

Powys County Council

Annual Performance Summary

2013 - 2014

Strong communities in the green heart of Wales



About this report

All councils in Wales publish an annual report to let citizens know how they are improving as an organisation. This is a summary of that report and explains key actions we took to make improvements in Powys during 2013-2014.

We set out which improvements were priorities for the council in a document called the Powys Change Plan 2013-16. In that plan we said we would be improving delivery and outcomes in the following areas:

- Adult social care
- Children and family services
- Housing transformation
- Schools modernisation
- Leisure and recreation
- Regeneration
- Climate change
- Council

We made a total of 70 commitments, but because our plan covers three years we don't expect to have achieved all our commitments yet. This report explains how much progress we have made so far, what difference we have made and where we need to improve further. For a more detailed analysis, download a copy of our Annual Performance Evaluation on our website at www.powys.gov.uk/onepowys

Overview of our performance during 2013-14:

18
Completed

We completed 18 out of 70 commitments, 50 are in progress with only two yet to start

We carried out a self-assessment of our progress for each commitment and concluded that:

61%
Successful

61% of the 18 commitments completed were successful with 39% (7) partially successful

46%
Successful

Of the 50 commitments still in progress 46% are progressing successfully, 50% are partially successful and 4% are unsuccessful with little progress made during the year

As well as our own Powys Change Plan commitments and measures, there are two sets of performance indicators (PI's) which the Welsh Government requires us to monitor and report to the public. These are National Strategic Indicators (NSI) and Public Accountability Measures (PAM). They allow us to compare our performance with the rest of Wales.

We are among the best performing councils for 35% of the PI's, mainly in education and children's social care. Our performance against 23% of the PI's is among the worst in Wales, particularly for environment and transport. Our performance against 57% of the PI's has improved since 2012/13, 14% have remained the same and 29% have seen a drop in performance.

Each year we ask our citizens how satisfied or dissatisfied they are with the services we provide. In 2013/14, 66% of respondents said they were satisfied overall with the services we provided, compared to 82% in 2012/13. Satisfaction across many of our services has fallen, however in many cases this is due to people choosing to say that they are neither satisfied nor dissatisfied.

It is important that we demonstrate we are making a difference and that all of our activity adds value and meaning to the wellbeing and independence of our citizens.



Adult social care

Last year we made 13 commitments to ensure that we provide safe secure caring services and promote independent living within our communities. These priorities were re-assessed when a new Social Services Management Team was appointed in late 2013, including a detailed financial assessment, demographic data, trend analysis and comparative data from other councils to help identify what could be delivered within a challenging budget. This resulted in a re-prioritisation of what could be delivered in line with the revised service improvement plan which set out our transformational change model. As a result we were only able to complete three of the original 13 commitments, with a further nine being progressed as part of a new programme.

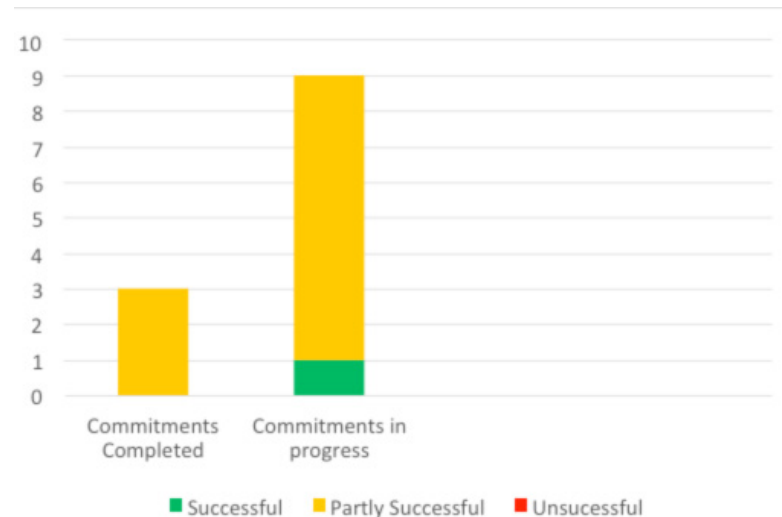
Nearly two thirds of residents (64%) are satisfied with services provided by the council for the elderly. However this is down on the 2012 figure (78%). Less than six in ten respondents (57%) are satisfied with support and care for the adults with disabilities, compared with 78% in 2012 and 67% in 2011. Six in ten participants (60%) are satisfied with support and care for families, compared with 75% in 2012 and 57% in 2011.

Annual Residents' Survey 2013

Partially Successful

Overall we feel that we were partly successful in improving outcomes for our citizens and meeting our targets, with our regulators supporting our direction of travel.

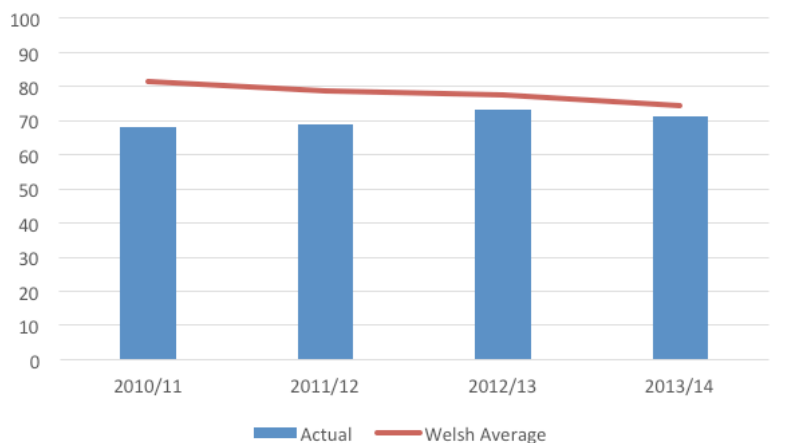
How successful were we in delivering our Adult Social Care commitments?



What difference have we made?

- Over the past 12 months we have seen a reduction in the rate of older people needing to be supported by the service. Support through our reablement service helped service users regain their independence to the point that they no longer needed our support.

Helped to live at home



- We set up service user panels for mental health, disabilities, physical disability and sensory impairment, and carers. The panels enable service users to influence the work of the health and social care integrated leadership board (a partnership between the council, health board and third sector)
- We provided services to 4606 clients of which 1891 received homecare, and the service received 3940 new referrals during the year

- 12 reablement beds in Glan Irfon, our new health and social care facility in Builth Wells, will reduce admissions to district general hospitals and other forms of institutional care. It will provide valuable learning to support the development of further partnership work

82.9%

of adult service users were supported to live in the community against a target of 83%. Our performance is just below the Welsh average (86.3%), but we have improved since 2012/13 (81.68%)

333

citizens signposted to alternative, more appropriate services against a target of 120

75.5%

of assessments were completed in 28 days against a target of 65%

87.1%

of reablement service users successfully achieved target outcomes

63.6%

no longer need our care support following reablement intervention against a target of 40%

Case Study:

Mrs A was referred to reablement following a deterioration of her condition. An assessment was completed with the full engagement of Mrs A and her family representative. As a result, we provided Mrs A with support staff to help with personal care, medication and meals provision (initially four calls per day).

Mrs A's support workers noticed that her mood had become low and it transpired that a course of antibiotics had aggravated a long term condition. This resulted Mrs A getting referred to hospital. Although Mrs A's mood did improve she had little motivation to undertake the necessary tasks. As a result Mrs A required longer term domiciliary care for 3 times daily in order to maintain the essential tasks.

Whilst reablement was unsuccessful in this case, we were able to commission long term care out of the reablement process rather than Mrs A having to re-enter a new assessment process. This resulted in a much smoother transition for Mrs A to long term care provision.

“ A follow up inspection of adult services by the CSSIW in March 2013 confirmed that progress is being made. Performance against national indicators has largely been maintained, despite increasing demand for services. ”

Wales Audit Office, Annual Improvement Report

“ The council is maintaining sound performance in children's services and adult social care services are now moving in the right direction. ”

Wales Audit Office, Annual Improvement Report 2014

Case Study:

Mrs B was referred to the reablement service following a mini stroke which resulted in some memory problems. Her daughter was very anxious about how she would cope with being in her own home.

Mrs B was forgetting if she had taken her medication, and on one occasion had a small fire in her kitchen after forgetting to turn her grill off. It was felt that she would also struggle with shopping and it was agreed that the private cleaner would assist with this task.

The reablement service also referred Mrs B to 'care and repair' for some rails to assist with transferring off the toilet and to accessing the shower area. It was agreed with Mrs B that reablement support workers would assist her four calls per day, seven days a week.

Reablement support worker feedback was that Mrs B was managing her meals and medication with their support. She progressed very well being back in her own home, thus enabling the calls to be reduced. Her confidence grew resulting in her being able to resume shopping independently.

How did we do it?

- We analysed population and service trends to help us understand what future Adult Services should look like. Over the next 20 years we are projecting a significant increase in our population of over 85's and need to shape our service to meet the needs of an older population. We have also completed a budget sufficiency analysis and forecast model so that we can understand and respond to the growing demand for Adult Social Care. Our current budget is insufficient to meet existing service demands and without significant changes to service delivery we will continue to overspend for the foreseeable future. We are committed to our transformational change agenda to try to manage services with the resources available. From a budget of £53M we overspent by £1.8m. We achieved £1.7m of savings (equating to 46% of our target)
- We reviewed the community meals service provision. Our Citizens Panel, service users and carers were involved in the review of the current service and the development of future options. In our 2014/15 budget we agreed to withdraw subsidy and direct delivery for the meals on wheels service, and the method for delivery of community meals will now be redesigned. Some alternative methods of delivery could include the delivery of meals by community based day centre providers
- We completed construction of Glan Irfon which now delivers a community out-patients service and a 12 bed short-stay intermediate care unit
- We made the decision to externalise the delivery of older people's day centres and seek partners to deliver these on our behalf. We have commissioned Social Firms Wales to work with a range of voluntary sector organisations and town councils to develop business plans for the future delivery of these services. This will be progressed over a three year period
- We reviewed our governance and accountability approach and with our partners we established the Integrated Health and Adult Social Care Leadership Board. This will ensure we have clear multiagency oversight of our transformational agenda to ensure delivery

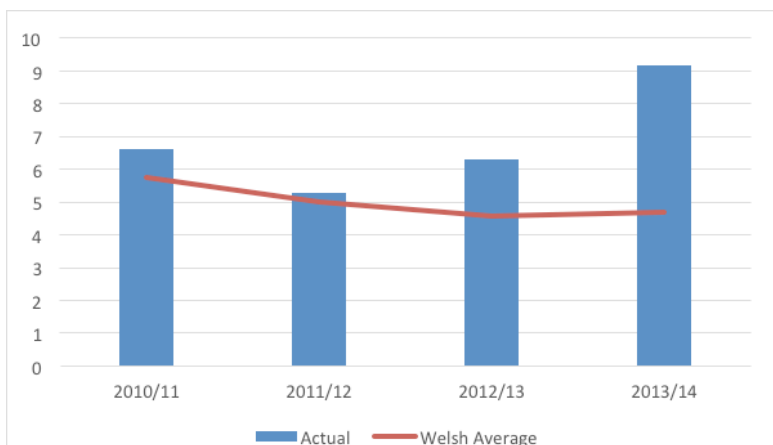
What do we need to further improve?

- Powys teaching Health Board (PTHB) are leading on the development of a Dementia Strategy for Powys citizens. Progress on this work is delayed due to resource limitations and organisational changes within the PTHB. This work will be taken forward by the Integrated Health and Social Care Leadership Board
- The launch of the county wide 'Intake' reablement service was delayed due to the retendering of domiciliary care services. This has now been completed, resulting in the appointment of four new providers to deliver care in Powys. This will enable council employed home care staff to complete specialist training, adding additional capacity to the reablement service. However, this process has not been without its complications which are well recognised and understood - we are

working very closely with all involved to find an improved sustainable solution, and to ensure that users receive the quality service they are entitled to

- The development of our commissioning strategies has been slow. This has been due to limited capacity and wishing to ensure that the strategies are of a high quality with robust implementation plans. With the engagement of a new commissioning team we expect that the pace of change will be much improved and the delivery of these strategies will commence in 2014/15

Rate of delayed transfers of care



- Increased numbers of service users aged 75 or over have experienced delayed transfer of care from hospital (a rate of 9.17 per 1000 population against a target of 5.75). This has been due to a shortage of domiciliary care providers in some very rural areas of Powys, and the closure of some residential care homes. Now that domiciliary care contracts have been awarded, we

expect improvement in these rates. This will be further improved with the start of the intermediate care provision opened at Glan Irfon

- For every 1,000 citizens aged over 65 we supported 20.94 to live in care homes. We missed our target of 19.5 per 1,000 but slightly improved on the previous year's figures, making us 14th out of the 22 Welsh councils
- We aimed to complete 80% of our care plan reviews during the year but only achieved 67.2%, making us 19th out of Wales' 22 councils. We actually undertook a similar amount of reviews as in the previous year but they were concentrated upon a smaller number of high need service users, whereas those with stable, lower risk care needs were not reviewed. We are developing dedicated reviewing teams to address this issue
- We aimed to provide electronic assistive technology (eg. Telecare) to 120 per 1,000 adult service users that we assessed but we only achieved 69.9 per 1,000. A Community Equipment Manager has now been recruited to tackle this issue
- We aimed to roll out a county wide single point of access based on our pilot project in Radnor. At the same time Children's Services were also developing a single point of access. To ensure a more efficient service we decided to combine the adults and children's single point of access into one service. We expect the children's element of the service to be operational by the end of October 2014, followed by the adults element in January 2015. PTHB are set to join at a later date once they have fully identified their service requirements.

Children and family services

Last year we made five commitments to develop a range of early intervention and prevention services that secure the right outcomes for children, young people and families. We completed four of our commitments and one is still in progress.

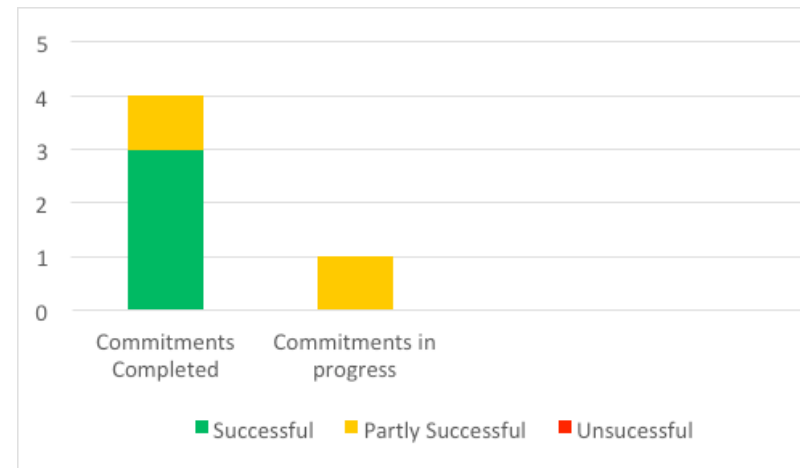
Six in ten respondents to the residents satisfaction survey (60%) are satisfied with support and care for families compared with 75% in 2012 and 57% in 2011. More than 88% of respondents feel Powys is either very good or good as a place to raise children. This is down, but not significantly, on the 2012 figure of 94%.

Annual Residents' Survey 2013

Successful

Overall we feel that we were successful in improving outcomes for our citizens and delivering what we said we would do

How successful were we in delivering our Children and family commitments?



What difference have we made?

254

children were supported through the JAFF process, compared to 123 in the previous year

52%

of JAFF cases closed with outcomes achieved, compared to 42% the previous year

86%

of families supported through a formal parenting programme showed improved parenting capacity, against a target of 75%

37.8%

of children and young people using our emotional health and well-being service showed a clinical improvement, with 72.2% showing reliable improvement

260

assessments provided and 135 young carers were supported through our integrated emotional health and wellbeing service

77%

of the 182 domestic violence referrals we received reported that their quality of life has improved

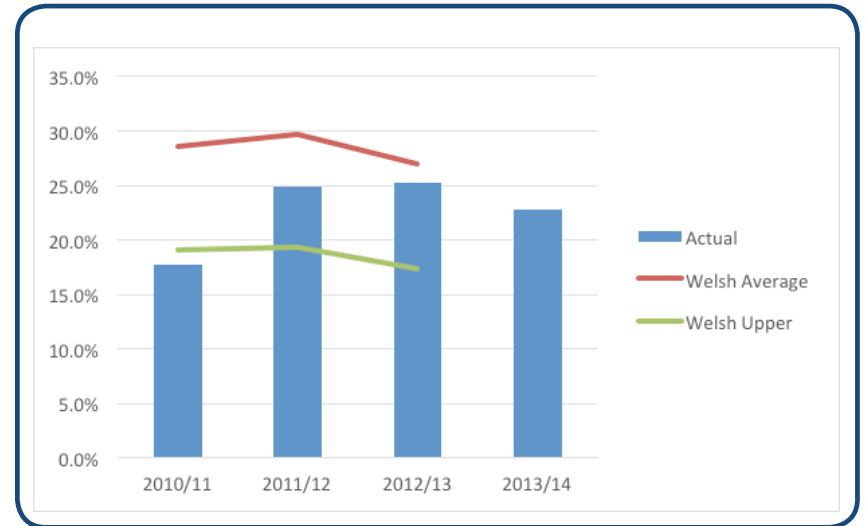
750

We supported over 750 children and young people through school and online counselling services

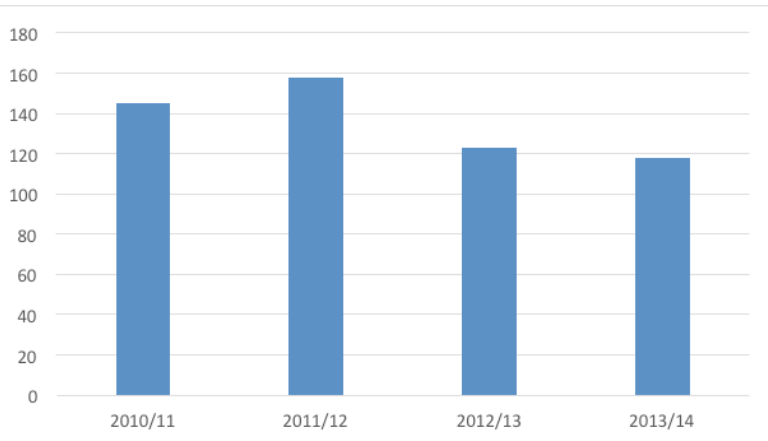
70%

of attendees on our Youth mental Health First Aid Training reported that the training would impact on their practice

- We reduced the percentage of referrals to Children's Services where the family has been known to the service during the previous 12 months



Children placed on register



- We have continued to see a reduction in children becoming looked after, and we are starting to see clear evidence of improved outcomes for those children who are placed on the child protection register. There is also a reduction in the duration that children remain on the register due to improvements in care planning and effective interventions with families. The steady increase in the number of children supported through the Joint Assessment Family Framework (JAFF) correlates with a fall in the numbers of looked after children (LAC) and those “in Need” (CIN). One parent interviewed as a part of the JAFF review said; “They took me forward in getting to the bottom of what the issues were. They moved me into that realm so I had more tools to support him at home (as well). I felt a huge comfort from having them involved”
- 100% of individual outcomes for children on the Integrated Disability Service Team Around the Family scheme were met (*Team Around the Family is a multi-disciplinary team that provides support to families in need to enable them to improve outcomes for the family)
- Our Mind, Exercise, Nutrition, Do it! project (MEND) has been accessed by 141 families. Participants increased their physical activity, reduced their sedentary activity and saw improvements in the Body Mass Index (BMI), waist circumference and heart recovery rates. The families are no longer obese and they are maintaining their weight beyond intervention
- We have seen 216 outreach referrals being made in our Family and Behaviour Support Service (for children aged 0-11 years). Of these, 36 interventions have been completed and 79% of parents have an improvement in their emotional wellbeing following intervention. 150 individuals were supported through parent support groups/programmes

Case Study:

Incredible Years Toddler is going very well in Newtown with a regular attendance of 6/7 mums. We are half way through the programme. One mum in particular who has attended 3 IY groups in the past, is listening to Toddler IY. She baked cakes with her sons for the first time ever and the kids loved it. She took pictures of the activity and showed them to the group. This mum is also attending Young Parents Group and arrives earlier to help with setting up IY and chats about what she has done with her children during that week. She is doing well and being praised is huge for her. She told us 'I feel more confident as a parent' and that 'things are better than they were before'.

- We supported over 220 young people through the 11-19 Family and Behaviour Support Service on a 1:1 basis with 79% achieving positive outcomes. No young person who received the intervention went on to commit an offence

Feedback from families and young people regarding the support received:

"I do more for myself now and I feel that I can deal with things better. I have a better relationship with my mum" (16yr old young person)

"I have been very impressed with the service, right from my initial meeting... We have felt that our son has developed a greater self-esteem and confidence through the sessions – we are very grateful" (parents)

How did we do it?

- We trained 60 social work staff in a process we call 'step up/step down' which ensures that families receive the right level of support as their needs reduce or increase (from early intervention through to higher need services)
- We successfully piloted a 'distance travelled' tool which allows us to understand the impact made by our support for families. We record key lifestyle information at various points along their support journey which allows for comparisons and progress to be monitored. Feedback shows the tool is easy to use and well received by service users, and will be rolled out to all of our children's services in the future
- We continued to provide early intervention support for families with additional needs through our Family and Behaviour Support Service for children 0-11 years (delivered by Action for Children)

What do we need to further improve?

- Although we met our target (50%) for the JAFF closure rate and percentage of cases closed with outcomes met, we feel there is room to improve. However, as a new process we are pleased with the general levels of engagement with the JAFF
- Our single point of access has been delayed. To ensure a more efficient service we decided to combine the adults and children's single point of access into one service. We expect the children's service to be fully operational in October 2014
- We had planned to bring staff working in the Integrated Disabilities Service into the same location but have been unable to do so to date. This will be reviewed in 2014/2015

Housing transformation

Last year we made six commitments to ensure people live in good quality affordable homes. We completed three of these and three are still in progress.

In 2012, 75% of respondents were satisfied with housing services. This year, the figure has fallen to 59%. However, dissatisfaction levels have also fallen, from 17% to 12%.

In 2013, just 22% of respondents felt that Powys was either very good or good for the availability of affordable housing. The figure in 2011 was 35%.

Annual Residents' Survey 2013

Partially Successful

Overall we feel that we were successful in improving outcomes for our citizens and delivering what we said we would do

How successful were we in delivering our Housing transformation commitments?



What difference have we made?

47

We helped 47 first time buyers purchase their own home through the Local Authority Mortgage Scheme (LAMS) against a target of 40

£110K

Average loan amount under LAMS was £110K, total loans approved amounted to £4.981m

8

new affordable homes were provided by Melin Homes in Bwlch, using Social Housing Grant funding

10

We opened a new gypsy site in Kings Meadow, Brecon with 10 residential plots, with the option to extend to 14 at a later date

268

Our housing aids and adaptations service is 30% faster, reducing from 385 days to 268 days

83% of respondents surveyed were highly satisfied with the adaptation

74% of adaptations reduced the need for help from others

89% felt safer in their own home following the adaptation

101

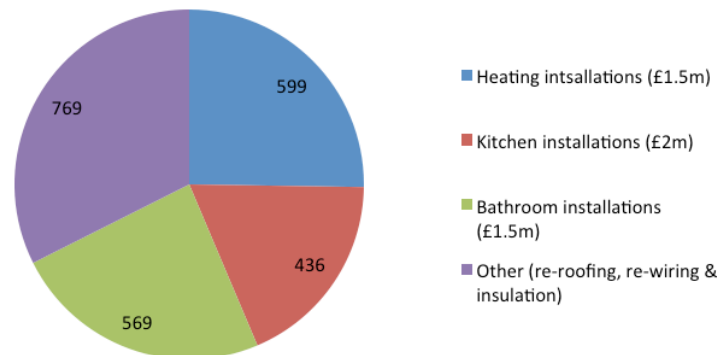
We returned 101 empty homes back into use for much needed housing options, 70 of which were affordable housing

6.72%

of private sector dwellings that had been vacant for more than six months were returned to occupation. This compares to 2.47 in 2012/13, meaning we are now ranked 8th in Wales compared to 18th last year.

- 2373 improvements were made to our council homes to meet the Welsh Housing Quality Standard (WHQS). These works will reduce fuel bills, helping people to maintain their tenancies, and support older people to live in the community for longer. The pie chart below shows the breakdown of those works. 83% of service users were satisfied with the works completed

Welsh Housing Quality Standard works



- Where possible WHQS contractors have employed local tradesmen, thus supporting the local economy by creating apprenticeships and jobs

Steve is a council tenant from Ystradgynlais who worked initially as a labourer but has always loved decorating. He approached Ian Williams Contractors to see if they had any work and it was perfect timing. Ian Williams were requiring skilled labour to work on their kitchen and bathroom renewal contract. The biggest benefit has been to find consistent work in what is a difficult climate



Declan attended Welshpool High School and during his final year decided he would like to gain some work experience before he left school. SWG Business provided a work placement and he is now a full time operative with their ground-works team. Other pupils from the school have been offered work experience, some of whom have gone on to do apprenticeships within the firm.



- Our WHQS contracts required the contractors to deliver community benefits, resulting in:
 - Redecorating a church hall in Llanfaes
 - Redecorating village hall in Felindre
 - Open “fun-day” in Machynlleth
 - Childrens Christmas party
 - Prize draw for tenants
- We improved and adapted a further 1,339 homes outside of the WHQS against a target of 1000, resolving 362 Health and Safety Rating System Hazards. These improvements promote independent living and improve life quality for older or less physically able people. This has the potential to reduce the call on and cost to health and social services
- We undertook a pilot project in the Newtown area alongside our social housing partners which allowed applicants to contact any one of the partner organisations to get housing options advice. If eligible for social housing, applicants need only register once on the Common Housing Register (instead of duplicate applications to each provider). As a result of this work,

homeless presentations in the Newtown area reduced to 27 in a six month period, compared with 103 in the same period in 2012. Satisfaction levels are high, when asked “How did you find your experience of applying for housing”, 71% replied “Good and easy”. We also asked how we could improve the service, with a majority replying ‘nothing’. However we received useful suggestions such as “Welcome pack for new tenants”, “need to have staff available for face to face contact”

Case Study

This tenant had wall insulation installed to her property around a year ago. She has a disabled son who needs to be kept warm and had to have her heating on constantly to achieve this as the property lost heat so quickly.

“The contractor was helpful, tidy and liaised closely between me and my neighbour who owned their property. Scaffold was erected and they cleared up at the end of every day for the work, which took just under a week. Since completed, the difference it has made has been remarkable. I have even been able to turn my heating off at night, which was unthinkable before the work, as the property holds the warmth so well”.

As a result, this tenant is hoping to cut her heating bills significantly this winter. She thoroughly recommends the insulation to others.

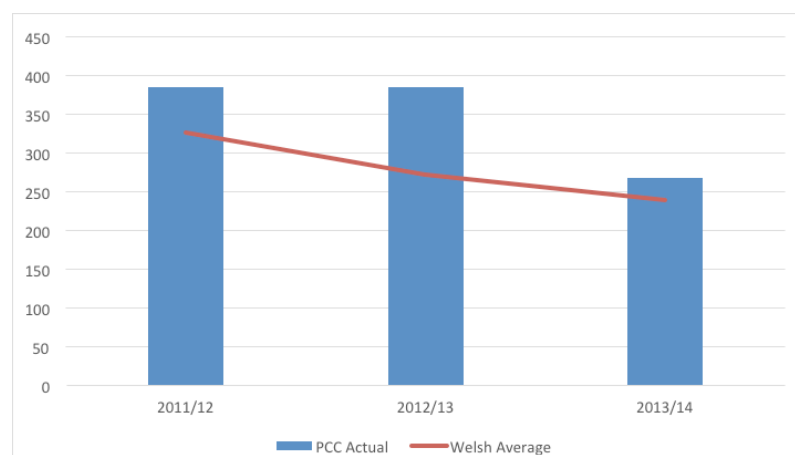
How did we do it?

- We secured funding to provide 46 affordable homes in Gurnos, Ystradgynlais. We also secured funding for 48 supported housing units for Newtown comprising 39 extra care and 9 supported living homes in partnership with Wales & West Housing Association, with work to commence in August 2014
- We provided interest free loans to help improve the condition and energy efficiency of privately owned housing
- We secured £843,500 funding to support private sector households (£310,000 for landlords, £448,000 energy action, and £85,500 safe warm & secure)
- We secured a further £1,375,431 to be spent as follows:
 - £378,170 for investment in the Llandrindod Wells Renewal Area
 - £997,261 for additional accommodation by bringing empty properties into use via the Welsh Government's Houses into Homes fund

What do we need to further improve?

- Whilst we met the targets for improving the time taken to deliver disabled facilities grants (DFG) we were starting from a low base. In 2012/13 our performance on DFGs fell well below the average for Wales. We're now ranked 16th in Wales compared to 20th the year before. We want to improve further so that Powys becomes one of the top performing councils in Wales

Time taken to deliver Disabled Facilities Grant adaptations



- We have had some issues where existing tenants have refused us access to undertake certain works – such as re-wires. We are working closely with our tenants and contractors through our Tenant Liaison team to ensure we can gain access as appropriate

Schools modernisation

Last year we made eight commitments to improve education and training opportunities for citizens. We completed one of our commitments and the remaining seven are in progress.

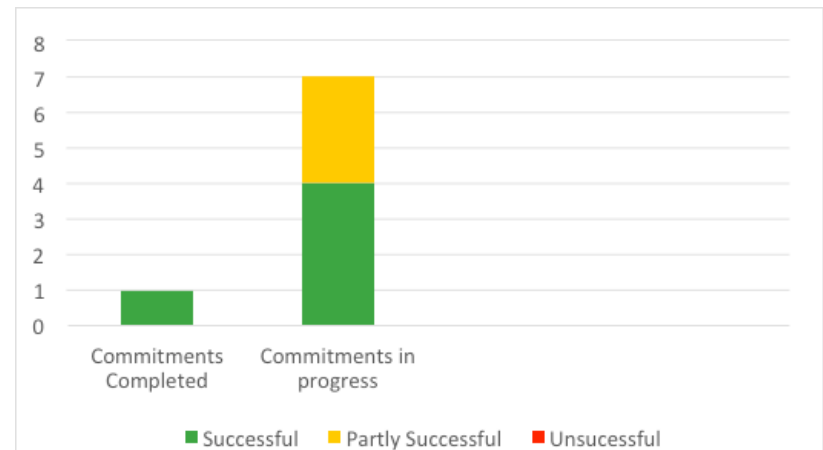
Residents satisfaction with pre-school education is relatively high at 71%. However, it is notably down on last year's figure of 91%. Dissatisfaction remains at around 8%. Nearly 82% of respondents are satisfied with primary education in Powys. This is down slightly on last year (88%). Just more than two in three respondents are satisfied with secondary education services in the county. This is down on the 2012 figure of 85%.

Annual Residents' Survey 2013

Successful

Overall we feel that we were successful in improving outcomes for our citizens and delivering what we said we would do.

How successful were we in delivering our schools modernisation commitments?



What difference have we made?

- Following an inspection in February 2011 and a follow up visit in October 2012, Estyn judged our education services as requiring 'significant improvement.' By May 2014 we were judged to have made good progress. As a result, Her Majesty's Chief Inspector of Education and Training in Wales considers that we are no longer in need of significant improvement and is removing us from further follow-up activity
- Strategic planning within the education service has improved. The implementation of a long term, structured approach to improvement gives a clear direction to all involved in the planning and delivery of educational services
- Powys schools performed well in the majority of the key indicators at all key stages of education demonstrating improved educational outcomes for our citizens.
- Attendance is amongst the best in Wales with an increase from the previous academic year (2012-2013) of over 1% in both the primary and secondary sector
- We worked in partnership with SNAP Cymru and reduced the number of appeals to the Special Educational Needs Tribunal for Wales from eight in 2011-12 down to one in 2012-2013. This is the biggest percentage reduction in Wales

“ The council is achieving improvement in its education services for children and young people ”

Wales Audit Office, Annual Improvement Report 2013-14

75%

of the 16 primary schools inspected by Estyn were judged as 'good' for capacity to improve and quality of leadership. This demonstrates an improvement in the quality of leadership and management in Powys schools

22,200

We reduced the number of surplus school places to 22,200, exceeding our target of 23,400

14.3%

of our primary school places are surplus, beating our target of 19%

15.2%

of our secondary school places are surplus, beating our target of 17%

How did we do it?

- We improved the way we use regulator feedback to ensure it shapes our plans to improve, with improving learner outcomes as a key priority
- We improved our support for school leaders through the provision of high quality guidance and support for those aspiring to leadership positions
- We provided training for governors to help them understand school performance data
- Good progress has been made in improving the rigour and consistency of performance management of officers. The introduction of an accountability framework

provides clear lines of accountability from individual officers through to the Cabinet member for education and the education scrutiny committee. All officers within the school service now have an annual appraisal with quarterly monitoring

- We have improved the connectivity and wireless capacity in all our schools through securing £1.2m from the Welsh Government Digital Learning Grant
- We have introduced a new IT system which allows us to more easily track the performance of pupils, enabling early identification and implementation of learning intervention programmes
- We reviewed current Additional Learning Needs (ALN) and behaviour support provision, identifying strengths and shortcomings. This resulted in a clear set of recommendations which we took out for consultation on the future of preschool and specialist centres hosted by mainstream primary schools
- With the help of our colleagues in Ceredigion Council we developed a new Special Educational Needs (SEN) strategy. This sets out our vision, aims, objectives and clear entry and exit criteria for the SEN register. It also crucially gives access to enhanced resource provision
- In the John Beddoes catchment area we closed Beguildy primary school and in the Gwernyfed catchment area we closed Rhosgoch Primary school, following on from the closure of Glasbury and Ffynongynydd Primary Schools. The Minister for Education and Skills has approved the closure of Llanigon School following work with the school community to achieve a managed closure and early transfer of pupils
- Our plans to build new schools at Hay, Clyro and Talgarth are progressing with a bid for Welsh Government funding currently being submitted. We hope to open these new schools in September 2016

- Following consultation we approved the closure of Ysgol Bro Ddyfi and Ysgol Gynradd Machynlleth to establish a new all through 3-18 school across two sites. A shadow governing body has been established and a leadership team appointed

What do we need to further improve?

- To further reduce the number of schools with deficit budgets
- We maintained the condition of our schools with 139 in C or D rating. Despite beating our target of 142 we did not see a reduction on the previous year
- To improve the performance of schools who do not compare favourably with similar levels of deprivation as measured by the percentage of pupils in receipt of free school meals
- We aimed for 67% of our schools to be judged as good or better using the regional school improvement classification matrix, but we only achieved 53%. We need to further reduce the numbers of schools that require follow up activity following an Estyn inspection
- There is a need to complete a review of secondary and post 16 education provision to ensure an affordable and sustainable infrastructure where learners are able to access a range of high quality courses

Leisure and recreation

Last year we made four commitments to encourage healthy and active lifestyles, and to increase access to cultural opportunities. We successfully completed one of our commitments and the remaining three are in progress.

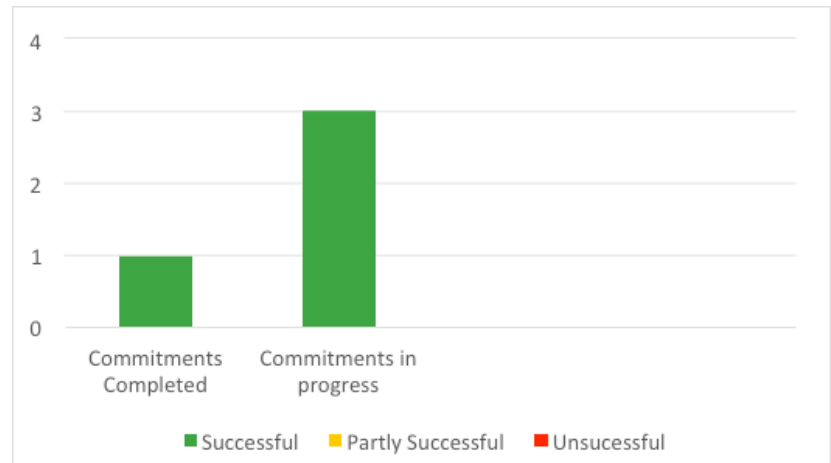
67% of participants were satisfied with leisure and sports centres, compared with 89% in the previous year. Satisfaction rates drop further in the south of the county to just 50%. This was also the lowest in 2012, but the gap between this area and the rest of the county has increased.

Residents' Satisfaction Survey Report 2013

Successful

Overall we feel that we were successful in improving outcomes for our citizens and delivering what we said we would do.

How successful were we in delivering our leisure transformation commitments?



What difference have we made?

91%

of young people are satisfied with their youth club (compared with 92% in 2012) User Satisfaction Survey 2013

22.29%

The percentage of youth service participants gaining accreditations (e.g. in Duke of Edinburgh, photography, art and cookery) has increased from 16.38% in 2011/12 to 22.29% in 2013/14

35%

The number of people involved in Young Farmers Club activities has increased by 35% since 2011/12

5.29%

We experienced a 5.29% increase (from our 2010/11 baseline) in the number of occasions people participate in physical activity across our leisure services (against a target of 4.5%)

7,885

There were 7,885 visits per 1,000 population to our sports and leisure centres where the visitor took part in physical activity. This is lower than the Welsh average (8,954) making us 15th in Wales (out of 22 councils)

2.04%

The numbers participating in our cultural activities (libraries, museums, archives and arts) increased by 2.04% from 633,231 in 2012/13 to 646,135 in 2013/14

7th

There were 6,399 visits to public libraries per 1000 population, a slight decline since 2012/13 but we are still ranked 7th in Wales (out of 22 councils)

How did we do it?

- We investigated different management options for our sports and leisure centres to help meet the challenges of the current economic climate. As a result we are currently progressing the development of a partnership with an experienced leisure services provider
- We merged our Youth Intervention Service with both the Youth Service and the Youth & Family Information Service. Through one service we now deliver a range of universal services available to all young people (including youth clubs, projects, holiday activities), targeted supported for more vulnerable young people facing particular challenges in their lives and a range of information and advice services for young people and their families across Powys
- We implemented a new Youth Service strategy (2013-2017). These are some of the improvements for young people:
 - ▶ Young people now have the opportunity to have their voices heard and their views taken into account through forums in all youth clubs
 - ▶ Young people participate in recruitment process / interviews of Youth Service staff
 - ▶ Youth Clubs in 16 towns delivering a range activities, projects, accreditations
 - ▶ Youth Workers working in Powys High schools, college sites, and other outreach venues across Powys
 - ▶ Duke of Edinburgh Award successfully delivered at Gold, Silver & Bronze level across the county
- We agreed to transfer the maintenance of bowling and cricket greens to clubs
- We have stopped commissioning touring theatre productions and have instead promoted the 'Night Out' rural touring scheme, which provides advice,

guidance and support to local groups who want to put on professional performances of their choice in their local community venue. We have set up a Promoters Network and through this have assisted new and existing promoters in selecting shows, marketing and event management. We have increased the numbers of venues participating from 43 to 46 and the number of promoters from 41 to 43. The number of shows increased from 71 to 75 with the number of Welsh language shows increasing from 8 to 13 and total attendance increased from 4,051 to 4,166 whilst producing a saving of £20,000

- We agreed to allocate £800k to improve archives accommodation

Case Study

As a council we were maintaining bowling greens and cricket squares despite the fact that other sports clubs looked after their own. In the current financial climate this was no longer feasible.

We went out to consult and work with the clubs and a range of interested parties (including county councillors, town councils and Assembly Members) over a three year period. It took some time to complete due to the uncertainty felt by the sports community and huge effort went into working through all the issues and anxieties that went with this.

An approach was agreed, we arranged for supply of machinery in cutting and rolling the pitches, and short-term grant aid supplied to support the change to self-management. Advice was sought from partners, including the 'Institute of Groundsmanship' and specialist ground-keeping training was provided to club members.

All clubs have now worked through their second season as independent ground managers and anecdotal feedback has been positive, with club members working together to manage the land in ways never previously considered.

We are now working with an even wider range of sports clubs to take on whole sporting facilities, including grounds and buildings, and new sports associations are being set-up across the county to facilitate joint working on a larger scale.

What do we need to further improve?

- The number of young people accessing our youth services has decreased by 4.93% since 2011



Regeneration

Last year we made 12 commitments to create a more resilient and prosperous county with sustainable employment for the future. We completed two, with 10 still in progress.

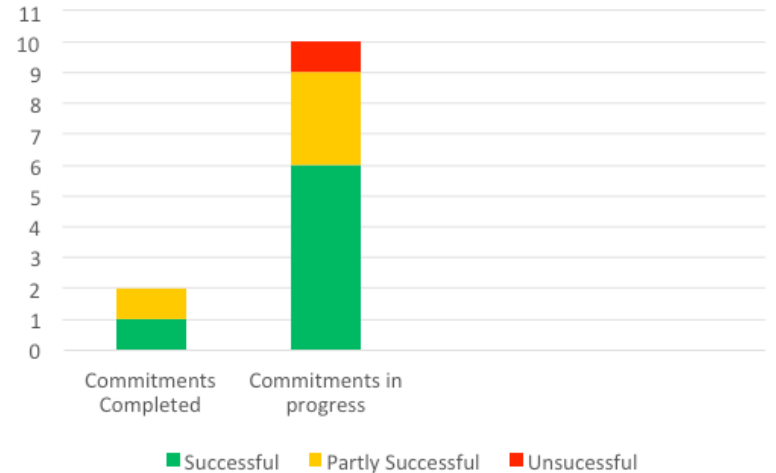
Less than four in ten respondents (37%) said that they are satisfied with planning services in Powys. This is down from 51% in 2012 and 48% in 2011. Just 9% of respondents feel that Powys is a good place to live in terms of job opportunities. This is down slightly on the already low figure of 13% reported in 2012

Residents' Satisfaction Survey Report 2013

Partially Successful

Overall we feel that we were partially successful in improving outcomes for our citizens and meeting our targets.

How successful were we in delivering our regeneration commitments?



What difference have we made?



Case Study

Hattie, aged 19 from Wales is a first year apprentice with our local environment team.

Despite leaving full time education with 11 GCSEs and three A-levels, Hattie was finding it hard to find a job. She applied for our apprenticeship opportunity in the local environment team which covers a range of work from highways to the grounds.

Hattie explained "It was daunting at first coming into such a male environment but now I think I have been accepted as just another team member. The apprenticeship has been great for me and I would definitely recommend it to anyone who doesn't want to go through University. You are paid whilst learning, getting qualifications and gaining work experience and I have paid nothing towards it. The amount of support the company invests in you is phenomenal and really encourages you to go further".

How did we do it?

- Our high street project aimed to address the issues faced by most UK high streets, of falling footfall and increasing vacant shop space. We carried out pilot activities in Newtown and Rhayader through digital marketing (specifically website retailing) and short term use of retail and business units. In Newtown, we

established a pop-up shop over the Christmas period, and officially launched the business at the end of January. A sublease has been agreed so that an arts and craft group are able to sell their products from the same premises.

- We made it easier to use council property for the provision of affordable housing through the revision of our Corporate Assets Policy
- We established a virtual Youth Academy (on social media), to help provide job opportunities within the council, and we have developed a system to measure the difference that opportunities will make to young people's lives
- We are developing a Youth Academy marketing strategy to build links with local businesses, and promote opportunities for young people through the use of social media and careers' events
- We consulted with Brecon residents about the planned learning and leisure campus in Brecon
- We secured Heritage Lottery Funding, developed designs and consulted with citizens on the creation of a cultural hub in Brecon. This includes the restoration of the existing Grade II* Brecknock Museum and Art Gallery and relocating the existing library to a new Library building next to the museum
- We continued to work with Welsh Government and BT on the Superfast Cymru project, to ensure that our communities are able to realise the benefits of increased broadband speeds
- We re-organised our planning services with a new staff structure and a new document management system, enabling the service to operate more efficiently
- We progressed the Local Development Plan which has now been through public consultation
- We updated our Asset Management Strategy
- We reviewed our Regeneration Strategy and produced

an action plan

- We were shortlisted for the 2013 Welsh National Procurement Awards, in the Category of Innovation Champion for joint procurement and housing project: Reducing Barriers to Tendering to support the Welsh Housing Quality Standard. This is the first National Procurement Awards for Wales, and there were over 50 nominations in total across several categories

What do we need to further improve?

- We did not achieve our target of offering one Local Government Management Trainee placement, due to a lack of financial resource in services during a period of unprecedented cutbacks
- We planned to revise our Commissioning and Procurement Strategy but this is still in progress. However, the council has moved to a commissioning model, which means we will redesign services around the needs of the citizen. This will result in changes to the way we deliver services and in some cases, who delivers them. In this new environment decisions can be taken with the local economy in mind, and will help us better understand our local suppliers and how to develop them to meet our needs
- We ran a pilot project to develop community hubs in Knighton, Llangurig and Tirabad. Community hubs are multi-use, community run buildings that provide a range of services for the local area. The project is not yet complete, with premises works and funding at various stages. We have developed a toolkit and launched a website that provides valuable advice and information to other communities who may be interested in setting up their own hub
- We failed to support any businesses to improve their performance through e-marketing (against a target of 9)

Climate Change

Last year we made ten commitments to reduce our carbon footprint and increase the amount of material that is reused or recycled. We successfully completed two of our commitments and the remaining eight are in progress.

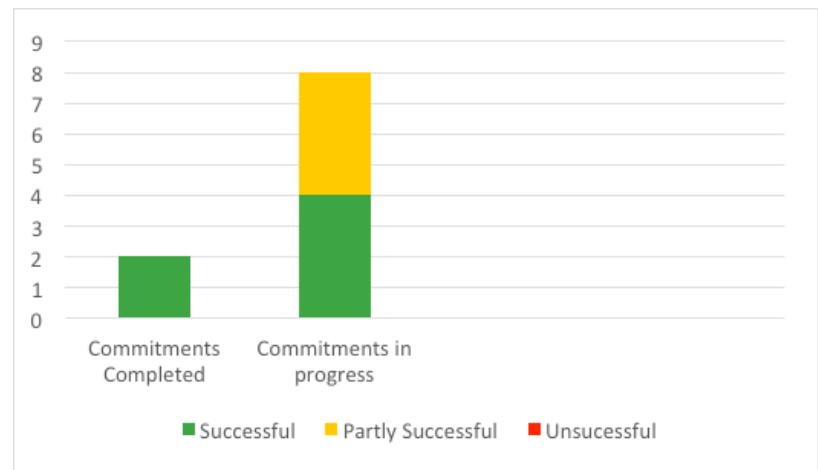
Three in four respondents (76%) are satisfied with the recycling service they receive, down slightly from 78% in 2012. 85% of those using the new system are satisfied compared with 54% satisfaction rates with those using the old system. Around seven in ten (71%) are satisfied with the provision of recycling banks. This is down notably on the 2012 figure of 85%. Just more than half (55%) say that they are satisfied with the standard of street lighting in their local area. This is higher than in 2011, when the figure was 44%, but down on last year's 63%.

Residents' Satisfaction Survey Report 2013

Successful

Overall we feel that we were successful in improving outcomes for our citizens and delivering what we said we would do.

How successful were we in delivering our climate change commitments?



What difference have we made?

778

tonnes reduction in CO2 emissions from our buildings, more than four times the amount in the previous year (against a target of 525) and saving £9,336 from our Carbon Reduction Commitment Energy Efficiency Scheme fees

£90k

We cut spend in our utility budget by £90,000, which helped us cope with rising energy unit prices

1.77%

Our carbon saving energy efficiency loan scheme helped achieve a 1.77% reduction in CO2 emissions from domestic property (against a target of 1%) which equates to a 6,217.80 tonne reduction through:

- 50** solar panel systems **12** wood pellet boilers
- 10** oil efficient upgrades **6** external wall insulations
- 11** biomass boilers **9** air source heat pumps

(Not only did we reduce CO₂ emissions, this reduced people's fuel bills too)

52.52%

We recycled 52.52% of the waste we collected, against a target of 52%, making us 17th in Wales (out of 22 councils)

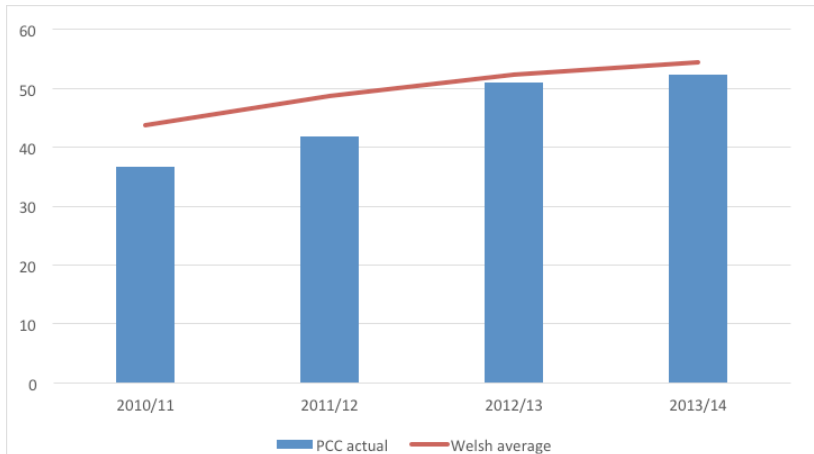
33,430

We sent 33,430 tonnes of waste to landfill, decreasing from 38,595 tonnes in the previous year

1457

We converted 1,457 streetlights to more energy efficient LED lighting (10% of the total streetlights within Powys)

% of municipal waste collected by local authorities and prepared for reuse and/or recycled



How did we do it?

- We gave interest free loans of up to £5,000 to help home-owners improve energy efficiency
- We installed a wood chip biomass boiler at County Hall in Llandrindod Wells, saving 164 tonnes of carbon, and a wood pellet biomass boiler at Glan Irfon (our new health and social care facility in Builth Wells)
- We completed energy audits for 37 of our corporate buildings
- We purchased 28 new recycling and 12 new refuse vehicles to replace our aging, hired fleet. The first recycling vehicle has been used to test the new rounds before the rest of the fleet is delivered in 2014/15. Our new recycling vehicles will enable all recycling to be collected on one vehicle and for the first time kerbside recycling can be offered to the whole county
- We are developing a number of processing sites around the county to help us deal with our waste more efficiently
- We finished building a new household waste and recycling centre at Lower Cwm Twrch, but there is a delay in opening the facility whilst we appoint operators
- We updated our local flood risk management strategy in response to public consultation feedback

What do we need to further improve?

- In order to continue reducing carbon emissions we need to replace old inefficient boilers. However there is less money to do that and as a result we replaced fewer boilers last year than in the previous year. If this continues, carbon emissions will increase
- Some small energy projects were not implemented due to technical issues, however we plan to deliver them in 2014/15

- We successfully completed the first phase of the Welshpool flood alleviation scheme, resulting in better flood protection for one property. Phase two of the scheme (which covers a further 49 properties) was delayed, however an alternative solution has been found, and we anticipate completion by March 2015
- A detailed design is being finalised for Tregynon flood protection scheme and, subject to obtaining the necessary approvals, we anticipate completion by March 2015. When complete, 50 properties within the village will have a better standard of flood protection
- The Talgarth Flood Alleviation Scheme, which will reduce the risk of flooding in 85 properties, has been delayed as we undertake required further detailed assessments, but we hope to start work shortly and complete in March 2015

“ Previous failure to adequately address health and safety issues has delayed the introduction of specialist multi-purpose vehicles for kerbside recycling collection by over a year. This has affected recycling performance and significantly added to service costs ”

*Wales Audit Office, Annual Improvement Report
2013-14*

Council

Last year we made 12 commitments to create a streamlined professional council to meet the challenge of delivering quality flexible services. We completed two of these, nine are still in progress and one is yet to start.

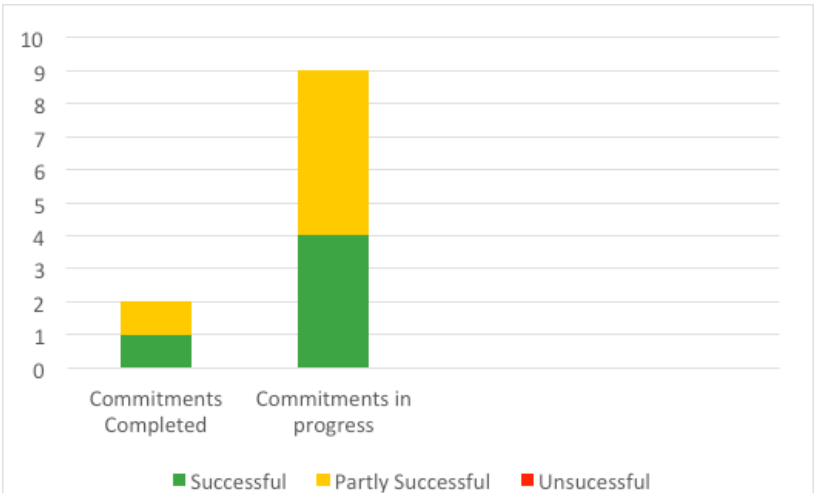
Overall, 79% of respondents agree that we are easy to contact, compared with 74% in 2012 and 76% in 2011. Nearly three quarters of respondents (74%) agree that we respond well to enquiries. Around two thirds of respondents were satisfied with the outcome of their enquiry (67%). This is very similar to the figure reported in 2012 (64%). More than one third of all respondents said that they would use our website to access information about services. This compares to 24% who said they would use the phone.

Residents' Satisfaction Survey Report 2013

Partially Successful

Overall we feel that we were partially successful in improving outcomes for our citizens and meeting our targets.

How successful were we in delivering our council commitments?



What difference have we made?

- We achieved £14.360m of budget savings (this represents 84% of those targeted) leaving a shortfall of £1.7m. However we still maintained a balanced budget with an underspend of £464,000
- Our improvement planning arrangements have improved to the point where no further proposals for improvement were received from Wales Audit Office
- The Powys Change Plan 2013-16 was viewed as an exemplary document by regulators and was well received by members, directors and staff
- Our self-evaluation tools have been identified as good practice by the Wales Audit Office for councils looking to strengthen their self-evaluation arrangements
- Estyn provided very positive feedback on arrangements, both corporately and within the schools service in their monitoring visit of October 2013
- We merged our Improvement Plan (previously called the Powys Change Plan) with the local service board's Integrated Plan (One Powys Plan) better enabling public services in Powys to work together to improve outcomes for citizens. The Wales Audit Office and Welsh Government described our approach as "the potential vanguard for Wales"
- We replaced our website to make it easier for citizens to access services and information online
- We introduced an automatic switchboard, enabling callers to be put through to services more quickly and saving approximately 35p per call
- We sold or transferred ownership of 14 properties generating capital income of £1,483,572.00
- We introduced cash payment facilities in communities through the Post Office, local stores and petrol stations and we reduced costs by closing council cash offices

- We moved some customer service centres into libraries, enabling access outside of normal office hours and reducing costs

" The council is improving its arrangements for self-evaluation of service performance and of progress in achieving its improvement objectives but this improvement is not fully reflected in its Annual Performance Report to citizens "

Wales Audit Office, Annual Improvement Report 2013-14

" The Council has robust scrutiny arrangements which it is using to good effect in planning and delivering improvements "

Wales Audit Office, Annual Improvement Report 2013-14

Case Study

Through working in partnership with Ceredigion County Council our schools service has introduced more robust performance management arrangements which allow more effective self-evaluation. Much of this work has been driven by the introduction of a comprehensive planning and accountability framework. This consists of detailed plans at several levels from personal development plans to service plans, and business plans.

All these plans have nominated responsible officers and all feed into the education service business plan which in turn feed into the One Powys Plan 2014-17. This framework is underpinned by an agreed reporting structure to cabinet and to performance scrutiny, with quarterly review dates for each plan. There is now much greater transparency in the work of the service and also in its communications with schools.

Ian Roberts, Head of School Service, has commented that "The introduction of the accountability framework has assisted the development of a set of behaviours by officers. All members of staff now have a clear understanding of their roles and take ownership and collective responsibility for the performance of education services for children and young people, resulting in improved learner outcomes

How did we do it?

- We created a new Corporate Complaints Policy based on industry standards
- We created a single point of access for complaints, using one telephone number, one email address and one postal address
- We undertook self-evaluation training for elected members and heads of service
- We introduced an organisational development plan which resulted in improvements including:
 - ▶ £3m of savings by redesigning management structures
 - ▶ 115 members of staff attending leadership and management courses
 - ▶ 56 members of staff completing project and programme management training
- We worked with our Local Service Board partners to develop a new 'One Powys Plan'. It aims to improve the way we work together to tackle challenging issues,

ensuring citizens receive better services

- We introduced simplified but more effective performance management arrangements
- We have continued to strengthen the role of scrutiny within the improvement planning process
- We reviewed and redesigned a number of key internal business processes and services. For example we made savings of £270K by re-organising our Information Services.
- We developed a joint ICT strategy between ourselves and Powys teaching Health Board and successfully delivered ICT services to both organisations from one pooled budget. We also secured EU and WG funding for ICT initiatives
- We introduced a process for improving the way we review HR policies to ensure they are fit for purpose, able to protect against litigation and reputational damage, whilst at the same time supporting workforce transformation

What do we need to further improve?

- Our target is to respond to 95% of complaints within 20 working days, however the annual average for 2013/14 was 84%. We are taking action to ensure individual service areas are responding to complaints faster than they do currently
- We would like to strengthen our use of self-evaluation tools and our focus upon robust performance monitoring
- We had planned to develop a strategic workforce plan to help shape a future workforce fit to serve the needs of the organisation, however this has been delayed due to staffing restructures and the job evaluation process

Guiding principles

Equalities

Work has continued on the ten objectives of the Strategic Plan 2012-2016. Highlights include:

- Improved performance for pupils on free school meals
- Increased numbers of people with a learning disability securing employment through the supported employment scheme
- A structured apprenticeship scheme established and apprentices recruited
- Revised 'access to fitness' scheme, widening the potential take-up of disadvantaged groups
- 15 key council meetings were webcast across the county with in excess of 5000 webcast viewers
- Three public 'How Fair is Powys?' engagement events with good public and third sector attendance
- First phase of a domestic abuse campaign was completed with significantly improved domestic abuse reporting figures for Powys
- Improvements made to Equality Impact Assessments practice across key service areas, resulting in a more robust 2013/2014 annual budget-setting process
- A disability harassment Multi Agency Risk Assessment Conference (MARAC) now in place in partnership with the Police with 2 successful MARAC's being administered to date

Welsh language

We worked on promoting and raising the profile of the Welsh language within the county through public events such as the Tour of Britain, Royal Welsh Agricultural Show and the National Eisteddfod. We provided a prominent location for Menter Maldwyn in Newtown, to raise the profile of their work in the north of the county, and supported the work of Menter Brycheiniog and Maesyfed in the south. We also support the Aman Tawe Language Promotion Partnership, which aims to increase and energise language use in the south of the county.

“ The council was late submitting its Welsh Language Scheme Annual Monitoring Report again this year; some targets have not been met and there is no high-level forum in place to discuss, promote and challenge the implementation of the language scheme ”

Wales Audit Office, Annual Improvement Report 2013-14

Sustainable development

We promoted a number of programmes and discussions around sustainability and climate change issues both within the council and with partners. These include:

- The Wales We Want national conversation – gathering ideas about how the public see Wales in the future
- The EU Zero Impact Cultural Heritage Event Network – investigating how to reduce the environmental impacts of events
- The Low Carbon Behaviour Change programme – using behaviour change to reduce carbon emissions
- The Zero Interest Loan Fund – supporting energy efficiency and generation at home

We held our annual sustainability day, showcasing a range of projects from the public, private and community sectors which demonstrate sustainability principles.

Finding out more

This is a brief summary of a much more detailed report. You can read a full version on our website at www.powys.gov.uk/onepowys

Having your say

Citizens have a vital part to play in shaping our services and there are a number of ways you can do that.

You could:

- Join our citizens panel
- If you are aged 11-18, join our Youth Forum
- If you are a council tenant join a tenants panel
- Take part in one of our many public consultations

Find out about all of the above on our website at www.powys.gov.uk/haveyoursay

Contacting us

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