further technical work, this is underpinned by a joint planning framework and includes:
 - development of service specifications which start to articulate the types of services and new ways of delivering services in the future
 - demand, capacity, and financial modelling to start to test the deliverability and affordability of the future model – this includes projecting future demand and modelling of scenarios underpinned by robust evidence and benchmarking best practice
 - site surveys have been undertaken and further work to develop site concept drawings of what the new facilities on the campus could look like – all aiding with site master planning and supporting the assessment of infrastructure costs required to support the campus development
- The next business case has also been prepared in readiness for Welsh Government approval. This is a Strategic Outline Case (SOC) which presents a more detailed investment case for the health, care, supported living and infrastructure elements on the site. This is going through internal scrutiny and sovereign body approvals and will be submitted to Welsh Government following the endorsement of the PBC

Progress with areas of acceleration of change in relation to new ways of working

The programme team have worked flexibly to respond to the pandemic. In 2020 all accelerated change projects were reviewed and reconsidered to respond to the pandemic with a key focus on children, wellbeing, digital and care closer to home for people requiring eye care and respiratory services. Robust evaluation mechanisms have been established to

evidence progress and impact and an independent report will be issued in 2022. There has been development of case studies and evidence of sharing of good practice and a number of projects have been successfully scaled up across north Powys and pan Powys. These projects have continued to operate despite the challenges that the pandemic has posed, supporting populations of all ages. Some examples of key achievements are provided below:

- Funding provided to enable a new sleep diagnostic service to start in Powys. With the funding from the North Powys Wellbeing Programme, the service has secured equipment to test people and is now able to offer this service to any Powys resident remotely, so that they don't have to travel to a particular hospital
- PTHB's Digital Transformation Team has teamed up with the Powys Association of Voluntary Organisations and the North Powys Wellbeing Programme to offer local residents support to get online in a pilot project. Residents can now make use of a confidential, safe and secure location at Plas Dolerw on Milford Road, Newtown to 'virtually' attend their appointment. Support staff are available to provide technical support that may be required in accessing their appointment. This has helped to reduced unattended appointments from 18% to 4%
- Repatriation of Children Looked After – the project is sustaining a fall in the number of out of county placements each quarter and is demonstrating return on investment
- Bach A lach - training & support sessions delivered including "cooking together", "music & movement" and "circus skills training" sessions for schools and pre-schools in Powys. Requests continue from across Wales to consider how the project can be rolled out in new areas. Feedback from staff and Head Teachers is very positive. In the summer, the team delivered jointly with Powys sports development at a Wales wide conference showcasing their collaborative approach. So far, the scheme has engaged with 234 pre-school teachers and 404 foundation stage teachers. This project has been successful and will be transferred to business-as-usual post May 22
- Delivery is complete for the accelerated Drive Through Spirometry project. The pilot has proved helpful in forming longer-term spirometry plans with a view to exploring ways to implement nationally. Further investment into respiratory services is taking place to treat more people locally

- Powys Together Community Co-ordinators have worked with over 879 children and young people and over 350 families. A range of opportunities and events were organised in line with the 'Summer of Fun' initiative, which meant that families had access to lots of positive experiences over the summer months. Events and activities ranged from arts and crafts, story time, sports, family walks and graffiti projects
- Eye care services are being invested in locally and some patients are now being seen locally, preventing people from travelling out of county

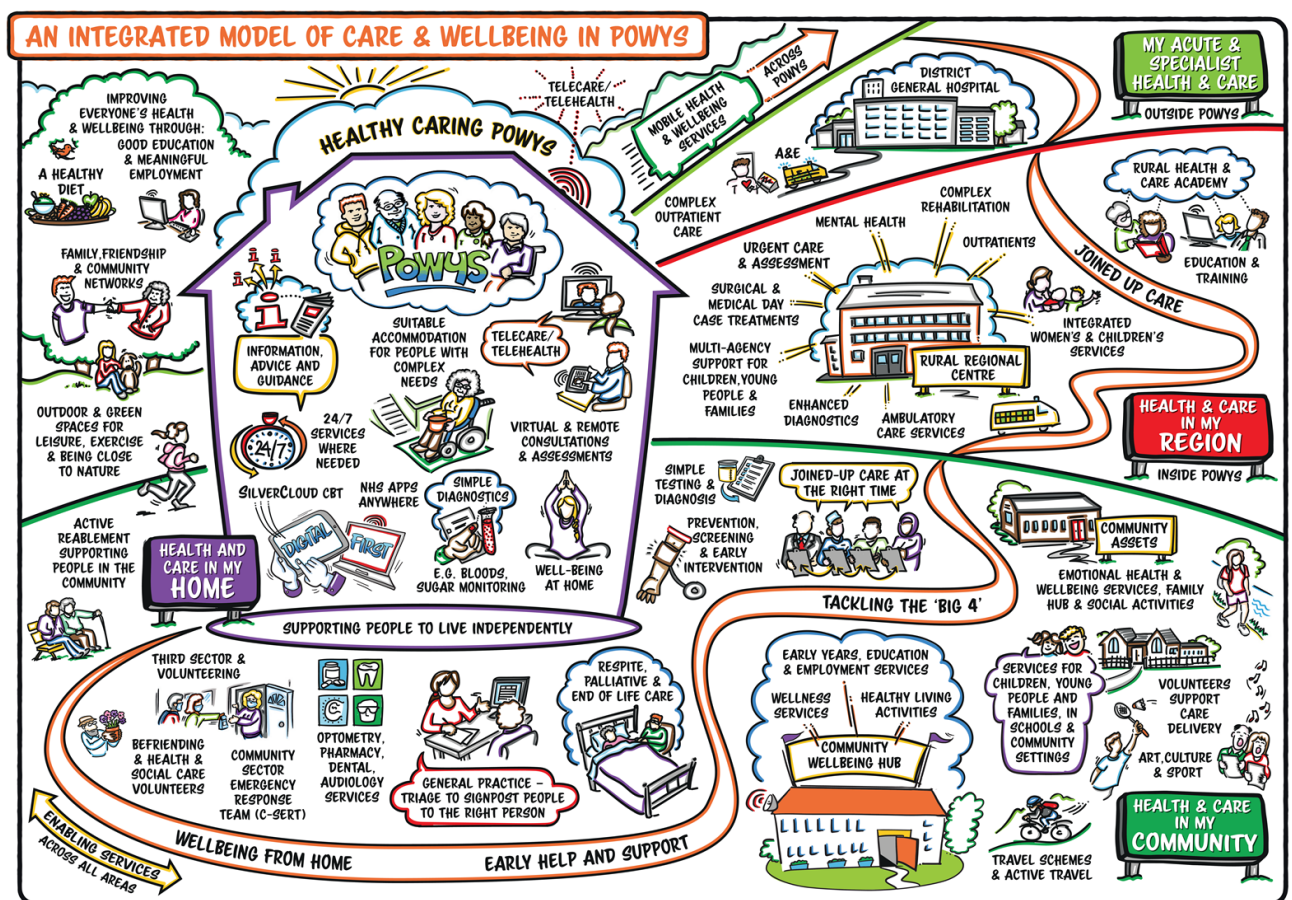


Figure 8 An Integrated Model of Care and Wellbeing in Powys

Self-assessment / Lessons learned

An independent Programme Assessment Review indicated there is evidence across the programme of a willingness to learn both from lived experiences in north Powys and from similar programmes and facilities elsewhere. With particular reference to the lessons and

experiences gained during the lockdown period of the pandemic, including the acceleration of the use of digital in wellbeing and service delivery and the necessity of redesigning previous services. These include:

- Reflecting on how pathways have changed during the pandemic, particularly the accelerated use of digital technology and Artificial Intelligence tools and considering how these will change again with hybrid working and the opportunity this provides to accelerate transformation rather than reverting to pre-pandemic pathways
- How to bring pandemic enforced and new hybrid ways of working into traditional programme and project management working methods
- Learning about different ways of engagement during the pandemic and the impact on stakeholder engagement going forward and potentially the additional effort needed in re-engagement
- The outbreak of covid-19 in March 2020 forced the programme to be stood down temporarily, and the core programme team were redeployed to support with the covid response. The formal suspension of the programme lasted 6 months. Despite this, the programme has continued at pace where possible, recognising and responding to the pandemic - the depth of flexibility and resilience shown by the programme team has enabled new ways of working to be adopted quickly and it adopted new ways to support its focus on co-production / stakeholder engagement
- During the pandemic intended delivery of many of the short term accelerated projects had to quickly be adapted. The development of a robust evaluation and monitoring approach is now enabling progress to be highlighted and will aid with demonstrating impact of investment to date
- Opportunities to learn from elsewhere even during the pandemic were taken and used to aid the development of the SOC. To further harness these learning opportunities, a Learning Methodology for the programme is in development to provide an evidence base to our learning



Integrated Business Planning

About the project

We will: make evidence-based decisions underpinned by accurate information; focus on outcomes instead of activity; make the best use of resources and improve productivity; and continually improve customer satisfaction.

This transformation will achieve

- Development of a single plan that connects the council's Corporate Improvement Plan/statutory obligations to service area operational plans, budget and workforce plans
- Development and implementation of an Outcomes Based Budgeting model to allocate resources to achieve the council's key priorities
- Utilise the plan and model to distribute the budget resources to where they add greatest value, and evidence through the Medium-Term Financial Strategy. This links the financial strategy to the corporate and service strategies

Progress to date

- Integrated Business Planning (IBP) template rolled out for all services and utilised to shape the council budget for the next 3 years
- The new annual self-assessment regime supports the IBP process rather than duplicating existing processes. Areas for improvements and actions identified throughout the self-assessment process will be considered within future IBPs if appropriate
- Annual budget split by Vision 2025 compiled in balloon charts for both revenue and capital
- Commencement of Outcomes Based Budgeting pilots to inform a final Outcomes Based Budgeting model to allocate resources to achieve the council's key priorities

Self-Assessment / lessons learned

- There has been a delayed start to the Outcomes Based Budgeting work due to the pandemic and business continuity pressures. This has meant that the pilots are still in progress
- The project was placed on hold in March 2020 due to the pandemic and recommenced in April 2021
- The links made with the Annual Self-Assessment and integrating with the IBP mean that strategic planning actions are consistent and the link into financial and workforce planning can be more easily made are considered cohesively

Workforce Futures



About the project

We will remodel our staffing structure to embed a healthy engaging and compassionate culture, which supports employees to flourish and play a key role in helping transform and improve the services the council provides for the people of Powys.

Whilst continuing to support the council in transforming, becoming more efficient and in generating improvements and savings, we will help to equip the workforce with the right skills, attitude, behaviours and experience and develop our own talent through apprenticeships and training; to both underpin the overall programme and to enable all staff to reach their full potential.

This transformation will achieve

- Development of the council's staffing structures and organisational culture to best support the delivery of Vision 2025 and to ensure our staffing spend is affordable and delivers best value
- Equipping the workforce with the right skills, attitudes, behaviours and experience to support the delivery of first-class services to Powys residents

Progress to date

- Workforce plans completed for the majority of services, with the plans being incorporated with the IBP process in a joined up and cross-cutting exercise between Workforce Futures and the IBP projects
- Service training plans developed for each service
- A range of materials, training, guidance and resources have been curated and developed to support staff with the transition to the New Ways of Working (NWOW); creating a 'bank of information' to help managers successfully implement and embed NWOW within their services
- We have developed a framework of leadership behaviour competencies, to help bring the council's desired compassionate and inclusive leadership approach to life,

with development opportunities starting to be rolled out, including a session during February 2022 with Professor Michael West and the Senior Leadership Team (SLT)

- A suite of Leadership and Management qualifications (Introduction to Leadership and Management 2, 3, 4, 5 and 7) has been launched via the Welsh Government apprenticeship programme which completes the development of the proposed leadership pathway
- A comprehensive set of SLT training opportunities has also been organised, including Political Awareness, Resilience and Compassionate and Inclusive Leadership, resulting in enhanced knowledge and skills as well as a clear vision of the direction in which the council wants to travel
- A new Line Manager Induction course has been rolled out and, as a consequence, a number of line manager forums have been established which has enabled the sharing of good practice and provided a supportive network for managers. In addition, Business Coaching sessions have been arranged for staff and have been well attended
- A greater focus and emphasis has been placed on staff appraisals and the value of this, which saw appraisal rates increase significantly in 2021/22. In addition, work has begun on creating a digital appraisal process which will meet service needs whilst still providing robust performance reviews
- We have continued to work with the PTHB and partners to develop a Health & Social Care Academy and an Intensive Learning Academy, which will ensure our workforce is able to capitalise on the opportunities that are offered and, when and where needed, are able to work across both organisations to support and meet the needs of Powys communities
- Insight, the Occupational Health Service for Powys, have improved their work model leading to a reduction in the time employees are waiting to be seen by a professional
- We have engaged in and supported the roll out of many helpful and supportive initiatives such as the PTHB "Silver Cloud" cognitive behaviour therapy for staff, working with colleagues in Sports Powys to develop a fantastic resource to boost the mental health and wellbeing of staff, to establish the Wellbeing Wednesday initiative, and the development of a wellbeing charter

- Additional training in resilience, wellbeing and mental health first aid has been carried out to help staff with the changes and NWOW to build a better working experience / environment
- Despite the pandemic, service areas have continued to recruit apprentices with the authority now having recruited 31 since April 2019. The majority of apprentices recruited have been retained by service areas thus ensuring that we have been able to 'grow our own' particularly in areas where it has been difficult to recruit staff

Self-Assessment / lessons learned

- The project was initially scoped to March 2021, however given the longer-term nature of the outcomes planned and that a number of aspects have been delayed due to the pandemic, the delivery timescale and plans have been revisited
- Accordingly, the service's ongoing workplan has been updated to reflect "in-progress" work, a number of elements delayed due to the pandemic and further actions in the future which support the planned outcomes
- There has been a need to re-focus the work of the service on the council's pandemic response, for instance in supporting the redeployment of a significant number of staff to critical services
- The team has demonstrated real resilience in response to significant challenge, not least in regard to many staff leaving and changing over the past year, and staff being redeployed to more critical services, whilst also continuing to deliver the key elements of this programme and in achieving the majority of the project goals. Whilst progress has been made, some elements have been delivered later than planned
- Ongoing funding has also presented a challenge in establishing the continued required level of resource for the project
- There has been a challenge in the current employment market in finding the specialist support staff needed, for example for training, to back-fill vacant posts
- The project has been in business continuity mode since the start of the pandemic and will continue to be so until other large services in Social Care are able to recover

- Some services which are in business continuity, or which have been impacted significantly by the pandemic, have been unable to fully complete the workforce plans or have required additional support to complete their plans



About the project

We continue to design and drive digital transformation at pace, whilst ensuring that the digital technologies and advances we make are accessible and positively transform service delivery and the customer journey. This transformation is and will continue to be evidenced through the way we work, how we use information, the support we offer our customers, improved resident opportunities and the support to businesses in Powys to develop and grow.

During phase 1 (September 2019 – March 2022) This transformation will

- Ensure our processes and interactions are designed around customer need
- Develop our capability and capacity, creating leaders that are digitally focussed and growing the digital skills of our workforce to maximise efficiency and effectiveness
- Improve decision-making in the council using data visualisation, predictive analytics and improved data integration, integrity and information security
- Provide a fit, robust and safe infrastructure to support digital capability and an agile workplace
- Work with stakeholders to create location-specific digital services across Powys to connect and support businesses, communities and individuals

Progress to date against phase 1 (September 2019 to March 2022)

The programme has enabled the council to take advantage of new digital tools and technologies to transform how we engage with our residents, businesses, and communities, support their independence, provide services and use data to inform everything that we do.

The programme has received awards for the work:

- MJ Achievement Awards 2021: Commendation in the category of Digital Transformation at the MJ Achievement Awards 2021. Recognising work in several areas including development of a bespoke track and trace system as well as systems for food parcels, welfare calls and monitoring social care staff lateral flow tests

- Winner of the national LARIA (Local Area Research and Intelligence Association) award for best use of data for our integrated health and social care project (collaboration with Digital Health and Social Care Wales)

Customer and staff processes redesign and automation

- Over 100 processes redesigned and launched on the website; enabling easier customer interaction and 24/7 accessibility; leading to savings and increased customer satisfaction
- The back-office redesign and automation programme is improving service efficiency and enabling staff to focus on customer need. Developments include a Members' correspondence tracker, finance tasks automation, ALN Individual Development Plan systems integration, eLearning integration, mobile support services furniture request process and the Information & Communications Team web chatbot
- Covid response processes designed and implemented, enabling the safe delivery of services. Developments have been shared with partners and three councils to adopt. These processes include track and trace, welfare calls, food parcels, testing, library order and collect, desk booking and pavement licences
- Unified Communication Solution procured to drive our omni channel vision to provide services via a multi-channel approach. This will integrate customer experience across voice, video, chat, text, email and web with seamless transition between channels; removing the need for customers to tell their story more than once

Support for schools

- Improvements made to the use of technology for teaching and learning in schools. During 2021 all Powys teachers (1113) received a laptop to assist with classroom and online learning
- Education Digital Standards for all Powys schools achieved, involving upgrading networks, wifi access points and servers in 11 High Schools and 83 primary and special schools
- Laptops provided to year 12 learners in 2021

- During lockdowns we included provision of WiFi connectivity via 600 4G MiFi boxes and the emergency issue of 800 Chromebooks so learners could continue their education from home

Information to improve decision-making through the use of data

- Digital Health and Social Care collaboration. The team won an award for providing data intelligence to decision-makers to help understand demand, identify early intervention opportunities and provide a hydration marketing campaign
- Collaboration formed with Digital Health & Care Wales, recently producing a rehabilitation services report. We plan to release further insight for Mental Health services and Discharge to Reassess, ensuring people have the right level of care in the right place
- Over 100 reports published to our Wellbeing Information Bank providing data on demographics, the economy, social care, environment and culture. Reports are automated and provide insight for our 13 localities
- 7,951 views of our PowerBI reports during 21/22. The reports aid understanding of demand and variations across localities
- Test Trace Protect reports developed to aid demand management and Welsh Government reporting. The Welsh Government purchased the reports to use across Wales
- Education Data Hub developed, focussing on insight into exclusions, learner numbers, armed forces children and understanding compliments. Geo-spatial analysis is helping schools understand patterns amongst primary, special and secondary schools, differences within catchments and to see connections between disparate datasets
- Automation of data collection and reporting for popular Freedom of Information requests. Enabling users to self-serve and reducing demand on the small team
- Investment made in PowerBI premium, enabling automated reporting of confidential information. The software has enabled us to share reports with partners and to work collaboratively to understand the user journey
- Self-serve reports published to understand demographics across our 13 localities and population projections over the next 20 years. Both reports are connected to Stats

Wales. The reports enable services to model future locality level demand. The reports are used in our Wellbeing and Population Assessment and have helped shape our Wellbeing plan

- Automated data for Adult Social Care to support production of market position statements for domiciliary care
- Collaborative project undertaken with Rhondda Cynon Taff, Merthyr and Bridgend focusing on using Microsoft Azure and providing social care insight. The team was upskilled in developing in Azure. This project enabled the team to produce a prototype of what our framework could look like using Azure and the new technologies it brings

Support for communities, businesses, and individuals to connect via digital services

- 13 Community Broadband Projects established with Powys communities to install fibre
- Broadband webpage launched to help residents understand their current connection and the options available to improve their broadband including funding information
- 3 LoraWAN (Long Range Wide Area Networks) technology pilot use cases completed, and 65 Gateways installed across the county giving wide coverage of LoRaWAN connection
- 200 people helped to gain digital skills and get online, on their own devices, library computers or library iPads. Launch of new iPad Loan Scheme – 125 iPads, including mobile data, available for loan through libraries
- A Cultural Services Digital Strategy developed focusing on improving digital presence and digitising assets

Workforce, digital skills

- Digital capabilities competency framework developed. The framework supports staff to develop their digital capabilities; in turn enabling the council to improve digital service standards
- Digital job profiles developed for key roles aligned to the council's digital competency framework

Self-Assessment / lessons learned

- During the pandemic the programme realigned work to develop safe service delivery solutions. Some of this work was adopted by our partners and across Wales
- Embedding culture change alongside the introduction of efficient digital solutions is essential in ensuring that efficiencies are realised and savings achieved
- Actual change and savings realisation can take a long time and is depends on the promotion and roll out of the change to customers. This means there can be a delay in savings realisations
- Clear, agreed governance is key in ensuring that projects are prioritised, owned and monitored appropriately
- Savings realised through the Digital project have been a mix of cashable, non-cashable and cost avoidance savings. The project does not just focus on cashable savings as this would not truly help the council Digitally transform.

