

One Powys Plan 2014 – 2017

Including Powys County Council's Change Plan (previously published separately)

A plan for change between all partners in the Powys Local Service Board



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Section 1: Message from the Chair of the Powys Local Service Board



The Powys Local Service Board (LSB) is a partnership between Powys County Council, Powys teaching Health Board, Dyfed Powys Police, and Powys Association of Voluntary Organisations

(PAVO). It aims to improve the way the main public service organisations within Powys work together to tackle challenging issues, ensuring citizens receive better services.

For the first time, Powys County Council has agreed to integrate its own corporate improvement plan, the Powys Change Plan, into the One Powys Plan. This will mean that the council will work alongside other LSB organisations to deliver efficient services, at a local level, according to the community's needs.

Integrating the council's change plan into the new One Powys Plan demonstrates the council's commitment to collaborative working and the community leadership role it will take in the coming years.

Powys County Council's strong vision – Efficient Services for the Green Heart of Wales – guides everything we do as a council – and with the One Powys Plan will remain the focus of the council's key priorities:

- Remodelling council services to respond to reduced funding
- Supporting people within the community to live fulfilled lives
- Developing the economy
- Improving learner outcomes for all, minimising disadvantage

By efficient we mean that services must be cost effective and focussed on core outcomes for residents, businesses and communities.

The green heart means we want to sustain vibrant communities, maintaining local service delivery, help stem the flow of young people out of the county whilst also safeguarding the most vulnerable in our communities.

The One Powys Plan 2014 – 2017 is the new transformational plan for the Powys LSB to enable us as partners to work together to provide improved outcomes for our citizens.

In the three years since the previous One Powys Plan was published, the economic climate and structure of many of the organisations in Powys has changed greatly. Our citizens and businesses, like us, are feeling the strain as we try to recover from economic recession. Our population is changing dramatically with longer life expectancies and an ageing community and young people leaving the county in search of jobs.

Solutions for many of these pressures will have to be found within the county and most services will need to be delivered differently. We have had the opportunity to learn many lessons over recent years and anticipate that this new collective plan will meet the needs of the county.

When preparing the One Powys Plan 2014 – 17 we have paid attention to the Welsh Government's forthcoming Future Generations (Wales) Bill which is designed to help tackle the generational challenges Wales faces in a joined up way - ensuring Welsh public services make key decisions with the long-term wellbeing of Wales in mind.

The One Powys Plan will see service improvements by reducing bureaucracy, duplication and tackling waste. We aim to create efficient services with an emphasis on what is delivered not who delivers it.

This means we will:

- Understand what is needed to deliver the best possible outcomes for citizens and commission services accordingly
- Work together to deliver improvements which would not have been possible when working separately
- Work together to define and manage delivery of our priorities
- Recognise that each organisation retains responsibility for financial and single agency plans but will align these plans with the One Powys Plan – to ensure there is both accountability and collaboration

In this document we clearly set out our vision and plan for improved outcomes for Powys citizens. The plan does not identify everything that individual organisations do on a daily basis, the county council and its partners deliver hundreds of services to citizens. But, the One Powys Plan reflects the issues that are considered the most important and what action we intend to take together in the next three years.

As with all plans it will change as public service delivery changes with even greater collaboration and integration between public, private and voluntary bodies. It is produced taking into account a wide range of national statutory legislation (see section 9).

I hope you will take the time to read the One Powys Plan, it is one of the most important documents produced in connection with public service delivery. It identifies where we are, where we are heading and why. In the current economic conditions it is vital that we all understand the greatest needs in our communities so that we can take decisive action to improve outcomes for our citizens.

Cllr Barry Thomas
Leader of Powys County Council
Chair of Powys Local Service Board





Examples of good practice achieved over the life of the last plan include:

- Glan Irfon health and social care centre in Builth Wells, providing integrated health and social care sector services across the community from a single facility
- Powys County Council and Powys teaching Health Board are now sharing information technology services with integrated email and support functions to improve efficiency and reduce budget pressures
- As part of a regional partnership, we have implemented an Integrated Family Support Service (IFSS) which provides intense levels of support to those families within Powys who are affected by substance and alcohol misuse problems
- The development of a 'whole systems' approach to Team Around the Family, meaning that we put the needs of the family at the centre of our approach and then build services around those needs. We are currently developing a single point of access to a range of early intervention services to make it easier for families to access support

Section 2: Introduction

What is the One Powys Plan?

The One Powys Plan is a transformational plan agreed by all members of the Powys LSB. The plan presents the county's priorities for improvement and sets out how, through working together, those priorities will be met.

This document marks an important step in an evolving process. For the first time, Powys County Council has merged its own corporate plan (previously called the Powys Change Plan) into this single integrated plan.

The plan will influence the work of the LSB until at least 2017 and will ensure that by working together the wellbeing of Powys citizens will be improved.

Who is it for?

The plan is for everyone who lives, works, visits or has an interest in Powys, including businesses, organisations, regulators and Welsh Government.

Working together with our citizens

The current reality for all public services is that we can no longer deliver all the services we typically have in the way that we have done in the past.

To meet the pressures facing us in the next three years we will need to change and strengthen our relationship with citizens.

We are committed to safeguarding the most vulnerable in our communities and to supporting independence. Evidence shows people's lives are improved when they are confident and able to do more themselves. That is why we are transforming our services around the needs of the individual.

To do this we need citizens and groups to actively engage in communities, using skills, time, energy and ideas to become lively contributors in the places we live. By working together we can build a stronger future for our county.

Working together with our staff

Delivering improved public services through a period of immense change and unprecedented financial pressure relies on a motivated and enabled workforce.

We are committed to building leadership at all levels by developing the right skills and behaviours and simplifying structures to allow individuals across our organisations to exercise their leadership skills. We will remove unnecessary bureaucracy and support our leaders with responsive policies and processes to support them in their roles. We will also empower frontline staff so they can support local people to achieve things more quickly and efficiently.

We are committed to engaging with all our staff to share information and take forward ideas for innovative service transformation. We will expect leaders to share accountability and will rely on exceptional commitment from our entire workforce in making our vision for the future a reality.



Section 3: Local Service Board vision and values

What is our vision?

“ We will work together to meet the needs of Powys citizens ”

We will work in partnership to:

- Provide clear strategic direction, allocating resources to support the delivery of the One Powys Plan
- Unblock issues and provide support across our organisations
- Focus on the long term challenges affecting Powys

What are our values?

We are determined to create public services of the future that are driven by the right culture and behaviours. We want to deliver high performance and value for our communities by listening to and working with the public, private, voluntary and community sectors.

Our organisational culture will be based on trust, innovation and responsibility. We have a clear set of values that underpin all the work of the LSB and guide the behaviours that are expected of everyone engaged in our work, or working with us:

- **Accessibility** - ensure that all members of the community are able to access our services with ease
- **Openness** - ensure that our decision-making is clear and we carry out our business with integrity
- **Respect** - value one another's differences and treat one another with dignity
- **Focus** - ensure resources and effort remain focussed on our priorities
- **Engagement** - listen to our residents and staff and where appropriate involve them in the planning and delivery of services. Consult meaningfully with residents and staff and listen to their views
- **Learning** - learn from others and from our own experiences to help us develop and improve
- **Trust** - ensure our staff and residents have trust in us and what we're aiming to achieve





Section 4: Our priorities for improvement

Integrated health and adult social care

Older people

Older people will be supported to lead fulfilled lives within their communities

Why is this important?

As public sector organisations we need to support our communities to ensure older people are valued and supported, especially the most isolated and those at risk. We must develop 'pathways' of care which respond to a person's needs at the earliest point and support people to retain as much independence as possible. This will need greater levels of community involvement in helping us to meet these needs.

The estimated number of people aged 80 or over in Powys is currently 8,600 and by 2036, this figure is predicted to rise to 18,900. This means the proportion of people aged over 80 will increase from 6.5% in 2012 to 14% in 2036.

It is also estimated that in 2011, there were 1,058 people aged over 85 with dementia in Powys. However, by 2031, this number is projected to double to 2,236. This will significantly increase demand on our services as growing numbers of older people will need support and care.

At the same time our young people are leaving the county, which means numbers of the working age population are not increasing to the same level. This will result in fewer people who are able to financially and physically support our increasing older population.

Powys is a large county with limited transport networks. This brings extra challenges and costs when providing services.

“ Too many older people are living in isolation, without support and in real poverty unable to access the services and support they need and are entitled to ”

Respondent in the One Powys Plan consultation

What you told us.....

- Supporting older people should be a key priority
- The needs of older people is everyone's business
- There are clear links to be made between preventing illness and supporting independence for our older citizens
- More joined up working between the health board and the council is a must

What are we going to do?

We will:

- Strengthen joint working between the health board and the council to provide better joined up services for older people
- Produce a delivery plan to develop services to support people with dementia
- Develop new ways of working in communities to ensure our older people are valued and supported
- Implement a single point of access to health and social care services
- Implement a single assessment and record keeping system through local health and social care teams
- Improve the way we support people to regain independence after a period in hospital or a period of illness
- Use technology to help people stay independent, for example home monitoring devices
- Engage our communities, service users and carers about the way we develop our services
- Modernise our approach to care options in the community, for example the accommodation we provide

What difference will we make?

Older people will feel:

- Supported, independent, safe, dignified and connected
- A valued member of their community
- Informed and empowered to make choices about their support and care

How will you know we've succeeded?

- The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over will reduce to five by 2016/17 (baseline 2012/13: 6.29)
- The rate of older people helped to live at home per 1,000 population aged 65 and over will reduce to 65 by 2016/17 (baseline 2012/13: 73.28)
- The percentage of carers identified by Powys County Council that have been offered an assessment will increase to 95% by 2015/16 and 100% by 2016/17 (baseline 2012/13: 84.62%)
- Following a period of reablement:
 - 40% of customers will require no ongoing support by 2015/16
 - 20% of customers will require a reduced level of support by 2015/16
 - 80% of customers will achieve their outcomes by 2015/16

(baselines to be determined following the commencement of a Powys wide full reablement service on 1st June 2014)

We will also use the following measures to inform our planning and approach in the delivery of services and/or the directing of resources:

- The number of patients per 10,000 population aged 65 and over admitted to hospital as an emergency (baseline 2012/13, 478)
- The number of bed days for patients 65 and over admitted as an emergency (baseline 2012/13, 35,021)
- Rates of patients aged 65 and over discharged from hospital to residential and nursing homes (baseline 2012/13, 0.88%)
- Rates of deaths occurring at home for those aged 65 and over (baseline 2012/13: 23.2%)
- The rate of delayed transfers of care for health care reasons per 1,000 population aged 75 and over (baseline 2012/13, 1.98)





More people are becoming unpaid family carers with no support. They face financial/transport/employment/housing problems

Respondent in the One Powys Plan consultation



Carers

Carers have a good sense of wellbeing and are able to fulfil the caring responsibilities they choose to do

Why is this important?

Carers make an important contribution to families and communities. However some do not access services that could support and improve their wellbeing, through not identifying themselves or not knowing services exist.

Powys is below the Welsh average in the proportion of carers assessed and who were then provided with support (Wales 58.2%. Powys 34.8%).

However, support is crucial as many carers experience social isolation, ill-health, poverty or may struggle to stay in employment, education or training.

We know of 363 young carers under the age of 18, however there are likely to be more who need our support to access education and jobs. We will also help address the stigma young people can experience as a carer.

With an ageing population there will be an increase in people requiring care. In 2011, there were 16,154 carers aged 18+ in Powys, a 14% increase since 2001. This increase will require a greater number of carer assessments, personal care plans and improvements in information and consultation.

What you told us.....

- Carers provide an invaluable resource and should be a priority for support
- Without carers the cost of support would increase greatly
- The role of carers is an issue for everyone as well as for those in a caring role and those who are cared for
- There are clear links to be made between support for older people and support for those who care for them

What are we going to do?

We will:

Understand what services are needed and design them accordingly, creating a plan that ensures:

- More carers are identified and their needs assessed
- Access to short breaks for carers
- A carers' champion in every GP surgery and school to act as a point of contact and help carers get advice and support
- Strengthened community support for carers
- Carers can access the services they need in a timely manner
- Access to social and leisure opportunities for carers
- Training, information and advice for carers is accessible to support them in their role
- Young carers are helped to fulfil their life choices and educational aspirations

What difference will we make?

- Individuals will be cared for in their own home or in their community if that is the preferred choice of the 'cared for' and the 'carer'
- Carers are able to maintain employment, education and training where they choose

- Carers have good physical, emotional and mental health
- Communities will take a greater role in supporting carers and the cared for

How will you know we've succeeded?

- The percentage of carers identified by Powys County Council that have been offered an assessment will increase to 95% by 2015/16 and 100% by 2016/17 (baseline 2012/13: 84.62%)
- The percentage of clients supported in the community (18+) will increase to 83% by 2015/16 (baseline 2012/13: 81.25%)

The measures and targets for monitoring our success in relation to carers will be reviewed and strengthened during 2014 following completion of a joint carers commissioning strategy.





Mental health and wellbeing

Powys citizens will lead fuller and longer lives, be resilient, have good health and be more able to participate and contribute to their communities

Why is this important?

Mental health and wellbeing in Powys is better than the rest of Wales with 80% of adults classifying themselves free from any common mental health problem (all Wales 75%). In Powys, 7.4% of adults are currently being treated for a mental health problem, compared to 10.7% across the rest of Wales.

However, improving mental health is a critical issue for people of all ages. Poor mental health affects most aspects of life including, life chances, learning, home life, employment, safety, physical health, independence and life expectancy.

- Mental ill-health is the single largest cause of disability in the UK (22.8%)
- One in four adults and one in ten children experience at least one mental disorder at some point in their lives
- For those with long lasting mental health problems, 50% first experience them by 14 years old and 75% by 25 years old
- On average, for males with mental health problems life expectancy is reduced by 11 years and females by six years
- One third of people with long term conditions experience mental health problems. Half of people experiencing terminal or advanced cancer suffer mental health problems – yet less than half receive treatment for their mental health
- Together with Ceredigion, Powys has the highest predicted rate of dementia in Wales (an increase of 44% by 2021)
- Access to ‘talking therapies’ needs to be extended to deliver more services in or close to home, schools and GP surgeries, through people’s language of choice
- Whilst there is no significant difference between rates of suicide in Powys and the rest of Wales, there are age specific differences with higher than expected levels for young males aged 20-24 years and males aged 80-84 years
- Effective health promotion and early intervention must start in childhood
- Powys has very complex arrangements for mental health with multiple providers, especially in the NHS

I work in the field of mental health and am aware of the huge impact that mental distress can have on people and those close to them in their family and community

Respondent in the One Powys Plan consultation

Evidence demonstrates that each pound invested in school based social and emotional wellbeing programmes to prevent conduct disorders saves an average of £84. Each pound invested in work based health promotion interventions for mental health saves an average of £10.

What you told us.....

- Growing numbers of people with dementia mean that this is a priority
- Mental health impacts on individuals, their families, the communities they live in and the county as a whole
- Practical support is needed to fill the gaps in services e.g. crisis support in the community 24/7, more access to psychological therapies

What are we going to do?

We will:

- Implement the Hearts and Minds together for mental health multi-agency strategy for Powys - the vision is to promote mental and emotional wellbeing and join up care services for those who need them. We will simplify arrangements by:
 - Implementing a new model for adult services including enhanced primary care, acute care in the community, repositioned services for older people, integration of services and services in the language of choice
 - Improving prevention and early intervention including the multi-agency approach to suicide and self-harm prevention, early parental and child health programmes and school based programmes
 - Rolling out the development of 'talking therapies' - especially access to cognitive behavioural therapy through people's language of choice
 - Strengthening crisis prevention and resolution, including out of hours, reducing reliance on police powers and through collaborative work with the Welsh Ambulance Service
 - Rolling out Time to Change Wales, a national campaign to end stigma and discrimination faced by people with

mental health problems

- Helping more employers in Powys to achieve gold and platinum awards in corporate health standards including best practice with regard to mental health
- Helping more children with mental illness to remain living at home, doing well in school and enjoying life in the community – through integrated support locally to prevent out of county care and admissions
- Improve mental wellbeing through a "5 ways to wellbeing" approach in Powys. This is a set of evidence-based public mental health messages

What difference will we make?

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

How will you know we've succeeded?

Welsh Government are no longer looking for targets in relation to mental health measures, however outcomes will be monitored in line with Welsh Government requirements, for example:-

- Suicide rate data
- Children and young people's High Life satisfaction rates (Well Being Monitor)
- Greater understanding and awareness of the public in improving attitudes towards mental health problems
- Welsh Health Survey

Across Wales we will have to implement two new methods for collecting data (timeline not yet agreed), they are:-

- Patient perspective on improvements following service intervention for both children and adults
- Analysis of the severity and complexity of presenting issues



Children and young people

Vulnerable families

The needs of vulnerable children, babies and their families are identified as early as possible so that they can enjoy safe and fulfilled lives

Why is this important?

We have made good progress in addressing child poverty through our early intervention and prevention programmes (e.g. Families First, Flying Start and to Integrated Family Support team). However, there is more work to be done to demonstrate that early intervention and prevention makes a difference in the long-term.

Safeguarding children and young people is vital and it is our responsibility to support and protect them from significant harm. We must also work to tackle issues of child poverty to meet legislative requirements.

Despite the financial climate and potential for current Welsh Government grant funding to be withdrawn, there are still vulnerable children and families in need of help and support:

- 13% of children aged 0-15 live in households receiving out of work benefits
- The number of children who are 'looked after' by the council has been reducing since 2012/13 (151 children in 2013 compared to 172 in 2012). However, these young people are at risk of under performing educationally when compared to the general population. The average educational points score for our current year group of looked after children is 222 (2012/13) compared to 497 points for the remaining children and young people

Vulnerability affects the majority of families at some stage to some degree - they need support and know how to access it

Respondent in the One Powys Plan consultation

- Domestic abuse is a common factor in a number of cases that come forward to Powys Children's Services. The annual Children in Need Census shows that from the cases open in 2010/11, 33% had domestic abuse as a factor. By 2012/13 this had increased to 40%

What you told us.....

- You recognise that vulnerable families need support
- There is more scope to work across partnerships to share information and create solutions

What are we going to do?

We will:

- Review current provision and design and provide a joined up service to respond to domestic violence in a holistic way, with a focus on prevention and early intervention, including support for victims
- Develop a single point of access to ensure children are safeguarded and families have the right information, advice and support at the right time
- Continue to build capacity across all services whether in education, social services, health, the police or with voluntary sector organisations to identify, assess and meet the needs of vulnerable children and their families
- Continue to support young people (future parents/ partners) to develop skills around social and emotional literacy in order to prevent future violence
- Continue to work with schools to inform parents, children and young people that services like counselling, advice and information exists for young carers and children and young people with health or emotional needs
- Continue to work with partners to improve the educational attainment of children who are looked after by the council to ensure they achieve their full potential. Each child will have their own individual package of support to reach their potential

What difference will we make?

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

How will you know we've succeeded?

- The average educational point score of our looked after children will increase to 235 by 2016/17 (baseline 2012/13: 222)
- The percentage of cases open to children's services where domestic violence is a significant factor will reduce to 35% by 2016/17 (baseline 2013: 40%)
- The numbers of children:
 - 'in need' will reduce to 300 by 2016/17 (baseline 2013: 357)
 - on the child protection register will reduce to 110 by 2016/17 (baseline 2012/13: 123)
 - who are 'looked after' will reduce to 140 by 2016/17 (baseline 2013: 151)
- The percentage of children looked after by external providers will reduce to 13% by 2016/17 (baseline 2013: 17%)





Physical and mental health often go hand in hand. If people do not have a healthy diet, reasonable sleep and sufficient exercise and role models/education to learn about health there is little hope of change for the better

Respondent in the One Powys Plan consultation



Healthy lifestyles

Powys citizens will be supported and empowered to lead active and healthier lives

Why is this important?

Leading a healthy lifestyle is key to physical and mental wellbeing. We need to make sure that all citizens have access to services that will help them to lead healthier lives.

Many factors contribute to healthy lifestyles, we have identified the following as key issues in Powys.

- One in five adults in Powys smoke and approximately one in seven non-smokers are regularly exposed to tobacco smoke indoors. Smoking remains the single greatest avoidable cause of early death and ill health
- 56% of adults in Powys are overweight and obese – which means that those who are a healthy weight are now in the minority. 29% of children aged 4-5 years are overweight or obese, which is higher than levels in Wales (28.2%). 63% of Powys residents don't exercise enough to benefit their health and 59% don't eat recommended amounts of fruit and vegetables. Obesity contributes to many long term conditions, including type 2 diabetes and heart disease
- 38% of adults in Powys drink alcohol above recommended levels. 20% of boys and 10% of girls aged 11-16 years have reported that they drink alcohol at least once a week. Alcohol affects the health of individuals as well as impacting family members and the wider community, for example, school absenteeism and crime and social disorder
- Whilst childhood vaccination rates in Powys have been increasing year on year, some rates are below the level at which spread of disease in the community is prevented. For example, as a result of low level of MMR vaccination rates,

- 96 people were reported to have been affected by measles in Powys during spring-summer 2013. Until vaccination rates are consistently above 95%, there is a risk that a further outbreak may occur. Flu vaccination rates remain low, particularly amongst those with health problems
- 6.2% of Powys babies had a low birth weight, compared with 6.8% in Wales. Low birth weight babies tend to have worse health and education outcomes. Powys rates were one of the lowest in Wales

What you told us.....

- Healthy lifestyles factor into many other issues listed in the One Powys Plan e.g. mental health and wellbeing, older people, vulnerable families and carers
- The issue affects everyone and could help reduce health care costs. We should pursue any funding that is available for projects

What are we going to do?

We will:

- Give individuals and communities information to make healthy choices that meet their needs
- Identify and work with health champions in communities
- Use the Powys Healthy Schools and Pre-Schools Scheme to promote and influence healthy behaviours
- Ensure a consistent healthy lifestyles approach for partner organisations in Powys so that public bodies are health promoting organisations and staff are able to talk to residents about healthy lifestyles and are able to signpost to services
- Reduce smoking through workplace and public promotion, targeting communities with high smoking rates and increasing access to stop smoking services
- Reduce obesity levels with a focus on childhood obesity by:

- Developing interventions in partnership with communities
- Increasing access and opportunities for physical activity
- Developing healthy and active lifestyle champions in communities
- Promoting healthy eating and increasing consumption of fruit and vegetables

- Increase vaccination rates by taking a targeted approach to groups with low uptake. For example increasing MMR uptake amongst teenagers
- Use community networks and identify champions to promote and facilitate vaccinations
- Reduce levels of alcohol consumption by:
 - Increasing the number of people who have undergone Alcohol Brief Intervention training
 - Supporting campaigns that promote safe alcohol consumption

What difference will we make?

People will:

- Feel empowered and supported to make healthy choices
- Feel supported to have a healthy lifestyle
- Have improved mental health and wellbeing
- Have a reduced risk of developing long term health problems
- Be protected from serious infectious diseases





How will you know we've succeeded?

- The percentage of Powys residents who smoke will reduce to 18% by 2016/17 (baseline 2011/12: 21%)
- The percentage of smokers who are accessing Stop Smoking services will increase to 5% by 2016/17 (baseline 2012/13: 3.6%)
- The percentage of reception year children who are overweight or obese will reduce to 27% by 2016/17 (baseline 2011/12: 29%)
- The percentage of people who exceed alcohol consumption guidelines will reduce to 37% by 2016/17 (baseline 2011/12: 39%)
- The levels of crime associated with alcohol will reduce (The Police and Crime Commissioner has abolished specific targets for the police force)

The number of Powys residents who have had recommended vaccinations will increase:

- The percentage of four year olds up to date with routine schedules (COVER) will increase to 95% by 2016/17 (baseline 2012/13: 84.7%)
- The percentage of flu vaccination uptake in people aged 65 and over will increase to 75% by 2016/17 (baseline 2012/13: 67.7%)
- The percentage of flu vaccinations in at risk patients will increase to 60% by 2016/17 (baseline 2012/13: 49.3%)
- The percentage of flu vaccination uptake in healthcare staff will increase to 50% by 2016/17 (baseline 2012/13: 36.8%)
- By 2016/17, three schools will have achieved the National Quality Award of the Welsh Network of Healthy School Schemes (baseline 2012/13: 0)

Transforming learning and skills

Education

All children and young people are supported to achieve their full potential

Why is this important?

Educating our children and young people is everybody's business. A wide range of partners, including schools, pupils and their families have an important role to play in ensuring that all children and young people are supported to achieve their full potential.

Good education and qualifications give young people more choices about their future career and improved job prospects. However, for some children and young people education is a struggle. Some may have additional learning needs which impacts their ability to learn.

In 2012/13 58% of Powys pupils achieved five A*- C GCSE grades including English/ Welsh and Maths. While this was 5% above the rest of Wales, we aim to ensure that attainment for Powys pupils is even higher.

We are committed to breaking the link between poverty, education and attainment. Powys has 11% of children and young people in receipt of free school meals in Wales compared to a Wales average of 20% in 2012.

We face a number of challenges to continue to improve education in Powys:

- There is a need to review the provision of Additional Learning Needs and Behaviour services
- Driving up standards in teaching and learning in all our schools



Education is the ladder out of poverty. It is the means by which the county can improve skills, opportunity and create jobs

Respondent in the One Powys Plan consultation



- We need to re-organise schools (primary, secondary and post 16) to ensure affordability, sustainability and appropriate leadership capacity
- Parents and carers need support with their child(ren)'s learning
- Families need access to good childcare and education to remain in Powys

What you told us.....

- This has to be a key priority for the county alongside training and jobs for young people
- The education of our young people impacts on the whole county in relation to our economy as well as families and local communities

What are we going to do?

We will:

- Ensure that a high quality of education is accessible to all, affordable and sustainable with a focus on high quality leadership, teaching and learning. This includes the development and implementation of a school transformation policy which provides a vision and infrastructure for 21st century schooling for a bilingual future
- Work with our partners to review and re-configure services for children and young people with additional learning needs to:
 - Provide improved support for children and young people and all schools
 - Reduce exclusion rates
 - Improve attendance
- Review and re-commission our early years education provision across the authority to ensure a sustainable network of high quality provision for all three year olds in Powys
- Fully implement the Education through Regional Working (ERW) school improvement strategy. This will ensure

school leaders are supported and held to account for their performance and that of their school to ensure that all children achieve their potential

What difference will we make?

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

How will you know we've succeeded?

- 100% of learner outcomes in Powys Schools will be among the top 25% in Wales at the end of each Key Stage of statutory education (i.e.1st Quartile) (baseline 2012/13 academic year: 50%)
- The percentage of pupils in receipt of free school meals attaining the Core Subject Indicator at KS2 will increase to 77% by academic year 2015/16 (baseline 2012/13 academic year: 74%)
- The percentage of pupils in receipt of free school meals attaining the Core Subject Indicator at KS3 will increase to 65% by academic year 2015/16 (baseline 2012/13 academic year: 54.9%)
- The percentage of pupils in receipt of free school meals attaining the Core Subject Indicator at KS4 will increase to 48% by academic year 2015/16 (baseline 2012/13 academic year: 31.4%)
- The percentage of pupils with additional learning needs achieving the (Core subject indicator) at KS2 will improve against other Welsh authorities to 62.5% by academic year 2015/16 (baseline 2012/13 academic year: 56.2%)
- The percentage of pupils with additional learning needs achieving the (Core subject indicator) at KS3 will improve

against other Welsh authorities to 52% by academic year 2015/16 (baseline 2012/13 academic year: 47.1%)

- The percentage of pupils with additional learning needs achieving the (Core subject indicator) at KS4 will improve against other Welsh authorities to 34% by academic year 2015/16 (baseline 2012/13 academic year: 20.2%)
- The number of permanent exclusions in primary schools (per 1,000 pupils) will reduce to 0 by academic year 2015/16 (baseline 2012/13 academic year: 0.25)
- The number of permanent exclusions in secondary schools (per 1,000 pupils) will reduce to 0 by academic year 2015/16 (baseline 2012/13 academic year: 0.96)
- Attendance levels at primary schools will increase to 96% by academic year 2015/16 (baseline 2012/13 academic year: 94.2%)
- Attendance levels at secondary schools will increase to 95% by academic year 2015/16 (baseline 2012/13 academic year: 93.3%)
- The percentage of 15 year olds leaving full time education without a recognised qualification will be 0.2% by academic year 2015/16 (baseline 2012/13 academic year: 0%)
- The percentage of schools that are categorised as "good" or better by Estyn for prospects for improvement will increase to 70% by academic year 2015/16 (baseline 2012/13 academic year: 53%)
- The percentage of schools categorised as "good" or better by Estyn for current performance will increase to 85% by academic year 2015/16 (baseline 2012/13 academic year: 67%)





In this area training and job opportunities for young people is paramount for future growth and prosperity. Powys is woefully short of real prospects for young people, in fact, prospects for people of any age are thin-on-the-ground

Respondent in the One Powys Plan consultation



Training and jobs for young people

More young people in Powys will be in full-time education, gainful employment or employment related training within the county

Why is this important?

Although there are training options and jobs for young people who don't wish to pursue the sixth form and university route, these are somewhat limited. There is a need for more co-ordination between employers and learning providers to ensure the county can grow its own skilled workforce and support enterprise in the county for the future.

With an ageing population and currently around 600 young people aged 15-19 leaving the county each year to study (a large majority of whom don't come back) our population continues to get older and this means there is likely to be a significant future skills gap in Powys.

Currently, 35% of the council's workforce is aged over 50. Although the council and other public bodies are some of the biggest employers in the county, they currently only offer a small number of apprenticeships, work experience and traineeships due to limited funding. Private firms can and do offer opportunities for young people too, but more from both sectors are needed.

Significant cuts to post 16 funding through the new national planning and funding system will potentially reduce the options for learners.

The percentage of Year 11 leavers known not to be in employment, education or training (NEET) in Powys was 2.2% in 2012, lower than levels in Wales (4.2%). For these young people, support is required so they can secure and sustain a place at a college or in a work environment.

What you told us.....

- This is a top priority and should be a clear focus in the One Powys Plan
- It will help young people to get training and jobs and boost the working age population
- This issue has a strong link to transport as young people cannot access training, apprenticeships or jobs without good transport links
- Matching training opportunities with skills gaps would help to encourage and allow young people to stay in the county to live and work if they wanted to rather than ending up having to move away to study and work

What are we going to do?

We will:

Post 16 Education

- Ensure that post 16 education and training is sustainable and deliverable within available funding
- Ensure that the post 16 curriculum in Powys provides a balanced mix of academic and vocational courses, through the medium of English and Welsh
- Attract and retain a greater proportion of learners within Powys

Training opportunities for young people

- Strengthen the work of the Powys Youth Academy by:
 - Creating more youth employment opportunities and supporting smaller businesses (SMEs) within Powys to identify work based learning opportunities
 - Creating a shared apprenticeship scheme which will allow apprentices to complete a full apprenticeship programme by working with a number of different employers, to gain the skills sets they require to become qualified
 - Develop a graduate programme that attracts high quality graduates in to public services and enables them to contribute their skills to building efficient and effective public services whilst gaining useful work experience

- Extending our use of social media as a means of promoting opportunities for young people, for example 'career' events, placements, guidance and information on how to gain meaningful employment

- Attract more training providers and build a programme of apprenticeships that enable young people to gain vocational training and support their route in to local employment
- Monitor the percentage of Year 11 leavers known to be NEET and develop an early identification process for those who are at risk of becoming unemployed or not in education or training. We will work with them to identify opportunities that will re-engage them
- Use our public service procurement / purchasing power to ensure that local young people, particularly the most vulnerable are given training and employment opportunities from our service providers
- Develop volunteering opportunities for young people to support them in accessing training and work

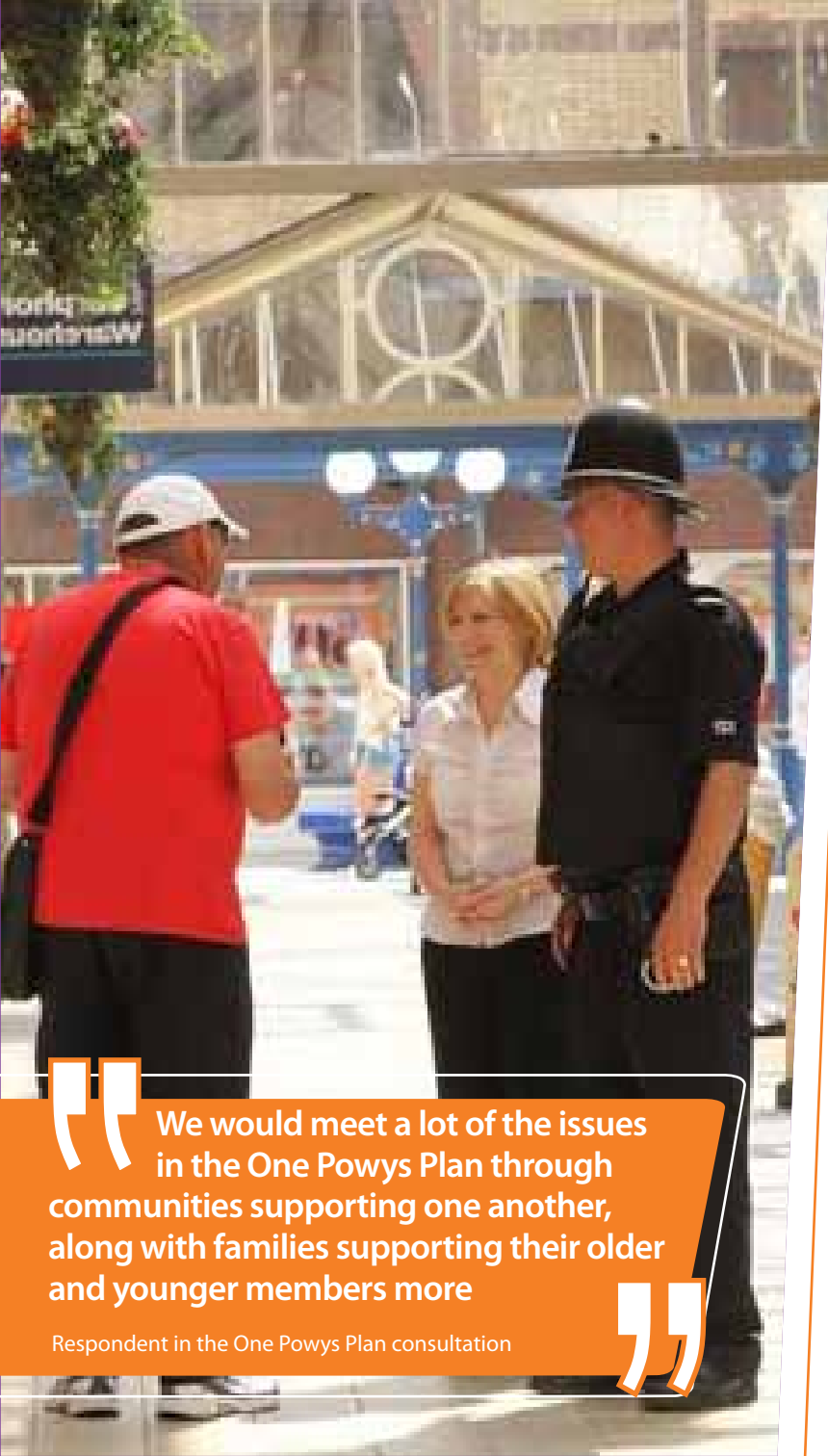
What difference will we make?

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

How will you know we've succeeded?

- The council's project to improve opportunities for apprenticeships, work experience placements and graduate places will achieve the following by 2016/17:
 - 45 apprenticeship opportunities offered (baseline 2013/14: 15)
 - 165 work experience opportunities offered (baseline 2013/14: 76)
 - 11 services offering apprenticeships (baseline 2013/14: 9)
 - 15 services offering work experience (baseline 2013/14: 15)
 - Six graduates employed in the council (baseline 2013/14: 0)





“ We would meet a lot of the issues in the One Powys Plan through communities supporting one another, along with families supporting their older and younger members more ”

Respondent in the One Powys Plan consultation

Stronger, safer and economically viable communities

Stronger communities

Bringing people together in Powys so they feel that they matter, belong and can contribute to their community

Why is this important?

In strong communities people are in touch, talk to and help each other out. They are more likely to feel that they belong and have a sense of pride about where they live. With reduced public sector funding, it is important we work together to develop resilient sustainable communities both in rural and urban areas.

In 2013, 74% of people across Powys said that they feel a sense of community and belonging where they live. However, there are regional differences, for example in the Welshpool area this figure is 68% and in Brecon it is 67%.

Citizens told us that 36% of them regularly take part in local activities and events in their communities and just under a quarter volunteer regularly. Again, there are differences across Powys, in Ystradgynlais only 19% take part in voluntary work.

Strong communities are a source of support for older people, especially if family members do not live nearby. By being involved in their local communities, older people can make a contribution, avoid isolation and improve their mental health and wellbeing.

Economically active communities are important to improve wellbeing, reduce poverty and provide jobs for local people. Regeneration is a key component to ensuring Powys remains a place where people want to live, work and play.

What you told us.....

- This is a high priority for the One Powys Plan
- More innovative actions are needed and communities need to be motivated, willing, able and supported to play their part

What are we going to do?

We will:

- Develop a scheme that encourages communities to work with local organisations to improve services at neighbourhood level. This will include:
 - Empowering people to have a greater voice and influence local decision making and service delivery in their area
 - Encouraging shared ownership of community facilities and providing support to people who want to get involved in running services but lack the necessary resources to do so
- Align the Local Development Plan to ensure it provides a sustainable infrastructure that underpins the delivery of the One Powys Plan
- Launch a volunteer programme that encourages more people to volunteer and share their skills to make Powys communities stronger and more self-reliant. We will also support existing volunteers so that they continue to do so
- Develop an all age participation and engagement project using a mix of traditional and new channels - like social media - to increase the voice of Powys people
- Implement a revised Regeneration Strategy to improve the economic wellbeing of Powys

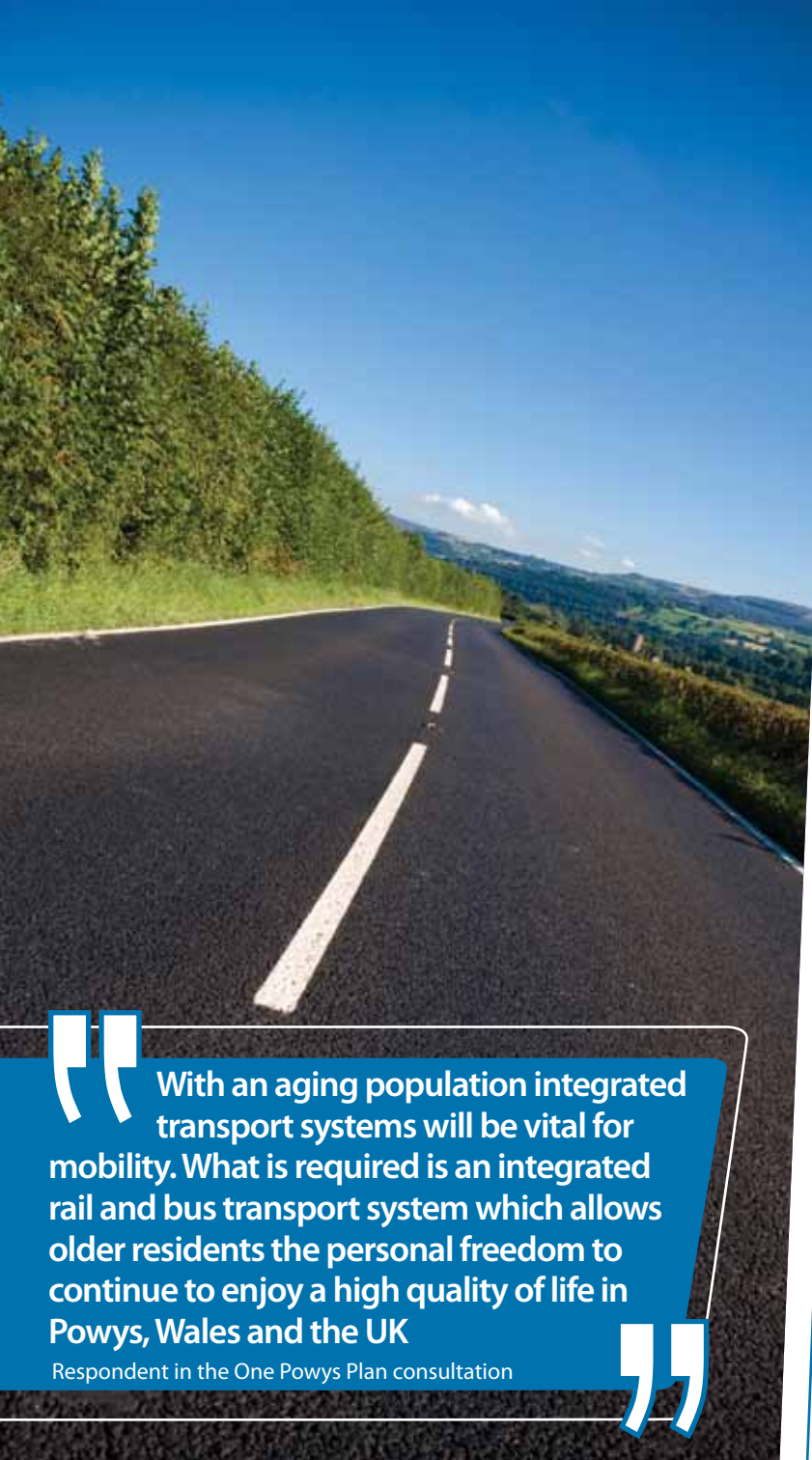
What difference will we make?

- Our towns and villages will be more community focused, self-reliant and resilient
- People will volunteer and take an active part in supporting their community
- People will feel that they matter, that they have a voice and can influence local decisions

How will you know we've succeeded?

- The percentage of residents rating Powys as either good or very good for its community spirit and feeling of belonging will be 74% or more by 2016/17 (baseline: 74% Residents Survey 2013/14)
- The percentage of people that take part in local events and activities in their communities will be 36% or more by 2016/17 (baseline: 36% Residents Survey 2013/14).
- The number of people that agree they can influence decisions affecting their local area will be 28% or more by 2016/17 (baseline: 28% National Survey for Wales 2012/13)
- The percentage of people that actively volunteer and support others in their community on a regular basis will be 22% or more by 2016/17 (baseline: 22% Residents Survey 2013/14)
- We will place at least 500 new volunteers and deal with at least 200 enquiries about good practice in managing volunteers by 2014/15 (baseline 2012/13: 905 volunteers placed and 92 enquiries dealt with)
- We will successfully achieve the objectives in the revised Regeneration Strategy





“ With an aging population integrated transport systems will be vital for mobility. What is required is an integrated rail and bus transport system which allows older residents the personal freedom to continue to enjoy a high quality of life in Powys, Wales and the UK ”

Respondent in the One Powys Plan consultation

Transport

Improving passenger transport services to enable them to be affordable, accessible and efficient

Why is this important?

A good transport system allows people to better access services and employment and enables people to stay connected to family and friends.

Powys has 42 areas that are among the worst 10% in Wales for accessing services on foot or by public transport. In 2013, it had the highest percentage of its population living in rural hamlets and isolated dwellings among local authorities in England and Wales at 28%. This means public transport has to travel long distances to collect a small number of people.

In Powys fewer citizens travel by car to work than the rest of Wales, but a higher proportion works from home. A more efficient transport network could encourage businesses to relocate in the county and increase jobs.

There are increased expectations from our citizens for public transport, due to initiatives such as free bus passes. The council currently supports 30 local bus services and in 2013/14 it is estimated that around 1.1m passenger journeys will be made.

Public transport is heavily reliant on Welsh Government funding, however this funding is currently reducing. At the same time, we will need to redesign passenger transport with a reduced budget of £2m.

The number of people using community transport schemes in Powys has fallen to around 7,200.

What you told us.....

- This is a top priority for Powys citizens
- Transport – although not a statutory service – impacts on the whole county and in particular smaller communities where bus routes are limited
- Lack of transport links to a number of other issues like employment, access to training, healthy lifestyles and mental health and wellbeing
- Younger and older people are particularly at a disadvantage if they don't drive

What are we going to do?

We will:

- Commission an all-purpose passenger transport service that keeps people mobile, especially our younger and more vulnerable citizens
- Work with local community groups to strengthen access to alternative types of community based transport
- Explore technology to enable online and text booking in order to help citizens and providers to plan transport requirements more effectively and efficiently
- Develop a mobile application (app) that provides live travel information

What difference will we make?

There will be a safe, efficient and reliable bus service that:

- Enables people to travel around the county
- Maintains as much of the appropriate network of services that is affordable to the council and customers
- Is co-ordinated within existing council resources with external partners and other agency transport services
- The use of community transport will be broadened

How will you know we've succeeded?

- Residents satisfaction (very or fairly satisfied) with public transport (including school transport) in Powys will reach at least 55% by 2016/17 (baseline 2013/14: 40%)
- The number of passengers using public bus services will continue to grow by 3% in 2014/15, and 2% thereafter (baseline 2012/13: 1,099,014 passengers)
- The number of passengers using community transport will be maintained during 2014/15, and start to increase by 2% in 2015/16 and 5% in 2016/17 (baseline 2012/13: 88,168 passengers)
- The number of mobile application downloads will be established in 2014/15
- The number of people using the mobile application to access live information about available transport options will be established in 2014/15





“ Strength of the relationship between the operational side and those making policy decisions...I had perhaps expected this relationship to be quite strong but comments received during the day suggested otherwise and there was, at face value, a general lack of understanding or awareness as to why particular strategic policy decisions had been undertaken

Respondent in the One Powys Plan consultation



Financially balanced and fit for purpose public services

Organisation and Partnership Development

Enabling 'joined up' services for Powys citizens through public and third sector partnerships

Why is this important?

Public services need to modernise and change at a greater pace to meet public needs and expectations. With less money, we will need to engage with the community and each other to transform the way services are delivered.

The two main Powys public services alone (Powys County Council and Powys Teaching Health Board) will have to reduce their budgets by a significant amount over the next three years. This will affect services directly delivered by the council and health board as well as services commissioned and or grant funded from others.

Powys County Council has to make a minimum saving of

£40
Million

An increasingly elderly population is increasing the need for high cost health and social care services which is reducing the amount of money available to spend on other services.

Powys teaching Health Board has to make a minimum saving of

£20
Million

Dyfed Powys Police has to make a minimum saving of

£12
Million

Communities expect that public services

will deliver value for money in a simple, non-bureaucratic way, without duplication and excessive overheads. As the largest county in Wales, travel and access costs create additional pressures on our services. We need to work together to avoid gaps in services and share resources where possible. We recognise that working with everyone, including the

third sector, is in everyone's best interest. Although different organisational cultures and regulations exist, we all need to be outcome and customer focussed when prioritising our resources. We must be accountable and deliver on our commitments.

The recent Commission on Public Service Governance and Delivery recommends a merger of the council and health board.

What our staff told us.....

- Systems in place do not always support the delivery of the service
- There needs to be more joined up thinking between partners

What are we going to do?

We will:

- Deliver the One Powys Plan by:
 - Developing a culture that embraces multi-agency working and change
 - Developing our leadership skills and ability to deliver
 - Having a joined up approach to managing change
 - Extending the scope of 'Digital Powys' to provide enabling technology
 - Analysing the benefits of the 63 recommendations of the 'Commission on Public Service Governance and Delivery' and develop a plan accordingly
- Improve our strategic planning and performance improvement processes by:
 - Further integrating our planning approach and resources
 - Working closer with the Welsh Government
 - Establishing a business intelligence function
 - Developing shared governance and scrutiny arrangements

- Maximise efficiency in our support services by pooling budgets, resources and investments in:
 - Property
 - Customer services (electronic self-service systems so that the public can serve themselves)
 - Support services
- Develop a clear agreement on how we will work with the third sector

What difference will we make?

- Getting value for money
- Efficient and effective public services
- Well trained, highly skilled and motivated staff
- More citizens will be able to use technology to access services and support
- Improved accountability and performance
- Sharing intelligence and innovation to get the best products and services for Powys
- Improved sustainability and resilience
- More community services will be delivered by the third and independent sector

How will you know we've succeeded?

- The percentage growth in the value of pooled budget arrangements (baseline 2013/14: £3,417,227) Target to be set in 2014/15
- Our commitments in the One Powys Plan will be delivered successfully
- The One Powys Plan complies with Welsh Government statutory guidance
- We will receive positive feedback from our regulators and any concerns they may have are addressed where appropriate





Section 5: Guiding principles

Equalities

As partners, we are fully committed to progressing equality in all that we do. Getting this right will mean our citizens are better served, our organisations are more effective, and our county is more economically and socially prosperous.

This will require effort, resources and planning. To achieve this we will:

- Assess the impact on equality of the work that flows out of the One Powys Plan
- Commit to improving the intelligence we have about citizens needs to inform the One Powys Plan work and the services that we provide
- Foster positive organisational cultures towards equalities and the associated work involved through training, performance appraisal and the management of skills and competencies

Going forward, we will also commit to:

- A review of Strategic Equality Plans across our organisations
- A review of the available resources to effectively administer equalities work required across our organisations

Early intervention and prevention

We will address issues through prevention and early intervention rather than reaction. The aim is to address problems at the earliest opportunity before they escalate.

Welsh language

We are committed to treating the Welsh and English languages on a basis of equality when providing services to the public, as we contribute to the creation of a truly prosperous, inclusive and bilingual Wales and supporting those areas where Welsh is the language of the community.

Sustainable development

We will make sure sustainable development is at the heart of everything we do to achieve better outcomes for our citizens. This means we will make decisions that will improve the long-term economic, social and environmental wellbeing of people and communities, achieving a better quality of life for our own and future generations.

Communications and engagement

We are committed to open communication with our citizens, partners and businesses. We continually seek to improve our communication to raise awareness of the services we provide and encourage use of them by our citizens. We actively promote awareness of key policy decisions that will affect future service delivery.

We believe all our citizens, partners and businesses should be regularly consulted and have an opportunity to get involved, so that their voice influences future decisions and service provision.

In these changing times effective communication is more important than ever and we will adapt our communication activities to take advantage of emerging technologies and communicate in ways preferred by the public.

Gathering and sharing information

It is important that the plans we make are based on sound statistical evidence. We need to have information that predicts future demand for services, and tells us what the needs are at any given point in time or place.

As LSB partners, we have agreed to work together to gather and share the information that we hold as individual organisations and jointly tackle how best to use that information to inform our work.

Our Joint Strategic Needs Assessment, that helped inform this plan, was based on evidence, and our neighbourhood management work has developed a localised approach that lets us understand the differences in one specific community as compared to Powys wide data.



Section 6: Staying on track and monitoring performance

We need to make sure we have the right structures and processes in place to make our plans happen. We will organise ourselves in the following ways to give ourselves the best chance of success.

Governance arrangements

We have five priorities for improvement that are outlined in section four. To manage the delivery of these we will put in place a more streamlined and effective structure than was previously in place.

Each priority will have its own delivery board that will be responsible for delivering transformational projects to achieve our shared priorities for improvement.

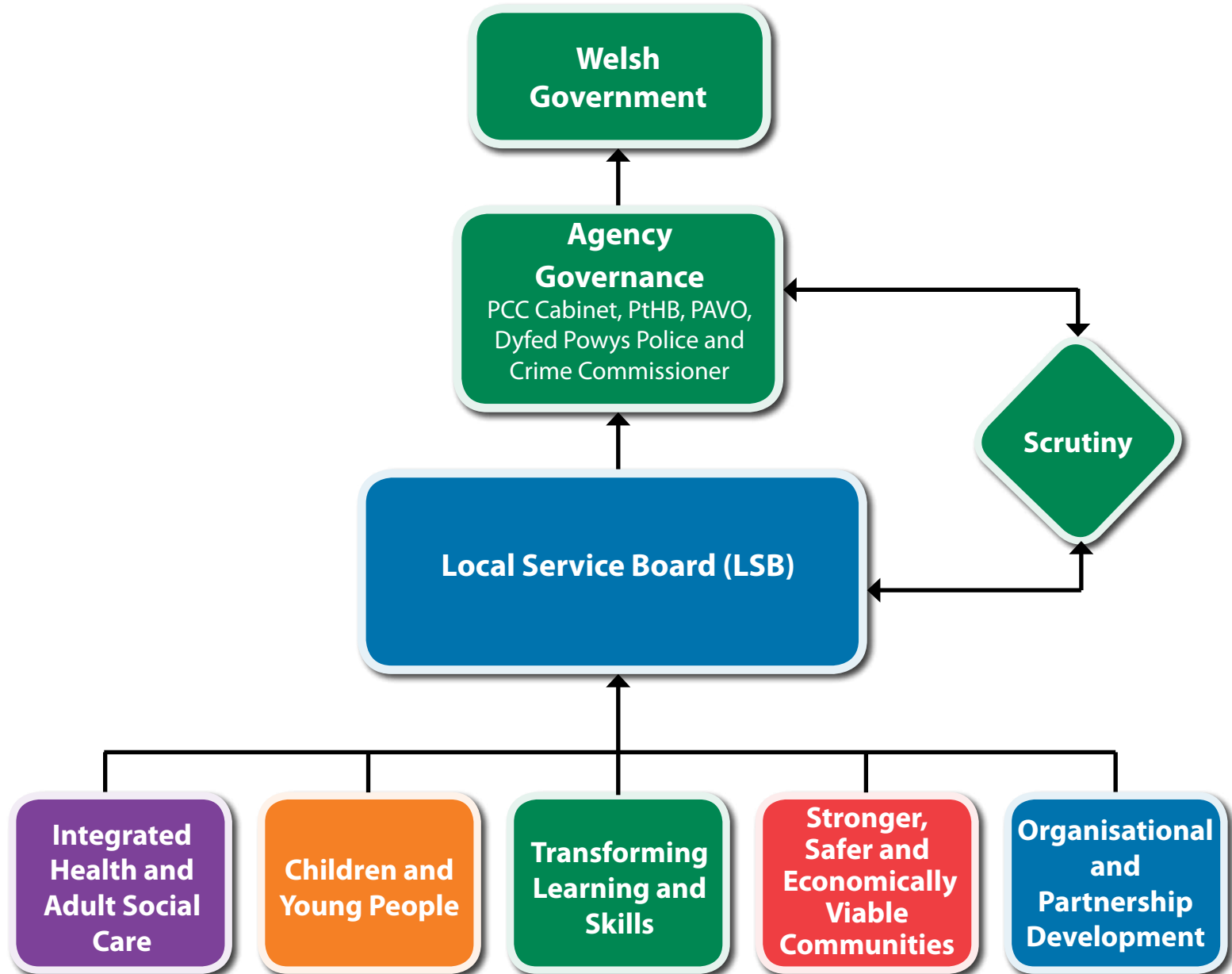
We will ensure that these arrangements are fit for purpose and that they allow LSB partners to work together well. If we don't then it will be difficult to implement transformation and improvement.

We will design our structure in the following way:

- All of our partner agencies will be represented
- The people that sit on our delivery boards will be able to make change happen
- We will use a programme management approach to allow us to work together
- We will ensure all partners are clear about their responsibilities
- We will be open and transparent with the public, explaining and accepting responsibility for our actions
- We will regularly monitor performance against our commitments and ask 'is anyone better off?'

In addition we will act as a collective and lobbying force for Powys, particularly in relation to Welsh Government policy and how it is likely to affect the citizens of Powys. Our recent joint response to Welsh Government on the Commission for Public Services is a good example of this approach.

Governance Structure



Section 6: Staying on track and monitoring performance

Monitoring our performance

It is important that we monitor our performance and report back on the progress we make in a way that provides real accountability. We will introduce a 90 day reviewing cycle that effectively monitors our performance and helps us to learn from what is working, and what is not.

Self-evaluation

Self-evaluation is an important part of our performance framework. It allows us to effectively evaluate our work and provides assurance to our regulators and citizens that we are doing the right thing.

Our self-evaluation aims to be:

- Rooted – ensuring that self-assessment is embedded in our service planning
- Relevant – what did we do? How well did we do it? Did we make a difference?
- Reasonable – an open and honest assessment
- Robust – ensuring performance data and information is accurate and relevant
- Rounded – ensuring our governance arrangements are robust

Scrutiny

To ensure that we give sufficient challenge to service improvement we will put in place scrutiny arrangements that:

- Continuously ask whether we are doing what we set out to do, and whether we are doing it well
- Are well defined and highly valued
- Are member-led, including the views of the public, partners and regulators

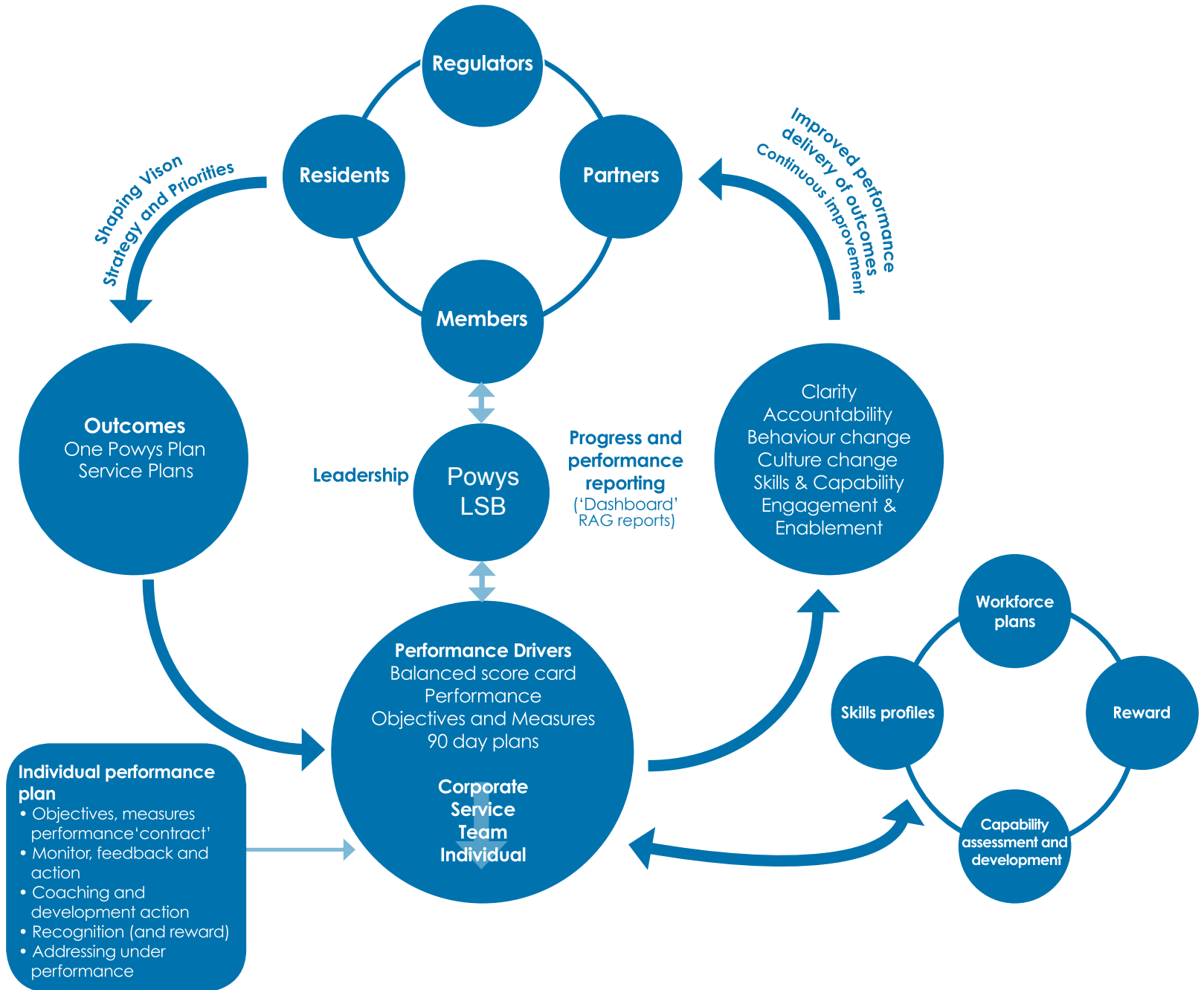
- Balance community concerns with issues of strategic risk and importance
- Are well communicated allowing the voice of citizens to be heard in the decision-making process

Include the pilot of a young person's scrutiny group

The council's current scrutiny committees will expand their reach to cover delivery of this plan through the Local Service Board and dedicated, multi-agency programme boards.

The council's audit committee, which is independent of both the cabinet and scrutiny functions oversees the work of internal audit and receives the reports of the Wales Audit Office. It has responsibility for approving the council's accounts and monitors the council's performance in relation to its budget and achievement of performance targets.

From performance management to performance improvement



Section 7: Listening to you

Citizens' views are important when shaping our plans so we can improve services to meet their needs. We are already engaging citizens, but need to develop this further to ensure that engagement activities are joined up across our organisations.

Engaging with citizens, partners and stakeholders has been a priority throughout the development of this plan and over 1000 people have contributed their views: (see table opposite)

Future engagement and participation plans

We are committed to having an ongoing conversation with citizens as the projects in the One Powys Plan progress.

In 2010, we agreed our first participation strategy and action plan which set out how we support and champion citizen and community engagement. In line with agreeing this new One Powys Plan, we will refresh our participation strategy and action plan to reflect the changing outcomes and priorities.

Young people's participation

Powys Children and Young People's Participation Strategy sets out Powys' commitment to ensuring that children and young people's rights are met.

The strategy was developed by members of the Children and Young Peoples Participation Group (a multi-agency network of children's rights, participation and engagement professionals) and young people from the Powys Youth Forum.

The strategy requires partner organisations to submit participation action plans on a bi-annual basis. The participation group and members of the youth forum are also involved in the monitoring process – monitoring progress against actions and support with areas of concern.

We will build on the excellent record that Powys has in respect of children and young people's participation, these include:

- An active and effective youth forum
- A junior safeguarding children's board called Eat Carrots be Safe from Elephants who support the Local Safeguarding Children's Board in protecting and supporting vulnerable children and young people
- An active team of young inspectors who inspect organisations, schools and services against the children and young people's participation standards. Powys currently has three services who have achieved the kite mark, and a number of services who are in the process of completing the self-assessment process
- A range of training including an e-learning package for practitioners on children's rights, participation standards and 5 – 11 Spice It Up participation

To ensure an ongoing commitment to children and young people's participation we will introduce a process to ensure all projects consider the implications for children and young people. Where appropriate all commissioned services will be required to meet the national participation standards.

Who said what?	Key findings
254 visitors at the Royal Welsh Show told us what would improve life in Powys.	Better broadband, things for young people to do, more public transport, education and a county hospital were all key things given to improve life.
Over 100 partners and officers worked through 40 pieces of data to clarify, prioritise and come up with 15 'big issues' which would go forward for the public consultation.	The 15 "big issues" that came out as a priority were: Stronger communities, housing, road traffic accidents, community safety, transport, education, training and jobs for young people, internet access, immunisation, long term conditions, older people, carers, healthy lifestyles, vulnerable families and mental health and wellbeing.
Over 130 professionals from a mix of partner organisations gave their views on the 15 'big issues' at a leadership event in November 2013.	The top five 'big issues' listed as a priority were: 1) Education 2) Training and jobs for young people 3) Stronger communities 4) Housing 5) Older people and healthy lifestyles (joint 5th)
Over 120 young people took part in workshops on some of the 'big issues' at a 'Have Your Say' event in November 2013.	Transport, education, jobs and encouraging a healthy lifestyle were all areas for prioritisation in a final plan plus improving internet access, housing, and the mental health and wellbeing of young people.
Over 170 residents, town and community councils and other organisations responded to the public consultation.	The top five 'big issues' listed as a priority were: 1) Older people 2) Training and jobs for young people 3) Stronger communities 4) Education 5) Transport
321 residents took part in a telephone survey and gave their views on what our priorities should be when working in partnership.	75% of respondents were not concerned who delivers a service - just that it was provided. Better partnership working to tackle crime and disorder with more visible policing alongside better co-ordination of public transport were key issues.

All these issues were considered when setting our priorities for improvement

Section 8: Listening to our regulators

This section is included to meet Powys County Council's statutory requirements under the Local Government (Wales) Measure 2009 – Part 1.

Our regulators keep a check on the services we provide, making sure we are well managed and provide best value for money. Our main regulatory bodies 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.

Letters to the council in 2013 have been very positive and have not resulted in new statutory recommendations or proposals for improvement. However, their commentary has highlighted some improvement areas for consideration:

“ My audit and assessment work has identified scope to strengthen the plan in one important aspect. Where the council is using performance indicators (whether statutory, standard or local) as measures of success in achieving its Improvement Objectives, baseline and targeted performance data is needed to clearly express the scale of the council's improvement ambitions.

(Improvement Assessment Letter 532A2013)

Although a wider range of evidence is included in this year's report, this does not yet amount to a comprehensive and balanced assessment of performance. There remains an over-reliance on numerical outputs and the extent of feedback from users is limited or anecdotal. Other broader, qualitative information, for example, the result of benchmarking, scrutiny assessments or peer reviews is not provided.

(Improvement Assessment Letter 640A2013)

To find out more about what they've said about Powys County Council, Powys teaching Health Board and Dyfed Powys Police you can visit their website - <http://www.wao.gov.uk>

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

Their Annual Review and Evaluation 2012-2013 for Powys stated:

“ The delivery of children's social services remains complex and challenging, with significant risks associated with working with very vulnerable children and their families.improvement was in evidence across a number of performance indicators in 2012/13.

The Children and Young People's Partnership and the Local Safeguarding Children Board continue to provide a robust strategic framework for children's services to work within, alongside its partner agencies.

The director's report reflects the work needed to improve adult services and provides evidence of the ongoing work to achieve this.

“CSSIW has identified the following potential risks for the council:

- Financial challenges and overspend in adult services; the council recognises the “volatility” in the adult services budget, and the risks associated with a reduction in health funding for learning disability services
- Maintaining sufficient momentum in transforming adult social care especially in light of increasing collaboration

- Ensuring effective governance and oversight of the various collaboration arrangements especially where differing boundaries in relation to health boards could cause problems.
- The regionalisation of the local safeguarding children's board functions"

(CSSIW - Annual Review and Evaluation 2012-2013: Powys)

To find out more about what they've said about Powys County Council and Powys teaching Health Board you can visit their website - <http://cssiw.org.uk/>

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

The authority was monitored in October 2012. Inspectors found that too little progress had been made against the recommendations and placed the authority in need of "significant improvement". In a follow up monitoring visit in October 2013, Estyn stated:

“ Since the Estyn monitoring visit in October 2012 change and improvement have happened at a considerable pace both corporately and within the Schools' Service.”

There is now much greater transparency in the work of the service and also in its communications with schools. The authority has improved the engagement of stakeholders in its decisions. Estyn stated in its letter reporting on the October 2012 visit that senior officers and key elected members understood well the challenges faced by the council but that progress was too slow. The understanding of the challenges and shortcomings goes much further now. Officers and schools have all shown that they realise the need to improve and their willingness to work towards achieving this.

”

(Estyn Monitoring Visit 23-25 October 2013)
To find out more about what they've said about Powys County Council you can visit their website - <http://www.estyn.gov.uk/>

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing across activity from neighbourhood teams to serious crime and the fight against terrorism – in the public interest. They ask the questions which citizens would ask, and provide authoritative information to allow the public to compare the performance of their force against others, and evidence is used to drive improvements in the service to the public. To find out more about what they've said about Dyfed Powys Police you can visit their website - <http://www.hmic.gov.uk/dyfed-powys/>

The Charities Evaluation Service (CES) is the UK's leading provider of support and advice on quality and evaluation systems for the voluntary sector. It supports voluntary organisations and their funders so they can focus on doing what they do best and achieve more for the causes they serve.

To find out more about what they've said about Powys Association of Voluntary Organisation you can visit their website - <http://www.ces-vol.org.uk/> or visit PAVO's website www.pavo.org.uk

Feedback from our regulators, together with an array of other evidence has helped in the formation of this plan.



Section 9: Why and how do we produce the One Powys Plan

Informing you of our plans makes good sense. However, following the formal release of Welsh Government guidance on single integrated plans in 2012 (Shared Purpose Shared Delivery), we have a duty to produce a single integrated plan for the area that clearly reflects the needs of our local communities.

The plan has been designed to meet our duties under the following legislation:

Local Government (Wales) Measure 2009:

Part 1 - This measure requires the council to set and publish key priorities for improvement for the forthcoming year that are informed by the longer term, shared vision for Powys. By joining forces and merging its own corporate plan into this plan, the council is committed to delivering one set of shared outcomes and priorities. This will reduce duplication and provide a foundation for public services in Powys to work together.

Part 2 - This requires us to identify long term objectives for improving the social, economic and environmental wellbeing of the area. These are outlined in section four.

Children Act 2004 & Children and Families (Wales)

Measure 2010 – We have a duty to improve the wellbeing of children in Powys and contribute to the eradication of child poverty in Wales. We also have a duty to promote and facilitate participation by children and young people in decisions that might affect them. Section 4 and 7 outlines the actions we have planned to meet these.

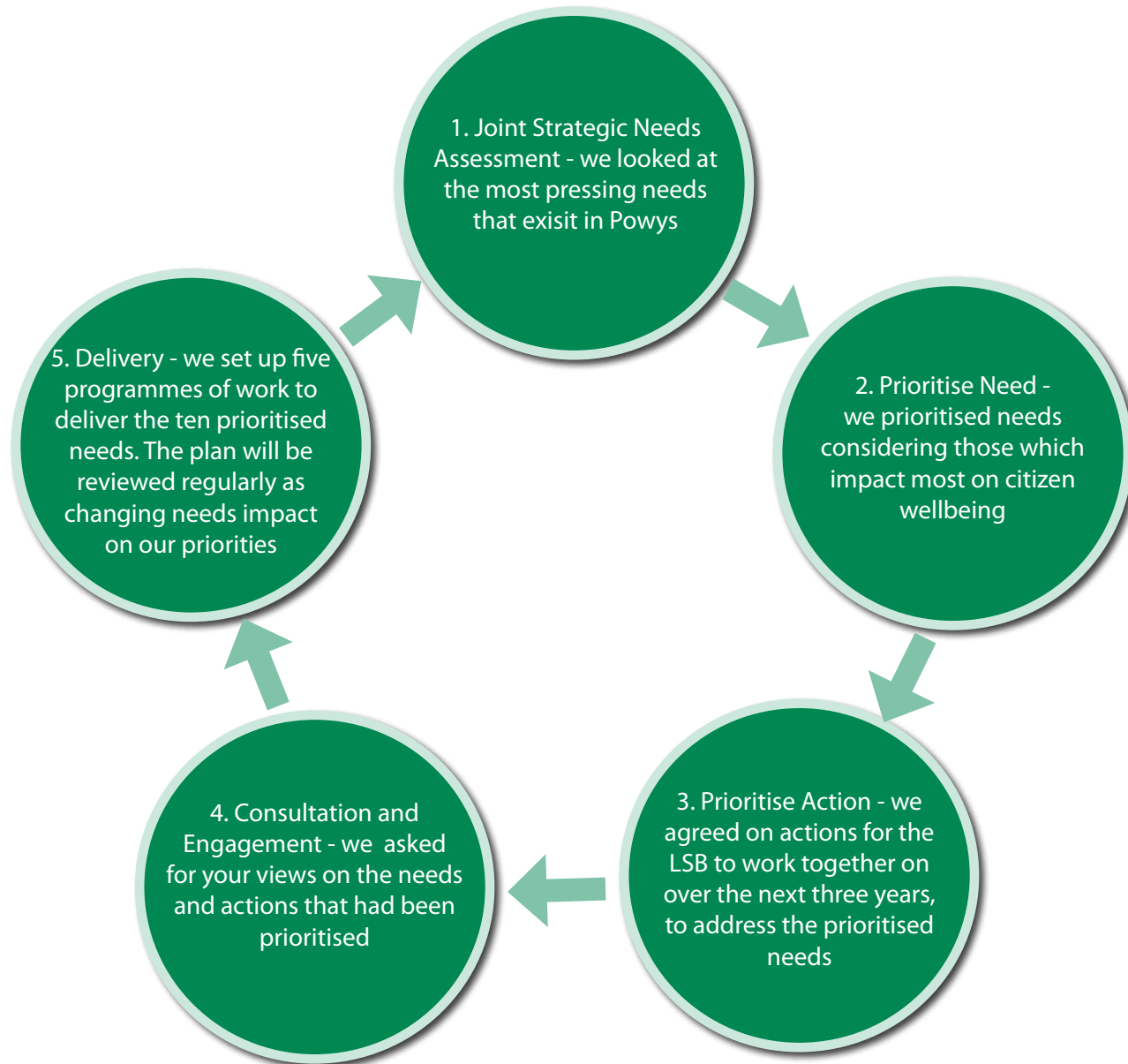
National Health Service (Wales) Act 2006 & Mental Health (Wales) Measure 2010

– This requires us to improve the health, social care and wellbeing of our citizens. Section 4 outlines the actions we have planned to meet these.

Crime and Disorder Act 1998 - It is our duty to work together to reduce crime and disorder and tackle issues that concern local communities. The Powys Community Safety Partnership strives to keep Powys strong, safe and secure contributing to improving the quality of life for all those who work, live and visit the county.

Alongside this plan Powys teaching Health Board, the Police and Crime Commissioner and PAVO will produce their own organisation plans. For details of how to access these plans, please see Section 11.

How has the plan been developed?



Population

15.6%

of the Powys residents in mid 2012 were children under 15, (Wales 16.9%), 60.5% were aged 15 to 64, (Wales 64.1%), 13.0% were aged 65 to 74, (Wales 10.3%) and 10.9% were aged 75 and over, (Wales 8.7%)

18.6%

is about the number of Powys residents who could speak Welsh according to the 2011 Census of Population, (Wales

In mid 2012 we had an estimated population of

132,952

26

Powys covers a quarter of Wales and is the most sparsely populated county in England and Wales, with just 26 persons per square kilometre in mid 2012

10.9%

The proportion of people aged 75 and over in Powys increased from 9.8% in mid 2002, (Wales 8.3%), to 10.9% in mid 2012, (Wales 8.7%), due to the national increase in life expectancy and the net out-migration of the student age group from Powys

Housing

58,345

It is estimated that there were 58,345 households in the 2011 Census, representing an increase in households of 8.3% since 2001, (Wales 7.4%)

Health, Social Care & Wellbeing

1,930

In February 2013, 5.9% of the population, were in receipt of Disability Living Allowance, (Wales 8.0%) and 1,930 residents were in receipt of Incapacity Benefit Severe Disablement Allowance, equivalent to 2.4% of residents aged 16 to 64, (Wales 3.4%)

83.5

The estimated life expectancy at birth in 2010 to 2012 was 80 years for men, (Wales 78.2), and 83.5 years for women, (Wales 82.2)

31%

Around 31 per cent of our workforce is employed in the public sector. Other large sectors are:

- Distribution, hotels and restaurants (18%).
- Banking, finance and insurance (9%)
- Manufacturing (9%)
- Agriculture and fishing (8%)
- Construction (9%)

Labour Market

103,534

Powys residents were on the electoral register for Assembly and Local Government elections, on 16th October 2012, equivalent to 96.6% of the 2012 estimated population aged 18 plus, (Wales 95.3%)

69.4% and 72.5%

69.4% of the electorate in the Montgomeryshire constituency and 72.5% of the electorate in Brecon and Radnor constituency voted in the 2010 General Election, (Wales 64.9%)

Democracy

Economy and Business

£13,417

The National Accounts economic indicator, Gross Value Added (GVA) per head at current basic prices, rose from £12,661 in 2010, (Wales £15,407), to £13,417 in 2011, (Wales £15,696). This represented a rise over the year from 61.5% of the UK GVA per head in 2010, (Wales 74.9%), to 64.3% in 2011, (Wales 75.2%)

1.4%

In February 2013, 1.4% of people aged 16 and over were claiming Income Support, (Wales 2.5%)

At the end of 2011 there were 5,860 active businesses, a net decline of 2.1% from the 5,985 active at the start of the year, (Wales decline 2%). 380 businesses were started in 2011, equivalent to 6.3% of the businesses active at the start of the year, (Wales 9.1%). However, 420 other businesses had closed during the year, equivalent to 7% of the active businesses at the start of the year, (Wales 9.3%)

5,860

Source: 50 facts about Powys
- view more at
www.powys-i.org.uk

Section 11: How you can get involved

Thank you for taking an interest in our One Powys Plan. Your views and ideas on the delivery of the plan are important to us and you have a vital part to play in shaping our future services and priorities.

If you would like any further information, have any questions about this plan or would like to propose new improvement areas throughout the year, there are many ways to get in touch with us and have your say:

By post:

Organisational Development and Partnership Support
Powys County Council, County Hall,
Llandrindod Wells, Powys, LD1 5LG

By Phone:

01597 826158

By Fax:

01597 826546

By email:

one.powys@powys.gov.uk

To find out which LSB organisation is responsible for each action / measure outlined in section 4 of the plan please visit the One Powys website: <http://one.powys.gov.uk>

You can also get involved by:

Joining the council's citizen's panel - Being a member of the panel means you could get asked for your views on a variety of subjects up to three times a year.

For more information, please contact Sue Glenn, Corporate Consultation Officer: 0870 8510336

Becoming part of our youth forum - The forum meets four times a year. Members of the forum work hard on local and national issues, policies and legislation but it always includes an element of fun. For more information, please call 01597 82 6058 or email youth.participation@powys.gov.uk

For further information on Local Service Board partners or to access copies of organisation plans, please visit:

Powys County Council - www.powys.gov.uk

Powys teaching Health Board - www.powysthb.wales.nhs.uk/

Dyfed Powys Police - www.dyfed-powys.police.uk

Powys Association of Voluntary Organisations - www.pavo.org.uk

Welsh Government – <http://wales.gov.uk/?lang=en>

This document is also available in large print, braille and audiotape on request

Section 12: Glossary

Average point score - every pupil is assigned a point score which reflects the educational grades they achieve at the end of compulsory education (typically age 16). Each grade is worth a certain number of points. The average point score is the average score of pupils throughout the county.

Baseline- a clearly defined starting point used as a basis for comparing our performance over time.

Care Pathway - is an outline of anticipated care, to help a patient with a specific condition or set of symptoms move progressively through stages to positive outcomes.

Commissioning - this puts the focus on providing the right service for the citizen, from the right provider at the right price for the taxpayer. Sometimes this will mean providing a service differently.

Governance - is the system by which we will direct and control our services, and relate to our community.

Local Development Plan (LDP) - gives us guidelines as to what can be built and where throughout Powys over a 15 year period.

Long term conditions - a health problem that can't be cured but can be controlled by medication or other therapies.

Looked after children (LAC) - means children that the council has responsibility for, who cannot be looked after by their parents.

Multi-agency - involves several different organisations working together.

Outcome - an end result; a better quality of life for instance, or being healthier.

Powys Youth Academy - is a dedicated programme set up by Powys County Council to look at the issues surrounding youth employment within the council and Powys as a whole.

Safeguarding - is about protecting children, young people and vulnerable adults from abuse or neglect.

Talking therapies - involves talking to someone who is trained to help deal with negative feelings e.g. access to a psychologist.

Third sector - the voluntary sector or community sector (also non-profit sector).

Transformational – means radical changes as opposed to small steps.



Centre page - image