# Vision 2025:

## Our Corporate Improvement Plan

## Update and Annual Report

**2019**

Published July 2019

Powys

## Contact

This document looks back at Powys County Council's Performance during 2018-19 against the Well-being objectives and activities set out in Vision 2025: Our Corporate Improvement Plan 2018-2023. It also looks forward and updates our plan for 2019 onwards, ensuring that all activities are still relevant and focussed on our vision and outcomes.

A short animation summarising our performance can be found on the Powys County Council Youtube channel.

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

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## 1.1 Leaders Introduction

Councillor Rosemarie Harris
Leader Powys County Council

**In April 2018, my Cabinet and I presented our long-term aspirations for Powys – better known as Vision 2025: Our Corporate Improvement Plan. Our plan is ambitious, setting out 40 outcomes that we want to improve, to help make a real difference for Powys residents, communities and businesses.**

To help us achieve our Vision, we made a commitment to focus our efforts on four well-being objectives:

- We will develop a vibrant economy
- We will lead the way in providing effective, integrated health and care in a rural environment
- We will strengthen learning and skills
- We will support our residents and communities

We also have an internal facing objective called Making it Happen, to ensure we put in place the key building blocks for improving the efficiency and effectiveness of our services.

In the past we published an annual update to our Corporate Improvement Plan at the start of each financial year (April/May), followed by our backward looking performance report at the end of October.

However, for the first time, this document pulls together our past performance and updated plan into one place. We hope you will find it helpful in outlining what we have achieved, what difference we are making and where we plan to do better.

Our plan has a range of activities, some short-term that can be delivered relatively quickly and others that are longer term that will take time to develop and implement.

In this report, we focus on the activities that started during 2018-19 and where we expected progress to be made. After just one year of delivering our plan, we're proud to have achieved several key milestones, including completion of our Welsh Housing Quality Standard Programme, launch of a new community lottery, building of 5 new schools and supporting 9 schools to come out of Estyn's 'improvement' category, following improved inspection results. We have also increased the amount we spend with Powys businesses by 2.1% and the economic impact of tourism has increased by 3.1%. Our Children's and Adults Services continue to be monitored by our inspectors and an independent Board and we are pleased to report that improvements are being made. I am very grateful to Powys residents, our staff, county councillors and partners for their contribution and helping to make our vision a reality.

After reflecting on our performance in 2018-19 and reviewing the challenges ahead, I can reaffirm that our well-being objectives will stay the same for 2019-20 onwards. However, some of the activities for delivering them have changed. This is to ensure we focus more on transformational improvement; that we think about longer term outcomes, that we listen to what our residents are telling us is important to them and we use our resources more effectively. The updated activities and performance measures are contained within this document and will supersede Vision 2025: Our CIP (2018-2023) that was published in April 2018.

For more information on why we have made the changes please **click here.**

Despite the financial challenges we face, we remain ambitious and committed to investing in the services our residents rely on the most. An overview of where our budget is prioritised in 2019-20, can be found on page 58 (Financial Strategy).

Our Senior Management structure has undergone significant transformation during 2019 and I am pleased to welcome a number of new staff to Powys. A new chapter now begins, with renewed energy, passion and ideas to drive our plan forward.

## 1.2 Message from the Chief Executive

Dr Caroline Turner
Chief Executive

**I joined Powys County Council at a critical point in its transformation journey. While a number of key milestones have been achieved against Vision 2025 during its first year, there is still significant improvement and developments to be made.**

As Chief Executive, my role is to ensure that all staff have 'Vision 2025' at the core of the work that they do, whether they work in social care, education or highways and transport, to mention a few. We need to remain focussed on delivering the outcomes our residents and communities expect and deserve, particularly at a time when we face year on year reductions in our budget. We have already made in excess of £100m over the last decade, but over the next 3 years we need to find further significant savings to balance our budget, based on current modelling this is estimated between £30m to £46m, best and worst case scenario. To achieve this, we know we need to transform the way we deliver services.

During 2018 -19 a new Transformation Programme was developed to drive forward change at pace. The cross- cutting projects making up the current programme are:

**Mid Wales Growth Deal**
We will work with partners to secure a growth deal potentially worth in the region of £200m, in order to maximise the economic benefit for Mid Wales and encourage businesses to stay and invest here.

**North Powys Well-being Hub**
We will look at the options for developing a Regional Rural Centre in Newtown to address the issues around the ageing estate, support the future population needs and mitigate against the potential shift of services away from north Powys under the Future Fit programme.

**Improve our schools Infrastructure**
Our school buildings will be transformed through delivery of a £114m capital investment scheme. We will ensure that our new and re-furbished schools provide modern environments that are fully equipped for 21st century learning and are central to community life. We will complete the first round of capital investment by 2020 (Band A) and second round (Band B) by 2025. We will implement our new School Organisation Policy and Delivery Plan to develop a more efficient schools network, with a greater focus on working in partnership with schools and the communities they serve. The Delivery Plan will focus on improving secondary and post-16 provision, primary provision and Welsh-medium/bilingual provision.

**Digital Transformation**
To design and implement our digital transformation, setting the map for how the Council will take advantage of digital technologies to transform service delivery through the way we work, how we use information, support our customers, improve resident opportunities and help our businesses to compete.

**Workforce Futures**
We will re-model the council's staffing structure to embed changes in organisational culture, while making significant financial savings. We will equip the workforce with the right skills, attitude, behaviours and experience and develop our own talent through apprenticeships and training, to enable them to reach their potential.

**Local Authority Trading Company**
We will explore the benefits of establishing a Local Authority Trading Company to improve opportunities for greater income generation as well as a significant drive to reduce Council expenditure.

**Brecon Place Based Strategy**
We will prepare a place-based strategy for Brecon which will review and make recommendations regarding the council's property portfolio in Brecon, as well as housing, education, extra care and council and partner accommodation requirements for now and in the future.

We are embracing the Well-being of Future Generations (Wales) Act 2015, and will continue to look for ways to work more sustainably. We are already working together with our partners on the Public Services Board Well-being Plan (Towards 2040) and are proud to be taking the lead on delivering four out of the 12 steps. We are also key partners of the Regional Partnership Board and are committed to working collaboratively to improve health and social care services.

We are also committed to listening to the views of all our residents and partners and will have an extensive programme of consultation and public engagement during the life of our Corporate Improvement Plan. We encourage you to sign up to our Citizens Panel and have your say. You can also keep up to date with council news and events on our Twitter and Facebook pages.

Visit www.powys.gov.uk

## 1.3 A guide to this document

This document meets the council's responsibility under the Well-being of Future Generations (Wales) Act 2015 to report on the progress it has made in meeting its well-being objectives for the preceding financial year (2018/19). Our well-being objectives show how we are contributing to a national set of goals (the 7 well-being goals) in a sustainable way (this means thinking about the longer term, involving people in planning our services, considering how we can deliver services in collaboration with others, ensuring our plans are integrated and putting resources into preventing problems occurring or getting worse). For a description of the 7 Well-being goals and 5 Ways of Working see Appendix A.

This document includes:

A summary of our key achievements during 2018-19

Vision 2025 at a glance: A summary of our well-being objectives, transformation projects, values and guiding principles

A detailed analysis of the progress we have made to deliver each of our Well-being objectives during 2018-19, including:

An overall judgement of performance - Each of our objectives has been given an overall rank of excellent, good, adequate or poor depending on the BRAG (**B**lue, **R**ed, **A**mber, **G**reen) status given to the series of activities and success measures which support delivery of the objective (a definition of BRAG can be found in Appendix A):

- Excellent – All activities completed or on track and success measures meeting targets
- Good – Majority of activities on track and improving
- Adequate – Commitments broadly on track, but limited impact on outcomes
- Poor – Majority of commitments off-track and outcomes not improving

How the steps we have taken contribute to a more sustainable Wales and Powys' journey so far towards maximising contribution to the seven well-being goals and acting in accordance with the sustainable development principle. (Appendix A sets out definitions of the national Well-being goals and explains the steps in the Future Generations Commissioner Journey Checker.)

Performance against our success measures

Progress against projects and activities

How much we have saved and spent?

Updates to our plan for 2019-20 onwards

How we have engaged and consulted with residents, communities and businesses

Feedback from our regulators (Wales Audit Office, Care Inspectorate Wales and Estyn) and how we are responding to their comments

This report also meets the council's responsibility to review its Improvement Objectives and assess its performance in the previous financial year in line with the Local Government (Wales) Measure 2009 and shows how the council is delivering the 7 aspects of improvement.

It is important to assess performance so that we can see what activities are working well and where we need to make improvements. This may mean making changes to our plan to ensure that we are focussing on the right activities of work and measuring the right information to see if we are making a difference where it is needed most.

## 1.4 Looking back: A summary of our performance in 2018-19

### Key statistics

**Population**

Current Population

**132,515**

**16%** Under 16

**12%** Over 75

**Households**

Households in Powys

**59,473**

**33%** are single person households

**Expenditure**

Approximate gross expenditure

**£420 m**

The council employs around **6,000** staff who provide a large range of services to meet the needs of local people

**Councillors**

The council has **73** elected councillors representing **73** council wards

**Council Tax**

Average Council Tax*

**£1,470.57** for band D property

* (year end 31/03/19)
Welsh Average £1,492.00

Outlined below is an overview of our performance in 2018/19, against our key measures of success.

**Good Performance**

- In December 2018, the council successfully completed its Welsh Housing Quality Standard (WHQS) programme, two years before the 2020 statutory deadline. Tenants satisfaction with the WHQS works was 86% with 2891 elemental improvements carried out in 2018-19
- The proportion of revenue spend with Powys based suppliers and providers (or suppliers who provide services from a location in Powys) increased from 27% to 29.1%, exceeding our target of 2%
- 563 adult clients have been supported in their own home through assistive technology, which is a significant increase from 390 the year before

- 72.3% of schools had a Green or Yellow categorisation in the National School Categorisation System compared to 61% the previous year. 9 schools also came out of intervention, following improved inspection results
- According to our staff survey, the number of staff reporting that they are proud to work for the council has increased, from 59% to 61.81%
- 178 compliments were received. This equates to an average of 44.5 compliments per quarter, compared to 32 in 2017-18
- Revenue outturn (excluding the Housing Revenue Account and schools delegated budget) was a 0.4% (£713k) overspend versus the budget

**Average Performance**

- 34 people were supported to get back into work through the councils two employability projects, Communities for Work+ Powys and Workways+
- Powys'. This was below our expected target.
- 7.9 (full time equivalent) staff provided people with integrated social and health care services (this was 10.5 full time equivalents in 2017)
- 63.1% of year 11 pupils achieved the Level 2 threshold including General Certificate of Secondary Education English or Welsh first language and maths compared to 62.2% the previous year (Wales 55.1%)
- Pupil attendance of compulsory school age at primary schools was 95.1% compared to 95.5% the previous year (Wales 94.6%)
- Pupil attendance of compulsory school age at secondary schools was 94.5% compared to 94.6% the previous year (Wales 93.9%)
- 25 recommendations or proposals for improvement were received from our regulators (CIW and WAO)
- On average, 9.5 days/ shifts per council employee (full time equivalent) were lost due to sickness absence, compared to 9.74 days in 2017/18 (Welsh average: 10.4 days)

**Poor Performance**

- 79.21% of complaints were responded to within statutory timescales, compared to 97.06% in 2017-18

## 1.5 Looking forward: Vision 2025 at a glance

### Our Vision 2025:

**We will be an open and enterprising council; this means;**

- Working with communities, residents and businesses
- Willing to look at new ways of working and delivering services
- Focussing on solutions rather than problems

**By 2025 Powys will be widely recognised and a fantastic place in which to work, live and play**

### Our Well-being objectives:

We will develop a vibrant **ECONOMY**

We will lead the way in providing effective, integrated **HEALTH AND CARE** in a rural environment

We will strengthen **LEARNING AND SKILLS**

We will support our **RESIDENTS AND COMMUNITIES**

Making It Happen

Engagement and communication

Leadership and governance

Changing how we work

### Our Values:

Professional | Positive | Progresive | Open | Collaborative

**Professional:** Whatever role we play in the council, we act with professionalism and integrity
**Positive:** We take a positive attitude in all we do
**Progressive:** We take a proactive and responsible approach to planning for the future
**Open:** We keep each other informed, share knowledge and act with honesty and integrity
**Collaborative:** We work constructively and willingly on joint initiatives

### Our Guiding Principles:

Long-Term | Prevention | Integration | Collaboration | Involvement

(based on the Well-being of Future Generations (Wales) Act 2015 sustainable development principles):
**Long-term -** Balancing short-term needs with the need to safeguard the ability to also meet long-term needs
**Prevention** - Putting resources into preventing problems occurring or getting worse
**Integration** - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies
**Collaboration** - Working together with other partners to deliver our priorities
**Involvement** - Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area

## 2.1 The Economy

**We will develop a vibrant economy**

We believe the economy of Powys has to be at the heart of our thinking. With a strong vibrant, enterprising economy we will provide quality jobs for our young people, create and nurture our local companies and attract leading companies to Powys. Through taking action in this area, we are committed to delivering the following outcomes:

New business start-ups and relocations will increase

Skilled employment opportunities will increase

The economically active population will increase

Tourism & leisure based activity and attractions will increase

Local businesses benefit from good advice and support that help them thrive

Regulation supports business and communities and is proportionate

Council priorities are used to develop new industries and supply chains

A greater supply and mix of suitable work space to support employment

More job opportunities and apprenticeships for young people

Powys is established as an innovation base for learning, skills and research for:

- Farming and land-use innovation
- Health and care
- Rural teacher training accreditation

Local businesses and consortia competing for public sector contracts will increase

There is significant investment in the development of affordable and sustainable housing

### Overall assessment of performance:

Overall, we have judged performance of this objective to be ‘good’. 15 (88%) out of the 17 activities in place to support this objective during 2018-19 were reported as green and 2 were amber. 9 measures used to monitor success were green and 3 were amber (no RAG status was available for 3 of the measures).

## What difference have we made?

### Our success measures show:

34 people were supported to get back into work through the councils two employability projects, Communities for Work+ Powys and Workways+ Powys'. This was below our expected target.

We had 18,705 visitors to the midwalesmyway.com website compared to 15,867 in 2017/18

According to the most recent national STEAM data which quantifies the local economic impact of tourism, Powys has seen increases in the following categories since 2016:

- The number of of day visitors to Powys was 3.02 million in 2017 which is an increase of 0.4%
- The total Visitor Days was 10.85 million in 2017, increasing by 2.0%
- Economic impact was £815.5m, which is an increase of 3.1%
- Average spend per visitor day was £54, which is an increase of £2.52 on previous spending

1 employment premises was established in our Ffrwdgrech Depot in Brecon, offering 5 units to meet local business needs. We had committed to establish at least 2 per year, however there have been delays to the development of Ladywell House in Newtown. This is now due for completion by September 2019 and will provide 20 newly refurbished units/ office accommodation for businesses.

20 vacant or underused properties have been enhanced or brought back into viable use through the support of the Town centre loan scheme

We have invested in excess of £2 million of Capital into our transport infrastructure using the Freight Strategy and Active Travel Plan priorities to inform investment

12 business breakfast networking meetings and 12 workshop meetings were hosted for micro businesses, which engaged over 590 businesses. They offered businesses an opportunity to make new links, develop trade, find free support and advice and hear about hot topics going on in the county. As part of our drive to increase spend with county-based businesses, we also held two meet the buyer events in Brecon and Newtown, giving local businesses a chance to learn about the major projects the council is planning and meet different contractors who are already involved with the work

14 new businesses benefitted from the services we offer as part of our Heart of Wales Business Solutions (HWBS) service, against a target of 10. These contracts generated £32,422,26 of income during 2018/19, which means the total generated since HWBS started in 2017 is £170,000

We have provided advice and support to four communities who were interested in community broadband projects. Building on the success of the Yscir (Brecon) community scheme which has been completed through Welsh Governments Access Broadband Cymru Grant Scheme, three other communities are in their early stages and are considering options for support (Ystradfelte (Ystradgynlais), Llanafan Fawr (Newbridge on Wye), Llanfihangel-yng-Ngwynfa (Llanffylin)

8 Broadband training events were delivered to Powys Businesses

In 2017, there were 420 new business start-ups, which is 7.2% of Powys' total businesses. This compares to 13.7% across Wales (This is the most up to date data available at the point of publishing this report)

Sites to build 174 council owned homes against our target of 250 have been allocated during 2018-19

In December 2018, the council successfully completed its Welsh Housing Quality Standard (WHQS) programme, two years before the 2020 statutory deadline. Tenants satisfaction with the WHQS works was 86% with 2891 elemental improvements carried out in 2018-19

The proportion of revenue spend with Powys based suppliers and providers (or suppliers who provide services from a location in Powys) increased from 27% to 29.1%, exceeding our target of 2%. This equates to £60,557,358.

**CASE STUDY – Welsh Housing Quality Standard**

Powys County Council is the largest provider of affordable rented housing in the county, with management and maintenance responsibility for more than 5,300 tenanted homes as well as a number of units of temporary and leased accommodation for homeless households.

Over the last seven years, £71 million has been spent on improving council houses. The investment by the council has seen just under 14,000 building components replaced so that council houses meet the WHQS. As part of the investment, 2,960 bathrooms and 2,946 kitchens were installed while energy efficient works were carried out on 3,736 properties in the county.

Achieving WHQS however, is just the start, it is the Council's intention to improve our stock and your homes further, by raising the bar above (as stated previously) the minimum requirements set out in the standard, by investing heavily in providing homes that you the residents are proud to live in. We are also developing a new damp strategy and thermal comfort and fuel poverty strategy in response to the WHQS audit results and ongoing concerns raised by tenants and tenant representatives.

**Community Benefits of the programme include:**
During November 2018 a team of employees and Sub Contractors from SERS Ltd who are our appointed contractor for External Wall Insulation spent a day painting the Community Sports Pavilion in Hay on Wye. The Pavilion is well used by the local community and is home to the bowling club.

Anglian Building Products our appointed contractor installing replacement windows and doors in the north of the county have made a donation to fund a Construction Zone at Welshpool Church in Wales Primary School. The school have been working hard to develop playtimes that support their pupils social and emotional well-being so they can manage all aspects of life. The Head Teacher commented "We are extremely grateful to Anglian Building Projects for this donation as it will provide wonderful opportunities for our children to play imaginatively together and support them to build healthy relationships through exploring the materials creatively together. It will make such a positive difference to our playtimes!"

**So what next?** We will continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the Love Where you Live tenancy Sustainability Strategy.

## Progress against our activities include:

### Providing support for businesses to grow:

- **Help for local businesses supplying to the council** - We have continued to make it easier for local companies to supply to the council by rolling out the use of Sell2Wales for smaller works which only require 3 quotes to help encourage local suppliers to submit quotes. We are working with the National Procurement Service to lot the new liquid fuel framework to enable local suppliers better access to be able to be a main provider on the framework or work as sub-contractors through larger multinational suppliers. As part of the grounds maintenance tender we held a supplier engagement event with 12 of the 21 businesses attending being local. The contract was lotted in 25 different areas to help access for local suppliers. As a result, 6 Powys based contractors have been awarded a three-year contract, worth over £200,000 a year.
- **Abermule Business Park** – The council has purchased a 1.7 hectare site from the Welsh Government which is well located to provide opportunities for existing businesses to expand and attract new enterprises to the county. During 2018-19, planning designs were completed for the site and outline planning permission was granted for 6 business units. The business unit design has been commissioned and prospective tenants have been issued draft heads of terms.
- **Town Centre Loan Scheme** – Investment totalling £2.85 million through the town centre loan scheme has supported the refurbishment of buildings, including renovation on a Llandrindod Wells building to provide secure and fully accessible housing for vulnerable people. The council's Housing Service has been transforming Fairview to provide 12 separate one and two bedroom apartments, three of which will be wheelchair accessible. This accommodation will provide safe and secure homes for people who want to live independent and healthy lives within their community, but need a little bit more support to do so. Victoria Arcade, Middleton St, Llandrindod Wells has also been transformed to upgrade an existing unused building to develop 4 dwellings and increase the retail space. Central Garage, Newtown, located in the town centre has also been regenerated, turning redundant garage space into retail units.
- **Business Improvement Districts (BID)** – The council has received an offer letter from Welsh Government to undertake consultation with Brecon and Newtown businesses with a view to developing BID's for each town.

### Promote Powys as a place to live, visit and do business:

- **Mid Wales Growth Deal** – A number of consultation workshops were held with representatives from the private and public sector to assess the challenges and opportunities facing the Mid Wales economy. Using the information gathered from the events, we have worked closely with partners on the Growing Mid Wales Partnership to agree priorities for jobs and economic growth within the Mid Wales region. Businesses from across the Mid Wales region also gathered in the Senedd in Cardiff Bay on Thursday, 31 January to show the potential for growth in the region. Organised by the Growing Mid Wales Partnership the event showcased the uniqueness of the region and promoted the region's industries including Powys-built hydrogen powered cars, world class research facilities at Aberystwyth, and regionally important businesses for the rural economy and tourism. An inter Authority Agreement for the Growing Mid Wales Growth Deal between Powys County Council and Ceredigion County Council has been developed.

Further workshops with the private sector have been held towards the end of 2018/19 to identify project ideas for economic growth in Mid Wales. Over 120 people have attended the events showing significant interest and support from the private sector.

- **Mid Wales Regional Economic Action Plan** – As part of developing a new action plan for the Mid Wales region, businesses were asked for their views on issues such as digital connectivity, business support, transport infrastructure and skills, to identify opportunities for growth in the region. The new Regional Economic Action Plan will look to develop a programme of strategic projects and investments that will help transform the Mid Wales economy and support growth over the next 15 years. It is anticipated that the projects will be delivered through a range of funding sources including the potential Growth Deal for Mid Wales. As part of the plan a tender document is being prepared to undertake a review of land and premises within the Mid Wales region. The provision of an appropriate supply of employment sites and premises is a fundamental component of supporting the Mid Wales economy and enabling economic growth. The commissioning of consultants by Powys County Council on behalf of the Growing Mid Wales Partnership is proposed to provide an up to date, independent market assessment and action plan to support the development of future planning policy and the Mid Wales Growth Deal. The proposal will be funded and overseen by the Welsh Government, Ceredigion County Council and Powys County Council.
- **New Events Strategy** – A new events strategy has been developed for Powys, and is currently awaiting final agreement. We continued to work with Welsh Government to attract large events to the county, and have strengthened relationships with existing event organisers. During 2018/19 we had a corporate presence at the Royal Welsh Show, Royal Welsh Spring Festival, Royal Welsh Winter Fair, Hay Festival, and at the Urdd Eisteddfod. The Urdd Eisteddfod was held on the Royal Welsh Showground, and research has shown that is contributed £6million to the local economy, and that 78% of visitors spent money with local businesses. An audit and refresh of the Mid Wales My Way Website has been undertaken to give Powys more prominence.
- **Tourism engagement grant funding secured** – We secured £95,275 from Visit Wales' Regional Tourism Engagement Fund (RTEF) for a project which tied in with Visit Wales' Year of the Sea (2018) and Year of Discovery (2019). The project, developed in partnership with Ceredigion County Council, focused on bringing to life the legend of the Three Sisters of Plynlimon, while focussing attention on the spectacular upland areas of Mid Wales, as well as key tourism assets along the Rivers Severn, Wye and Ystwyth. The project outputs were an animated film of the Three Sisters story, a series of digital audio trails along the rivers, the 50km 'Race to the Sea' event held in October 2017, and an overarching press and social media marketing campaign to engage with key visitor audiences.

### Improve the availability of affordable and sustainable housing:

- **Affordable Housing Development** - Sites to build 174 council owned homes against our target of 250 have been allocated during 2018-19. The sites which have been identified include Sarn, Cradoc Close Brecon, Clyro, Former Smithfield site Llanidloes. We were successful in our application for funding from the Welsh Government's Innovative Housing Programme to build 26 one-bedroomed flats in Newtown. The planned low-carbon flats in Newtown received planning permission in September 2018. The planned development, which will meet Welsh Government Development Quality Requirements, has been designed to meet the needs of future tenants and will use Welsh timber as part of its construction in accordance with the Councils Home Grown Homes priority. The Housing service when tendering all its new housing developments, includes the wood encouragement policy in order to promote the increased use of Welsh timber.

- **Affordable Housing events** - Drop in events were held all over the county during the summer of 2018, where the team attended agricultural shows, school fete's, leisure centres and market days in the main market towns to get the views of local residents on affordable housing and also establish the housing needs of the areas. The Affordable Housing team also attended the business network presentations held as breakfast and evening events in locations county wide. Our Affordable Housing Team will continue to work in communities throughout Powys to identify suitable land for housing and establishing housing needs, we recently encouraged local members at a development day to contact us with developable land within their local communities. We want to produce good quality, sustainable and affordable homes that meet the needs of local communities across Powys and encourage increased use of Welsh timber fulfilling the aims of the Home Grown Homes objective. We have made a commitment to developing 250 additional homes over the next five years. We are also working with our Housing Association Partners to promote greater use of Welsh timber in their new housing developments.
- **Extra Care Housing** - As the Strategic Housing Authority we have worked with Adult Social Care and the Health board to allocate funding to the delivery of Extra Care as identified in the Adult Social Care Market Position Statement. As a result, the Planned Delivery Programme (the process which allocates Welsh Government Grant to housing associations in Powys) for next the 3 years prioritises Extra Care in Welshpool, Ystradgynlais and Brecon. Adult Social Care and Health have allocated over £3 million of its Intermediate Care Fund capital allocation to the delivery of Extra Care over the same period.

### Improve our infrastructure to support regeneration and attract investment:

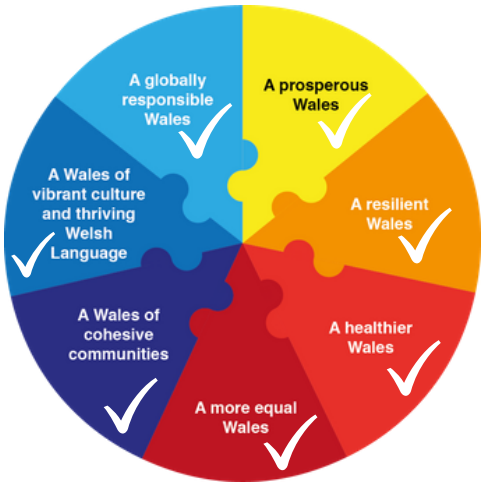
- **Llandrindod Lake Park Regeneration** - We have received a £50k grant from the Welsh Government's Landfill Disposal Tax Community Scheme, administered by the Wales Council for Voluntary Action, to improve facilities in the lake area of Llandrindod Wells. Proposed works will include replacing fishing platforms, installing a boardwalk and a new bird hide around the lake. The materials used for the platforms and the boardwalk will be produced from recycled plastic materials. Interpretation boards will also be installed as part of this scheme. As part of the project, we have asked residents for their views to help measure the benefits that the works will bring to the community and others who enjoy the space. We have also worked with the Town Council to secure the continuation of the boating business at the lake.
- **Transport infrastructure and connectivity improvements** – We have developed a new transport interchange on Station Crescent in Llandrindod Wells which provides a central hub, connecting bus and train facilities in a single location. It offers a greatly enhanced and safer designated bus terminus for the regular bus services which visit the town. Both the council and the health board have worked closely on this plan to improve the infrastructure for public transport users living and visiting Llandrindod Wells. £450k of funding was received from Welsh Government to buy the site.
- **Active travel works** - Phase two of Presteigne's Safe Route to Communities got underway thanks to a £400,000 grant from the Welsh Government. The latest works will see new paths created, existing paths widened, traffic calming measures and a new 20mph zone along Greenfield Road and Hereford Street. Phase one of the scheme was completed in March 2018 and officially opened in June. The scheme aims to improve active travel facilities in the town so that more residents are encouraged to travel short journeys by walking or cycling rather than by vehicle. £330k was also secured to develop Knighton for the Ludlow road Scheme.

- **Electric vehicle infrastructure** – An initial scoping exercise has been undertaken to identify potential locations in which the infrastructure can be implemented within the county.
- **Superfast Broadband** - A delegation from Powys County Council visited West Cork to learn how the area has been successful in bringing superfast connectivity to a rural setting. Delegates learnt how a joint focus on the digital economy is encouraging experienced people to migrate or return to the area, as well as creating opportunities for young people who want to stay.

## Improve skills and support people to get good quality jobs:

- **Communities for Work Plus** - A new programme has been launched to help people who are in or at risk of poverty. The 'Communities for Work Plus' project is particularly tailored for people who are aged 16 or over and are in or at risk of poverty. It will help people who aren't working, as well as people who are working but still are facing financial struggles. An initial £150,000 was secured from the Welsh Government during 2018-19 to support this project and a further £150,000 has also been secured for 2019-20. During 2018-19, 76 people engaged in the programme.
- **Workways+ Powys** - Two 'Support for the Community' events were organised, one in Brecon and one in Newtown, at which Workways+ Powys, Communities for Work+, Care and Repair, British Red Cross, the local Volunteer Bureaus, Citizen Advice Bureau, and other organisations were in attendance to provide free advice and information to local people. The objective of the events was to raise awareness of the Workways+ Powys project and encourage new participants, whilst working in partnership with other community support services. During 2018-19, 236 people have engaged in the project.

## Our contribution to the 7 Well-being goals:




## How much did we save/spend in 2018-19?

**Headline capital investments:**

- Active travel works – £359k
- Ladywell House – £194k
- Lake Park Regeneration - £139k

**Headline savings:**

- Property Services Joint Venture Company (HOWPS) - £56k

## The Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?

## Updates to our plan and key improvement activity for 2019 onwards

| Activity - What will we do? | How will we measure success? |
|---|---|
| **Provide support for businesses to grow:** | |
| We will help ensure an appropriate supply of employment sites and premises to meet business needs.<br><br>Fully refurbished office accommodation will be made available at Ladywell House in Newtown by the end of September 2019. | • Increased supply of employment sites and premises to meet business needs by a minimum of two premises per year<br>• By 2025 over 20 vacant or underused properties have been enhanced or brought back into viable use.<br>• By 2025 occupancy rates for new Council owned industrial/commercial premises will be 85% (in 2017/18 this was 50%) |
| We will continue to develop and promote financial support for businesses. | • By 2025 the percentage of new business births/start-ups (VAT/PAYE registrations) per year is closer to matching the Welsh average |
| By 2020 we will ensure our policies and processes make it easier for local companies to supply to the council. | • The proportion of revenue spend with Powys based suppliers and providers (or suppliers who provide services from a location in Powys) increase by 2% in 2019/20 and 3% in 2020/21.<br>• Increased engagement of local suppliers in the council's procurement process (2017-18 baseline: 336 local companies invited to tender from a total 1309. 96 of the 336 responded and 26 ITT awarded) |
| **Promote Powys as a place to live, visit and do business** | |
| We will agree and implement an events strategy and rebrand the current Mid Wales My Way tourism marketing programme, to ensure that Powys is recognised as a destination that people want to visit. | • By 2021 the number of visitors to the midwalesmyway.com website will increase from 15,867 to over 17,500 per year<br>• An increase in tourism income measured via the STEAM data categories:-<br>  ◦ Staying in Serviced Accommodation<br>  ◦ Staying in Non-Serviced Accommodation<br>  ◦ Staying with Friends and Relatives<br>  ◦ Tourist Day Visitors |
| We will work with partners to secure a growth deal potentially worth in the region of £200m, in order to maximise the economic benefit for Mid Wales and encourage businesses to stay and invest here. | • An increase in more technically skilled jobs and economic growth in the technical and motor industry as a result of securing investment funding from the Mid Wales growth zone. |

| | |
|---|---|
| We will develop further supply chains appropriate to Powys e.g. food supply, motor industry and timber. | • We will host 6 business networking meetings and 12 workshop meetings for micro businesses per year. We will support more businesses with advice via contacts at Business Wales and directly from the Authorities appropriately skilled officers |

## Improve the availability of affordable and sustainable housing

| | |
|---|---|
| Ensure there is a greater choice of affordable housing and extra care provision so people have a choice of where to live and stay in their communities.<br><br>Implement our Home Grown Homes programme to encourage use of local, sustainable timber for new council and housing association projects. | • By 2023 we will build 250 new affordable homes in areas where they are most needed across the county |

## Improve our infrastructure to support regeneration and attract investment

| | |
|---|---|
| We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options, road safety and flood alleviation. | • By 2020 we will complete the brief, design or construction phases on the following projects:<br>  ◦ Transport Interchange Improvements at Machynlleth, Welshpool and Llandrindod<br>  ◦ Pedestrian and Cycle Links Crickhowell to Llangattock, Knighton to Train Station, Presteigne, Newtown Severn Crossing and Link. |
| We will support the delivery of improved digital connectivity (high speed broadband) and encourage businesses to take advantage of the technology. | • Increased number of communities supported through advice and assistance regarding community broadband solutions. (3 communities supported during 2018/19). |
| Working with Ceredigion County Council we will draw up a programme of regeneration projects based on the objectives of the Targeted Regeneration Investment Programme (TRIP) Welsh Government Funded initiative. | |

## Improve skills and support people to get good quality jobs

Help address barriers to employment to support people into work and better paid opportunities.

By 2020 we will investigate the possibilities for using council owned farms for innovation, education, forestation or social care.

- By 2022, over 150 people have progressed to employment as a result of their participation in Council operated employability activities.

## 2.2 Health and Care

**We will lead the way in providing effective, integrated health and care in a rural environment**

Health and care is a priority for all, we have to work with partners to deliver integrated services to provide solid service foundations for the future. We must do all we can to provide as many caring services within the boundaries of Powys, whilst working in a strengths based way to promote independence and self-care wherever possible. Through taking action in this area, we are committed to delivering the following outcomes:

- We focus on what matters to the individual
- There is an increasing supply of housing with care
- Families are supported to build resilience and stay together
- Health and care teams support each other to get things right first time
- Young people, adults and families are able to create the foundations of good physical and mental health throughout their life
- People have good access to information, advice and assistance
- Young people, adults and families experience health and care services as joined up and effective
- Accessible and equitable services fit around people's busy lives
- We concentrate on safeguarding and supporting vulnerable people and those at risk
- Technology enables people to care for themselves more easily and remain independent
- Positive partnerships which promote co-production in service design and delivery
- The physical environment helps people maintain their health and well-being
- In the first 1,000 days of a child's life, we strive to ensure the maximum positive impact on their well-being
- Significant investment in integrated health and care facilities and infrastructures
- We work together to deal with the major causes of illnesses which limit people's lives, especially cancer, circulatory diseases, mental health, and respiratory diseases

### Overall assessment of performance:

Overall, we have judged performance of this objective to be 'good'. 7 (78%) out of the 9 start well activities in place to support this objective were green and 2 were amber. 16 (84%) of the live well/ age well activities were reported as green and 3 amber. 3 start well measures used to monitor success were green, 4 were amber and 6 were red (no RAG was available for 6 of the measures). 6 live well/ age well measures were green (no RAG was available for 2 measures at the time of publishing this report).

## What difference have we made?

During 2018-19 we continued to implement our comprehensive Adults and Children's Improvement Plans, which ensured we focussed on improving the standards of our statutory social care services and responded to fundamental weaknesses highlighted by our regulators. Delivery of these plans was overseen by an independent Improvement and Assurance Board who provided support, challenge and guidance to ensure improvements were being made in priority areas. A detailed report called the Director of Social Service Annual Report has been published separately, which provides a detailed account of progress against these plans. The report can be accessed here

Outlined below is an update to the activities and success measures which were included within the council's Vision 2025 and which align to the delivery of the shared priorities which we are focussed on with our partners in the Regional Partnership Board.

### Our success measures show:

#### Start well

There were 15 First Time Entrants (FTE) to the Youth Justice System which is a reduction from 18 the previous year

77% of children and young people who accessed our counselling services reported improved emotional and mental well-being

246 children were reported as living away from their families, including in placements outside the county. This is an increase from 204, recorded in Feb 2018.

- 86.5% of assessments were completed for children within statutory timescales. This is an increase from 53% in Feb 2018, but below our target of 100%.
- We reduced the percentage of children looked after on 31 March who had three or more placements during the year from 12.7% (in Feb 2018) to 8%
- We increased the percentage of looked after children statutory visits carried out within timescale from 55% (in Feb 2018) to 90.6%. This narrowly missed our target of 95%
- We increased the percentage of children looked after statutory visits carried out within timescale from 53% (in Feb 2018) to 83%, but we did not meet our target of 95%
- 87% of operational staff had case supervision on a monthly basis from. This is an increase from 55% (in Feb 2018), but we missed our target of 95%

2,268 people engaged with the Family Information Service, for Information, Advice and Assistance

741 new Team Around the Family cases opened during the year

Following parental support programmes, 75% of parents reported a reduced frequency of behavioural problems, compared to 89% the previous year and 91% reported reduced number of problem behaviours, compared to 84% the previous year.

38% of placements were accommodated with in-house foster carers (not including placements with friends or relatives) which is less than the previous year (47.5% in Feb 2018)

6 children were supported to find permanent homes, including adoption

We did not perform as well as we had hoped with reducing the number of out of county placements which instead increased from 70 in Feb 2018 to 78

62% of initial health assessments were completed within 20 days, which is less than the previous years figure of 67%. We had aimed to reach 100%

76% of review health assessments were completed within 6 months (under 5 years)/ 12 months (over 5 years), which is less than the previous years figure of 97%. We had aimed to reach to 100%

According to an annual survey of children and young people who access social care services:

- 46% reported that they lived in a home where they were happy (this was 91% in 2017)

## Live well/ Age well

We increased the percentage of Adults who have completed a period of reablement and have no package of care and support 6 months later or a reduced package of care and support from 70% to 83%

621 identified carers were offered an assessment out of 657 (94.52%), compared to 321 out of 361 (88.92%) in 2017-18

1.49 persons (per 1000 population) aged 75 and over experienced a delay in return to their own home or social care setting following hospital treatment, compared to 1.78 in 2017-18

563 adult clients have been supported in their own home through assistive technology, which is a significant increase from 390 the year before

95% of adult protection enquiries were completed within statutory timescales, increasing from 62.33% the previous year and meeting our intended target for the year

7.9 (full time equivalent) staff provided people with integrated social and health care services (this was 10.5 full time equivalents in 2017)

According to an annual survey of people who access adult social care services:

- 63% of people reported that they live in the right home for them (this was 81% in 2017)
- 51% of people reported they have received the right information or advice when they needed it (this was 72% in 2017)
- 92% of people reported they have received care and support through their language of choice (this was 91% in 2017)
- 63% of people reported they felt involved in any decisions made about their care and support (this was 72% in 2017)
- 72% of people were satisfied with care and support that they received (this was 81% in 2017)
- 39% of carers reported they feel supported to continue in their caring role (this was 23% in 2017)

### CASE STUDY - Technology Enabled Care (Canary Alarm)

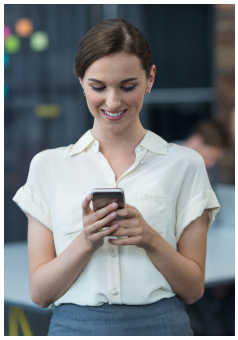
One Tuesday at 11am, Canary alert told us Dad was going out, the front door monitor was going off, and no movement in the flat. The service provider for Powys County Council arrived and thought that he had gone for a walk alone, something that NEVER happens now as his mobility causes pain, so unless his 'Side by Side' befriender arrives to take him out by car to the library, **this does NOT occur.**

**Total panic mode set in** - together we all communicated to see if we could locate him, the service provider asking all service providers around the town to be aware before contacting the police, when dad arrived back by car with Y the befriender. (I saw the door open on Canary).....she had told dad and her manager that she could not visit on the Thursday due to a funeral so had changed her visit to Tuesday... PHEW! We have now tightened the chain of communication, dad must never to be given responsibility to pass on information, Y to call the service provider directly.

Without Canary we could not pinpoint movement times, a huge help to family based in Scotland and a Care team in Mid Wales. We have just returned after 8 days at a Seafood Exposition in Boston USA. I could see that dad was well and at home from there, what an amazing tool for Home Care! We now talk about 'Canary' as a member of the Care Team. This has helped us track dad's dementia progression as he is alone at home between 8pm and 8am, Canary is our monitor of any situations.

## So what next?

We will increase the number of adult clients supported in their own home through assistive technology from 390 to 780 by 2020.



### CASE STUDY - Early Help Model

B first came to my attention when I could hear crying in the toilet next to the Youth Intervention Service room in the school. B came into my room and we had a chat. B explained how her mum was diagnosed with terminal cancer. B felt she needed support and someone she could talk too. After speaking to B's Head of Year I completed a Child And Family Assessment and I started working with B. Work at first was all about dealing with B's concerns and worries around her mum's illness.

Unfortunately, B's mum took a turn for the worse and was admitted to hospital. However, at this point in time the family were confident that mum would return home. After some weeks, mum was then taken to the hospice. This was a very difficult time for B and her family. B wanted to see her mum in the hospice however, each time B visited, it would cause distress due to her disorientated state of health.

B has a younger brother with autism and his behaviour escalated in reaction to the change that the family were experiencing. B felt the pressure and she felt she had to become the mother figure in the household.

Credu (Young Carers) were involved and gave additional support to B who was happy for Youth Intervention Service and Credu to share information, so collaborative work took place to ensure B had all the support needed. B started to see me twice a week as B was coming to terms with her mum's illness and that her mum would be passing sooner than the family and doctors anticipated. Support was given around preparing for B's mum to pass away.

B's mum passed away and the few days after the death B decided that she wanted to be in school rather than be with the family and extended family mourning at home. During this week B spent time in the Youth Intervention Service room where she came to terms with her loss. Youth Intervention Service work around this time involved looking at grief and supporting B with her emotions.

After a few weeks, work was focused on the present and future. B felt her mum would have wanted her to give back and to look to her future. B decided to come up with a bucket list of what she wants to do/achieve in her life, places she would like to visit and to learn a new language (Mandarin).

B represented Credu as a Young Carer. B has taken assemblies in the school for all year groups about Young Carers and her journey. As well as numerous speaking opportunities around the county. This has proved to be a therapeutic outlet for B which gives B great pride and determination to help young carers.

**So what next?**

We will continue to strengthen our early help service and will increase the proportion of children and young people who are supported through Early Help services as a total of all referrals to Childrens Services (baseline to be established at Q1 2019/20).

## Progress against our activities include:

### Focus on well-being and support people through the life course:

- **Young Carers initiative** - Credu (formerly Powys Carers Service) has utilised Integrated Care Funding to develop the Young Carers in Schools (YCiS) initiative which has been created jointly by Carers Trust and The Children's Society. The initiative aims to increase awareness, identification and support for Young Carers in our Powys schools. The programme will celebrate the good work already being done in some schools by recognising it in the form of an award, and will support other schools to become more Young Carer focussed. Each school now has an identified Young Carers Operational Lead who is part of the senior management team.
- **Participation and Engagement with young people** - During 2018 we have held two events for those aged 8-11 from across primary schools, which have seen over 150 primary school pupils come together to talk about Health, Education, Safety, Our World. These events were well supported by partners who ran workshops to make these events the success they were. The national participation standards charter was signed off in May 2018 and Powys was one of the first in Wales to do so.
- **Children's Pledge for Powys** – We have co-produced and drafted a children's pledge with young people in Powys. This sets out the expectations for young people as part of using our services and is part of the development of a Child Friendly County. The pledge will be formally signed off by the council and health board in early 2019-20.

- **Home Based Support Pilot** – Following the success of the Rhayader Home Support initiative, a pilot has been undertaken in Knighton and Presteigne to improve the support available to older people in the areas, enabling them to continue to live at home with greater practical assistance and maintain links within their communities. Early evaluation has shown positive outcomes and recommendations have been made for continued development with possible extension to other areas in the County.
- **Support for Carers** – A new carers steering group has been established under the umbrella of the Regional Partnership Board which will give carers a greater voice. This group will in 2019-20 determine how integrated care funding is used to support unpaid carers. Credu, the support provider for carers, have continued to convene carers forums and special events including a Carer's Voice event which was attended also by the Council and Powys Teaching Health Board. Credu have commenced development of a new carers' rights toolkit/booklet and in 2019-20 will provide training to both the local authority and health board staff. In March 2019, the council recruited an officer to lead on carers issues. Work has been undertaken with carers and Credu to develop a new carers assessment document which better meets their needs.

### Provide early help and support in an integrated way to support people to manage ill health and improve well-being:

- **Early Help model** – As part of the Childrens services restructure we have put in place an early help service to increase the level of support which can be provided through early intervention. We reviewed the effectiveness of the Team around the Family every bodies business model and concluded that this was not sufficient to meet families needs in Powys. We therefore have doubled the number of FTE positions within Children's Services as part of our restructure working on Early Help. The TAF team have been moved into the operational Children's Services which has resulted in more families being supported through TAF team. This also strengthened the step up and step down arrangements between TAF and statutory services. We have appointed Senior Manager with responsibility for Early Help, Front Door and Assessment and have also appointed permanent operational managers to the Early Help Service.
- **Edge of care** - We piloted an Edge of Care and Family Group conferencing service during 2018-19. This has helped to inform how we will deliver an edge of care service as part of the Children's Services restructure. We made the decision to end the contract with the external provider and deliver services in house which will enhance our Family Support Services.
- **Family Information Service** – New outreach capacity has been developed through the recruitment of two part-time FIS outreach posts in the North and South of Powys. A Family Info Fun Day was held in Builth Wells Sports Hall on 18 August 2018 and was coordinated by the Family Information Service Outreach workers. Eighteen different organisations were present and 111 children attended, with around half of these accompanied by family members. Feedback from families and organisations was positive. A significant amount of work has taken place in relation to the Childcare Offer for Wales and the roll out of this in Powys.
- **Adverse Childhood Experiences** - We have developed an interactive tool that has allowed us to analyse information regarding Adverse Childhood Experiences (ACEs) within Powys. This analysis focussed on our Children Looked After and Child Protection population down to a locality level, and will help inform how we plan services to better support vulnerable families.

### Provide joined up care, ensuring people are at the centre of health and care services and minimising duplication and complications between organisations and teams:

- **Young person's Counselling Service** –The new blended counselling service has been recommissioned which involved young people in the commissioning process. This will continue to

provide online and face-to-face counselling to young people and support them with many types of concerns including relationship problems, family issues, school worries, feeling low or depressed, drink and drug problems, sexuality, eating disorders, self harm, bullying, low confidence or abuse. From October to December 2018, 285 young people logged into the online services and 211 young people attended a face to face counselling appointment.

- **Mental Health** - We piloted a small grants scheme in 2018/19 to support community level groups to promote positive mental health and wellbeing. We received 107 applications from a variety of groups and 16 projects were successful in receiving funding. We were also able to signpost and support non successful applications to other potential funding sources.
- **Message in a Bottle Scheme** – We introduced this new scheme, which is a simple idea that could save social work teams and emergency services time in finding out vital information should someone have a fall or become ill at home. A small plastic bottle is placed in the fridge with your personal details rolled up inside. A sticker with a green cross is then placed on the fridge highlighting that vital information is stored inside. Adult Services are working in association with the Red Cross in Powys to distribute the bottles.
- **Multi-disciplinary teams** - Discussions with Powys Teaching Health Board are ongoing in relation to multi-disciplinary teams.
- **Domiciliary care** - During 2018-19 there were pressures within the domiciliary care market which impacted on delayed transfers of care. Providers of domiciliary care handed back their work due to financial pressures which impacted on the length of time to source packages of care for individuals. However, towards the end of the year new providers entered the market which had a positive impact on the numbers awaiting domiciliary care especially in the north and east of the county. The council and other providers continue to successfully deliver 11,000 hours of domiciliary care weekly. In 2019-20, the council will continue to work with providers and also look at some innovative solutions to reduce the numbers of delayed transfers of care especially during periods of Winter pressures.
- A pilot of a new electronic system for the purchase of domiciliary care called a **Dynamic Purchasing System (DPS)** has commenced in Ystradgynlais. The purpose of a new system will help ensure our supply pool of providers are able to grow sustainably and flexibly to deliver domiciliary care as well as ensuring that the Council secures best value in terms of cost and quality of service whilst providing equality of opportunity to external providers. An evaluation of the pilot will be undertaken in 2019-20 before any decisions are taken on next steps. Concerns remain about the sustainability of domiciliary care providers and the Council will continue to work with them to find solutions during 2019-20.

### Develop a workforce for the future, ensuring we have the right people in the right roles that can deliver the best possible level of care:

- **Integrated Disability Service** – We established the Integrated Disability Service (IDS) to include co-located multi agency teams and a single management structure. An Integrated Disability Service triage process has been started. What were monthly physical meetings are now weekly meetings using Skype where needed. This gives quicker and more informed advice and action for children with disabilities or complex health needs.
- **Workforce Strategy for Adult Services** – A workforce strategy, recruitment approach and workforce plan have been developed and will be implemented in 2019-20. The plan will be monitored and reviewed at regular stages to ensure it meets the needs of the service. Adult Services have worked closely with the newly appointed Joint Health and Social Care Workforce Planning Manager to collate data which will inform a strategy for the wider workforce within Powys which includes, e.g. health, social care, voluntary and independent sectors. The work which has been undertaken will also inform a national workforce strategy for Wales which is underpinned by the principles of A Healthier Wales.

- **Leadership** - To provide continued leadership at a senior level a new Head of Adult Services commenced in April 2019 following the departure of the previous officer. In addition, following retirement, 2 new Senior Managers have commenced in post for Mental Health and Disabilities and Older People. In Mental Health, Adult Services have experienced difficulties in recruiting and retaining Approved Mental Health Practitioners and continue to review how to overcome this issue.
- **Grow your own** – During 2018-19 the council has continued to support the development of existing staff. Adults services have 5 students on the Open University Degree in Social Work, all of whom are on Level 2 of their degree and have commenced their practice learning opportunity.
- There are also 4 members of staff undertaking their **practice assessor qualification.** The Adult Services Disability Team provided a Level 3 placement for a Chester MA student, who has gained permanent employment within the team having passed their degree.
- **What Matters conversations** – A requirement of the Social Services and Well-being Act is that Adult Social Care focus on what matters to the individual. To support the workforce in focussing on this when talking to service users and carers strengths based and outcome focussed collaborative communication training has been undertaken by staff. Joint training has also been undertaken with Credu to support their team in their approach with carers to enhance their understanding of collaborative communication.
- **Staff and Partner Engagement** – The Director of Social Services has established employee representative meetings which provides opportunities for staff to be briefed directly on current issues and topics within the service. Staff were invited to contribute to a staff survey, the results of which will be analysed and discussed at a staff conference in July 2019. Engagement with partners continues through the Regional Partnership Board and as required in respect of service developments. Adult Services have also continued to engage with the learning disability, physical disability and sensory loss forums with positive feedback received. We have also engaged with communities where significant service changes have been proposed, such as day services.

### Create innovative environments that promote innovation, research and development across all aspects of the health and care system:

- **North Powys Well-being Hub (Regional Rural Centre in Newtown)** – In partnership with health and social care professionals, preparations commenced for the design of a new model of care in North Powys. This includes a Population Health and Well-being Assessment for north Powys, mapping of existing services and initial work on demand and capacity modelling around potential opportunities for bringing planned health care services closer to home. A preferred site for a new state of the art facility has also been identified in Newtown. The council and Powys Teaching Health Board have also been successful in receiving £2.55m funding from Welsh Government's Transformation Fund to support the development of transformative ways to deliver health and social care services.
- **Supported Housing** – Following the success of extra care housing project in Newtown the strategic direction for other areas of the county are being reviewed to identify future opportunities. Sites have been identified in Ystradgynlais and Welshpool which will increase extra care capacity in the county by 2020; the council will work with external partners to take forward this change. Work has commenced on 3 units of accommodation in the Brecon area one of which will accommodate a young adult moving from Children's to Adult Services.
- **Cae Glas** – Work has continued with partners on the development of specialised accommodation to support individuals with a learning disability. 6 individuals have been identified as potential future residents and individual plans are being developed to support and enable them to live within their community of choice. The project at Cae Glas not only supports individuals to return

to the county but will also avoid some having to leave to live in other areas.

**Shared Lives** – Shared Lives is an adult placement scheme where carers open up their homes and family lives to include a young person or adult who needs extra support to live well. The council has 21 shared lives carer households and during 2018-19 we supported 29 individuals. Work will continue to increase the capacity of carers within Shared Lives Service in 2019-20. Shared Lives was featured on the ITV news with a carer and service user from Powys interviewed.

https://www.itv.com/news/wales/2019-04-21/charity-urges-more-people-to-open-up-their-homes-to-those-in-need/

https://www.youtube.com/watch?v=sO_7whSfDhI

- **Research and Development** - In order to help inform future planning of adult services we have undertaken a 'Whole System Review' which maps the journey adults currently take through the social care system. Through the analysis, we want to identify how we can make the process more efficient and citizen centred.In the North of the county a proof of concept has been undertaken in ASSIST which looked at a whole system response to individual's needs and assets through a multi-disciplinary approach. This proof of concept will be evaluated in 2019-20.

### Develop digital solutions that will enable sustainable and more effective health and care provision:

- **Information, Advice and Assistance (IAA)** - To provide a whole system approach to IAA and increased opportunities for people receiving information, work has commenced to explore options at existing information points such as library services which should reduce the impact of unnecessary use of ASSIST. Technologic improvements between Infoengine and Dewis Cyrmu have been undertaken which means that information can be shared between the two different systems which is an example of practical collaboration between the third sector and the public sector in Wales with vital information being readily available to individuals who need it. Community Connectors work within the community and support ASSIST in providing information, advice and assistance at the earliest opportunity.
- **Adult Social Services Information Support Team (ASSIST)** - A new front door service has been launched which replaced Powys People Direct and a new telephone number for adults who require information, advice or assistance in relation to adult social care has been introduced. The key role of the contact officers within the ASSIST team is to get to the heart of "what matters" to the person or their carer and to identify the outcome they are looking to achieve. The team work to a prioritisation framework to assess referrals and have a clear process for prevention and co-production with third sector services. There are clear pathways for any concerns which are raised about safeguarding. A new online enquiry form and carers assessment form have also been introduced.
- **WCCIS** – The Welsh Community Care Information System has been implemented within Adult Social Care but development work remains ongoing to improve its effectiveness. When fully implemented across Wales, WCCIS will help break down barriers caused by different organisations using different IT systems, by securely storing important information covering a range of activities such as community nursing, health and social care visits, mental health and learning disabilities. An integrated health and social care record will ensure individuals only have to tell their story once.
- **Technology Enabled Care** has continued to develop with new services being trialled. The number of unique individuals supported and technology enabled care prescriptions have continued to grow in line with targets. A cost avoidance calculator has been developed to estimate the projected costs which can be avoided with the investment of technology enabled care. Social Services have seen

demand and great success in supporting unpaid carers to look after their loved ones with dementia in their homes for longer, some avoiding care home admission altogether or delaying the need for this. Feedback captured has continued to evidence that individuals and unpaid carers are reporting positive outcomes. One such example is where a daughter has been able to support her father remotely despite them living in different areas of the country. A trial of Padbots will commence in 2019-20 which will enable social workers to undertake review assessment virtually via robotic assistance; the service user will be able to see and speak to the social worker via a screen.

- **Occupational Therapy** – Whilst the waiting list for occupational therapy in the South of the county is significant, work has commenced to reduce this with the aim of not having a waiting time for a service. The following case study is an example of how an individual was supported through the service to remain independent in their own home.

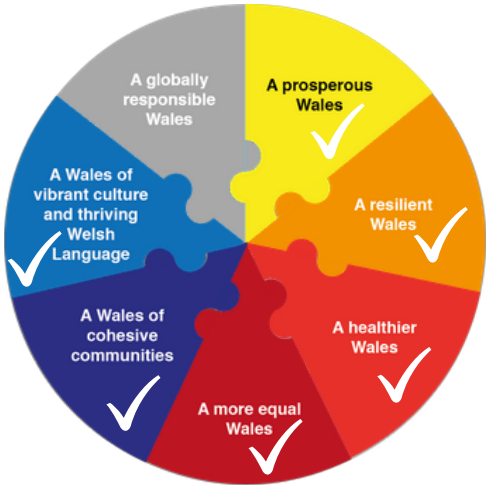
https://www.youtube.com/watch?v=QkkoJUcsyHA

## Work in partnership to transform health and care services and improve well-being:

- **Children First** - A project called 'Raising Aspirations' is taking place in response to community feedback regarding futures for young people in Newtown. This is a monthly session where local inspirational people present their experience of work and talk about what they do, to Year 6 pupils.
- **Support for Children Looked After**- The Council, in conjunction with partners, has developed and agreed a 'Looked After Strategic Framework 2018-2023' to support families to stay together and reduce the need for children to be looked after, by focusing on services which provide timely help, build on family's strengths and prevent greater problems arising.
- **Active Offer** – The ASSIST team capture language preferences of individuals at the front door. Adult Services have experienced difficulties in recruiting Welsh speakers to enable the delivery of services in Welsh. However, consideration continues to be given to language skill requirements in all recruitment undertaken with training also being made available to existing staff to undertake Welsh language training.
  Supporting People – The Floating Support Service has successfully been re-commissioned which will support the early help and prevention model and should in future positively impact on avoiding demand for domiciliary care.
- **Direct Payments** – Social Services continue to promote the use of direct payments. Towards the end of 2018-19 a project commenced with the Direct Payment Support Scheme provider to identify registered personal assistants who have spare capacity. This was specifically in areas where domiciliary care was not available giving individuals the opportunity to use a direct payment to purchase their own care and allow them to live independently. In consultation with service users of the day centre in Crickhowell, work has commenced to see if they could be better supported through direct payments to attend local social groups.
- **Safeguarding** – The percentage of adult protection enquiries completed within statutory timescales has increased throughout the year to consistently remain above 90%. The council hold daily referral and screening meetings where all referrals are prioritised, risk assessed and allocated within 24-hours. The council continues to work with partner agencies to ensure discussions about safeguarding are robust. The council work alongside the Regional Safeguarding Board and have supported the development and implementation of the Safeguarding Threshold document. The purpose of this guidance document is to ensure that there is a regional and collective response to keeping people safe. The document was launched at a successful multi-agency safeguarding conference during National Safeguarding week called "see something ..... say something".

- **Third Sector Commissioning** – Advocacy - Following a successful tendering exercise to address statutory and non-statutory advocacy requirements in a single contract, DEWIS Centre for Independent Living have been commissioned to provide the Independent Professional Advocacy Service across all adults, except those in receipt of statutory mental health advocacy. This will see a change to how advocacy services for adults will be delivered in Powys from 1st April 2019.
- **Care Home Commissioning** – The Council have commissioned a new provider to run the 12 council owned care homes and Glan Irfon, a joint integrated intermediate care facility with Powys Teaching Health Board. The new provider, Shaw healthcare is a Welsh based company whose goal is to deliver the type of care that we would want for our own loved ones. There are also plans to modernise the provision and to develop services with the new provider. Work is underway with BUPA, Shaw Healthcare and Care Inspectorate Wales to enable a smooth and safe transfer of the service on 1st June 2019. The Council and Powys Teaching Health Board have reviewed requirements and a pooled fund post has been created which will be advertised in the new financial year 2019-20.

## Our contribution to the 7 Well-being goals:




## How much did we save/spend in 2018-19?

**Headline capital investments:**

- £172k Community Equipment to enable clients to live in own home longer and facilitate discharge from hospital.
- £126k Refurbishment of Substance Misuse Premises in Welshpool

**Headline savings:**

- £1.468m achieved, which was £0.037m over target, down to right sizing of care packages, early intervention and prevention e.g. Reablement, TEC enabled care and outcome based care plans.

## The Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?

## Updates to our plan and key improvement activity for 2019 onwards

During 2018/19, we have updated our Children's and Adults Improvement Plans which are focussed on improving the standards of our statutory social care services and ensuring that our most vulnerable children and adults are safe. They will focus on the following priorities:

| Activity - What will we do? | How will we measure success? |
|---|---|
| **In Children Services we will:** | |
| Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe. Intervene at the earliest opportunity to ensure that children and young people do not suffer harm.<br><br>Working with families rather than doing to. Work with children, young people and their families to coproduce plans which will bring about the changes children need as quickly as possible.<br><br>Providing and commissioning a flexible and affordable mix of high quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.<br><br>Achieve the best possible outcomes for those children in our care. Provide good parenting and specialist support, giving them clearly planned journeys through care into adulthood. | • Improved emotional and mental well-being amongst children and young people who access our counselling services (baseline to be established)<br>• The percentage of assessments completed for children within statutory timescales will be 90% or above by 2019/20.<br>• Children Looked After (CLA) who have three or more placements in 12 months will be in line with the Welsh National average at 10%, or less by 2019/20.<br>• The percentage of children looked after statutory visits carried out within timescale will be 95% or above by 2019/20.<br>• The percentage of child protection statutory visits carried out within timescale will be 95% or above by 2019/20.<br>• The percentage of operational staff who have had case supervision on a monthly basis will be 85% or above by 2019/20.<br>• The proportion of children and young people who are supported through Early Help services as a total of all referrals to Children's Services (baseline to be established at Q1 2019/20).<br>• Improvements in outcomes for children and young people as measured by recognised Distance Travelled Tools will be 80% by 2019/20.<br>• The percentage of placements accommodated with in-house foster carers will be 70% or more by 2019/20.<br>• Out of county placements will be 70 or less by 2019/20.<br>• Improved perceptions from children and young people who access care and support responding to an annual survey.<br>• The percentage of assessments completed with an outcome of no further action will be 40% or less by 2019/20. |

## In Adult Services we will:

Promote independence and self- care wherever possible. To work alongside partners, in particular health, to ensure that individuals with complex care needs have the assessment they require under legislation and ensure that appropriate placements are available to meet their needs if required.

Support adults who require care and support. To ensure that timely assessment and the right level of care and support is available to adults who require this support.

Provide care and support for carers which will enable them to be supported to continue their caring role.

Identify risk positively and effectively when providing support to adults by making sure their needs are accurately assessed and met effectively, with positive outcomes for them. This will be in a strengths based approach which will involve re connecting with their community networks and supporting carers to continue to care for their relative. Risk management needs to take into account the capacity of the individual to make specific decisions in terms of their lives, and decisions need to be made in compliance with legislation in terms of best interest where deemed appropriate.

Provide and commission a flexible and affordable mix of high quality support services for adults who require care and support and their carers to meet the diverse range of their individual needs and circumstances.

- The number of service users with a learning disabilities progressed from a residential care setting to a more independent and flexible community support options (not in Powys and within Powys).
- We will increase the percentage of Adults who have completed a period of reablement and have no package of care and support 6 months later or a reduced package of care and support from 70% to 80% by 2019
- We will double the number of identified carers who are offered an assessment from 150 to 300 by 2023
- Reduced numbers of persons (per 1000 population) aged 75 and over who experience a delay in return to their own home or social care setting following hospital treatment. (this was 1.5 in 2017/18)
- The number of adult clients supported in their own home through assistive technology from 390 to 780 by 2020
- The percentage of adult protection enquiries completed within statutory timescales will increase from 62.33% to 95% by 2021
- A year on year increase in the number of social services staff providing people with integrated/co-located social and health care services
- Improved perceptions from people who access social care responding to an annual survey regarding the following statements:
  - People reporting that they live in the right home for them (this was 81% in 2017)
  - People reporting they have received the right information or advice when they needed it (this was 72% in 2017)
  - People reporting they have received care and support through their language of choice (this was 91% in 2017)
  - People reporting they felt involved in any decisions made about their care and support (this was 72% in 2017)
  - People who are satisfied with care and support that they received (this was 81% in 2017)
  - Carers reporting they feel supported to continue in their caring role (this was 23% in 2017)

We are also committed to working with our partners through the Regional Partnership Board and will continue to play our part in delivering the priorities set out in the Joint Area Plan. Outlined below are the priorities the council is contributing towards:

### Focus on well-being

- **Community Development** - Working with our strongly connected local communities to develop and strengthen community skills and resources that support people's well-being.
- **Supporting Unpaid Carers** - Ensuring the well-being of unpaid carers before, during and after caring through information, advice and assistance, supporting education, skill and training opportunities for employment, respite and community support (SW).
- **Prevention and Health Improvement** - Enabling and supporting people to make decisions and take actions to improve their health and well-being and avoid or reduce ill health through, for example, stopping smoking or substance misuse, or increasing physical activity.

### Provide joined up care

- **Mental Health** - Across all tiers, from health promotion through to specialist services focus on further improving integrated working arrangements and on well-being, early help and support for people of all ages.
- **Care Co-ordination -** To develop integrated /co-located multi-disciplinary teams in line with the Regional Centres and community hubs.

### Develop a workforce for the future

- **Staffing Model** - Maximising the role of the workforce across all sectors including unpaid carers through an integrated approach will be fundamental to delivering the new model of care. New innovative models will be based on multi-skilled and generic roles ensuring a shift to prevention and early intervention.
- **Staff and Partner Engagement** - Develop a joint approach to using the collective knowledge, skills and experience of our staff and key stakeholders to inform and develop the work that we do.

### Create innovative environments

- **Regional Rural Centre in Newtown** - We will look at the options for developing a Regional Rural Centre in Newtown to address the issues around the ageing estate, support the future population needs and mitigate against the potential shift of services away from north Powys under the Future Fit programme.
- **East Radnorshire Community Hub** - Review Service Provision in East Radnorshire against the integrated model of care and existing community hub assets.
- **Development of Community Hub** – undertake a review of community assets as well as existing service provision against future population needs to identify further potential areas for community hub development.
- **Supported Housing** - Develop suitable accommodation for young people, people with a disability and older people that enables them to access basic services, build good relationships with neighbours and others, and maintain their independence.

- **Innovation, Improvement, Research and Development** - We will develop our evidence base, improve our ability to measure impact and seek to identify, share and embed good / innovative practice.

## Develop digital solutions

- **Information, Advice and Assistance (IAA)** - Continue to develop IAA including the Community Connectors to enable swift access to local community support.
- **Implement Welsh Community Care Information System (WCCIS)** - Continue to implement the WCCIS system across Powys to support care co-ordination.
- **Technology Enabled Independence and Care** - We will continue to develop and implement technology enabled care.

## Working in partnership

- **Safeguarding** - Continue to work with private, voluntary and independent sectors to ensure that safeguarding remains everybody's business.
- **Third Sector Commissioning** - Develop pooled budgets and joint commissioning arrangements for third sector provision to support our increased focus on well-being, early help and support and information and advice.
- **Care Home Commissioning** - Develop pooled budgets and joint commissioning arrangements for care home commissioning to ensure those in need of residential and nursing care receive a seamless service.
- **Welsh Language** - We will improve the Active Offer across social care services to improve equity.

## 2.3 Learning and Skills

**We will strengthen learning and skills**

Learning and skills is a cornerstone of our vision, providing high quality educational opportunities for all our learners. We need to embrace the challenges of being a large rural organisation and use technology to improve access for all. Through taking action in this area, we are committed to delivering the following outcomes:

- All school leavers have the right qualifications to progress
- Access to education provision and good career advice is equitable for all ages
- Pupils have access to remote/ alternative learning opportunities
- Early years provision is helping families to return to meaningful employment
- Working in partnership with schools, colleges, universities and businesses will improve career opportunities
- High quality teaching and learning environments embrace new technology for the population

### Overall assessment of performance:

Overall, we have judged performance of this objective to be ‘adequate’. 4 (31%) out of the 13 activities in place to support this objective were green, 8 were amber and 1 red. 12 measures used to monitor success were green, 9 amber and 3 red (no RAG is available for 2 of the measures).

## What difference have we made?

### Our success measures show:

90.4% of all pupils attained the Key Stage Indicator at Key stage 2 compared to 91.2% the previous academic year (Wales 89.5%)

63.1% of year 11 pupils achieved the Level 2 threshold including General Certificate of Secondary Education English or Welsh first language and maths compared to 62.2% the previous year (Wales 55.1%)

Pupil attendance of compulsory school age at primary schools was 95.1% compared to 95.5% the previous year (Wales 94.6%)

Pupil attendance of compulsory school age at secondary schools was 94.5% compared to 94.6% the previous year (Wales 93.9%)

90.4% of schools were not in need of Estyn follow up categories compared to 93% the previous year

72.3% of schools had a Green or Yellow categorisation in the National School Categorisation System compared to 61% the previous year.

Improvement in the progress of individual pupils receiving Additional Learning Needs (ALN) and Inclusion support:

- The percentage of pupils at school action/school action +/statement attaining the Core Subject Indicator at Key Stage 2 was 60.9% compared to 63.7% the previous year (Wales 64%)
- The percentage of pupils at school action /school action + /statement attaining Level 2 at Key Stage 4 was 23.3% compared to 30.9% the previous year (Wales 20.4%)
- The percentage of assessments completed for children within statutory timescales excluding exceptions was maintained at 100%
- The number of pupils permanently excluded per 1,000 pupils in primary schools was 0% and in secondary schools was 1.37%. This was 0.51 (primary) and 1.35 (secondary) the previous year.

Improve the progress of individual pupils 'Looked After' by the Authority:

- The percentage of Looked After pupils attaining Foundation Phase Indicator was 25% compared to 66.7% the previous year.
- The percentage of Looked After pupils attaining the Core Subject Indicator at Key Stage 2 was 44% compared to 77.8% the previous year
- The percentage of Looked After pupils attaining the Core Subject Indicator at Key Stage 3 was 75% compared to 58.3% the previous year.
- The percentage attendance of Looked After pupils in primary schools was 94.3% and in secondary schools was 94.2%. This was 97.6% (primary) and 94.6% (Secondary) the previous year.
- The Average Capped Points Score for Looked After pupils was 265 compared to 248 the previous year.

The uptake of early years services increased from 873 children to 1065, exceeding our target of 1000 children

50 families accessed the Incredible Years School Readiness programme compared to 80 in 2017/18

The number of our school buildings with an overall condition standard of C or D reduced from 132 to 130

Surplus places in primary schools was 17.6% (baseline 16.7%) and in secondary was 25.5% (baseline 24%)

The percentage of pupils assessed in Welsh (first language) in Year 2 was 17.7% compared to 19% the previous year (Wales 21.3%)

1.7% of 16 year olds were known NOT to be in education, employment or training. This is an increase in comparison to the 2017 figure of 0.9%, but within our target of 2%

1 distance learning course was made available with 6 learners participating in the course.

16 apprentices were employed by the council building on the 35 the previous year.

All learning activities started through the Powys Adult Community Learning Partnership which reached completion was 99% and 94% achieved the qualification compared to 91% the previous year

### Case study - Positive Pathways Powys

Positive Pathways Powys, the group which organises the Powys Careers Festival held a competition for all learners in Powys (between the ages of 11 and 19) in 2018/19.

The competition was
**'What business would you set up in Powys in 2019 and why?'**

The competition had a large number of entries and it was also linked to the Welsh Baccalaureate examination as well as having the chance to win £200 vouchers kindly donated by Weales Wheels of Llanddewi and What About Me? Training Ltd). The top 3 entries were judged by Cllr Myfanwy Alexander and Cllr Martin Weale and businesses from the field which the respective entries referred to.

The winning team were Ethan Smith, Brooke Jones, Rhys Gough and Zoe Morgan – who study at the Newtown College of NPTC Group of Colleges. Their business was helping people to install smart technology into their homes and businesses and the students have decided to make their idea a real business. A team from Brecon High School took the Silver Award while Crickhowell High School students took Bronze. NPTC presented their business idea to the Cabinet and Senior Management.

The Positive Pathways Powys group is a partnership of Powys County Council, Careers Wales, The NPTC Group of Colleges, high schools in Powys, Cambrian Training Ltd and the Powys Association of Voluntary Organisations. The group aims to offer Powys students world-class advice and information on the opportunities, which await them after they finish compulsory education at 16. The group recently held its third Powys Careers Festival at the Royal Welsh Showground in Llanelwedd.

https://www.facebook.com/PositivepathwaysPowys/

## So what next?

We will improve routes to employability by:

- Strengthening work based learning across the county, providing opportunities that encompass a diversity of formal, non-formal and informal arrangements including apprenticeships, work placements and informal learning on the job for all age groups by 2025
- Creating additional apprenticeships, including higher and degree-level apprenticeships by 2025
- Ensuring that there is easy access to high quality careers advice and guidance, and clear information about the local jobs market

## Progress against our activities include:

### Improve educational attainment of all pupils:

- **Significant improvement in our secondary school profile with Estyn** - Builth Wells HS, Llanfair Caereinion, Llandrindod High School, Llanfyllin and the Pupil Referral Unit (PRU) all came out of special measures during 2018-19. This is a key milestone in our improvement work as the PRU provides provision for some of our most vulnerable learners, and had been in Special Measures since February 2016. Out of the secondary schools in Powys, two remain in Estyn follow up categories, Newtown HS and Brecon HS. Following a monitoring visit in the autumn term, Bro Hyddgen have also been removed from Estyn Review.
- **Roll out of the new curriculum** - The New Curriculum for Wales is being piloted in pioneer schools. As part of a conference to discuss the new curriculum, 12 Powys schools shared their experiences as pioneer schools or in developing approaches to the new curriculum. All schools have started to adapt to the new curriculum expectation and Leaders of learning have been established in many clusters to support the rollout of the new Curriculum.
- **Continued support for vulnerable pupils** - During the autumn term, National Categorisation Support Visits were conducted in all schools. The effective use of the Pupil Development Grant (PDG) was evaluated in each schools and nearly all were able to identify the positive impact of PDG on their Free School Meal pupils. In 2017-18 all pupils on free school meals increased their performance in KS2,3 and 4.
- **Retention and quality of leadership across schools** – During 2018-19, 7 from 12 new and acting Headteachers have engaged in ERW training to support them in their role. As part of a new programme, all now have a mentor head teacher to support them during their first year of headship or acting headship. At the end of March 2019, 3 out of the 11 Secondary schools have acting head teachers.
- **Welsh in Education Strategic Plan** – During 2018-19 work has continued on a new building for Ysgol Gymraeg Y Trallwng in Welshpool as well as developments in Mid Powys and the Ystradgynlais area, and plans for establishing Welsh medium secondary provision in the county. However, it is acknowledged that the pace of implementation of the WESP has been limited by officer capacity and financial constraints.

### Support children and families to have the best start in life:

- **ALN Transformation Programme** – Powys County Council has embarked on its ALN Transformation journey in response to the introduction of the Additional Learning Needs and Education Tribunal (Wales) Act 2018. Activity during recent months has focussed on raising awareness and seeking views from parents, carers, and professionals including teaching staff and governors about the upcoming changes and the draft ALN Code. All opinions given during engagement events regarding the draft ALN Code were included in the Powys County Council response to the Welsh Government consultation, which ran throughout the spring term. Powys families have also been asked for their views on the Additional Learning Needs specialist centres that provide support in the county. A Parent Carer Forum has been established to ensure that views and opinions are listened to and inform the work that we undertake.
- **Introduction of childcare offer for Wales** - We have been working closely with colleagues in Ceredigion County Council to help bring the Welsh Government Childcare Offer to families in Powys. From 29th April 2019, eligible families across Powys have been able to claim 30 Hours of government funded early education and childcare for up to 48 weeks of the year.

The offer was piloted in two clusters Gwernyfed and Maesydderwen since January 2019 and childcare providers have been supported with information and advice to ensure they are prepared for the Offer. As at April 2019, there were approximately 50 providers signed up to deliver the offer across Powys.

- **Cynnydd Project** – The Cynnydd project is being delivered by Powys County Council's Youth Intervention Service in partnership with Careers Wales and has been supported by the European Social Fund and Families First funding through the Welsh Government. The youth service team are working closely with Careers Wales to offer young people personal support and the chance to gain employability skills and experience.
- **Flying Start** - Flying Start's Newtown Integrated Family Centre moved to new premises adjacent to Hafren and Ladywell schools in July 2018. The new premises will enable continuation of the integrated working which is an essential component of the Flying Start model. This location will enable families to access support and services in a more convenient setting. The Flying Start Team has also supported the preparations for the transfer of Flying Start childcare from Priory School in Brecon to the Cylch Meithrin Aberhonddu setting at Ysgol y Bannau. All families were invited to attend an informal meeting at the new setting in late December 2018. Flying Start continues to deliver in five areas of Powys. 871 children under the age of four were on Flying Start Health Visitors' caseloads at the end of 2018/19.

### Improve our schools infrastructure:

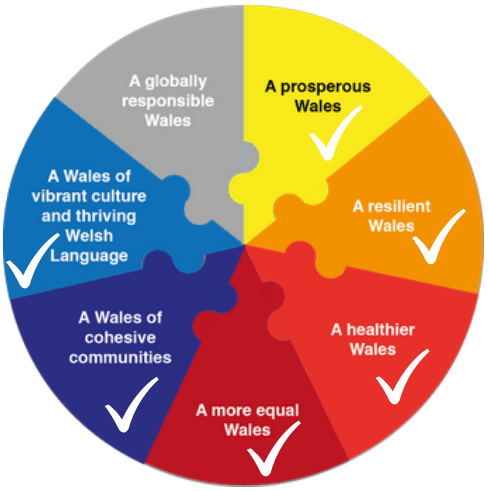
- **Brecon High School** - Work on £21m Brecon High School project is well-advanced and parents were given an opportunity to have a tour of the site during March. When complete the new school will cover 7,500sqm, and provide a state-of-the art 750-place secondary school with integrated 6th form (11-18 years). This project shows our vision for the learners of Brecon but also for the local economy with opportunities for local companies to benefit from this major investment. The contractor is also working closely with the school and college to provide bespoke construction work experience and engagement to encourage learners to take an interest in careers in construction.
- **Ysgol Carno** - A brand new primary school building in Carno was opened in March and replaces the mobile classroom which has now been demolished. The £1.5m building means that pupils will now be taught in a brand new 21st century school building with dedicated early years' provision. Fund for the project is a 50/50 split between Powys County Council and the Welsh Government's 21st Century Schools programme, with a £500,000 contribution from Carno Recreation Association, donated by the Tirgwynt Wind Farm Trust. The school is part of a federation of three Welsh-medium primary schools, made up of Carno, Glantwymyn and Llanbrynmair which have been operating since 2014. Following inspections in November 2018, the federation was judged by Estyn to be excellent for leadership with Ysgol Carno receiving excellent judgements for standards; teaching and learning experiences; and leadership and management.
- **Federation plans agreed** - Consultation on plans to establish a federation between Llanidloes CP School and Llanidloes High School took place between December to January 2019. Following consultation, the Governing Bodies of both schools have agreed to federate from September 2019. The delivery of the exciting new curriculum for Wales requires closer co-operation between the phases of learning to ensure the best possible outcomes for learners. Llangedwyn CiW School and Llanfechain CiW School have now formally federated from the 1st October 2018, with a single governing body and a single Headteacher over both schools.

- **Llanfyllin All Through School proposal** – Following the consultation on a proposal to merge Llanfyllin C.P. School and Llanfyllin High School, the Cabinet agreed in March to issue statutory notices for the establishment of a new all-through school in the town.
- **Clyro** - The new Clyro Church in Wales School was completed and officially opened in September 2018. The new building forms part of a £23m investment in the Gwernyfed catchment area.
- **Ysgol Calon Cymru** - The School opened in September 2018, and operates from the former sites of Llandroindod High School and Builth Wells High School. It provides education for 11- 18 year olds. It is a bilingual school with English medium provision on both campuses and Welsh-medium provision on the Builth Wells campus.
- Work is ongoing on Welshpool's new English Medium Church in Wales School, Ysgol Gymraeg Y Trallwng and Ysgol Bro Hyddgen. However, the main contractor went into administration which will effect the original opening date of the new schools.
- **Post-16 Review** – We ran an online survey to find out young people's views on the worlds of education and work. The survey asks students about the subjects they wish to study which will help the council with its curriculum planning. It also highlights the growth employment areas and seeks young people's attitudes towards these career choices. The project compliments the council's work as a key partner of the Positive Pathways Partnership. The Schools Digital Learning Strategy will link with the Post-16 Review.

### Improve the skills and employability of young people and adults:

- **Careers Festival** – We held the third Careers Festival in March 2019 which was a great success and there were over 3,000 pupils from all secondary schools, special schools, NPTC colleges and a school in Ceredigion and Bedstone private school. The special guests included Ben Sheppard, the DJ for Capital Radio and Jason Pritchard the rally driver who are former pupils of Powys schools and represent the diverse and successful career opportunities that our pupils could pursue.
- **Seren Project** – We supported 87 Year 13 Students through the Seren Programme. The Seren Network supports and is only available to the most academically able students from all state schools with a 6th form and colleges across Wales, to achieve their academic potential and gain access to the leading universities – be this in Wales, the UK or overseas. 73% of the Year 13 students were accepted into the Sutton Trust universities. The remainder 27% were accepted to Switzerland, New Zealand, Aberystwyth, Swansea, employment, gap year or apprenticeships. Funding for a Junior Seren, to support pupils from Years 8 – 11 was agreed by WG and Powys is one of the pilot areas within Wales.
- **A Skills & Engagement Strategy** has been drafted following 2 stakeholder workshops. The strategy will help to identify employment and skill priorities over short, medium and longer term periods that align with economic drivers and indicators. This will support the regional economy by encouraging more businesses to be located in Powys and to ensure that the workforce has the right skills to keep the Young People in Powys.
- **Apprenticeships and work experience** - Since Careers Wales lost the responsibility for organising and supporting work experience placements, numbers requesting opportunities within the authority have declined considerably. For 2018-19, 13 learners have had work experience within the council. As part of our 2018-19 Careers festival which was held during Wales national apprenticeship week, apprentices told their experiences of being an apprentice with the aim of promoting and encouraging more young people to choose this career path. Apprentice vacancies are also advertised on the Positive Pathways Powys Facebook page.

## Our contribution to the 7 Well-being goals:




## How much did we save/spend in 2018-19?

**Headline capital investments:**

- Brecon Campus – £12.9m
- Carno Extension – £1.1m
- Clyro School - £1m
- Ysgol Bro Hyddgen – £783k

**Headline savings:**

- Additional Learning Needs Transformation - £150k

## The Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?

## Updates to our plan and key improvement activity for 2019 onwards

| Activity - What will we do? | How will we measure success? |
|---|---|

### Improve educational attainment

| | |
|---|---|
| We will continue to raise the attainment of all pupils, including vulnerable pupils, with a specific focus on pupils eligible for free school meals.<br><br>We will support schools to roll out the new education curriculum by 2022 which aims to equip young people for life and make them more adaptable to change.<br><br>We will improve the performance of our secondary schools. By working closely with staff, governors and communities we will improve recruitment, retention and quality of leadership across all our schools by 2020.<br><br>Through the implementation of our Welsh in Education Strategic Plan we will provide more accessible provision for Welsh medium learners by 2020. | • Increase in the percentage of all pupils attaining the Key Stage Indicator at Key stage 2 from 91.2% to 92% by 2021.<br>• Increase in the percentage of year 11 pupils achieving the Level 2 threshold including General Certificate of Secondary Education English or Welsh first language and maths from 62.2% to 68% by 2024<br>• Increase in the percentage of pupil attendance of compulsory school age at primary schools from 95.5% to 97% by 2025<br>• Increase in the percentage of pupil attendance of compulsory school age at secondary schools from 94.6% to 96% by 2025<br>• Increase in the percentage of schools who are not in need of Estyn follow up categories from 93% to 96% by 2021<br>• Increase in the proportion of schools with a Green or Yellow categorisation in the National School Categorisation System from 61% to 75% by 2022.<br>• Improve the progress of individual pupils 'Looked After' by the Authority:<br>  ◦ Increase the %age of LAC pupils attaining the Core Subject Indicator at Key stage 2 from 77.8% to 85% by 2025<br>  ◦ Increase the percentage of Looked After pupils with Personal Education Plan's completed from 77% to 95% by 2020<br>  ◦ Improved average capped points score for LAC pupils from 248 to 320 by 2025. |

### Support children and families to have the best start in life

| | |
|---|---|
| We will implement a joined-up system for supporting children and young people with additional learning needs to improve their experiences and outcomes by 2023. | • Improvement in the progress of individual pupils receiving Additional Learning Needs (ALN) and Inclusion support:<br>  ◦ The percentage of pupils at school action/school action +/statement attaining the Core Subject Indicator at Key Stage 2 will increase from 63.7% to 77% by 2025 |

| | |
|---|---|
| | ◦ The percentage of pupils at school action /school action + /statement attaining Level 2 at Key Stage 4 will increase from 30.9% in 2015/16 to 34% in 2025<br>◦ The percentage of assessments completed for children within statutory timescales excluding exceptions will be maintained at 100%<br>◦ The number of pupils permanently excluded per 1,000 pupils in primary and secondary schools will reduce from at 0.3 to 0 for primary and from 1.21 to 1.01 for secondary by 2025 |
| We will provide key childcare and play requirements, moving towards delivering 30 hours of free early education and care for working parents by 2021. | • Increase in the uptake of early years services from 873 children to 1000 children by 2021 |
| By 2020 we will ensure we have effective systems in place to improve the identification of vulnerable young people who are at risk of disengagement from education. | • Maintain the percentage of 16 year olds who are NOT in education, employment or training below 2% (Baseline 1.9%) |
| We will work with partners to ensure that all children are school ready, defined as, strong social skills, effective communication skills, ability to cope emotionally with new environments away from parents and being independent in their own personal care. Our Flying Start programme will support the early development of children in some of our most deprived communities. The continued roll out of the Incredible Years School Readiness programme will also help to build the parent/school partnership in supporting a child's effective transition into school. | • Increased number of families accessing the Incredible Years School Readiness programme from 80 to 100 by 2020 |

## Improve our schools infrastructure

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|---|---|
| Our school buildings will be transformed through delivery of a £114m capital investment scheme. We will ensure that our new and re-furbished schools provide modern environments that are fully equipped for 21st century learning and are central to community life. We will complete the first round of capital investment by 2020 (Band A) and second round (Band B) by 2025. | • Increase the percentage of our schools building blocks with an overall condition standard of A or B from 59.15% (200 out of total 338 number of blocks – 1/01/2019) to 74.87% by August 2021<br>• Reduce surplus places to 16% in primary (Baseline 16.7%) and 24% in secondary (Baseline 24%) by 2020 |

We will implement our new School Organisation Policy and Delivery Plan to develop a more efficient schools network, with a greater focus on working in partnership with schools and the communities they serve. The Delivery Plan will focus on improving secondary and post-16 provision, primary provision and Welsh-medium/bilingual provision.

- Increase the percentage of pupils assessed in Welsh at the end of the Foundation Phase (Yr.2) from 19.1% in 2016/17 to 22.5% in 2021.
- Increase in the number of distance learning courses available from 0 to 3 by 2021
- Increase in the number of learners participating in distance learning course from 0 to 20 by 2021

## Improve the skills and employability of young people

We will improve routes to employability by:

- Strengthening work based learning across the county, providing opportunities that encompass a diversity of formal, non-formal and informal arrangements including apprenticeships, work placements and informal learning on the job for all age groups by 2025
- Creating additional apprenticeships, including higher and degree-level apprenticeships by 2025
- Ensuring that there is easy access to high quality careers advice and guidance, and clear information about the local jobs market

We will develop a highly skilled workforce, where skills match the needs of the local economy, by:

- Forging stronger and more accessible further and higher education provision in partnership with providers

- Increase in the number of apprentices employed by the council and its partners from 35 to 65 apprentices for Powys County Council by 2020.
- Increase in the percentage of all learning activities started through the Powys Adult Community Learning Partnership which reached completion and the qualification was achieved from 91% to 92% by 2021

## 2.4 Residents and Communities

**We will support our residents and communities**

We want communities to feel supported, have a say in what is provided for them locally and feel they play a key role in local service delivery, which is why this objective centres on being open with residents and their communities and being committed to meaningful engagement. Through taking action in this area, we are committed to delivering the following outcomes:

- Residents take responsibility for their actions and support one another
- Communities have access to a choice of both affordable and market housing
- Communities have access to services that allow all to flourish and enjoy life
- Communities have an active role in the design and delivery of the services they need

### Overall assessment of performance:

Overall, we have judged performance of this objective to be 'good'. One out of the 7 activities in place to support this objective was blue, 3 green and 3 amber. 3 measures used to monitor success were green (no RAG was available for 4 of the measures).

## What difference have we made?

### Our success measures show:

6 Place Based Plans have been agreed with designated localities, setting out an understanding of their needs at a local level and what interventions are required; including street scene/cleansing, highways, waste and recycling, transport, public health, community areas to mention a few

Our last record in 2015-16 (Residents Satisfaction Survey) showed that 21% of residents volunteered on a regular basis. We did not carry out a Residents satisfaction survey during 2018-19, so are unable to report on the proportion of Powys residents that currently volunteer to support their local communities. However, a new tri-town initiative was launched, which aims to boost resident engagement and volunteering within their local communities.

The National Survey for Wales 2017-18 shows that 49% of Powys respondents were either very/ fairly satisfied with the availability of services and 67% were very or fairly satisfied with the ability to get to local services.

We had an original target to develop at least two community hubs per year, however before developing any hubs we wanted to engage communities further to better understand their views and needs. As a result, no hubs were developed in 2018-19.

## Case study - Tri Towns/ volunteering venture launched

Tri Towns Project

Three Powys towns have joined forces to boost their economies and share ideas around how best to sustain and support public services in their respective communities. Llandrindod Wells, Builth Wells and Rhayader are now designating themselves as a tri-town - three towns working together for the benefit of their respective and the wider communities which total around 19,500 residents. The venture will encourage people to support each other and their community, whether that is volunteering to take an older neighbour shopping, helping out at the library or organising a litter pick. Two Community Development Officers funded for 12 months through the Rural Development Plan, Arwain programme will support the towns.

Chair of the steering group Councillor Jon Williams said: "I'm confident that the tri town collaboration will bring a number of benefits to the three towns. A shared understanding of each other's needs, economic aspirations and tourism will allow us to consider things like our local supply chains and where we can collaborate more to promote ourselves and boost the mid-Powys economy and Powys pound."

https://twitter.com/PowysTri

**So what next?** The tri-town approach will be extended to all parts of the county and even over the border into neighbouring communities during 2019 - 20, following a mapping of tri town proposed catchment areas.

## Progress against our activities include:

### Strengthen community development and resilience

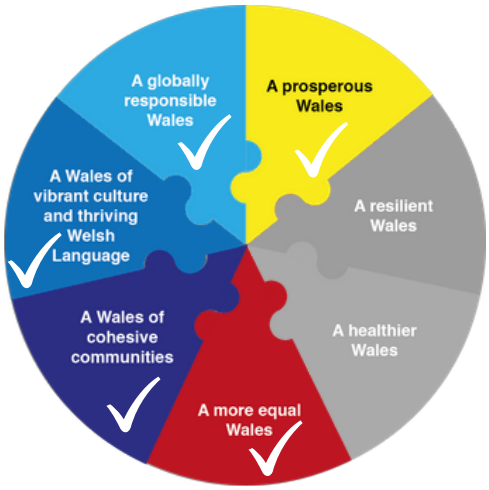
- **Place Plans/Local area Plans** – The council's regeneration team have been supporting Newtown and Welshpool to develop Place Plans. They have also worked with Brecon Beacons National Park to support Brecon, Hay-on-wye, Crickhowell and Talgarth to develop place plans. We also applied for Rural Development Plan funding worth £110,000 to support the development of place based plans across the County.
- **Community Lottery launched** – We have partnered with an External Lottery Manager (ELM) Gatherwell Ltd to be the first local authority in Wales to launch our own online community lottery that will benefit good causes. Tickets will cost £1 with 60p going towards local good causes, compared to just 28p in the pound for the National Lottery.

- **Passenger / Community Transport reviewed** - Local bus service provision was reviewed during 2018/19 and the network of buses was re-tendered and awarded to operators across Powys. New routes were implemented in September 2018. During 2018/19 the community transport officer has worked closely with the community transport association Wales under their connecting communities programme. We have supported two schemes in Powys to gain funding to replace vehicles. Powys County Council awarded approximately £124,000 to the schemes.
- **Welshpool library and museum co-location** - Following a review of council owned buildings in north Powys, a decision was made to co-locate Welshpool library into Powys land museum offering residents services under one roof. The library will occupy the ground floor of the facility, with a children's area, public access computers and a good range of library books. A review of libraries is underway and a consultation has been undertaken to seek ideas around how to sustain 10 of the smaller branch libraries, as well as the six bigger branches and mobile service.
- **Community Delivery** - Following numerous conversations, the largest land transfer in the council's history has been completed. The transfer sees Newtown Town Council take control of more than 100 acres of open space from the council and will pave the way for an ambitious 'green-space' project. As a council we are taking an imaginative and innovative approach to managing property and land with the aim of turning a financial liability into a community focussed asset. Community organisations are frequently in a better position to take projects on because of their ability to obtain grant funding. The agreement will release the £1.1 million of funds won by Open Newtown from the Big Lottery and the maintenance grant from the town council ensuring the ongoing protection and access of the parks for all users, with the opportunity to develop the amenities further, attracting greater use from residents and establishing an opportunity for tourism in the town which will help towards the regeneration of the town centre.
- **Llanfyllin library partnership** – In June 2018 a Memorandum of Understanding between the North Montgomeryshire Community Interest Company (CIC) and Powys County Council's Library Service was signed. The library is still run by the library service, but half of the costs are now covered by the local town and community councils, through the CIC.
- **Community Hubs** – Work has been taking place to explore what people view as essential elements of a community hub, in order to try to define the "hub" concept more clearly, and to identify some baseline costs. Public views came out of the library service public consultation about the future of that service, whilst a specific session around essential elements needed took place with County Councillors. Further stages of development will now be led by the Council's Strategic Asset Board.

### Strengthen our relationship with residents and communities

- **Community pledge** – The benefits of developing a community pledge between the council and residents was explored, but a decision has been made not to progress with this approach. Instead, we are working closely with communities through supporting the development of Place Based Plans and the Tri Towns model.
- **Love Where you live project** – A new project to take forward an all embracing approach to estate management has been launched. 'Love Where You Live' focuses on how tenancy and estate management can help people enjoy their homes and neighbourhoods.

## Our contribution to the 7 Well-being goals:



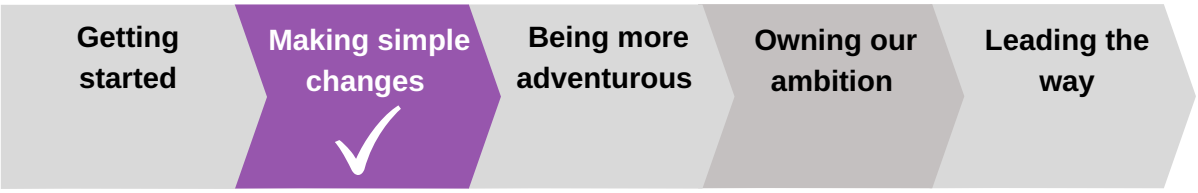

## How much did we save/spend in 2018-19?

**Headline savings:**

- Libraries: Co-locate where possible and joint working / community delivery with local communities. Decommission libraries where co-location, community delivery/operation or core provision is not suitable or alternatives rejected by local communities - £125k

## The Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?




## Updates to our plan and key improvement activity for 2019 onwards

| Activity - What will we do? | How will we measure success? |
|---|---|
| **Strengthen community development and resilience** | |
| We will enable communities to have an active role in the design and delivery of their local services and amenities by supporting them with the development of Place Based Plans, the Tri Town initiative and opportunities for volunteering. | • Agreed Place Based Plans with designated localities by 2020, setting out an understanding of each localities needs at a local level and what interventions are required, including street scene/cleansing, highways, waste and recycling, transport, public health, community areas to mention a few.<br>• An increase in the percentage of residents that are satisfied with their local area as a place to live (90% in 2017 - National Survey for Wales)<br>• An increase by 10% in the engagement of residents to volunteer to support local community initiatives. The last record showed 38% of people volunteering on a formal and informal basis |

| | |
|---|---|
| We will continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the Love Where You Live tenancy sustainability strategy. | • Increased levels of tenant satisfaction with the quality of their neighbourhood (baseline to be established)<br>• Increased level of housing tenants engagement (baseline to be established) |
| We will continue to develop more community hubs in appropriate locations, to offer residents a mix of services all under one roof. | • Development and implementation of up to two Community Hubs per year for the next five years. |

### Strengthen our relationship with residents and communities

| | |
|---|---|
| We will support the review of Town and Community Councils based on the Welsh Government proposals. | |

### Safeguard and enhance the natural environment for residents and communities

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|---|---|
| By December 2019, we will develop steps to show how we will actively maintain and enhance biodiversity when delivering our services and comply with our duties under Section 6 of the Environment (Wales) Act 2016. | Success measures will be determined as part of developing the steps. |

## 2.5 Making it happen

We recognise that there are key building blocks we must have in place to make our plans happen. We will focus on improving efficiency and effectiveness of our services and make evidence based, customer focussed decisions on the best way to provide services. Through taking action in this area, we are committed to delivering the following outcomes:

**Engagement and communication**

Listening, sharing information and building trust with our residents, communities and staff

**Leadership and governance**

Our staff and Members work together with our partners, using the right systems and information to make sure the Council is well-run

**Change how we work**

Making best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county's residents and communities

### Overall assessment of performance:

Overall, we have judged performance of this objective to be 'good'. 13 (87%) out of the 15 activities in place to support this objective were green and 2 were amber. 3 measures used to monitor success were green, 2 were amber and 1 was red (no RAG status was available for 1 of the measures).

## What difference have we made?

### Our success measures show:

According to our 2018 Staff survey:

- 61.81% are proud to work for the council, compared to 59% in 2016
- 75% feel valued as a team member, compared to 81% in 2016
- 72% enjoy their job, compared to 68% in 2016
- 88% will go the extra mile to get the job done, compared to 85% in 2016
- 34% don't feel informed about changes happening in their service area,compared to 40% in 2016
- 42% don't feel valued as an individual employee of the Council, compared to 17%

79.21% of complaints were responded to within statutory timescales, compared to 97.06% in 2017-18

178 compliments were received. This equates to an average of 44.5 compliments per quarter, compared to 32 in 2017-18

Revenue outturn (excluding the Housing Revenue Account and schools delegated budget) was a 0.4% (£713k) overspend versus the budget

On average, 9.5 days/ shifts per council employee (full time equivalent) were lost due to sickness absence, compared to 9.74 days in 2017/18 (Welsh average: 10.4 days)

During the year we have had numerous inspections from our regulators (CIW, WAO and Estyn) and 25 recommendations or proposals for improvement were received as a result. More information on what our regulators have said about us can be seen on page 63 of this report.

## Progress against our activities include:

### Engagement and communication:

- **New Public Engagement Platform** – The council has purchased a new engagement platform called Citizen Space, which will enhance the ability of residents to engage with the council in a more timely, efficient and meaningful manner. The platform will allow better co-ordination and auditing of all consultation and engagement activity being undertaken across the organisation and will ensure more detailed analysis of feedback given by residents, so their views can be given due regard. This platform will support Vision 2025's ethos to ensure "communities have an active role in the design and delivery of the services they need.
- **Consultation Framework** - The existing Consultation Framework has been reviewed, refreshed, and feedback from staff users gained, to improve how we engage with residents.
- **Staff Awards** – We held our annual staff awards to recognise and reward the excellent services provided by our staff. 103 nominations for the Staff awards were received and 12 awards were presented covering a range of categories including, service to the community, teams of the year.
- **New bilingual staff intranet** – We developed and launched a refreshed staff intranet site to be used as a communication tool with staff. Our intranet is now available in English and Welsh.
- **Public participation at council meetings** - Powys residents are now able to ask questions at county council meetings as part of a public participation initiative. Following a successful public trial last year when members of the public were allowed to ask question at full council, the authority now provides 20 minutes at the start of all sessions for public questions.

### Leadership and governance:

- **New Senior Management Structure** - We carried out a comprehensive review of the council's senior structure which showed it was no longer fit-for-purpose and needed a radical overhaul to more closely align it to the council's priorities, reduce the cost of management and remove silo working. A new streamlined senior management team has been implemented, reducing from 24 posts over four management tiers to 16 posts over three tiers. The new structure has a strong focus on a culture change of the whole organisation to be accountable and highly performing, and this has been communicated to all staff clearly.
- **Workforce Strategies developed** – Workforce strategies and training needs analysis have been developed for Social Services and the Schools Service, resulting in a workforce plan for each area. The plans will ensure we have the right people, with the right skills at the right cost.

Work will continue to ensure all services have a workforce plan in place by October 2019, in line with the business planning cycle.

- **Performance Management and Quality Assurance Framework** - In order to support the implementation of the new Performance Management and Quality Assurance Framework we introduced a new training workshop for managers. During 2018-19, 44 new managers completed the workshops. We continued to challenge our performance through quarterly review meetings and where underperformance was identified, action was prioritised to bring performance back on track.
- **New staff rewards scheme** - In order to promote and improve the well-being of our workforce, and to improve staff retention we launched a staff benefits scheme. Many staff have taken up the scheme, and up to end of March 2019 seven lease cars were ordered, 42 bike to work orders placed, and many staff are using leisure facilities with discount membership.
- **Leadership and Management training** – We continued to work with our partners to deliver leadership and management training to strengthen leadership skills across the council. During 2018-19, 143 staff completed leadership, coaching and mentoring and manager induction courses.
- **New Staff Appraisal process agreed** – A new approach to staff appraisals has been introduced to provide a stronger framework for all line managers and their staff to set objectives based on the council's priorities. The new approach will also keep a clear focus on performance and improvement to ensure all of our efforts and resources are focused in the same direction.

### Changing how we work:

- **Agile Working** - We have carried out a thorough review of office accommodation in North Powys which will see the closure of the council's main office in Welshpool, Neuadd Maldwyn. The council now operates agile working where possible meaning that staff will not be provided with an individual workspace - with a ratio of 60 spaces for 100 staff anticipated for buildings. Officers in the council are now working hard to find the best possible outcome for Neuadd Maldwyn and hopefully its future will contribute positively to the town.
- **Customer / Web Transformation** – During 2018-19, 12 web processes went live on our website, making it easier for residents to access services online. These services include garden waste collections, reporting fly tipping, requesting a bulky waste collection and find a school. Having services available online improves productivity and is more efficient for our customers. For example, in the past residents had to call customer services to log a bulky waste collection. They are now able to log a request via the web, choose from a drop down list of items that are to be collected, the system calculates the item costs and the customer pays for items. The process has removed the requirement for a back office system, and the customer is able to log a collection 24/7. 79% of bulky waste collections were done through the online self-service, resulting in a 96% satisfaction rate. Average satisfaction with the web processes is 84% compared to 68% in 2017.
- **New Digital Strategy** – We developed a comprehensive digital transformation strategy which explains how we will take advantage of digital technologies to transform the way we work, how we use information, support our customers, improve resident opportunities and help our businesses to be competitive. We also started an engagement process to seek staff views on the proposed approach and get their ideas for how we can work smarter and keep pace with technology.
- **Service re-design**– We continued to review our current internal processes as well as external customer facing processes to make them more efficient. An example of the work undertaken in 2018-19 included looking at the process of how we bill our customers. As a result of the reviews undertaken, £380k of savings was identified, of which £160k has been realised.

## How are we working more sustainably?

The Well-being of Future Generations (Wales) Act 2015, places a duty on local council's to consider how it can work more sustainably across 7 core areas of change. The table below outlines what we have been working on during 2018-19 to ensure our processes, and the way we plan and support front line services is done in a way that considers the long term, prevention, integration, collaboration and involvement.

| Area of change | How are we using the five ways of working to change how we think, plan and act? |
|---|---|
| **Risk** | We have introduced a new electronic system which allows easier recording, analysis and reporting of strategic and service risks. This improved monitoring will enable better management and ensure that major risks are prevented from occurring or escalating. It will also, potentially, allow the council to take a more long term view of our strategic risks. |
| **Performance Management** | We have been part of a collaborative Welsh Government working group developing the new performance framework under the Social Services and Well-being Act and are currently collaborating with Data Cymru and Saroli Lab looking at how to improve data maturity in Local Government and improving open data. Through the WCCIS national informatics for Social Care Board we are also helping to lead a review of collaborative reporting options to reduce cost and maximise effectiveness of social care reporting, resulting in improved outcomes for citizens.<br><br>We have also been part of a working group collaborating with Welsh Government to develop a new performance framework as part of the draft Local Government and Elections (Wales) Bill.<br><br>An independent Improvement and Assurance Board has been in place during 2018-19, overseeing performance of our Adults and Childrens Improvement Plans.<br><br>We have continued to strengthen the council's internal performance management system (Corporate Insight Centre) which allows early sight of background data and information helping commissioning services shape better preventative provision in place of costly primary services. The Health and Care Scrutiny Committee which is made up of County Councillors has also overseen the Council's recovery plans to ensure that the required improvement is achieved. |

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|---|---|
| | The council established a Public Service Board (PSB) Scrutiny Committee, made up of county councillors and representatives of other PSB public bodies, to scrutinise the implementation of the PSB Towards 2040 Well-being Plan. |
| **Corporate Planning** | We developed the Powys 'Well-being Information Bank,' an online tool providing up to date information on a range of well-being issues. Easy access to this data helps services understand current trends and provides evidence for decision-making and longer term planning.<br><br>In order to inform future planning, we have also undertaken in depth reviews of our adult social care processes, our Adverse Childhood Experiences population and our options for developing a regional rural centre in North Powys. We have also commenced a review of our schools provision and capacity. The insight provided by these reviews will help predict future needs and enable us to plan services to better meet those needs.<br><br>The corporate impact assessment, undertaken when any major decision is being considered, incorporates consideration of the corporate well-being objectives, the national well-being goals, the five ways of working as well as equalities and Welsh language requirements, facilitating holistic decision-making.<br><br>All services have developed Service Improvement Plans, which have been corporately peer reviewed to ensure they are robust and align to the council's longer-term vision and well-being objectives, these in turn contribute to the Powys Public Service Board Well-being Plan.<br><br>As part of implementing Vision 2025: Our Corporate Improvement Plan we have an extensive programme of consultation and public engagement to ensure residents are involved and can have a say on the decision that affect them. More information on what our residents have told us can be found on page 59.<br><br>We have started to look at how we can integrate our key strategic plans such as our Strategic Equality Plan and Section 6 Plan (Biodiversity Duty) into our Corporate Improvement Plan.<br><br>County Councillors play a key role in determining future plans and representing the residents voice. One of the key ways they do this is through scrutiny committee's and working groups. A review of scrutiny committees was undertaken and a new structure was implemented from January 2019, which included revising the role of the Audit Committee and establishing a Co-ordinating Committee made up of representatives of the Cabinet, the council's Management Team and Chairs and Vice Chairs of scrutiny.<br><br>Councillors attend numerous briefing sessions regarding future developments such as the Transformation Day, which provided details of the council's key transformation projects for delivering Vision 2025. |

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| **Financial Planning** | It is acknowledged that better integration is required between our financial and corporate planning processes to ensure that our plans are resourced effectively and that a long-term view approach can be taken.<br><br>The revised scrutiny committees are now responsible for monitoring performance and financial performance. |
| **Workforce Planning** | Our Business Intelligence team undertook an in-depth analysis of the Childrens Services workforce, which helped inform the development of a more sustainable, and effective staffing structure that focusses on early help and collaborative working.<br><br>Workforce Plans have also been developed for social services and the schools service to ensure we have the right people, with the right skills at the right cost, now, and in the longer term. Work is ongoing to develop plans for all services during 2019-20. |
| **Assets** | Over £630,000 has been raised at an auction that sold nine council properties which were surplus to requirements. The sale of these buildings provides opportunities for developers to create refurbished homes, either for owner occupation or rented accommodation.<br><br>We have started looking at the feasibility for developing a joint services hub in Brecon, which would include Powys County Council, the Dyfed Powys Police and other blue light / public sector partners. This will enable us to collaborate better with our partners and provide longer-term solutions for managing a sustainable property portfolio in an integrated way.<br>We also held workshops to look at opportunities to diversify our farms estate and develop new industries or supply chains, including Solar Farm, National Centre for Advanced Timber Construction and Respite Centres. Following initial workshops, work is progressing on exploring feasibility of a Respite Social Care facility, through learning what has worked elsewhere. Opportunities for a food testing centre are also being explored with Food Centre Wales. |
| **Procurement** | We have continued to drive forward our 'Powys Pound' initiative to ensure local business can benefit from council spending. We have involved local businesses through 'meet the buyer' events. |

## How much did we save/spend in 2018-19?

**Headline savings:**

- HTR Service Transformation, generation of additional income and changing working practices to deliver the service - £586k
- Vacancy Management -£92k
- ICT savings - £350k

## Updates to our plan and key improvement activity for 2019 onwards

| Activity - What will we do? | How will we measure success? |
|---|---|
| **Engagement and communication -** Listening, sharing information and building trust with our residents, communities and staff | |
| We will develop tools to enable residents to be heard, and engage in ongoing communication and dialogue with our communities to inform decision making | • Implementation of new engagement platform<br>• Establishment of the Powys Citizens Panel on the My Account<br>• Completion of the Residents Survey |
| **Leadership and governance -** Our staff and members work together with our partners, using the right systems and information to make sure the council is well-run | |
| We will re-model the council's staffing structure to embed changes in organisational culture, while making significant financial savings.<br><br>We will equip the workforce with the right skills, attitude, behaviours and experience and develop our own talent through apprenticeships and training, to enable them to reach their potential. | • Improvement in staff survey results<br>• Reduction in pay bill<br>• Reduction in Head Count<br>• Reduction in the number of working days/shifts per FTE employee lost due to sickness absence (12 month cumulative)<br>• Number of successful candidates recruited internally/matched to roles<br>• Percentage of staff receiving staff appraisal |
| **Changing how we work -** Making best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county's residents and communities | |
| To design and implement our digital transformation, setting the map for how the Council will take advantage of digital technologies to transform service delivery through the way we work, how we use information, support our customers, improve resident opportunities and help our businesses to compete.<br><br>We will prepare a place-based strategy for Brecon which will review and make recommendations regarding the council's property portfolio in Brecon, as well as housing, education, extra care and council and partner accommodation requirements for now and in the future. | • We will improve our assessments received from external regulators<br>• Improve performance of our corporate measures:<br>  ◦ The percentage of complaints responded to within statutory timescales<br>  ◦ Total number of compliments received as an average for the last year.<br>  ◦ Percentage revenue budget variance<br>  ◦ The total number of working days/shifts per FTE employee lost due to sickness absence |

We will review and re-design our services to ensure that they are more efficient and focus on our customers' requirements.

We will review and embed a Performance Management and Quality Assurance Framework to ensure our decisions are underpinned by accurate information which are aligned to the council's vision and priorities.

We will explore the benefits of establishing a Local Authority Trading Company to improve opportunities for greater income generation as well as a significant drive to reduce Council expenditure.

We will continue to embed the council's values and guiding principles (5 ways of working) into strategic and service planning and staff appraisals to encourage staff to think differently, act differently and therefore deliver differently.

## 3.1 Financial Strategy

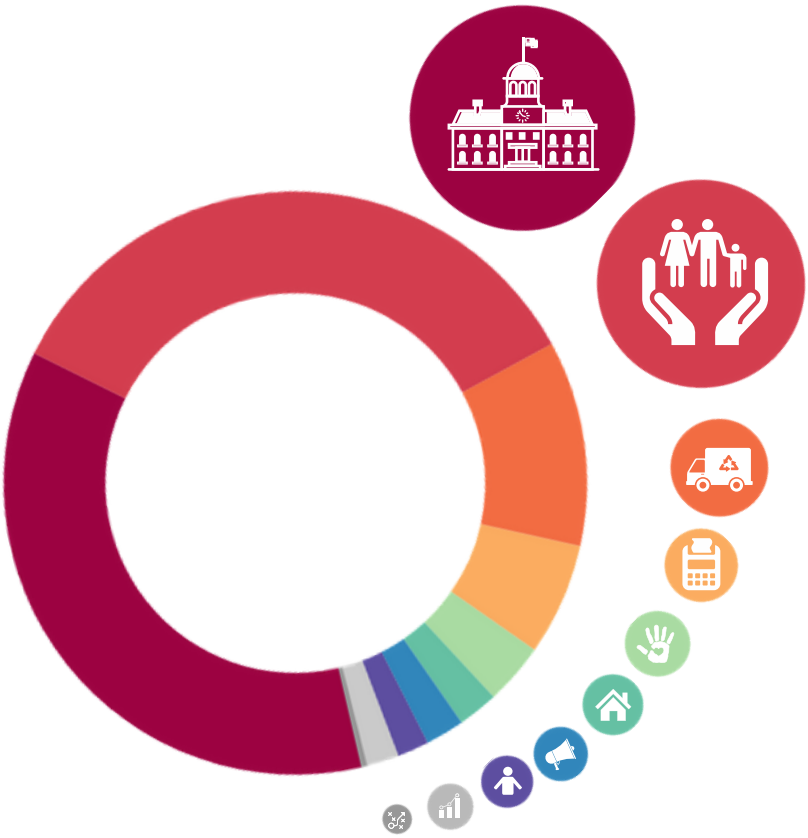
The Council continues to respond to the major financial challenge it is experiencing to ensure that it maintains a balanced budget. The funding we get from Welsh Government continues to reduce year on year, but the demand and cost of our services has increased particularly to support our elderly and the more vulnerable adults and children living in Powys. Additional responsibilities imposed upon us also increase our costs and the impact of inflation and other pay and price pressures means that we are having to pay more to our suppliers and contractors as they increase their charges to meet their own financial pressures.

These factors in combination present a significant challenge to produce a balanced budget each year, and the choices we have in order to do this is to increase the income coming into the authority by raising fees and charges and increasing Council Tax, or to further reduce or change the services we provide.

The Medium Term Financial Strategy (MTFS) establishes the framework for our financial planning. The overall process continues to be refined, developed and strengthened in order that the risk faced by Council, as a result of reducing funding and increasing financial pressures, can be mitigated. We must create a Council that is financially resilient for the short, medium and longer term. Building on the improvements we have already made, a new strategic approach to allocating resources is being developed. This approach will bring together all elements of the Council into one overarching financial strategy, which delivers Vision 2025, a programme of transformation, and which encompasses service improvement and delivers appropriate levels of statutory service. It will better align revenue and capital to ensure that our limited resources are prioritised to achieve maximum effectiveness and based on securing outcomes that matter to our residents.

In setting our budget for 2019-20 the council has attempted to protect the services our residents value and need, whilst ensuring that we continue to deliver our statutory services efficiently and achieve value for money. We will make savings of over £12m next year, considerably reducing the cost of the Council. But these alone are not sufficient to balance the overall position. We have therefore had to increase the level of Council of Tax we raise by 9.5%, which will provide an additional £7.4m and enable the Council to set a balanced budget. In 2019-20 the Council plans to spend a net budget of £255.2m.

## Revenue budget 2019-20

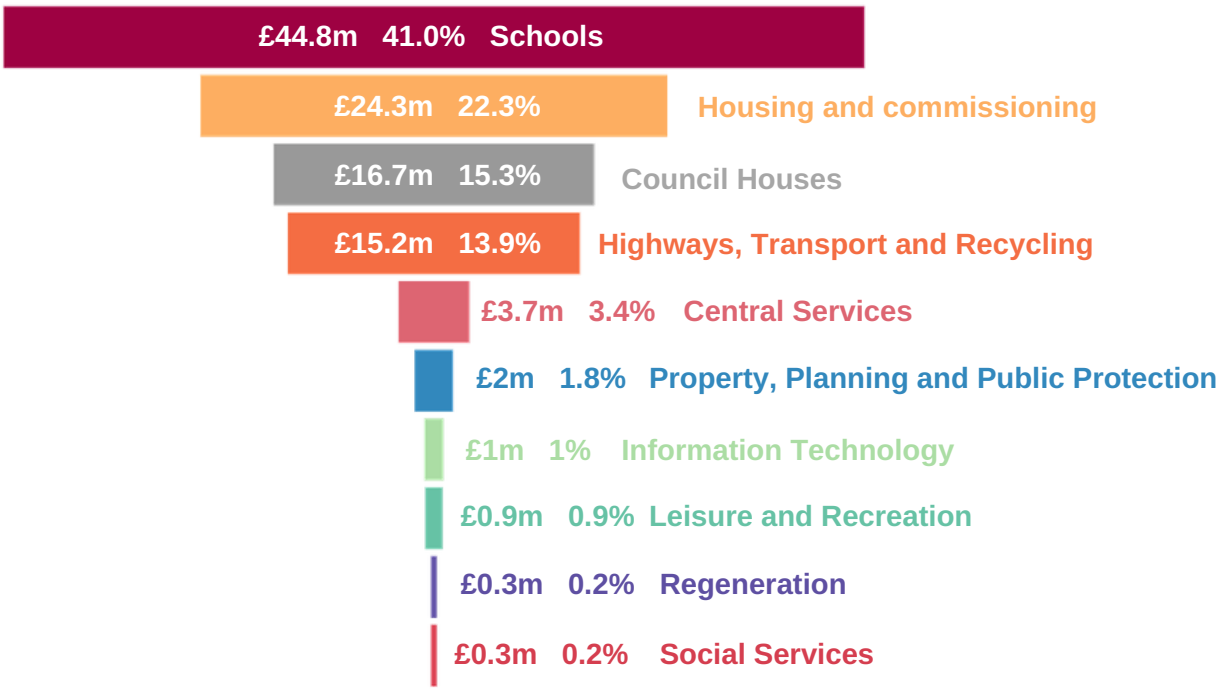


| | |
|---|---|
| £91.9m 36.0% | Schools |
| £88.7m 34.8% | Social Services |
| £29.1m 11.4% | Highways, Transport & Recycling |
| £15.9m 6.2% | Corporate costs* |
| £8.7m 3.4% | Housing & Community Development |
| £5.7m 2.2% | Property, Planning & Public Protection |
| £5.5m 2.2% | Customers & Communications |
| £4.5m 1.8% | Other services |
| £4.3m 1.7% | Finance |
| £0.9m 0.4% | Strategy & Performance |

*Corporate Costs include Benefits, Council Tax Reduction Scheme, External Audit, Borrowing Costs

Not all council spending is on day-to-day service provision. The council also invests capital expenditure in the property, vehicles and equipment that make service provision possible. A programme for capital investment totalling £92.3m is planned for 2019-20 as part of a five-year investment programme totalling £277.7m. This is funded from a combination of borrowing, grants, receipts from sales of assets and reserves.

## Capital budget 2019-20



## 3.2 Listening to our residents

Over the past year, we have continued to build a dialogue and engage with Powys residents in a number of ways, whilst also growing and utilising social media channels to ensure we hear from as many stakeholders as possible when we are looking to change the way we deliver services. We recognise the importance of early engagement and dialogue to shape policy and services alongside the more traditional consultation type exercises. During 2018-19, a number of engagement and consultation exercises took place in support of Vision 2025:

### Economy

- **Regional Economic Development Action Plan Survey** – 279 responses were received. Some emerging themes were , improved digital communication (superfast broadband), less business regulation and being able to recruit skilled staff. The effect:  The findings will now contribute to and support the production of a regional economic development plan.
- **LDP consultations** - Following the conclusion of the Examination in Public of the Powys LDP and the receipt of the Inspector's Report, the Council adopted the LDP on the 17th April 2018.  Feedback from interested stakeholders throughout the process shaped the final version of the plan. A follow up survey seeking feedback on the process resulted in 59 respondents. The majority had accessed the plan via the website and agreed that their representation was processed in a timely manner and they knew what would happen next. The effect: The feedback given will be used to inform future processes and reduce the use of technical language.

### Health and Care

- **North Powys health and well-being** - The council is working together with Powys Teaching Health Board to identify a health and wellbeing model for the north of Powys.  Early conversations have been taking place – primarily with involved partners, but more detailed engagement and consultation will follow with all key stakeholders and residents to help shape the project.
- **Substance misuse relocation** – In Welshpool, the council engaged with the local community prior to moving the town's substance misuse service to a town centre location. The effect:  This has enabled the smooth transfer of services from one location to another.

### Learning and Skills

- **Transport consultation** - A consultation on home to school and college transport was carried out in the summer of 2018. One of the key points in the proposed revised policy was consideration of charging students for travel to post 16 education – sixth forms and colleges. The effect:  There was significant opposition to this and Cabinet voted to carry out more research into the potential impact of such charging before taking this further. Some 400 people took part in the consultation.
- **School formula** - A consultation to create a revised funding formula for schools in Powys was carried out with the school communities to look at the framework for allocating funding to schools. The effect: The feedback and analysis of the responses led to a new formula being successfully implemented and allocations to all schools have been completed.
- **Llanidloes All through School survey** – The two schools in Llanidloes – the high school and the primary school – approached the county council with a view to seeking Federation status for the two establishments. The council supported this move in principle and helped the two governing bodies

run a consultation process – online and offline – on a proposal to federate. The effect: The proposal garnered widespread public support and the two governing bodies agreed at their joint-meeting of February 20, 2019 to proceed with Federation from September 2019.

- **Llanfyllin All through school survey** - In a situation similar to Llanidloes, the two schools in Llanfyllin approached the county council with a view to seeking to form an All Through School (although not a Federation as in Llanidloes). Again, the county council supported this proposal in principle and helped the two governing bodies carry out the consultation. Some 80 responses were received to the proposal with broad support. The effect: On March 12, the council agreed to the proposal and published a Statutory Notice, which is open to comment until April 17.
- **Llanerfyl and Banwy primary schools** – The council consulted on a proposal to close Llanerfyl Church in Wales School and Banw CP School and re-open a school on the site of one of the two establishments' sites. A consultation was carried out – a mixture of drop ins and an online survey, the latter of which received 250 responses. There was a mixed reaction to the proposal with arguments for and against both sites. The effect: Cabinet discussed this on March 12 2019 but deferred the decision until a date in April to consider further information.

## Residents and Communities

- **Blue Badge Survey** – Following early engagement work conducted during 2017/18 a survey was promoted to capture views of blue badge holders to inform a new policy proposal. The proposal was to give all blue badge holders one hour's free parking but seek payment for additional time parked in a council car park. Blue badge holders responded to say that they can struggle to get in/out car and spaces provided, get to a ticket machine, handle coins and even walk very far. The majority of respondents wanted the status quo to continue whereby they parked for free. The proposal to pay for an hour and get an hour free was rated second choice from four options listed. The effect: Although the council's preferred proposal was put forward as part of the budget proposals, the Full Council voted to retain the status quo with blue badge holders retaining the ability to park for free in council car parks during 2019/20.
- **Active Travel Survey** – this survey captured feedback on how frequently people walk or cycle short distances in the 11 designated Active Travel towns. 92 responses were received with residents in Brecon, Presteigne and Llandrindod in particular giving compliments regarding the ethos of active travel and requests for more collaboration and partnership working with TCCs and others (nature reserves) etc. The effect: Views expressed around pavement conditions, cycle racks, safety for pedestrians will be used as evidence when submitting bids and developing future projects.
- **Library Adults Satisfaction** – this national survey runs across all libraries in Wales for one week seeking views on satisfaction with the core service. Just under 300 responses were received. The feedback was positive overall regarding services used. Borrowing books, browsing books, magazines and reading newspapers are still some of the key reasons people go to the library alongside use of the free PCs. The effect: Feedback is used by Welsh Government to calculate a Wales picture around library usage. Comments given by individuals in Powys will be used to improve customer satisfaction and some have already been used as part of consultation materials developed to engage residents about a review of all branches as they seek for find savings of £200k during 2020/21.
- **Welshpool Library Co-location** - A review of buildings in the north of the county led to a proposal to co-locate the current library with the museum in Welshpool so as to provide employees with office space as they move out of a building that is surplus to requirements and being sold on the open market. The decision was taken to consult residents in the town about the preferred proposal although this would potentially be opposed. An online survey was sought by the service to capture views. Alternative options were also listed and residents asked to give their preferences.

The effect: There was opposition to the proposal to co-locate the library into the museum and some alternative options put forward. However, in giving these due regard and following discussions with the town council about their proposal, it was determined that the co-location was the best approach to enable staff to relocate into the library building and continue to provide services like housing advice, social care and trading standards to residents whilst also retaining a combined library and museum service – albeit in a smaller space. The relocation of the library into the museum building will contribute savings to the £200k target set for the service.

- **Rights of Way Improvement Plan** – During the year an engagement exercise was undertaken to consult users and those interested in the rights of way network prior to a review and / or development of a revised ten-year plan as set out by statute. Focus groups and an online survey captured feedback which was used to produce a draft plan. Once produced, a 12-week consultation period then followed to enable users and interested parties to comment on said plan via a comprehensive on-line survey which sought ranking and prioritisation The effect: The early engagement, focus group sessions and targeted surveys helped users to feedback information which informed and shaped the first draft. The council received compliments about the consultation process followed. The final findings report was appended to the Cabinet report and the plan has now been adopted.
- **Public Toilet Strategy** – The Welsh Government placed a duty on all local authorities to produce a strategy by May 2019. Based on research and stakeholder mapping the council conducted some targeted focus groups to engage some of the key users including mothers with young children, families with disabled children, carers and the physical disability and sensory loss group. An online form was also sent out to all known providers of toilets and a public survey launched alongside the focus groups as part of Phase I to capture additional feedback. The effect: The feedback gathered around the lack of baby changing facilities and Changing Places for adults contributed to the actions listed in the final draft plan which is currently being consulted upon.
- **Green Garden Waste** – Powys is one of the few local authorities that is still providing green garden banks in car parks across the county. Plans to introduce a paid for green garden waste service were consulted upon so as to capture resident feedback on costs, bin type, frequency of collections and payment options. Over 2000 residents responded. Half stated they were interested in the service and would be happy to pay between £30 and £40 a year for a kerbside collection. The effect: The responses from residents have been used to establish frequency, costs and bin sizes and the service is due to be launched in April 2019.
- **Newtown Active Travel bridge survey** – The council had successfully bid for funding from Welsh Government under the Active Travel scheme to build a cycle/footbridge across the River Severn crossing from Pool Road to Canal Road. The council worked in partnership with Newtown and Llanllwchaiarn Town Council to engage with residents and business about how the bridge should look and also asked for ideas for possible names. An online survey was run along with two drop in sessions. The effect: This feedback has fed into the design process and a name for the bridge will be decided at a later date.

## 3.2 Listening to our regulators

We are answerable to a number of external regulatory bodies who perform inspections on our services, these are:

- **Wales Audit Office (WAO)** is the public sector watchdog for Wales. Their aim is to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.

- **Care Inspectorate Wales (CIW)** (formerly known as Care and Social Services Inspectorate Wales) encourages the improvement of social care, early years and social services by regulating, inspecting, reviewing and providing professional advice to ministers and policy makers.

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

We will continue to embrace the findings of our regulators and work in partnership with them to ensure our plans deliver the required service improvements.

Outlined below are key recommendations and proposals for improvement that we have received from regulators during 2018-19. We have used these findings to strengthen our plan for 2019 onwards.

### Economy

**WAO Service User Perspective Review - Housing Services (August 2018)**

- P1 The Council should urgently strengthen the future delivery of the WHQS by accelerating its development of a comprehensive strategy and action plan to address the issues facing tenants who are living in cold homes.
- P2 The Council should work with tenants to strengthen its approach to assisting people experiencing problems with condensation and damp.
- P3 The Council should strengthen its approach to engagement and explore more innovative ways to reach the many people who are hard to reach due to the geographical challenges of living in Powys.

### Health and Care

**CIW Adults Inspection Report May 2018** - Their report set out six priority recommendations and a further ten where they expect to see improvement in the next 12 months.

- R1 - senior leaders must continue to provide strong political and corporate support for adult services to ensure service improvements;
- R2 - ensure all safeguarding enquiries are undertaken within statutory timescales;
- R3 - ensure clear management oversight and understanding of demand, capacity and prioritisation of workflow within adult safeguarding;
- R4 - strengthen the existing adult services improvement plan;
- R5 - urgently improve systems to ensure the management and prioritisation of allocation, assessment and service delivery to prevent delays in people receiving services.
- R6 - produce a robust workforce strategy including short, medium and long term plans for recruitment and retention of the adult services workforce.

**CIW Childrens and Adults services monitoring visit July 2018**
In July 2018 CIW carried out monitoring activity to review the council's progress in delivering its improvement plans for Adult and Children's services. Their fieldwork focussed on safeguarding and quality assurance arrangements.

> *"We saw revisions and development of systems of quality assurance in both Adult and Children's Services. We were aware of the auditing work in Children's Services and now have increased confidence in the local authority's capacity and intent to scrutinise process and practice, through your appointment of Quality Assurance Managers and Policy Officers. Additional resource within the Independent Reviewing Officer team has greatly enhanced the challenge role within Children's Services.*
>
> *We are satisfied management supervision discussions are occurring regularly and this continues to be a priority area. We note a rise in complaints received, which you have responded to by additional resourcing and an increased senior management focus on the quality of initial investigations and staff learning from themes identified."*

*Areas of concern/for improvement:*
**Quality assurance**
- Managers in Adult Services completed fewer file audits in May and June than expected. This was attributed to capacity issues, which is likely to continue to be a challenge across social services.

**Complaints**
- Social Services are receiving 20 complaints per month. Almost half relate to poor communication by social work staff. Senior managers are looking at the quality of stage one investigations.
- While Complaints Officers provide reports for OMT and SMT meetings, their work does not fall under the quality assurance structures and frameworks.

**Supervision**
- Some supervision records showed more attention than others did to professional development and personal issues. It was not usual for actions set by managers to have a timeframe for completion. In two instances, we saw sections of text had been copied and pasted from the previous supervision record.

**Partnership working**
- Health representatives believe there have been opportunities for greater collaboration between statutory agencies on strategy documents. Senior managers in the local authority agreed more collaboration would advantage multi agency working.

- Health representatives were concerned they are not routinely involved in the initial stages of safeguarding work and/or informed of outcomes. We saw evidence of this in our review of files.
- Police believed multi agency working in adult safeguarding would benefit from greater contact at a senior management level.

**Safeguarding boards**

- The work agenda of the local operations groups could ensure all measures to explicate and improve multi agency working in safeguarding are prioritised.

**CIW Childrens Services Inspection October 2018 (CIW Report issued January 2019)**

Powys County Council's children's services has achieved significant improvements in certain areas, and some improvement in others. There continue to be areas of practice where we have serious concerns.

*Areas for development:*

The report identifies many areas for continued development; we find the priority areas for action are

- Ensure there is a clear strategic vision to direct overarching planning and the delivery of a seamless service for children and families, incorporating effective early help and family support services alongside statutory intervention.
- Clearer focus on improving strategic relationships with partners to increase collaborative working to the benefit of children and families.
- Development of a commissioning strategy and social work practice to anticipate children's accommodation needs, reduce the numbers of emergency placements and enable PCC to better fulfil its duty to access a sufficient range of accommodation for looked after children close to home. To minimise the number of children placed without agreed educational provision.
- Ensure the safeguarding process incorporates multi-agency information sharing as soon as possible following referral to ensure informed practice and best outcomes for children. Ensure an immediate multi-agency response to safeguard children at risk of sexual exploitation (CSE).
- Ensure investigations of complaints are thorough and timely in accordance with Welsh Government guidelines.

**CIW monitoring visit for Adults Services - December 2018**

The council accepted and welcomed CIW findings following a formal monitoring visit of adult services, undertaken in November and December. During the visit inspectors examined care and support in adult services and found overall improvement and the 'beginnings of a cultural shift towards continuous improvement'. Inspectors said they found good and excellent examples of care and support planning and had spoken to 'highly committed staff'. They also identified areas requiring improvements, particularly within domiciliary care provision, which it said the council needed to improve service consistency.

## Learning and Skills

**Estyn Improvement Conference April 2018**

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

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

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

Inspectors sought assurance that the authority:
- has taken appropriate action since the initial improvement conference
- is making suitable progress in securing better outcomes for learners
- has coherent plans to continue to address the issues raised at the initial improvement conference, and that these plans may need to be revised to take into account changing circumstances
- has sufficient resources to implement its plans
- has rigorous processes in place to monitor the implementation of its plans and evaluate the impact

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

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

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

**The effectiveness of central finance support in overseeing school budgets**

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

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

**WAO Well-being of Future Generations: An examination of 'Improve our Schools Infrastructure'**

- Our examination found that: The Council has acted in accordance with the sustainable development principle in setting the 'step' Improve our Schools Infrastructure and is taking account of the five ways of working in the actions it is taking to deliver it.
- The Council has considered how the step will address key problems such as building condition, school budget deficits, poor student offer at sixth form and limited Welsh-medium provision, the problem of surplus places is recognised but the Council needs to be clearer on how the step will prevent this issue getting worse.

## Making IT Happen

**WAO Overview and scrutiny, fit for the future?**

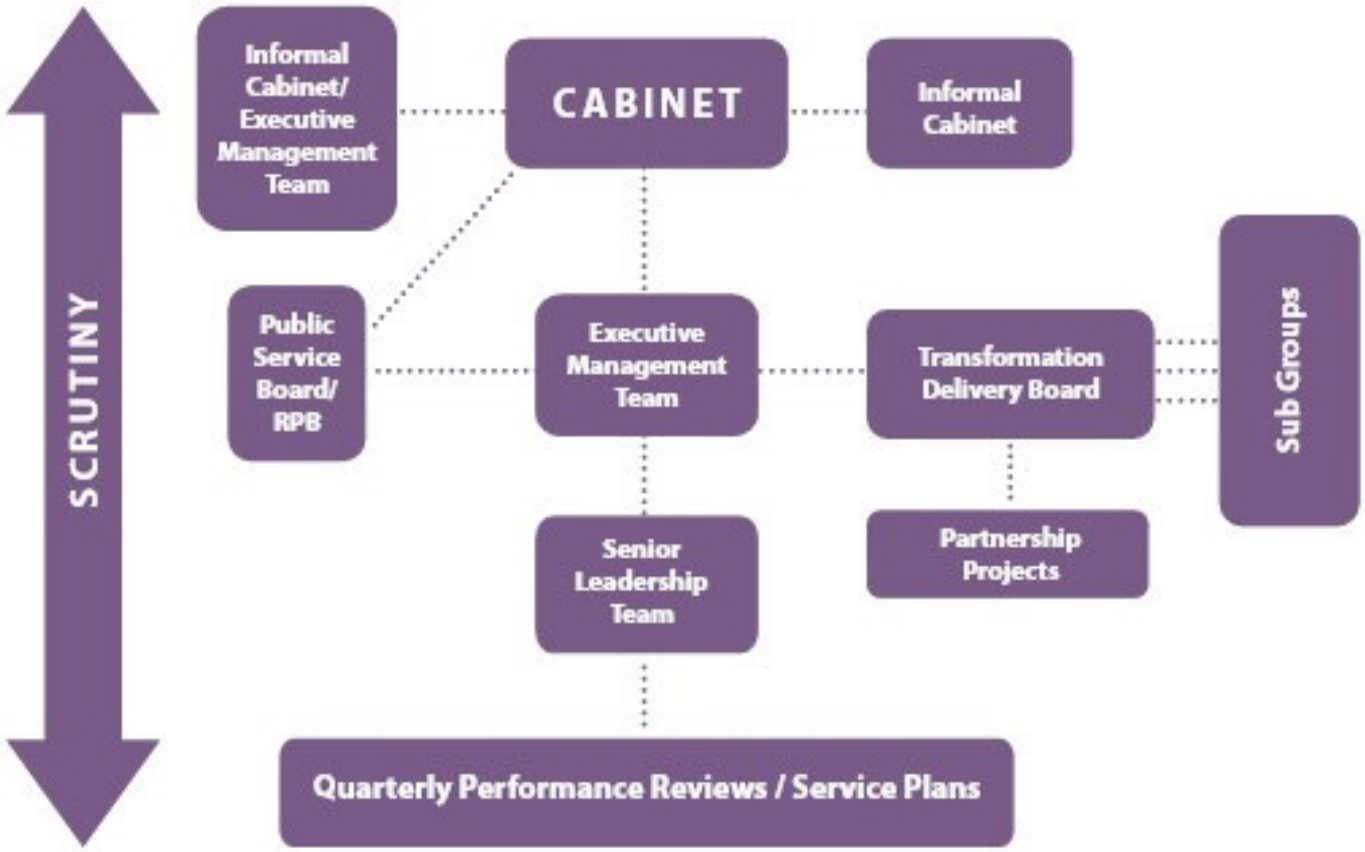
- P1 Be specific in the reports presented to overview and scrutiny why the committee is receiving the information and how this relates to the role of the scrutiny committee.
- P2 Provide more training specifically for Chairs and Vice Chairs of overview and scrutiny committees to enable them to be more effective in their role.
- P3 Make arrangements for further training for scrutiny committee members on the Well-Being of Future Generations (WFG) Act in order to help embed WFG considerations into the Council's decision-making processes
- P4 Strengthen arrangements for public and other stakeholder engagement in overview and scrutiny.
- P5 Clarify the arrangements for feeding back overview and scrutiny committees' views to Cabinet and for Cabinet to respond to recommendations made.
- P6 Put in place arrangements for assessing the effectiveness and impact of overview and scrutiny.

**WAO - Review of PCC Transformation and Efficiency Savings Programme (October 2018)**

- Need to increase the scale of change from service improvement to bigger transformational change
- Need to address the organisations track record of under delivery of target savings
- Need to address the gaps in savings plans going forward
- Need to establish clear outcomes for all aspects of the transformation programme
- Need to ensure that the performance measures you are using are the right ones to help drive transformation

## 3.4 Governance Arrangements

In line with approval of Vision 2025: Our Corporate Improvement Plan in April 2018, a governance structure was put in place to drive forward its delivery. This consisted of a series of Programme Boards who were accountable for delivering the well-being objectives. During the summer of 2018, it became evident that this governance structure was creating duplication and that there were no clear lines of accountability. Therefore, we redefined and streamlined our approach to delivering Vision 2025 to ensure improved accountability and a greater focus on outcomes. There is now one Transformation Programme which focusses on significant transformational projects that need to be delivered by more than one service. Other service improvement work that will help us deliver Vision 2025 is now being managed and governed separately at a service level, with Individual Heads of Service acting as the accountable officers.




**Cabinet:**
The Cabinet receives and overview of performance information to provide assurance against delivery of Vision 2025: Our CIP on a quarterly basis. Also provides Strategic decisions to manage delivery of agreed outcomes

**Executive Management Team/ Senior Leadership Team:** These are the senior teams within the council who are accountable for evaluating and challenging performance against delivery of strategic outcomes.

**Powys Public Services Board (PSB):**
The statutory partnership body required under the Well-being of Future Generations (Wales) Act 2015. The PSB is responsible for developing the well-being plan for Powys in response to the well-being assessment.

**Regional Partnership Board (RPB):**
The statutory partnership required under the Social Services and Well-being (Wales) Act 2014 whose role is to manage and develop services to secure strategic planning and partnership working between local authorities and local health boards and to ensure effective services, care and support are in place to best meet the needs of their respective population.

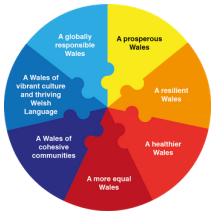
**Transformation Delivery Board:**
This board will manage the delivery of cross cutting projects within Vision 2025 to ensure the outcomes identified are realised.

**Quarterly Service Performance Reviews:**
Corporate Directors, Heads of Service and Portfolio Holders evaluate performance and quality assurance against agreed standards and objectives to ensure activities and performance improvement is on track.

## 3.5 Comparing our performance to other Welsh Council's

As well as monitoring performance against the activities and success measures in our Corporate Improvement Plan, there are a set of national performance indicators which the Welsh Government require us to monitor and report to the public, these are called Public Accountability Measures. They allow us to compare our performance with the other 21 council's across Wales in delivering key statutory services. During 2018-19, the council monitored its progress against 35 Public Accountability Measures. All Wales comparative information on these measures will be available in late summer 2019.

## Appendix A




**The Wellbeing of Future Generations (Wales) Act 2015**
Seven Well-being goals:

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

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

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

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

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

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

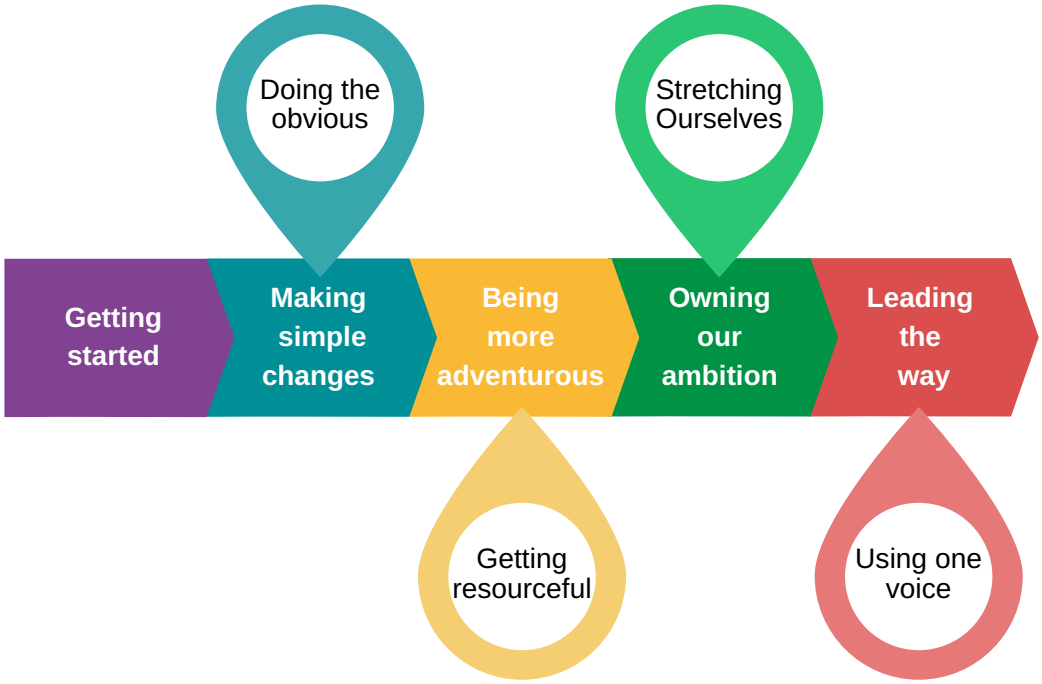
**A globally responsible Wales**
A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

## 5 Ways of working

**Long-term -** Balancing short-term needs with the need to safeguard the ability to also meet long-term needs
**Prevention** - Putting resources into preventing problems occurring or getting worse
**Integration** - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies
**Collaboration** - Working together with other partners to deliver our priorities
**Involvement** - Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area

## The Journey Checker

Where are we now?




- **Making simple changes'** should be quick and easy to implement. They're often actions that are 'low hanging fruit', that have been tested by others and have a low risk of failure. They mobilise and involve people, aligning the agendas of different departments. The Commissioner recently launched some examples of the 'simple changes' some public bodies are already making in taking steps to meet their well-being objectives and maximise contribution to the national well-being goals: https://futuregenerations.wales/the-art-of-the-possible/

- **'Being more adventurous'** involves stepping out of a 'business as usual' mind-set and acting to change how things are currently done. Signalling early progress to wider change, this might involve a change in strategy or team approach to doing something and could involve more departments and organisations than a 'simple change'.
- **'Owning our ambition'** can be a similar stage to 'being more adventurous' with initiatives developing and more people becoming involved. The organisation will be taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The organisation defines its approach as ambitious and staff feel empowered to work across sectors and influence change.
- Those that are **'Leading the way'** may be the first people or organisation to be taking these actions and are a guide for others to follow. This is a systemic, transformational change to how things have always been done and will require reallocating resources, time to put the changes in place and collaboration with other bodies. Actions are innovative, inspirational and collaborative, putting the Act into practice across larger portfolios to achieve the Wales we want. This way of working becomes embedded in the organisation and good practice is shared with others.

## BRAG and RAG status definitions

### Delivery against activities

**B** — **BLUE**
Action is complete

**R** — **RED**
Action is not on track with major issues

**A** — **Amber**
Action is mainly on track with some minor issues

**G** — **GREEN**
Action is on track

### Performance of measures

**R** — **RED**
Performance not meeting target

**A** — **Amber**
Performance off target but within a variance of 10%

**G** — **GREEN**
Performace is meeting target

No data supplied