

Pecyn Dogfennau Cyhoeddus

Cabinet

Man Cyfarfod
**Siambwr y Cyngor - Neuadd y Sir,
Llandrindod, Powys**

Dyddiad y Cyfarfod
Dydd Mawrth, 17 Medi 2019

Amser y Cyfarfod
11.30 am

I gael rhagor o wybodaeth cysylltwch â
Stephen Boyd
01597 826374
steve.boyd@powys.gov.uk



Neuadd Y Sir
Llandrindod
Powys
LD1 5LG

Dyddiad Cyhoeddi

Mae croeso i'r rhai sy'n cymryd rhan ddefnyddio'r Gymraeg. Os hoffech chi siarad Cymraeg yn y cyfarfod, gofynnwn i chi roi gwybod i ni erbyn hanner dydd ddau ddiwrnod cyn y cyfarfod

AGENDA

1.	YMDDIHEURIADAU
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Derbyn ymddiheuriadau am absenoldeb.

2.	COFNODION
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Awdurdodi'r Cadeirydd i lofnodi cofnodion y cyfarfodydd a gynhaliwyd ar 30 Gorffennaf a 3 Medi 2019 fel cofnodion cywir.

(Tudalennau 1 - 10)

3.	DATGANIADAU O DDIDDORDEB
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Derbyn unrhyw ddatganiadau o ddiddordeb gan Aelodau ym ymwneud ag eitemau i'w hystyried ar yr agenda.

4.	ADOLYGIAD O DDARPARIAETH Y CHWECHED DOSBARTH 2019
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Ystyried adroddiad gan y Cynghorydd Sir Myfanwy Alexander, Aelod Portffolio ar faterion Dysgu a'r Iaith Gymraeg.

(Tudalennau 11 - 112)

5.	YSGOL FABANOD LADYWELL GREEN AC YSGOL IAU G.G. HAFREN
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Ystyried adroddiad gan y Cynghorydd Sir Myfanwy Alexander, Aelod Portffolio ar faterion Dysgu a'r Iaith Gymraeg.

(Tudalennau 113 - 164)

6.	STRATEGAETH ARIANNOL TYMOR CANOLIG
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Ystyried adroddiad gan y Cynghorydd Sir Aled Davies, Aelod Portffolio ar faterion Cyllid, Cefn Gwlad a Thrafnidiaeth.

(Tudalennau 165 - 198)

7.	GOROLWG A RHAGOLYGN ARIANNOL AR 31 GORFFENNAF 2019
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Ystyried adroddiad gan y Cynghorydd Sir Aled Davies, Aelod Portffolio ar faterion Cyllid, Cefn Gwlad a Thrafnidiaeth.

Y cyfeiriad gwe ar gyfer yr adroddiad cyllid rhyngweithiol ar gyfer Gorffennaf yw <https://sway.office.com/U4WTrE7HLBNmmMc7?ref=Link>

(Tudalennau 199 - 210)

8.	DIWEDDARIAD AR Y RHAGLEN GYFALAF AR GYFER Y CYFNOD I 31 GORFFENNAF 2019
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Ystyried adroddiad gan y Cynghorydd Sir Aled Davies, Aelod Portffolio ar faterion Cyllid, Cefn Gwlad a Thrafnidiaeth.

(Tudalennau 211 - 216)

9.	POLISI CYNLLUN PARTNERIAETH PRIF AWDURDODAU
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Ystyried adroddiad gan y Cynghorydd James Evans, Aelod Portffolio ar faterion Llywodraethu Corfforaethol, Tai a Gwarchod y Cyhoedd.

(Tudalennau 217 - 226)

10.	DIOGELU CORFFORAETHOL DIWEDDARIAD 6 MIS AR 30 MEHEFIN 2019
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Derbyn ac ystyried y papur briffio 6 Mis a diweddariad gan y Grwp Diogelu Corfforaethol.

(Tudalennau 227 - 228)

11.	GOHEBIAETH
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Derbyn unrhyw ohebiaeth sydd ym marn yr Arweinydd yn ddigon o frys i haeddu ystyriaeth.

12.	PENDERFYNIADAU DIRPRWYEDIG A WNAED ERS Y CYFARFOD DIWETHAF
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I nodi'r penderfyniadau dirprwyedig a gymerwyd ers y cyfarfod diwethaf.
(Tudalennau 229 - 230)

13.	BLAENRAGLEN WAITH
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Ystyried blaenraglen waith y Cabinet.
(Tudalennau 231 - 236)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE CABINET HELD AT COUNCIL CHAMBER,
COUNTY HALL - COUNTY HALL ON TUESDAY, 30 JULY 2019**

PRESENT

County Councillor M R Harris (Chair)

County Councillors A W Davies, MC Alexander, P Davies, S M Hayes, R Powell and M Weale

In attendance: County Councillors K Lewis, P Roberts and G Williams and Mr J Brautigam.

1.	APOLOGIES
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Apologies for absence were received from County Councillors J Evans

2.	MINUTES
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The Leader was authorised to sign the minutes of the last meeting held on 9th July 2019 as a correct record.

3.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

4.	PERFORMANCE REPORT QUARTER 1
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Cabinet considered the performance report for the first quarter of 2019/20 which set out details of the top 20 Powys specific performance measures, top priorities and milestones in the Corporate Improvement Plan 2018-23, Public Accountability Measures, progress against the Strategic Equality Plan and the Quality Assurance Framework. The report set out remedial actions for targets that had not been met.

The Portfolio Holder for Learning and Welsh Language referred to the roll out of child-care offered to 77% of families which was the best performance of any Welsh local authority and a considerable achievement given the rural nature of the county and the limited number of staff. The Leader asked that her thanks be passed on to the staff.

With regard to the red percentage indicator for Children Looked After statutory visits carried out within timescale, the Portfolio Holder for Young People and Culture explained that the level of performance was as expected given the restructure that taking place within the service. This was a priority for the service to improve on. More positively, 70% of referrals were now coming through the early help service.

RESOLVED	Reason for Decision
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1. That Cabinet and Executive Management Team consider the remedial actions outlined in Appendix A, and allocate resources accordingly to ensure their effective implementation.	These recommendations have been made to ensure areas of underperformance are brought back on track and the Service's intended outcomes are achieved.
2. That Cabinet and Executive Management Team review and consider whether the Top 20 and Corporate Improvement Plan measures are the correct measures for monitoring impacts against outcomes, and if required, consider measures that may be more appropriate. This should be completed by the end of September in preparation for Quarter 2 monitoring.	This is also to ensure the council can provide appropriate and timely reporting and monitoring against the Top 20 Performance Measures, Corporate Improvement Plan, Public Accountability Measures and Strategic Equality Plan.
3. Where Services have not set a target (3 CIP measures and 1 SEP measure), these should be set in time for Q2 reporting.	The setting of targets ensures that all measures can be monitored effectively.

5.	SCHOOLS SERVICE MAJOR IMPROVEMENTS PROGRAMME 2019-2020 AND ADDITIONAL WELSH GOVERNMENT CAPITAL MAINTENANCE GRANT
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In presenting the report the Portfolio Holder for Learning and Welsh Language noted that the county's 21st Century Schools building programme was the largest in the country and that it was aligned with the schools modernisation programme.

The Chair of the Learning and Skills Scrutiny Committee spoke to the Committee's recommendations which had been addressed in an appendix to the report. With regard to the Committee's comments on the relationship between schools and HoWPS, the Portfolio Holder acknowledged that the relationship was far from perfect but that she had been assured that the appropriate actions were being taken. Cabinet was informed that there was regular liaison and feedback to HoWPS from services. With regard to environmental aspirations, the Portfolio Holder would like to see schools maximise opportunities for green energy generation and she hoped to bring forward a report on this in the near future.

RESOLVED	Reason for Decision
1. To approve the new proposed budget for the Major Improvement Programme for 2019/20 and 2020/21 as set out in Table 1 of the report.	To progress the School Transformation Programme and meet Welsh Government fit for purpose objectives.

<p>2. To approve the Programme profile for 2019/20 as set out in Appendix A.</p> <p>3. That the Portfolio Holder for Learning and Welsh Language in consultation with the Head of Education has delegated authority to make changes to the Major Improvements Programme that are within budget and in accordance with Capital Budget virement rules for approval.</p>	
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6. BUDGET OUTTURN REPORT

Cabinet considered the financial outturn report for the period ended 30th June 2019. The Portfolio Holder for Finance highlighted his serious concerns over the Schools Delegated Reserves which was projected to move into deficit to £2.75 million. He also advised that warning notices had been sent to 12 schools that had failed to submit budget plans that complied with the Scheme for the Financing of Schools. These schools were required to submit budget recovery plans by early September. The Head of Finance advised that it was critical to bring down the projected overspend over the course of the year. An update report on budget savings would be brought to the Cabinet meeting in September. The Portfolio Holder for Learning and Welsh Language noted commended those school governing bodies who had set balanced budgets.

RESOLVED	Reason for decision
That the contents of the report be noted.	To monitor the council's financial performance and ensure that spending remains within approved limits and that the 3% minimum general fund reserve is maintained.

7. CAPITAL PROGRAMME UPDATE FOR THE PERIOD TO 30TH JUNE 2019

Cabinet received the Capital Programme update for the period ended 30th June 2019. The report contained a number of virements, with those over £500k requiring approval by Council.

RESOLVED	Reason for Decision
<p>1. That the contents of the report are noted.</p> <p>2. That the virements proposed</p>	To report on the Capital Outturn position for the 2019/20 financial year.

<p>in section 3 of the report are approved.</p> <p>3. That the virements over £500k are recommended to Council for approval.</p>	<p>To ensure appropriate virements, are carried out to align budgets and financing requirements.</p>
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8. SCRUTINY OBSERVATIONS TO CABINET

Mr John Brautigam, the Chair of the Finance Panel, presented the Panel's findings on the Revenue Outturn 2018/19, Capital Outturn 2018/19, Savings Outturn 2018/19 and CIPFA Finance Model Executive Summary.

The Head of Finance acknowledged the comments of the Panel and agreed there needed to be better assurance on savings delivery and variances at year end and for training for budget managers. A written response would be provided to Finance Panel.

9. COUNCIL TAX PROTOCOL FOR WALES 2019

Cabinet considered the Council Tax protocol for Wales introduced by Welsh Government with effect from April 2019. Welsh Government wanted each Council to adopt this approach in the collection, recovery and enforcement of Council Tax.

RESOLVED	Reason for Decision:
<p>1. That the Protocol in Appendix 1 to the report be approved and adopted with immediate effect and signed by the Portfolio Holder for Finance.</p> <p>2. That the Protocol be added into the Billing Collection and Recovery Framework for Powys and adopted into practice.</p>	<p>To meet the intended Welsh Government requirements for billing and collection of Council Tax.</p>

10. TREASURY MANAGEMENT REVIEW 2018/19

Cabinet received the Treasury Management Review report for 2018/19.

RESOLVED	Reason for Decision
<p>That the contents of the report are approved.</p>	<p>Statutory requirement.</p>

11.	TREASURY MANAGEMENT QTR 1 REPORT
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Cabinet received the Treasury Management report for Quarter 1.

RESOLVED	Reason for decision
That the contents of the report are approved.	Statutory requirement.

12.	STRATEGIC RISK REGISTER REPORT QUARTER 1 - 2019/20
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Cabinet received the Strategic Risk Register report for the first quarter. The Leader noted the request from the Audit Committee for the inclusion of the Mid Wales Growth Deal in the strategic risk register and said that this would be kept under review. Cabinet welcomed the proposal to align the Council's risk matrix with Powys Teaching Health Board's risk matrix. This would provide consistency across joint programmes and projects of work.

RESOLVED	Reason for decision
That; <ol style="list-style-type: none"> 1. Cabinet notes the risk register and the current risks faced by the organisation. 2. Risks for each Service, and any Programme and Projects are recorded on JCAD. 3. The Council adopts the proposed risk assessment matrix and it is implemented in readiness for quarter 2 reporting. 	To ensure appropriate understanding and management of risk and good governance of the Council.

13.	REPORT OF THE INDEPENDENT CHAIR OF THE IMPROVEMENT AND ASSURANCE BOARD
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Cabinet received the report of the Independent Chair of the Improvement and Assurance Board.

14.	CORRESPONDENCE
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There were no items of correspondence.

15.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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Cabinet noted the delegated decisions taken by Portfolio Holders since the last meeting.

16.	FORWARD WORK PROGRAMME
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Cabinet received the forward work programme.

17.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

18.	LEADERSHIP ARRANGEMENTS FOR THE EDUCATION SERVICE
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Cabinet considered the report of the Chief Executive proposing changes to the leadership arrangements for the Education Service, deleting the post of Head of Education and replacing it with a new post – Chief Education Officer – which would be referred to as the Director of Education. This role would have strategic responsibility for key areas in the Schools Service including school improvement and financial management and would be accountable to the Chief Executive. The appointment process would take up until April 2020 so the Chief Executive also set out interim arrangements for the service with an internal appointee, to be designated as Interim Chief Education Officer at a Head of Service Grade, backed by 3 external experts headed by Geraint Rees, an experienced education professional.

RESOLVED	Reason for Decision:
<ol style="list-style-type: none"> 1. That Cabinet approve the restructure set out in paragraphs 2.1 to 2.8 of the report. 2. That Cabinet approve the interim arrangements set out in paragraphs 2.9 to 2.11 of the report. 3. That Cabinet agree to vire a maximum of sum of £178,000 in 2019 /20 from the corporate contingency to budget to fund the decisions in 1 and 2 above. 4. That the covering report and Appendix A be made publicly available. 	<p>To ensure that appropriate line management and support arrangements are in place following the resignation of the Head of Service and the Estyn Inspection</p>

County Councillor M R Harris (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

MINUTES OF A MEETING OF THE CABINET HELD AT COUNCIL CHAMBER - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 3 SEPTEMBER 2019

PRESENT

County Councillor M R Harris (Chair)

County Councillors A W Davies, MC Alexander, P Davies, S M Hayes, R Powell and M Weale

1.	APOLOGIES
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Apologies for absence were received from County Councillor James Evans who was on other Council business.

2.	DECLARATIONS OF INTEREST
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County Councillor Myfanwy Alexender declared a personal interest in the report and left the meeting.

3.	BANW C.P. SCHOOL AND LLANERFYL C. IN W. (FOUNDATION) SCHOOL
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Cabinet considered the comments received during the statutory objection period to the proposal to close Banw C.P. School and Llanerfyl C. in W. (Foundation) School from the 31st August 2020, and to establish a new Welsh-medium Voluntary Aided primary school on the current site of Banw C.P. School from the 1st September 2020. The comments and the Council's responses were set out in an appendix to the report.

The Portfolio Holder for Finance, Countryside and Transport asked for the inclusion of an additional paragraph in the report and all subsequent reports on school modernisation proposals:

“It must be noted that the establishment of a new school does not preclude that school from being a part of future reorganisation proposals.”

RESOLVED	Reason for Decision:
that this paragraph be added to the report and all subsequent reports on school modernisation proposals.	There is an ongoing schools transformation programme.

RESOLVED	Reason for Decision:
i) To receive the Objection Report in respect of the proposals for Banw C.P. School and Llanerfyl C. in W. (Foundation) School	To understand the issues raised during the objection period.
ii) To approve the proposal to	To ensure the continued provision

<p>amalgamate Banw C.P. School and Llanerfyl C. in W. (Foundation) School by:</p> <ul style="list-style-type: none"> - Closing Banw C.P. School and Llanerfyl C. in W. (Foundation) School from the 31st August 2020 - Establishing a new Welsh-medium Voluntary Aided Primary School on the site currently occupied by Banw C.P. School on the 1st September 2020 	<p>of Welsh-medium education in the Banwy Valley through the establishment of one larger school.</p>
<p>iii) In line with Section 3.7.2 of the Scheme for Financing schools, it is proposed that:</p> <ul style="list-style-type: none"> - spend at the schools is restricted to that included in their approved budget plan and no virement of funds between budget headings is permitted unless approved by the Authority; - any staffing changes have to be approved by the Authority; - any contracts awarded for the supply of goods or services have to be approved by the Authority. 	<p>To ensure effective stewardship of the resources available to schools and to limit expenditure to that which is essential.</p>

County Councillor M R Harris (Chair)

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

17th September 2019

REPORT AUTHOR: County Councillor Myfanwy Alexander
Portfolio Holder for Education and the Welsh
Language

SUBJECT: Review of Sixth Form Provision 2019

REPORT FOR: Decision

1. Summary

- 1.1 The purpose of this report is to present the findings of the authority's review of sixth form provision and to make recommendations about the next steps.
- 1.2 The report is supported by the following appendix
 - **Appendix A** – Review of Sixth Form Provision – Stage 1 2019
 - **Appendix B** – Learner Survey 2019
 - **Appendix C** – Learning and Skills Committee Observations

2. Proposal

Background

- 2.1 In March 2018, Cabinet approved a new School Organisation Policy and Delivery Plan. One of the priorities within the Delivery Plan is 'to develop a sustainable model of post-16'. In order to do this, the authority has carried out a Stage 1 review of the current system.
- 2.2 The review has been undertaken by officers within the authority, but discussions have also taken place with Powys secondary headteachers and other forums.
- 2.3 A survey of young people's views was carried out as part of this review.

3. Options Considered / Available

N/A

4. Preferred Choice and Reasons

- 4.1 To consider the findings of the review and agree recommendation to move to Stage 2 of the Review.

5. **Impact Assessment**

- 5.1 Is an impact assessment required? No

6. **Corporate Improvement Plan**

- 6.1 Learning and Skills is one of the four priorities outlined in Vision 2025: Our Corporate Improvement Plan 2018-23. Within this priority, the Plan includes a commitment to 'Improve our schools infrastructure'. In order to achieve this, 'we will implement our new School Organisation Policy and Delivery Plan to develop a more efficient schools network, with a greater focus on working in partnership with schools and the communities they serve.'

7. **Local Member(s)**

- 7.1 N/A

8. **Other Front Line Services**

Does the recommendation impact on other services run by the Council or on behalf of the Council? Yes

9. **Communications**

Have Communications seen a copy of this report? Yes

Have they made a comment? 'The report is of public interest and requires the use of pro-active news release and social media to publicise the recommendation.'

10. **Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)**

- 10.1 Legal: The recommendations can be supported from a legal point of view.
- 10.2 The Schools Finance Manager comments: 'Finance support the short term solutions and the financing of these, alongside the redistribution of the current grant funding in a fairer and more equitable manner, which align the funding formula principles. The impact on individual schools will need to be considered in order to ensure any funding changes are managed appropriately.'
- Finance will support phase 2 in respect of the development of a business case and any modelling required.'
- 10.4 HR: The Schools HR Team will continue to work with headteachers, employees, Governors and trade union representatives to ensure that

Powys County Council's policies and procedures are followed in consulting upon and implementing proposed changes.

11. Scrutiny

Has this report been scrutinised? Yes, 8th July 2019. (Report attached as Appendix C)

12. Statutory Officers

12.1 The Head of Legal and Democratic Services (Monitoring Officer) commented as follows: "I note the legal comments and have nothing to add to the report."

12.2 The Head of Finance (Section 151 Officer) notes the comment of the Schools Finance Manager.

13. Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
<p>i) To receive Stage 1 of the Review of Sixth Form Provision</p>	<p>To understand the issues raised during the consultation period.</p>
<p>ii) To approve the recommendations of the Review as follows:</p> <p>a) That the short term solutions outlined in section 5.1 of Appendix A are fully supported and implemented with immediate effect</p> <p>b) That the authority proceeds to Stage 2 of the review – to develop a detailed business case that considers the cost-benefit implication and impact of structural change as outlined in section 5.2 of Appendix A.</p> <p>c) That the authority carries out further engagement, focussed on the learners, in</p>	<p>To improve the sustainability of the current sixth form system</p> <p>To have a detailed cost-benefit appraisal of the impact of structural change in Powys sixth forms.</p> <p>To ensure that the views of learners are considered when determining how to proceed.</p>

order to inform the business case.	
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Relevant Policy (ies):	School Organisation Policy		
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	N/A
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Person(s) To Implement Decision:	Marianne Evans
Date By When Decision To Be Implemented:	End of July 2019

Gran

Contact Officer:	Marianne Evans
Tel:	01597 826155
Email:	marianne.evans@powys.gov.uk

Background Papers used to prepare Report:

Review of Sixth Form Provision in Powys

Stage 1 Report

V2 (September 2019)

1. Policy Context

The Corporate Improvement Plan Vision 2025 includes the following commitments as part of the Learning and Skills Priority:

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

- *Taking action to develop a new county-wide sixth form delivery model with an attractive and broad ranging academic and vocational curriculum by 2020*
- *Forging stronger and more accessible further and higher education provision in partnership with providers'*

And also:

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

The School Organisation Delivery Plan includes the following commitment:

- *To develop a sustainable model for post-16 education*

2. Scope of the review

Stage 1 of this review focuses on post-16 provision in Powys' mainstream schools – it does not take into account the wider post-16 network which includes NPTC Group of Colleges and other providers.

The authority is currently carrying out an ALN Transformation Programme to ensure that it can meet the needs of all learners, and recognises both the complexity and diversity of need in post-16 provision for learners with additional learning needs. As a result, a specific work stream within the ALN Transformation Programme is currently considering post-16 for learners with ALN and the findings will be presented in a separate report. Any future developments that arise from this will be taken forward in parallel with the review of mainstream post-16 provision.

The stages of the review are as follows:

Stage 1	Case for Change and initial recommendations	September 2019
Stage 2	Engagement and development of the business case	October 2019
Stage 3	Development of the business case and further engagement if needed	Spring 2020
Stage 4	Final recommendation	June 2020

3. Our ambition for post-16 provision in Powys – Key Principles

At the heart of this review is the ambition to develop a skilled and well-educated workforce by providing outstanding 16-18 education with a breadth of opportunities. These young people will provide the skilled adults employers are seeking and will underpin the growth of employment opportunities, the economy and wealth in the local economy.

Generally, sixth form provision in Powys is held in high-regard by schools and their communities, and there are a number of positive aspects to the current system:

- Tradition of positive collaboration between all providers
- Forward looking sector – a lot of innovation goes on in sixth forms
- Accessibility - local access to sixth form provision
- Excellent pastoral care – caring environments
- Sixth formers are able to be role models for younger pupils
- Teachers have the opportunity to teach specialist subjects at A level

A number of reviews and discussions about the sustainability of Powys' sixth forms have taken place over the years, and many arguments have been put forward about the additional value that a sixth form gives a school. Most of Powys' learners leave sixth forms and enter into higher education, and progress successfully along that pathway.

However, the sixth form system in Powys is facing significant challenges and these have been increasing over a number of years, to the point where there is a growing acceptance that the current sixth form system is possibly unsustainable in its current form – both financially and educationally. The contributing factors are simple but inter-linked: falling learner numbers leading to decrease in funding leading to constraints on curriculum choice.

In discussion with Powys' secondary headteachers as part of this review, it was agreed that,, in order to provide the best for the young people in Powys, there should be a post-16 system that is based on the following key principles:

- A curriculum responsive to learners' and employers' needs
- High quality teaching and learning experiences
- Choice – flexible and inclusive
- Sustainability in the longer term
- The ability to minimise learner travel
- Inclusivity including language
- Access to a broad range of subjects, including facilitating subjects

4. The Case for Change

4.1 Description of the current situation

Powys has twelve mainstream schools providing secondary education, with sixth forms delivered from eleven sites to around a thousand learners. The authority's three special schools also have sixth forms. The schools provide learning programmes that generally include AS/A levels, the Welsh Baccalaureate and some BTEC subjects as well. Welsh-medium subjects are available at four sixth forms.

In order to be able to provide the broadest offer of subjects, the authority operates a collaborative post-16 partnership between schools – the North Powys Post-16 Partnership and the South Powys Post-16 Partnership. The local further education provider, NPTC Group of Colleges, are part of these partnerships and offer a range of vocational subjects at their two campuses in Newtown and Brecon.

The success of the partnership approach is testament to the positive collaboration between schools, the authority and the college. Both partnerships have a shared timetable and learners are able to choose from a range of subjects that are delivered across the partnership and they can travel to other schools or the college to study subjects. The authority provides transport for learners to travel between schools/college. Over the last year, the authority has introduced subjects that are taught through digital learning, which enable learners to access subjects through technology, rather than having to travel.

In terms of educational standards, although improvements were evident on the previous year's results, standards remain as adequate. The number of WJEC A-levels taken in Powys schools has decreased from 1,111 in 2017 to 1,045 in 2018 which represents a fall of approximately 6%. The number of A-level candidates in Powys has fallen from 624 to 519 between 2013 and 2018.

In 2017-18, more than 20% of A-level candidates achieved the highest grades A*-A, however, this remains significantly below the Wales average of 26.3%. More than 75% of students achieved grades A*-C and this is close to the Wales average of 76.3%. Almost all students that took a WJEC A-level obtained grades A*-E (97.2%). This overall pass rate is similar to that for Wales of 97.4%.

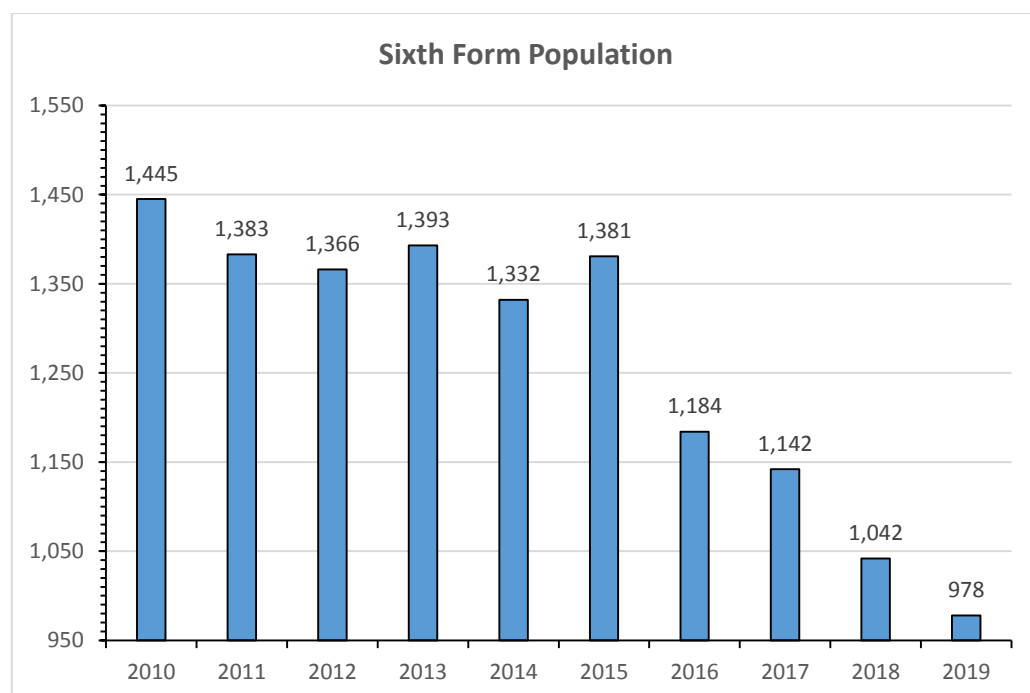
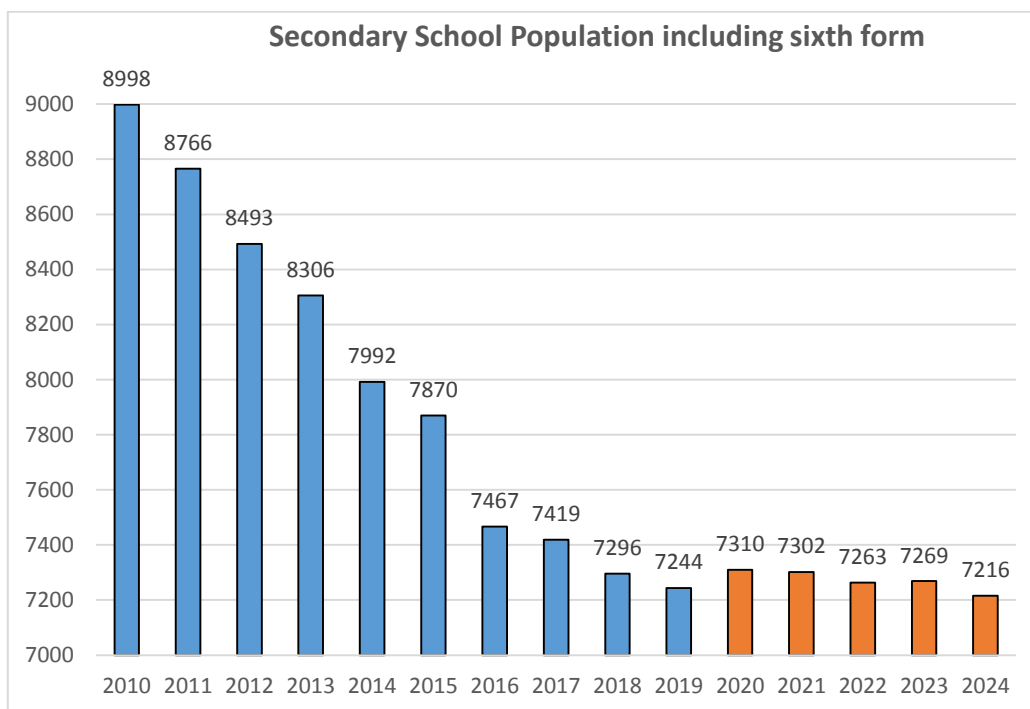
The average wider point score at key stage 5 was 734 in 2017-2018. This is a decrease from 804.0 over the last two years. Powys' average wider point score is now lower than the national average of 740. Factors that contribute to this reduction are the falling number of students taking A level courses, the availability of A level courses across multiple sites in both North and South Powys & the increased number of students accessing A Level provision out of county, approximately 200 in 2017-18.

4.2 Key Challenges

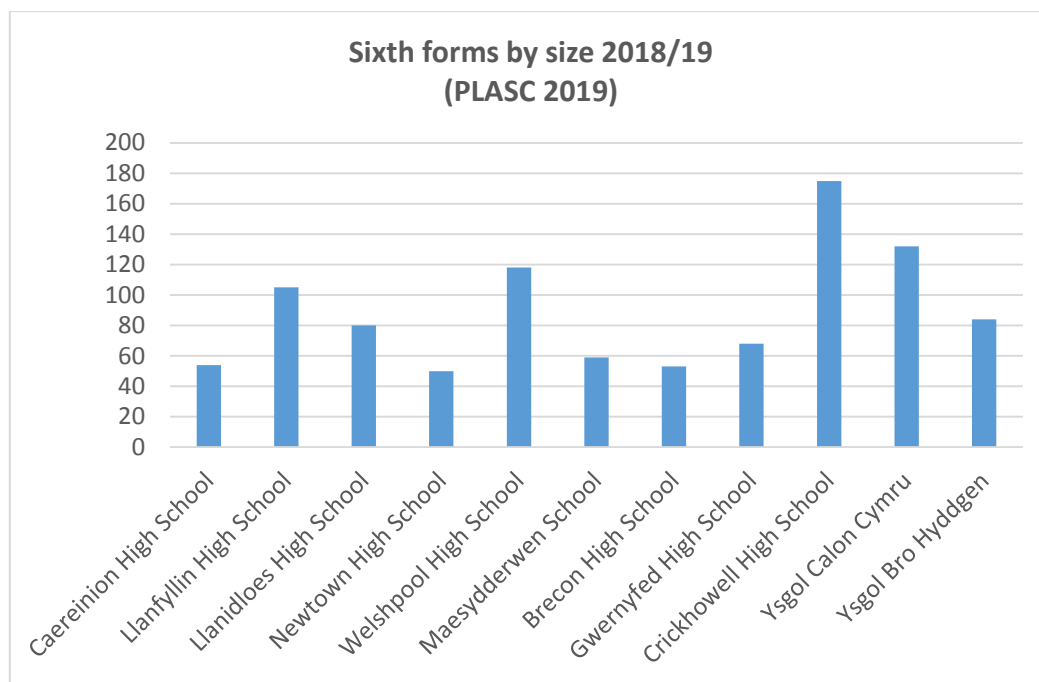
4.2.1 Decreasing learner numbers

This review is set in the context of recent demographic changes in Powys which has seen a significant education in secondary school pupil numbers over the last ten years, a trend that is also reflected in the sixth form population as well. There are some exceptions, most notably Crickhowell High School, where the school has seen an increase in the number of pupils on roll and in the sixth form, generally all schools have seen a decline.

The following charts show the impact of falling pupil numbers over the last ten years¹:



¹ PLASC figures and local authority projections.



The following table shows the sixth form population changes over the last ten years at each school²:

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Caereinion High School	84	98	107	95	88	83	66	71	61	54
Llanfyllin High School	197	193	173	176	186	200	147	160	144	105
Llanidloes High School	126	123	117	116	104	97	75	59	60	80
Newtown High School	155	142	148	139	97	108	100	89	65	50
Welshpool High School	185	177	155	168	170	192	163	148	128	118
Maesydderwen School	85	77	64	59	69	57	60	60	80	59
Brecon High School	125	119	127	114	96	89	83	71	57	53
Gwernynyfed High School	85	75	70	87	83	82	79	60	57	68
Crickhowell High School	130	132	158	188	188	185	169	188	180	175
Ysgol Calon Cymru	218	198	197	188	178	223	178	174	133	132
Ysgol Bro Hyddgen	55	49	50	63	73	65	64	62	77	84
Powys Totals	1445	1383	1366	1393	1332	1381	1184	1142	1042	978
Powys Average	120	115	114	116	111	115	99	95	87	82

² PLASC data

Retention rates from Year 11 in Powys schools to Year 12 in Powys sixth forms have also reduced over the last few years.

The retention rate from Year 11 in Powys schools to Powys sixth forms in September 2018 was 42.4%³. The retention rate in September 2012 was 47.2%. This indicates a drop of 4.8% over the last 6 years.

Whilst the overall retention rate across Powys has decreased, there are significant variations in retention rates between schools. The following table provides a breakdown of the retention rate per high school in September 2017⁴:

School Name	Retention rate (%)	
	Yr11-12	Yr12-13
Caereinion	32.9%	80%
Llanfyllin	51.2%	93.7%
Llanidloes	37.8%	95.7%
Newtown	16.6%	81.8%
Welshpool	44.5%	89.5%
Maesydderwen	48.9%	91.7%
Brecon	37.6%	90.3%
Gwernyfed	43.2%	93.3%
Crickhowell	67.5%	83.8%
Ysgol Calon Cymru	33.1%	81.3%
Ysgol Bro Hyddgen	71.4%	89.3%

Throughout Wales, there has been a reduction in the retention rate into Year 12, however the reduction in Powys is among the highest of all local authorities. In 2017, Powys saw the third highest reduction in retention rate into Year 12 from the 22 local authorities⁵.

The reduction in the retention rate into Year 12 is partly due to an increase in the number of pupils travelling to providers outside Powys to study AS/A level provision, especially to Shrewsbury Sixth Form College and Herefordshire Sixth Form College.

The following table provides an indication of the number of Powys pupils that were attending a number of out of county providers during 2018/19⁶:

Provider	No. of Powys learners attending
Shrewsbury Sixth Form College	251
Hereford Arts College	23

³ Careers Wales destination data

⁴ Careers Wales destination data

⁵ Careers Wales destination data

⁶ Information received from the providers

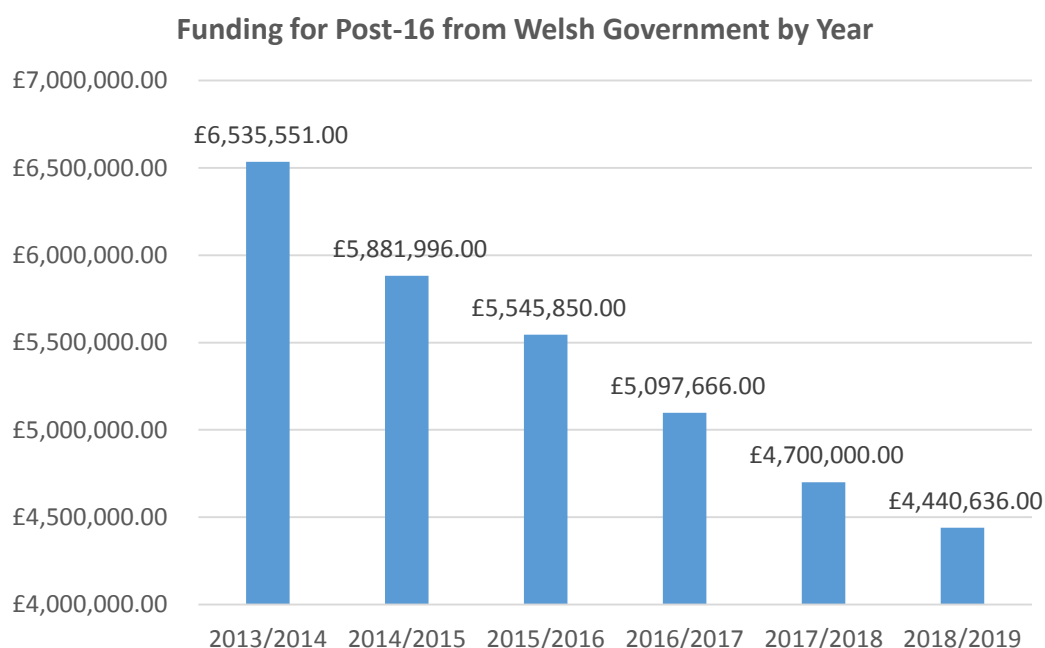
Cardiff and Vale College	16
The Marches School, Oswestry	11
Reaseheath College	46
Hereford and Ludlow	8
Coleg Cambria – Llysfasi	47
Hereford Sixth Form College	No information received
North Shropshire College	No information received
Coleg Ceredigion	No information received
Total	402
Estimated Total	450

There are many reasons why learners choose to access provision outside of Powys. The authority carried out a survey of learners views about post-16 provision this year. Although the sample was small, those that attend out-of-county providers were asked for their reasons for choosing to do so which include the following:

- There was nothing that would have encouraged me to stay;
- The course was not available in Powys;
- Higher standards than in Powys schools;
- I dislike intra-day travel.

4.2.2 Financial challenges

Sixth forms in Wales are funded via an annual grant from the Welsh Government to local authorities. As this grant is based on learner numbers, Powys has seen a year-on-year reduction due to its declining learner population, which in turn leads to a decrease in the number of subjects that can be offered. The following table shows the level of funding received by the authority over the last five years:



The authority distributes the grant to schools via a formula where funding is provided to each school to deliver a specific number of courses. This formula has been in place since 2012 and enables the Post-16 Partnerships to operate within the available funds. Schools are funded £12,950 per course and an extra overall top-up based on pupil numbers.

The following table outlines the total funding that will be provided to each school to support Post-16 provision during the 2019-20 financial year, and also indicates the number of courses funded per school:

School	Funding provided	Courses funded (Year 12)
Brecon High School	£ 282,790.00	10
Builth Wells High School	£ 341,220.00	12
Gwernyfed High School	£ 282,010.00	10
Ysgol Maesydderwen	£ 342,780.00	12
Crickhowell High School	£ 639,610.00	22
Ysgol Uwchradd Caereinion	£ 334,980.00	12
Llanfyllin High School	£ 602,010.00	21
Llanidloes High School	£ 282,400.00	10
Ysgol Bro Hyddgen	£ 340,050.00	12
Newtown High School	£ 284,740.00	10
Welshpool High School	£ 567,920.00	20
Llandrindod High School	£ 280,840.00	10
Total	£4,581,350.00	161

During 2019/20, the authority received a Post-16 grant of **£4,440,636.00** from the Welsh Government. This is distributed to schools via the post-16 funding formula. However, the grant received is less than the total funding allocated to schools by the formula as indicated above. During 2019/20, the authority has provided £140,714 additional funding to high schools in addition to the grant received from Welsh Government.

The number of funded courses across Powys has decreased over the years from 191 in 2012/13 to 161 in 2018/19. However, in order to provide a more attractive curriculum offer to learners, schools have been delivering more post-16 courses than they have been funded for. It is likely that this has been funded by the school's delegated budget, which has therefore impacted on the funding available for pre-16 provision at the school. This suggests that pre-16 funding is being used to subsidise post-16 provision.

The following table shows the number of post-16 courses delivered by each school in 2018/19 compared with the number of post-16 courses the school was funded for:

School	No. of Courses Funded For 2018/19	No. of Courses Delivered in 2018/2019	Variance
Brecon High School	11	12	1
Crickhowell High School	23	27	4

Gwernyfed High School	10.5	13	2.5
Llanfyllin High School	22	29	7
Llanidloes High School	10.5	19	8.5
Newtown High School	14.5	20	5.5
Welshpool High School	22	22	0
Ysgol Bro Hyddgen	12	27	15
Ysgol Calon Cymru	26	27	1
Ysgol Maesydderwen	10.5	17	6.5
Ysgol Uwchradd Caereinion	11.5	15	3.5
Total	173.5	228	54.5

This shows that in 2018/19, 54.5 additional post-16 courses were provided across Powys. Based on the figure of £12,950 per course which is provided in the funding formula, it is estimated that this costs £705,000 across Powys.

The increase in the number of Powys pupils accessing provision out of Powys is also having a financial impact on the funding available to support post-16 provision, as the grant received from Welsh Government is based on pupil numbers. Based on approximately 450 Powys learners attending out of county providers, it is estimated that Powys is losing out on approximately £1.5m of funding.

Another contributing factor has been the changes to the Welsh Government 14-19 Grant. For a number of years in Powys this grant provided a source of funds to pay for the transport costs incurred when learners travel to study subjects offered in collaboration between schools and/or the college. The 14-19 grant has now been merged into the Education Improvement Grant ('EIG') and has reduced significantly from the original grant. The inter-school transport was historically funded from the 14 – 19 grant, but has now transferred into the core transport budget – the expenditure is approximately £240k per year.

4.2.3 Sustainability of the curriculum offer

The decreasing learner numbers and subsequent decrease in funding has an impact on the curriculum that can be offered across Powys. Through the Learning and Skills Measure (Wales) 2014, Welsh Government regulates the number of subject choices that should be made available to learners aged 16-18 in mainstream secondary schools and further education colleges in Wales. Currently the legislative requirement is that every learner aged between 16 and 18 should have an offer of 30 'level 3' subjects (A/AS level and equivalents such as BTECs), including 5 vocational subjects.

In order to meet this statutory requirement, the authority has been operating a North and South Powys Post-16 Partnership for a number of years, where schools collaborate to provide a joint timetable. Learners can choose to study a subject at more than once school, and the authority funds the inter-school transport – the cost of this in 2017/18 was £240k, which is in addition to the authority's home-to-school transport budget. The authority does not fund

learners to travel to out-of-county providers unless the subject they are studying is not available within Powys. Most learners travelling to Shrewsbury Sixth Form College and Hereford Sixth Form College fund their own transport.

Whilst the authority meets the requirement of the Measure through collaboration, difficult decisions have had to be made over the years as funding has decreased – schools have worked very hard to maintain a core provision, but a number of minority subjects are no longer being provided. Another constraining factor for learners is that they may not be able to choose their preferred combination of subjects due to timetabling clashes. Larger providers such as sixth form colleges are not only able to offer more subjects, learners are not as constrained in choosing their combination of subjects – this is an attractive factor for some learners.

The authority's view is that the optimum size of a sixth form should be 180 learners across both year groups with an average class size of 12. This is based on the need to deliver the statutory requirements of the Learning and Skills Measure where sixth forms are able to deliver 25 subjects to meet the Measure without a need for inter-school collaboration with 5 vocational subjects delivered by other providers.

Each learner, over a two year period, studies an average of 3.5 subjects (4 AS in Year 12, 3 A Levels in Year 13):

- On an average class size of 12, the size of a sixth form (Years 12 & 13) would be 180
- On an average class size of 15, the size of a sixth form (Years 12 & 13) would be 220.

Across Wales, the average class size in the post-16 schools sector is around 11 or 12 with, in some centres, a significant number of classes well below this. By contrast, larger sixth-form centres and colleges will see average class sizes of 18 or more. When set against the Welsh Government funding mechanisms, it can be seen that smaller institutions cannot afford to offer a broad range of subjects without experiencing financial difficulties.

The average sixth form class size in Powys is 9. The proportion of small teaching groups increases as the size of a sixth form decreases. This is not a cost-effective delivery model but schools manage the situation in a variety of ways, such as combining year groups for certain modules, or, in dual-stream schools, combining the streams and teaching bilingually.

The following table shows the number of learners studying specific subjects this year across the county and the number of sixth forms that are delivering the subject.

Subject	Y12	Y13	Number of sixth forms delivering subject
Art and Design	59	40	9
Biology	138	103	10
Business Studies	74	54	6
Chemistry	85	72	10
Computer Science	9	6	2

Cymraeg Mamiaith	8	10	2
Cymraeg Ail Iaith	1	2	1
Design and Technology	37	25	8
Daearyddiaeth	14	17	2
Drama and Theatre Studies	28	32	7
English Literature and Language	96	87	10
French, German and Spanish	16	24	5
Geography	87	70	10
Hanes	4	7	2
Health and Social Care	55	46	7
History	104	91	10
ICT	49	54	6
Law	31	12	2
Maths and Further Maths	162	109	10
Media Studies	39	31	6
Music	11	16	6
Music Technology	3	7	2
PE and Sport	89	41	7
Photography	16	9	4
Physics	81	53	9
Politics	6	7	1
PSE	167	106	3
Psychology	83	49	5
Religious Education	55	23	3
Sociology	19	5	1
WBQ	529	518	All

4.2.4 Sustainability of Welsh-medium curriculum offer

There are six dual-stream secondary schools, although only four of these schools offer Welsh-medium subjects in the sixth form – Ysgol Bro Hyddgen, Caereinion High School, Llanfyllin High School and Ysgol Calon Cymru. The current situation for Welsh-medium provision does not meet the authority’s key priority as outlined in its Welsh in Education Strategic Plan of providing equality of provision. Learners who wish to access Welsh-medium provision are limited to a very narrow curriculum choice.

In 2018, there were 145 Welsh-medium A/AS exam entries – to put this into context, there were 3850 English- medium exam entries.

Ysgol Bro Hyddgen has an established partnership with Ysgol Gyfun Penweddig in Aberystwyth where sixth form subjects are shared between the two schools and learners travel between the sites. This has enabled Ysgol Bro Hyddgen to provide more subjects through the medium of Welsh, and the school has recently seen its sixth form numbers increase.

4.2.5 Impact on standards and outcomes

It is not clear if the challenges outlined above have an impact on standards and outcomes in sixth forms, and outcomes vary on a school by school basis. However, on a county wide basis, as stated in section 4.1, there is a need to improve standards at key stage 5.

In this context, it should be noted that larger schools/sixth forms will have larger departmental teams and thereby greater experience to draw upon than in smaller sixth forms and this is a factor that needs to be taken into account in relation to size of provision and standards of performance. Smaller settings may only have one or two staff to draw upon compared to the greater pool of expertise in larger settings. The impact of staff illness or loss of staff is another factor to consider with regard to the size and resilience of a sixth form.

4.3 The views of learners

In order to understand how learners view post-16 provision in Powys, the authority carried out a survey earlier this year. Young people between the ages of 11 and 19 (inclusive) were invited to complete a survey on their attitudes towards education and work once they finish compulsory education. The survey ran online between March 6th 2019 and April 7th, 2019 and 753 responses were received.

From the responses received, it is clear that the majority of pupils in years 7 – 11 in Powys schools expect to join a sixth form following the end of their compulsory education. Following this, pupils said that they intend to continue their education in England, with the third highest group stating their intention to join NPTC for their studies.

There are a number of interesting viewpoints that can be found in the learner survey, which is attached at Appendix A. However, there are no clear conclusions that can be drawn at this stage.

4.4 Summary of the Case for Change

The evidence outlined in this section suggests that the sixth form system in Powys is now at a point where it is unviable in its current form, and unless it is reformed there is a strong case to say that the system is not meeting the key principles that underpin this review:

- Curriculum responsive to learners' and employers' needs
- High quality teaching and learning experiences
- Choice – flexible and inclusive
- Sustainable beyond 2017/18
- Minimise learner travel
- Inclusivity including language
- Access to a broad range of subjects, including facilitating subjects

The demographic and financial pressures on the system contribute to the pressure on secondary school budgets in the county, increasing the likelihood of schools moving towards a deficit budget position and also increasing the risk that resources for Years 7 to 11 are being used to prop up sixth-form expenditure – cross-phase subsidisation.

Nine of the authority's eleven sixth form sites now have fewer than a 100 learners (across two year groups) and, in some cases, are also delivering through the medium of Welsh and English. The authority's view is that a viable sixth form should have 180 learners in order to provide the appropriate choice without the need for inter-school travel.

The average sixth form class size in Powys is 9. The proportion of small teaching groups increases as the size of a sixth form decreases. This is not a cost-effective delivery model but schools manage the situation in a variety of ways, such as combining year groups for certain modules, or, in dual-stream schools, combining the streams and teaching bilingually.

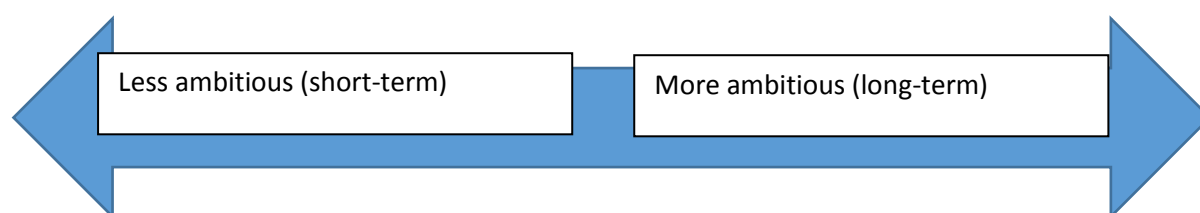
The fact that an estimated 500 post-16 learners are choosing to travel out-of-county for their studies is a strong indication that the current system is not attractive enough for them to stay. The financial impact of this exodus has a knock-on effect on the finances available to sustain the curriculum within Powys.

There is the continued requirement to meet the legislative requirements of the Learning and Skills (Wales) Measure 2009 and the authority could choose to continue with the current collaborative model. This will still require inter-school transport to be funded from the Home-to-School transport budget, and costs are expected to increase.

There is clearly a need to improve Welsh-medium curriculum offer, but this is linked to the need to improve linguistic progression throughout all key stages in Powys.

5. Potential Solutions

In considering ways to improve the sustainability of sixth form provision in Powys, potential solutions range along the continuum from the less ambitious (short-term) to the more ambitious (long-term)



5.1 Short-term solutions

There are a number of actions that can be taken immediately. These include:

- Developing a new brand for post-16 in Powys and launch a new marketing campaign
- Developing digital learning opportunities to broaden choice whilst minimising the need for travel
- Relaunching the 14 – 19 Network to improve strategic planning

- Revising the post-16 funding formula to provide a fairer and more equitable distribution of funding

5.1.1 Developing a new brand for post-16 in Powys and launch a new marketing campaign

Sitting alongside a re-launched 14 – 19 Network, the authority is in the process of establishing a new brand for Powys sixth forms – ‘Dyfodol Powys/ Future Powys’.

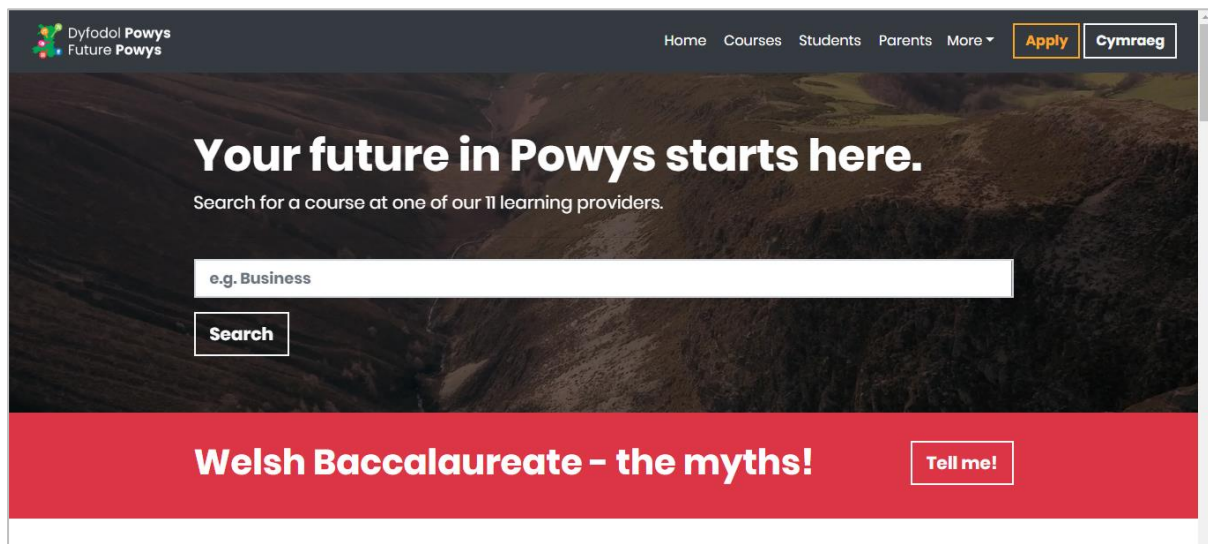


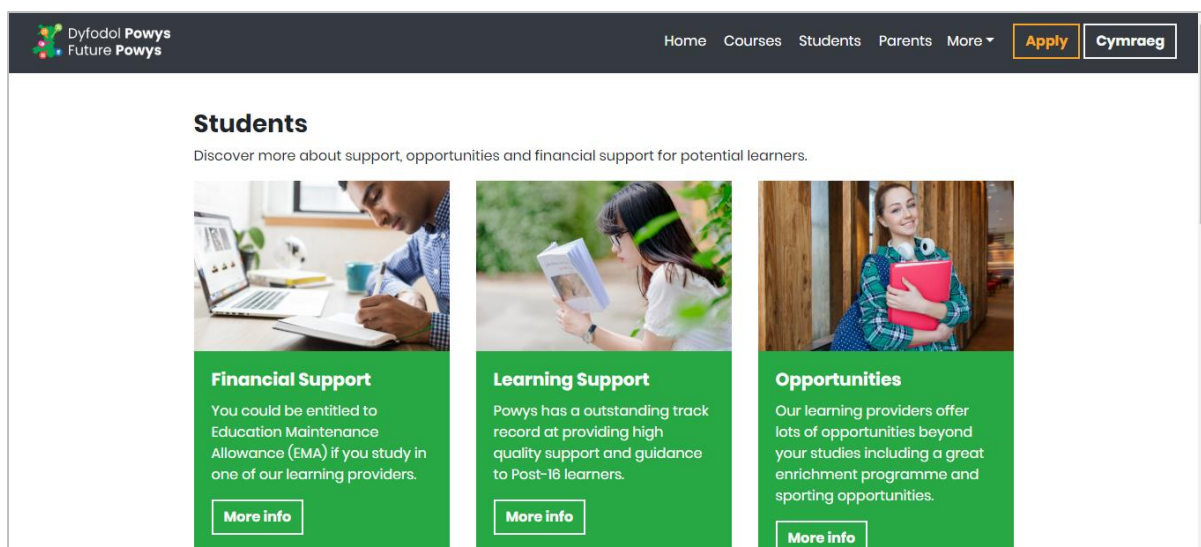
This would mean that all sixth forms in Powys sit within this single brand which will be a consistent feature of promotional campaigns:

- Authority to provide consistent marketing materials to all providers.
- Authority to provide a bilingual digital platform (e.g. website, apps) for course searching, online application and information for learners.
- Providers no longer need to individual sixth form marketing materials.

The digital platform would provide information on:

- Course search, provider information, events and applications.
- All courses across whole of Powys in one place, with each regional provider views.
- Mobile and web compatible for maximum reach.





Learners would be able to apply directly online which would mean easier planning for learners and for providers.

The authority is planning to launch the brand in readiness for September 2019 open evenings. The launch for September 2019 is being funded out of the EIG 14-19 grant. It is expected that a small 'marketing budget' will be included in the revised post-16 funding formula.

5.1.2 Developing digital learning opportunities

The authority is currently piloting a new digital learning initiative. E-sgol is a Welsh Government-funded initiative that is being piloted as a partnership between Ceredigion and Powys, with implementation from September 2019. The delivery is based on a teacher teaching a course to groups of learners across all Powys schools.

The authority is also currently piloting the delivery of two AS courses virtually via Tute Teach, a company specialising in delivering A/AS courses via technology. Courses are taught by qualified teachers from the company's base in Wrexham there is no need for any additional hardware as the course is delivered via computer/laptop/ipad. Tute Teach offer courses through the medium of English and Welsh. Following an evaluation of the first pilot year, the authority's intention is to buy more courses from Tute Teach by using some of the uplift funding. This may have an impact on the overall funding available to schools.

The development of digital learning in Powys sixth forms is clearly an opportunity to expand choice, especially in relation to Welsh-medium education, and to deliver in a more cost-effective way whilst reducing the need to travel between schools. However, the quality of the provision must be monitored very closely over the next two years to ensure it delivers the best outcomes for learners.

Digital learning must also be seen as part of a blended offer and is complementary to the traditional teaching taking place.

5.1.3 Relaunching the Powys 14 – 19 Network

In recent years, the Powys 14- 19 Network was responsible for the strategic planning of 14 – 19 provision in the county. The Network included a range of providers, including schools, NPTC, training providers as well as partner agencies such as Careers Wales. As this was a Welsh Government initiative with grant funding attached, the Network operated effectively. However, without the grant funding available, the Network has not been as effective and there hasn't been a joined-up strategic approach to 14 – 19 planning and delivery.

The authority is currently in the process of re-establishing the Network with a refreshed focus which will improve the ability to strategically plan for both post-16 and 14 – 16 provision.

5.1.4 Revising the post-16 funding formula

The current formula for allocating the post-16 grant has been in use for several years and does not accurately reflect the amount which schools actually spend per course. The authority is currently revising the formula and this will be discussed at the Formula Review Group – if approved by Cabinet, it is expected that this formula will be in place for September 2020 intake. The outcome of this will be a fairer and more equitable funding formula which better reflects the actual costs of teaching an AS/A level.

5.2 Long term solutions

Whilst it may be possible that the short-term solutions outlined above can help improve the sustainability of the system in the short-term, the evidence suggests that a more ambitious solution is required.

The current structure of eleven sixth forms delivering to around a thousand pupils doesn't enable the creation of a critical mass in more than one of these sixth forms. This doesn't enable the system to be able to provide the breadth of provision that young people are entitled to have, without the necessity of additional inter-school travel or the use of technology.

The advantages and disadvantages of structural change are explored below:

Advantages

- Creates a critical mass of pupils at post-16, enabling more subjects to be delivered from one location and minimising the requirement for additional inter-school travel and transport.
- Would deal effectively with issues such as class size, financial effectiveness and cross-phase subsidisation
- Produces effective economies of scale
- Curriculum breadth is retained and minority subjects become more viable
- More efficient class sizes providing better value for money
- A greater equality of offer to learners

- Teaching staff would specialise in post-16 delivery, potentially producing higher standards of performance
- Creates an opportunity to invest in tailored facilities for 16-18 education
- Potentially more attractive to learners, reducing the number of learners choosing out of county providers
- Critical mass of Welsh-medium learners improves curriculum choice.

Disadvantages

- Loss of sixth forms would be unpopular with local communities
- Negative social and economic impact on those school communities that lose sixth forms
- Transition phase to new structure may de-stabilise the secondary school system – parents and staff affected by uncertainty and change
- Potentially capital investment required to ensure that there are sufficient facilities
- Increase in travel arrangements and potentially higher discretionary post-16 transport costs for the Council, although the cost may be offset by greater efficiency of delivery costs due to larger teaching groups
- Learners living further away from provision may find it more difficult to access after-school activities, with a reliance on public transport
- Dependent on the location of provision, there may be additional travelling required for some learners in the county – their nearest alternative provision may be out-of-county
- Increased surplus places in schools
- Opposition from stakeholders
- Difficult to retain and/or attract new teachers to Powys' secondary schools due to instability.

6. Recommendations

- a) That the short term solutions outlined in section 5.1 are fully supported and implemented with immediate effect
- b) That the authority proceeds to Stage 2 of the review – to develop a detailed business case that considers the cost-benefit implication and impact of structural change as outlined in section 5.2 above.

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol



Report on the Post 16 Destinations Survey

Introduction

Young people between the ages of 11 and 19 (inclusive) were invited to complete a survey on their attitudes towards education and work once they finish compulsory education.

The survey ran online between March 6th 2019 and April 7th, 2019 and 753 responses were received. The result headlines in the rest of this report are set out on the following pages:

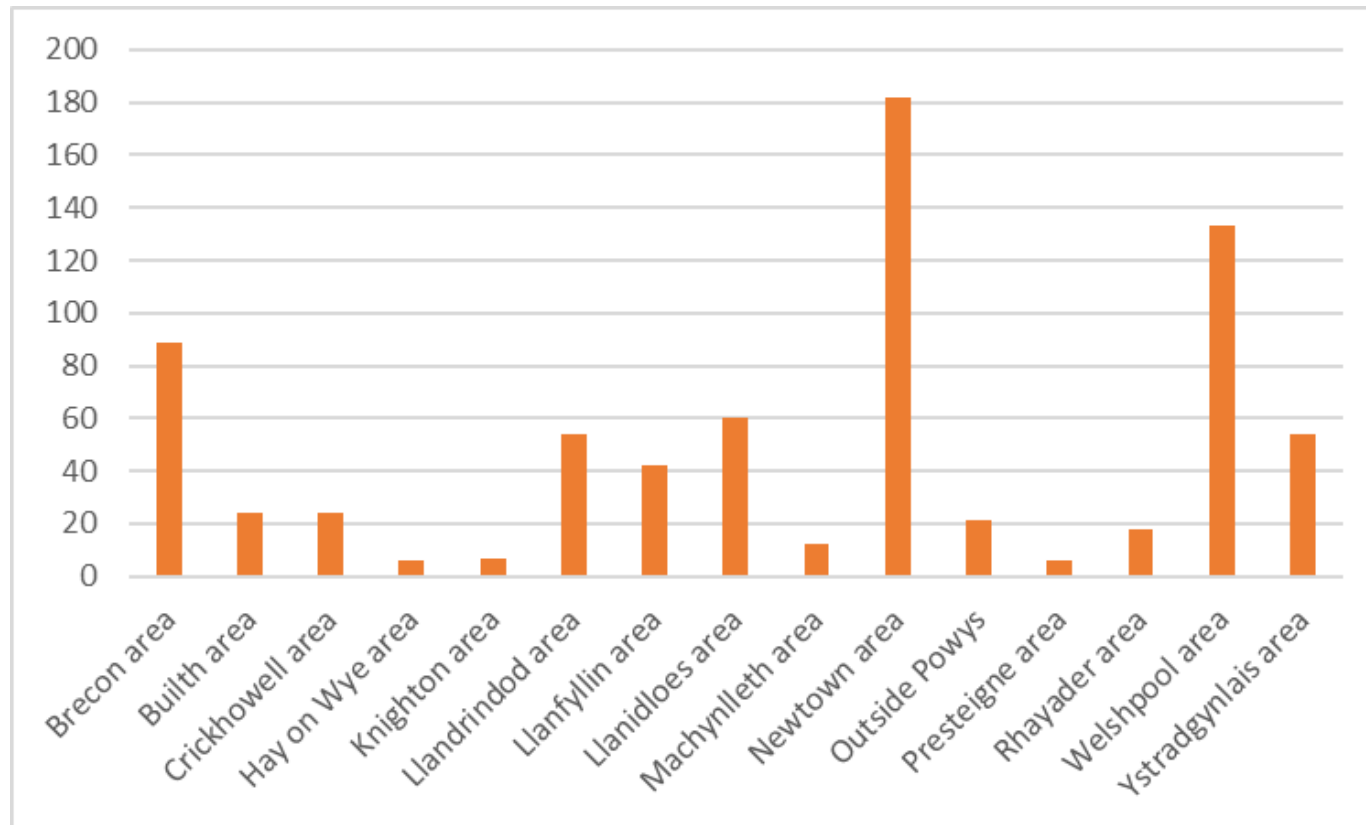
- Page 2 – Section 1 - General introductory questions
- Page 10 - Section 2 – Questions for High School Pupils – Years 7-11
- Page 12 - Section 3 – Questions for Powys Sixth Formers
- Page 17 - Section 3 – Questions for students of the NPTC Group of Colleges
- Page 21 - Section 5. FE Students studying outside Powys
- Page 26 - Section 6 – Questions for Special School Students
- Page 27 - Section 7 – Questions for people who are In Work, Unemployed, In Work Based Learning or who chose Other in Q3.
- Page 28 - Section 8 – Any other thoughts?
- Page 32 - Section 9 – Questions relating to Additional Learning Needs
- Page 36 - Section 10 – Anything else?
- Page 37 - Section 11 – After education

Results

The headline results of the survey were as follows: (The full responses are attached at Appendix 1)

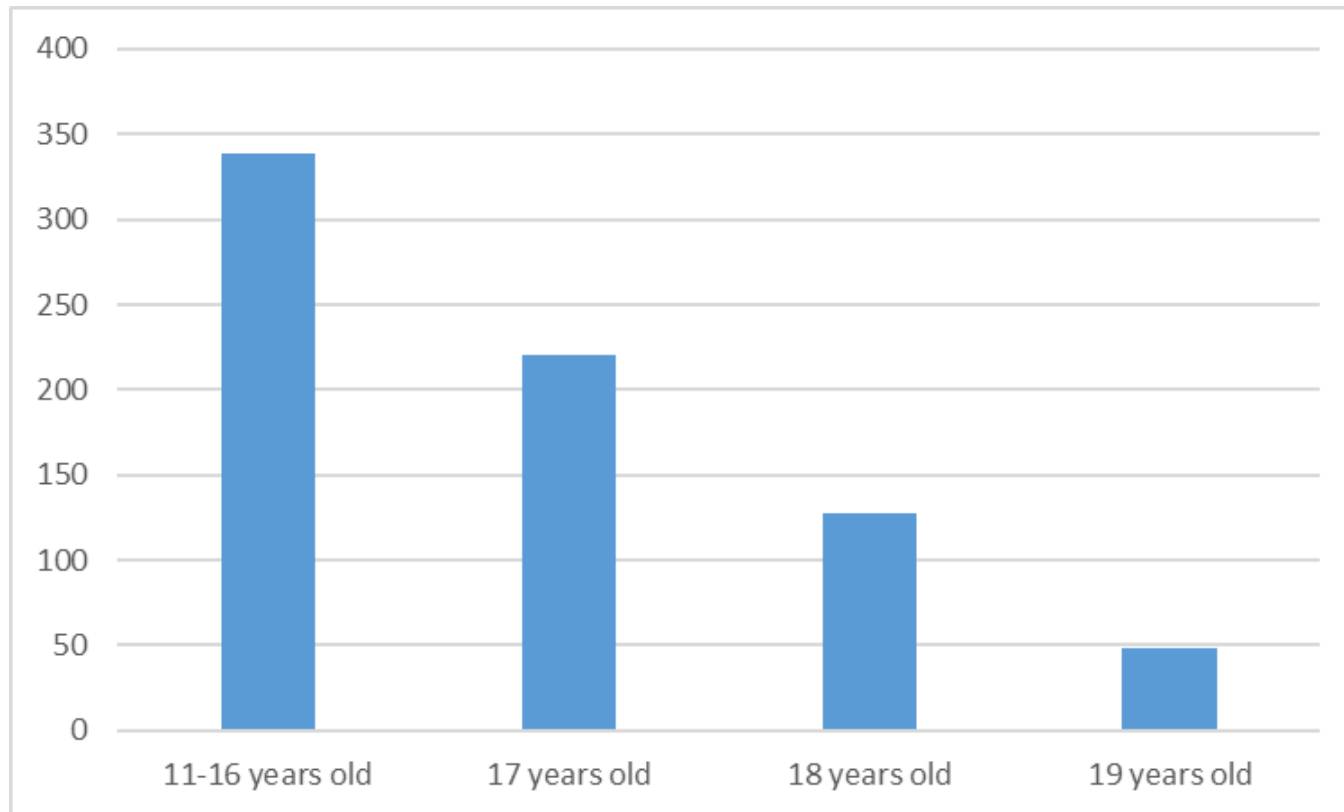
Section 1 – General introductory questions

Q1. First of all, what is your home postcode?

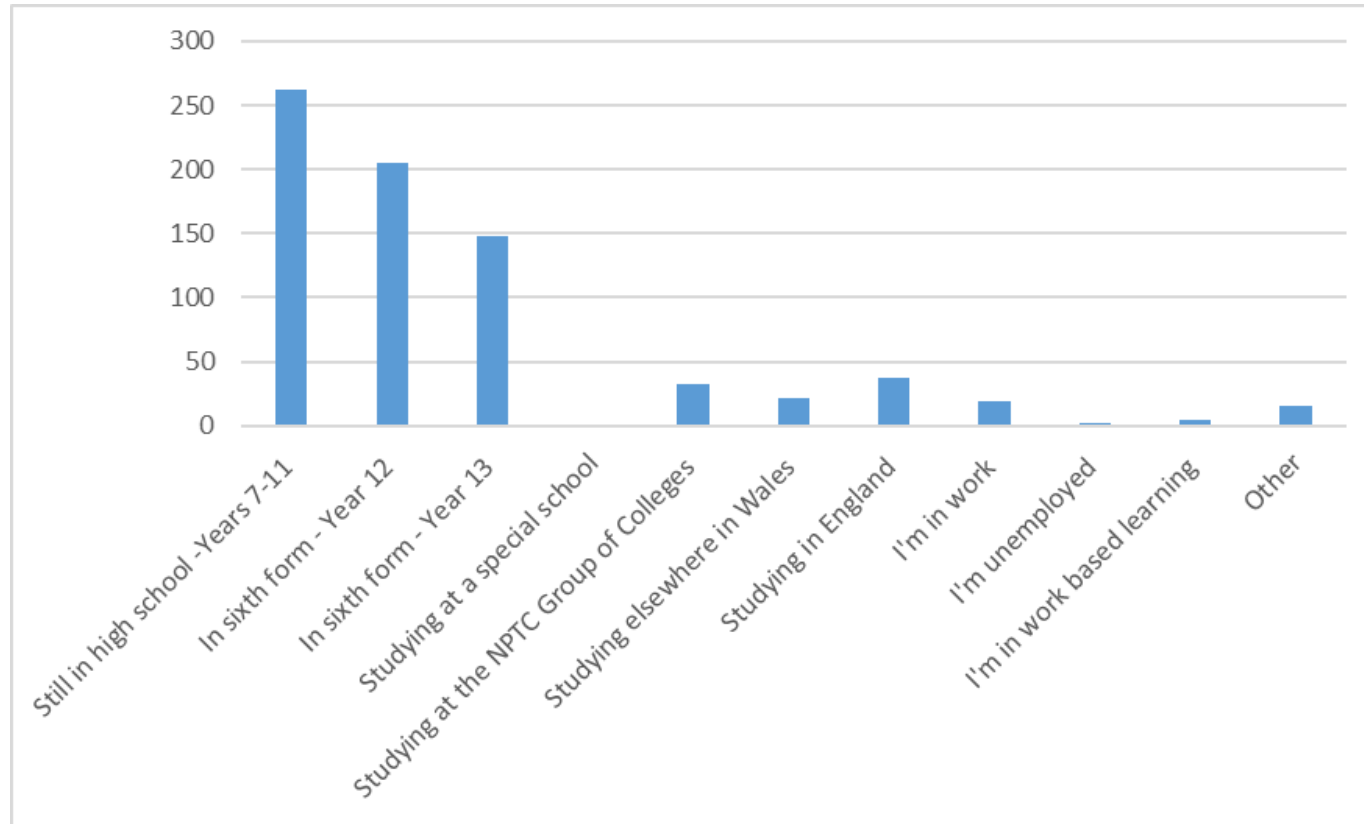


Q2. How old are you?

Tudalen 37



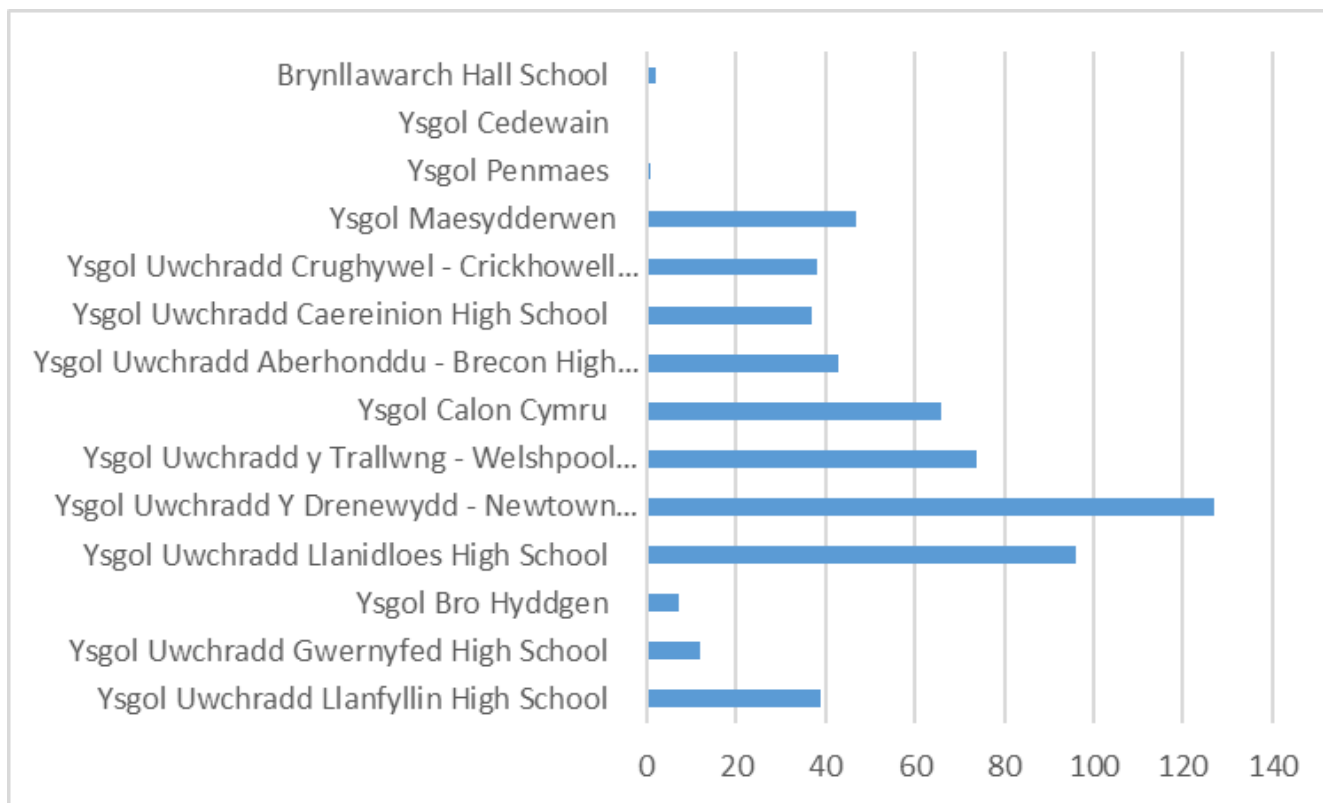
Q3. Are you....?



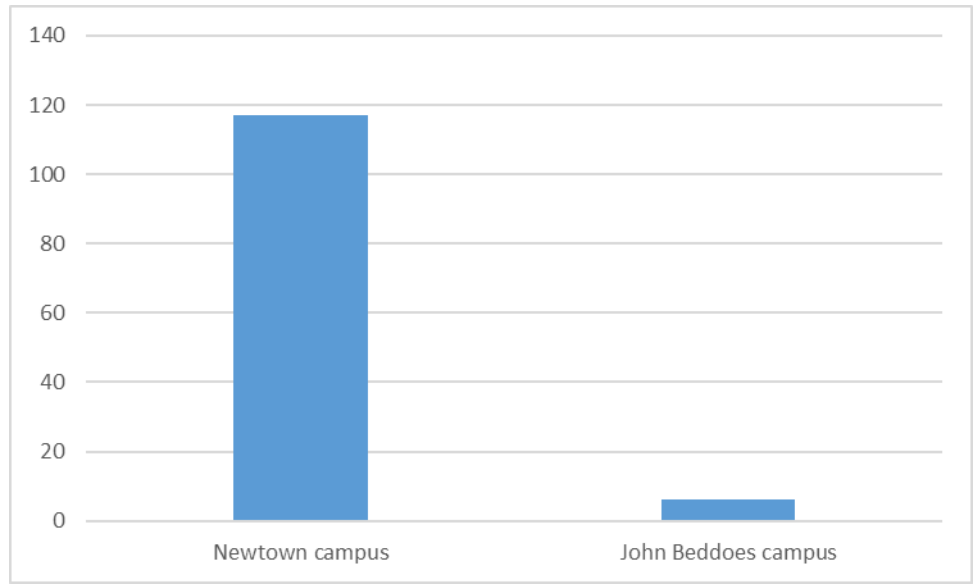
Other responses included:

- Public school;
- University;
- Distance learning.

Q4. If you're attending a Powys High School or Special School, which one is it?

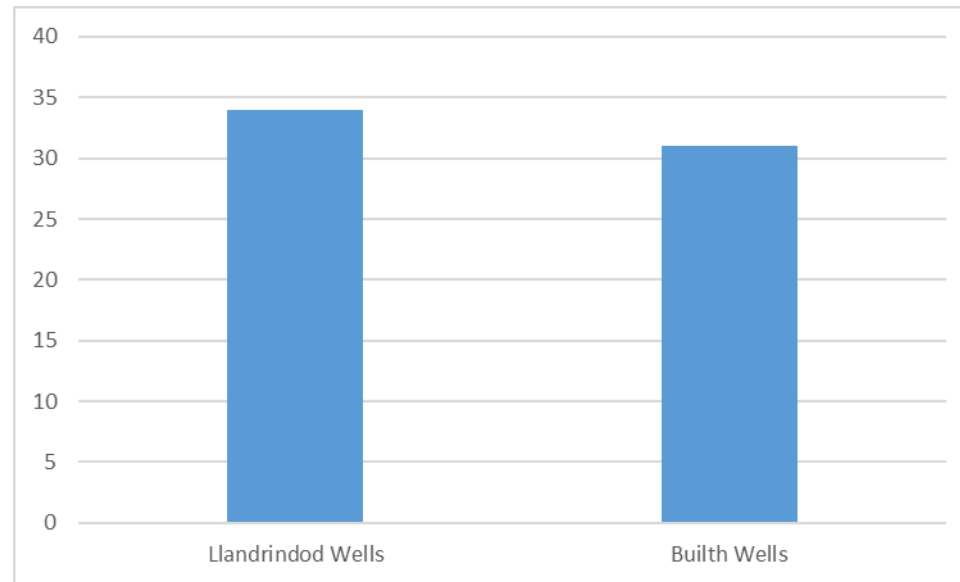


Q5. If you chose Newtown High School, which campus do you attend?

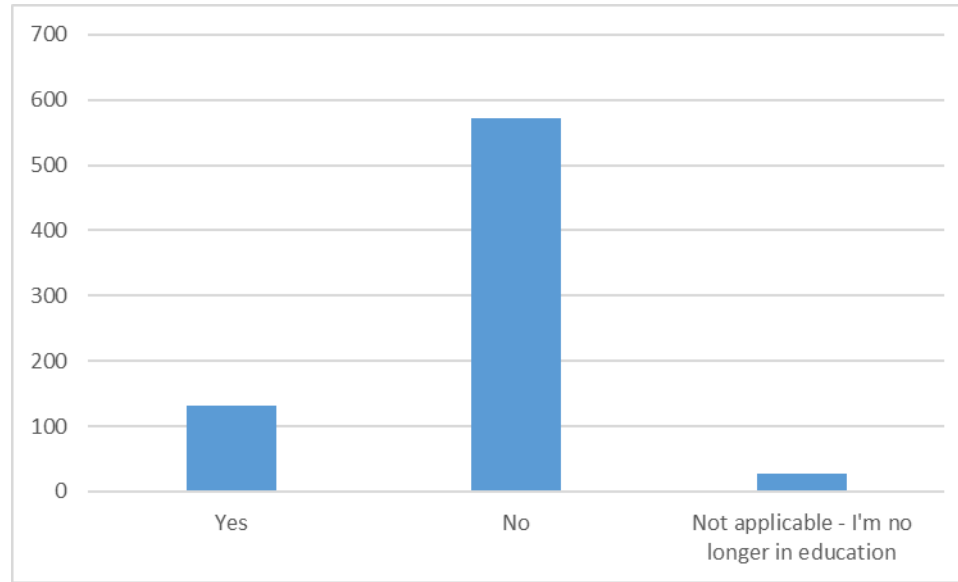


Tudalen 40

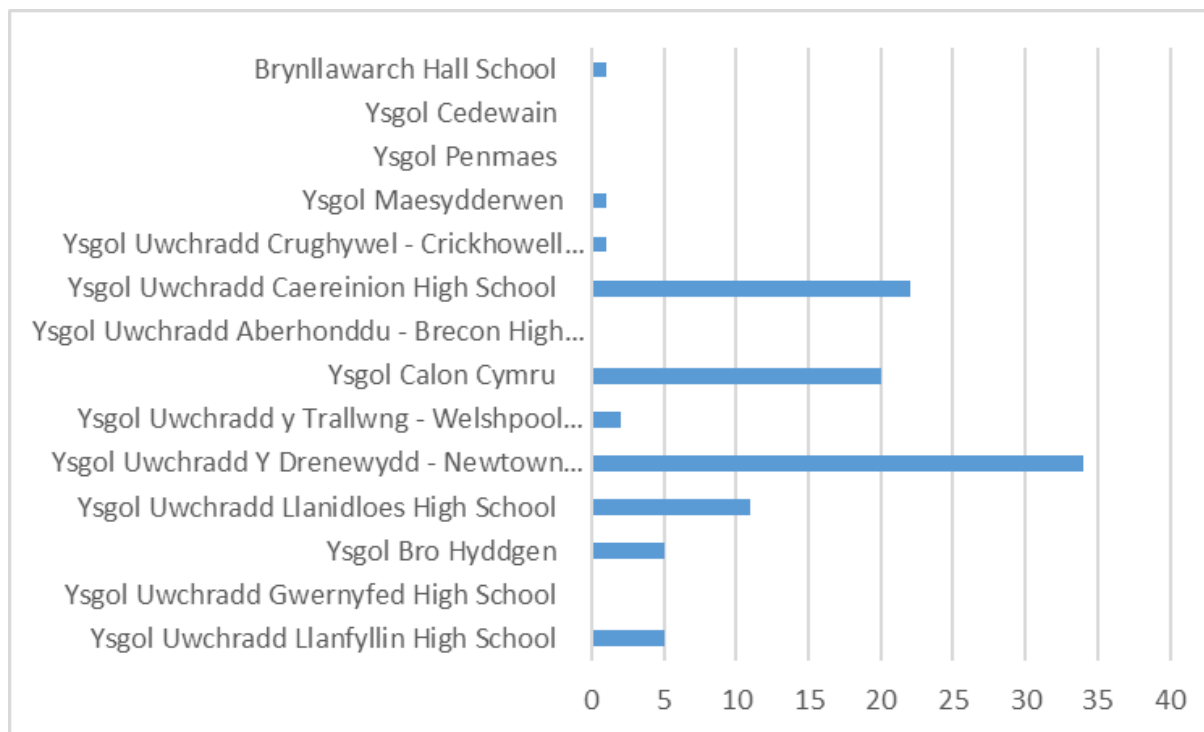
Q6. If you chose Ysgol Calon Cymru, which campus do you attend?



Q7. Do you study through the medium of Welsh?



Of those who reported that they are studying through the medium of Welsh, they also responded that they were studying at the following Powys schools:

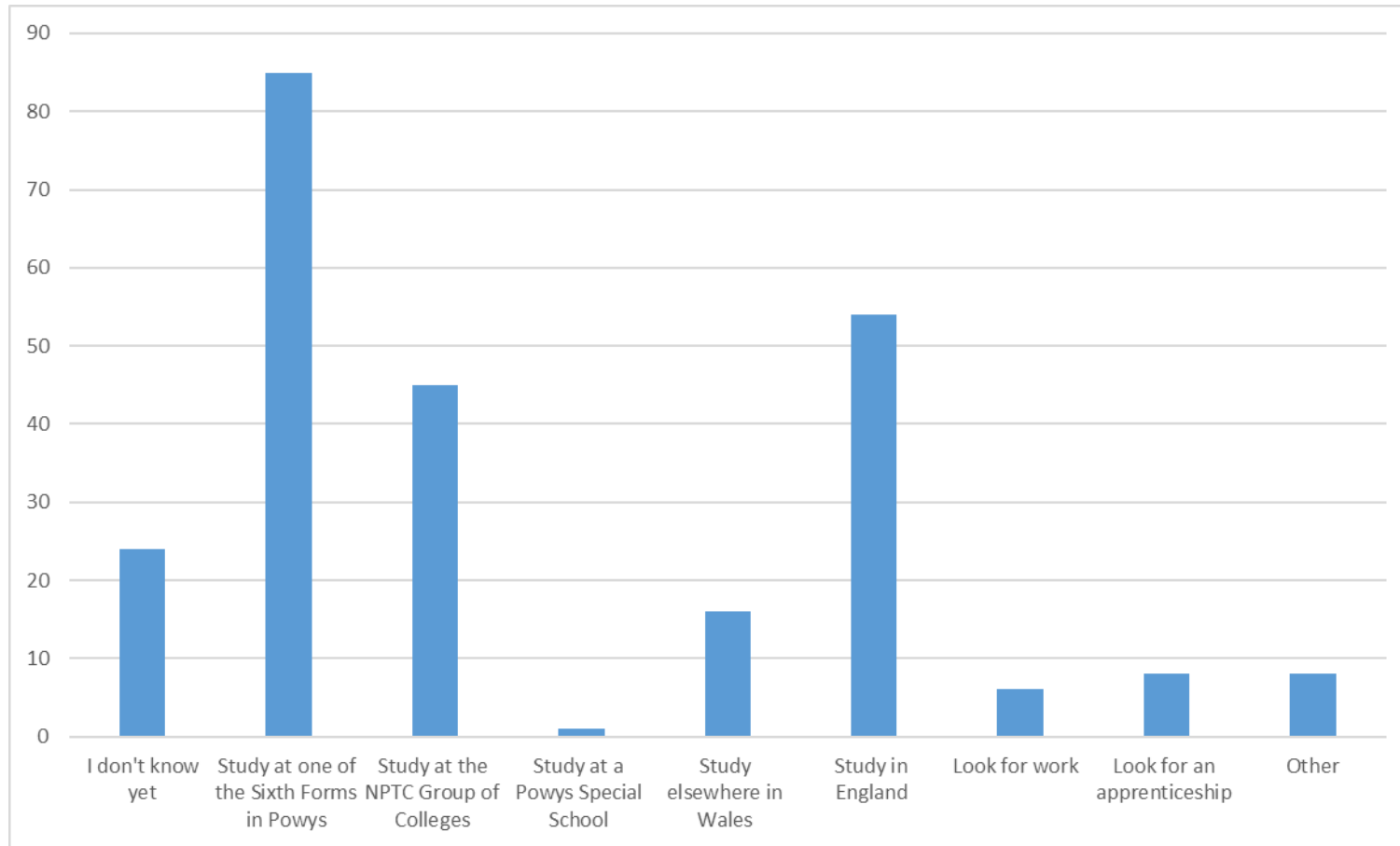


This data relating to studying through the medium of Welsh should be treated with caution. I believe that some respondents have misunderstood this question, and have talked about receiving lessons in Welsh, rather than through the medium of Welsh. Newtown High School has the highest number of students reporting that they are studying through the medium of Welsh when I understand that no learners study through the medium of Welsh in Newtown High School.

Section 2 – Questions for High School Pupils – Years 7-11

Q8. Thinking forward to when you finish Year 11, what do you think you will choose to do?

Tudalen 44



Q9. What are the reasons for your choice?

The majority of the responses were on the following themes (in decreasing order of incidence/mention):

For all of the respondents, the top themes were:

- Because of the subjects the student wishes to pursue;
- To access the highest education standard possible;
- Because it is close to home.

However, when split between the different options for further education destinations, the reasons show variation:

Students wishing to access a Powys sixth form:

- Because it is close to home;
- Because of the subjects the student wishes to pursue;
- To access the highest education standard possible;
- It will be good preparation for University.

Students wishing to access the NPTC Group of Colleges:

- Because of the subjects the student wishes to pursue;
- Because it is close to home.

Students wishing to study outside of Powys (e.g at Shrewsbury Sixth Form College);

- Because of the subjects the student wishes to pursue;
- To access the highest education standard possible;
- To access better facilities;
- Have a negative view of education provision in Powys;
- To access all of their facilities on one campus.

Section 3 – Questions for Powys Sixth Formers

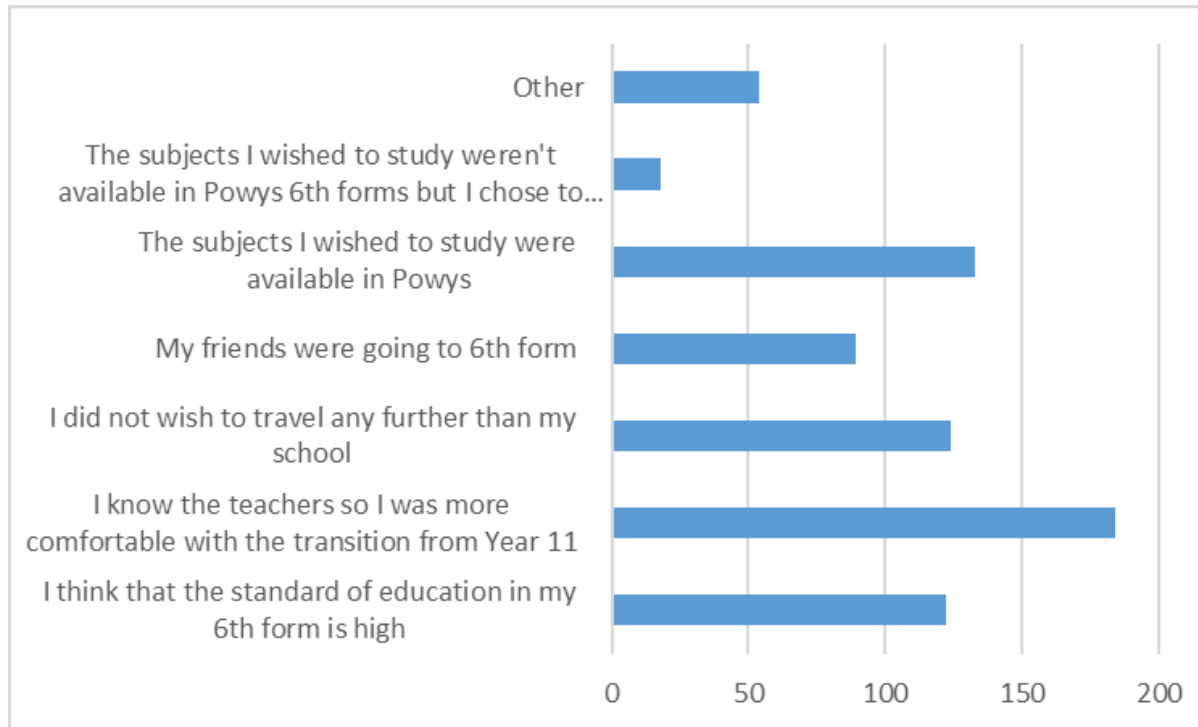
Q10. What subject(s) are you studying?

Tudalen 46

Agriculture	8
Applied Science	1
Arabic	1
Art	36
Biology	108
Business Studies	57
Chemistry	62
Design and Technology	16
Drama	9
English	41
English Literature	31
Forensics	1
French	10
Further Maths	15
Geography	96
Guitar	1
Health and Social Care	28
Health Science	1
History	93
ICT	35
Law	12
Maths	88
Media Studies	20

Music	8
PE	32
Personal Fitness	1
Philosophy and Ethics	1
Photography	13
Physics	47
Politics	7
Presentation and Public Speaking	1
Product Design	7
Psychology	49
Public Services	2
Religious Education	10
Resistant materials	1
Sociology	5
Spanish	2
Sport	7
Textiles	5
Tourism	13
Welsh	20
Welsh Bacc.	147

Q11. Thinking back to when you made the decision to go to Sixth Form, what were your reasons for choosing this? Please choose the statements which you think reflect your thoughts at the time.

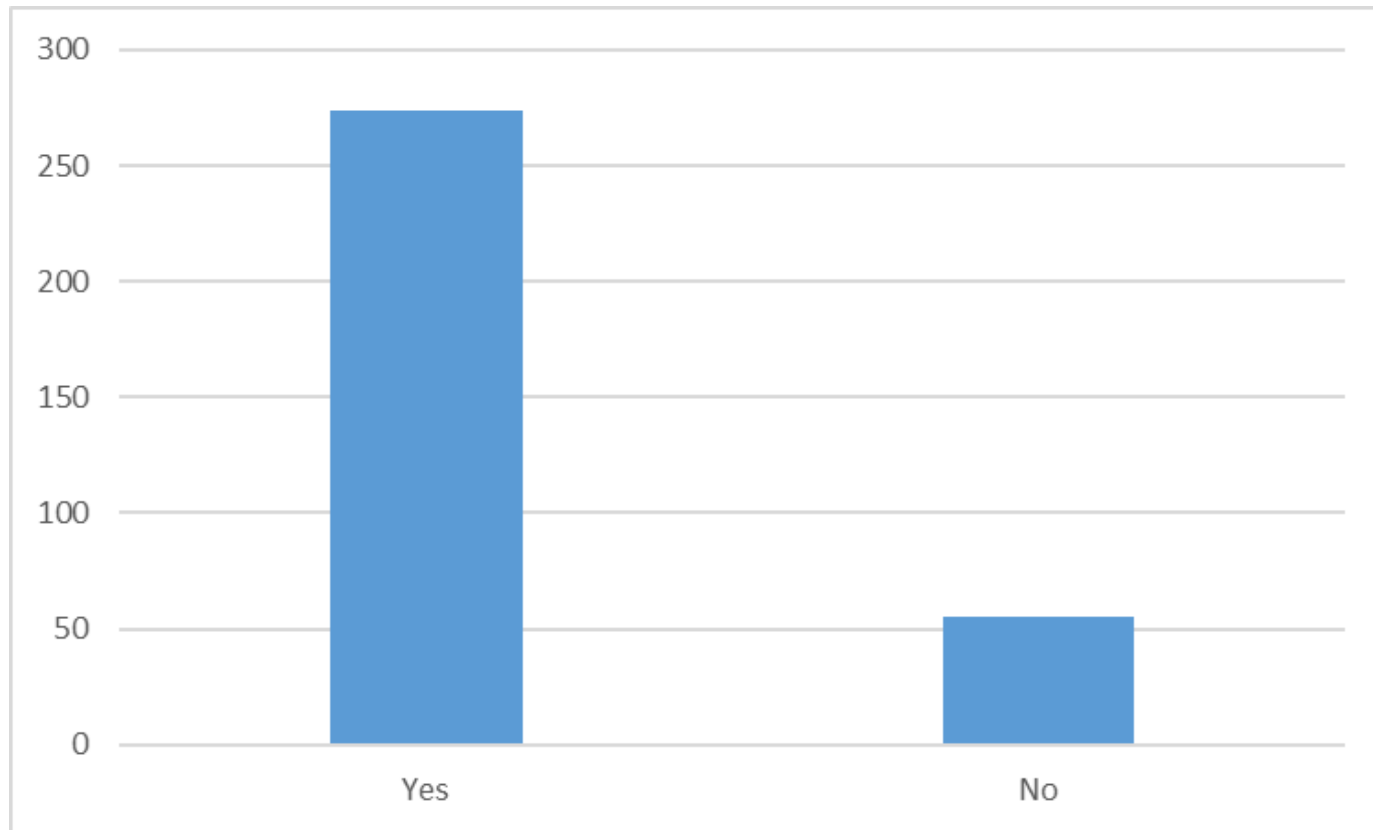


Other responses included:

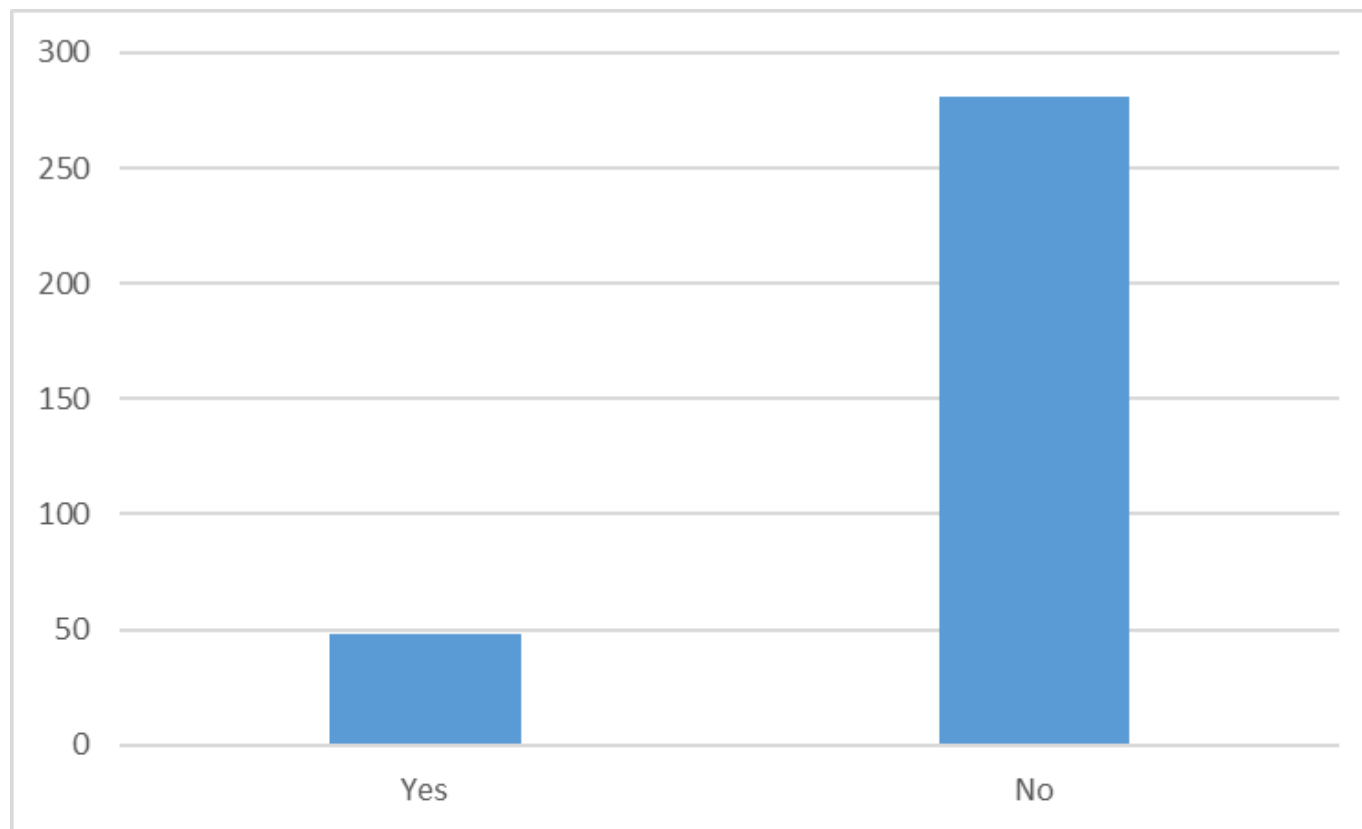
- It is a good preparation for University;
- Referencing a lack of subject choice.

Q12. Generally, are you happy with the choice you made?

Tudalen 48



Q13. Do you travel to any other schools / colleges to study any subjects?



Tudalen 49

Q14. If yes, what are your views on this?

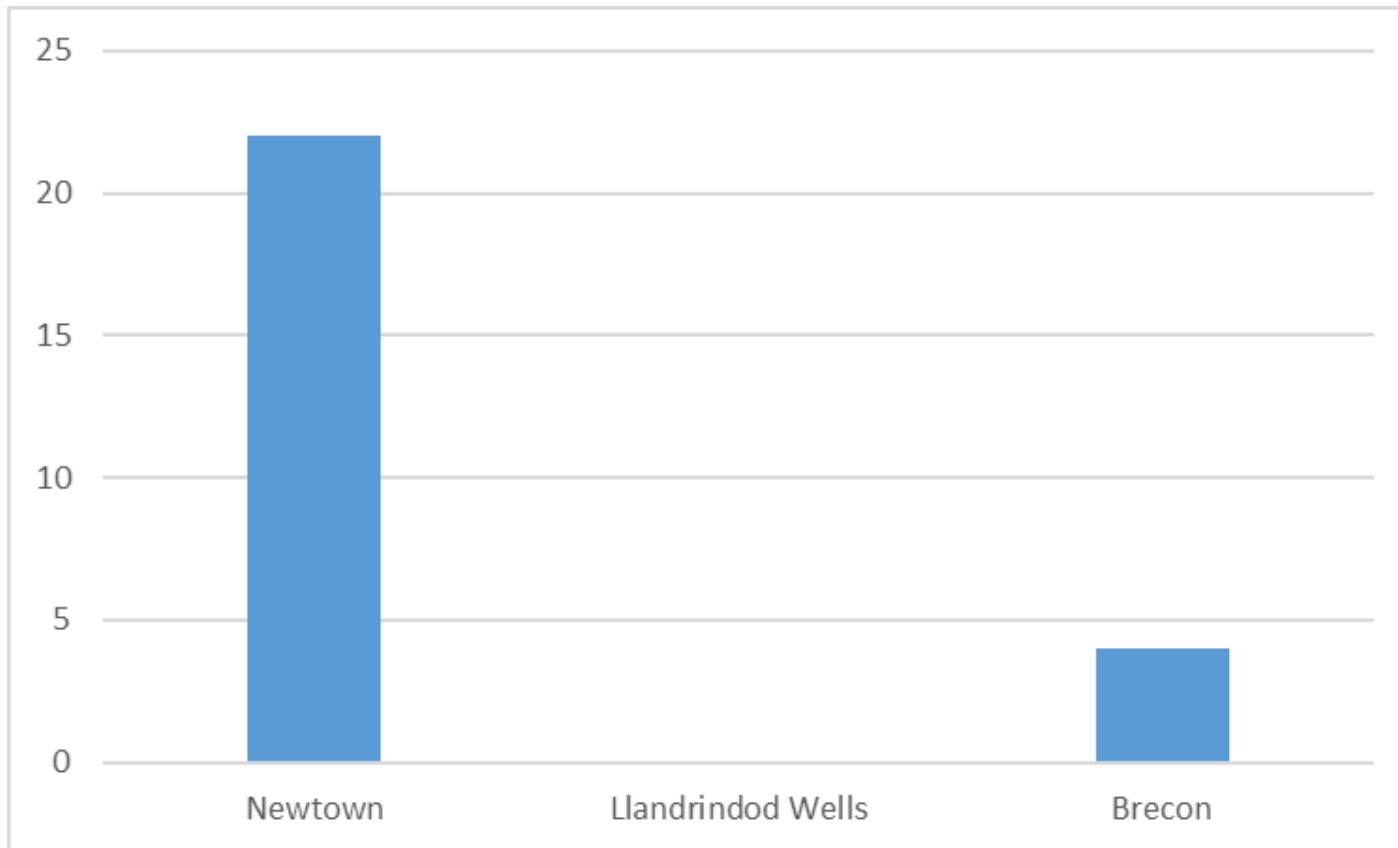
The majority of the responses were on the following themes (in decreasing order of incidence/mention):

- The intra-day travel wastes time;
- Intra-day travel is fine;
- Students would prefer the subjects to be available on 1 site;
- Concern about the cost of buses;
- General dislike for intra-day travel;
- Intra-day travel means students can miss lessons;
- Intra-day travel is tiring.

Section 3 – Questions for students of the NPTC Group of Colleges

Q15. Which campus do you attend?

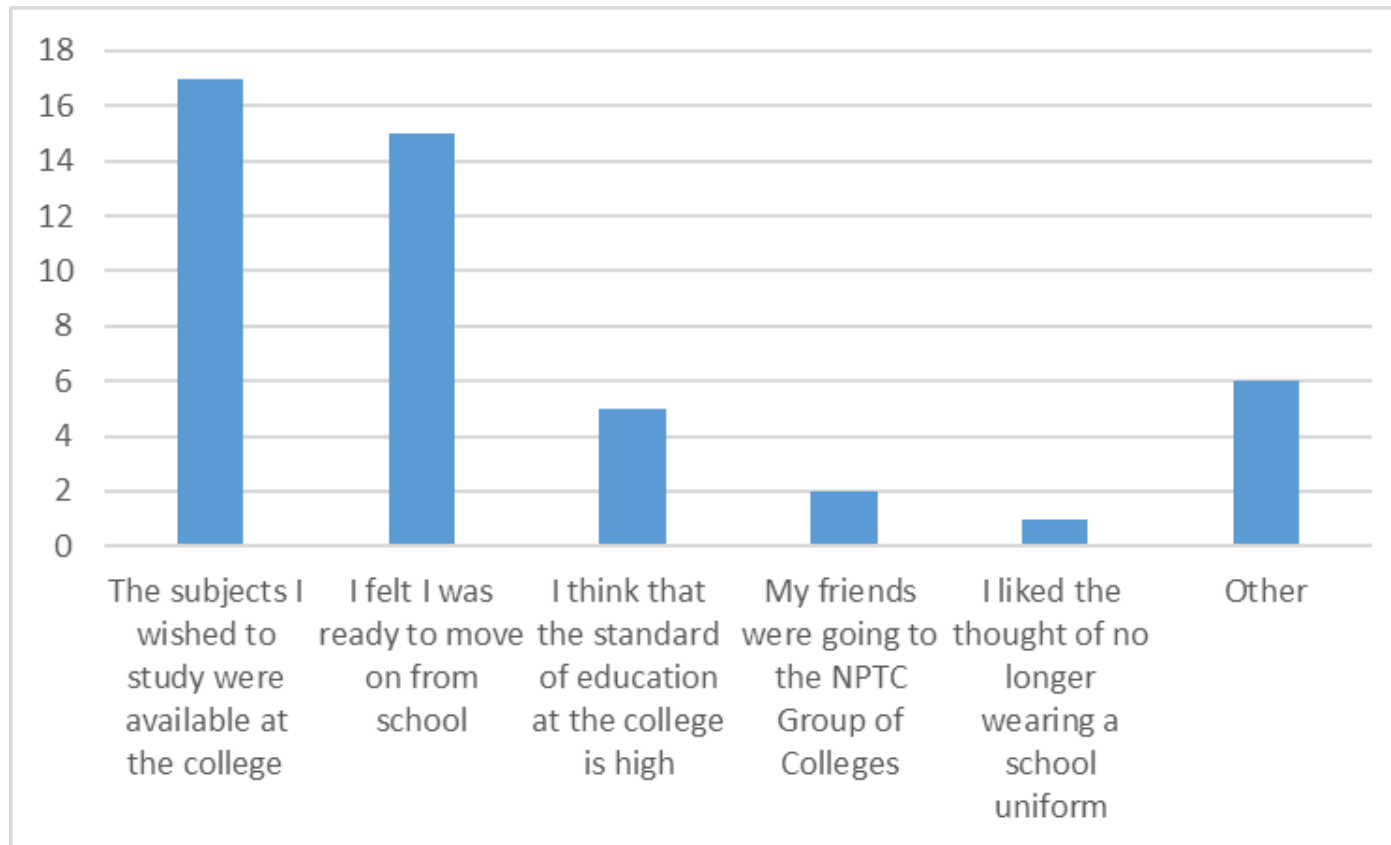
Tudalen 51



Q16. What subject(s) are you studying?

Barbering	7
Business	3
Carpentry	2
Engineering	1
Hairdressing	1
Health and Social Care	13
Media production	1
Motor vehicle maintenance	1
Plumbing	1
Public services	4

Q17. Thinking back to when you made the decision to go to the NPTC Group of Colleges, what were your reasons for choosing this? Please choose the statements which you think reflect your thoughts at the time.

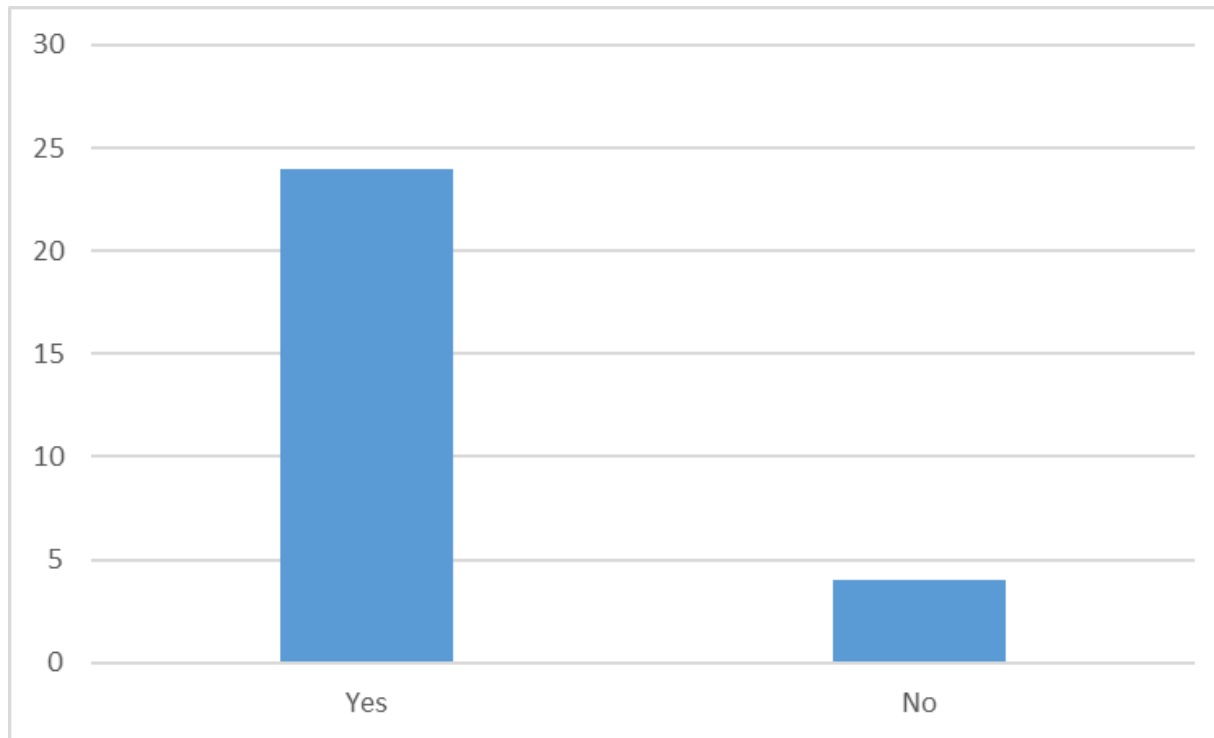


Other responses included:

- It was the best option for me
- My school wouldn't allow me to do resits.

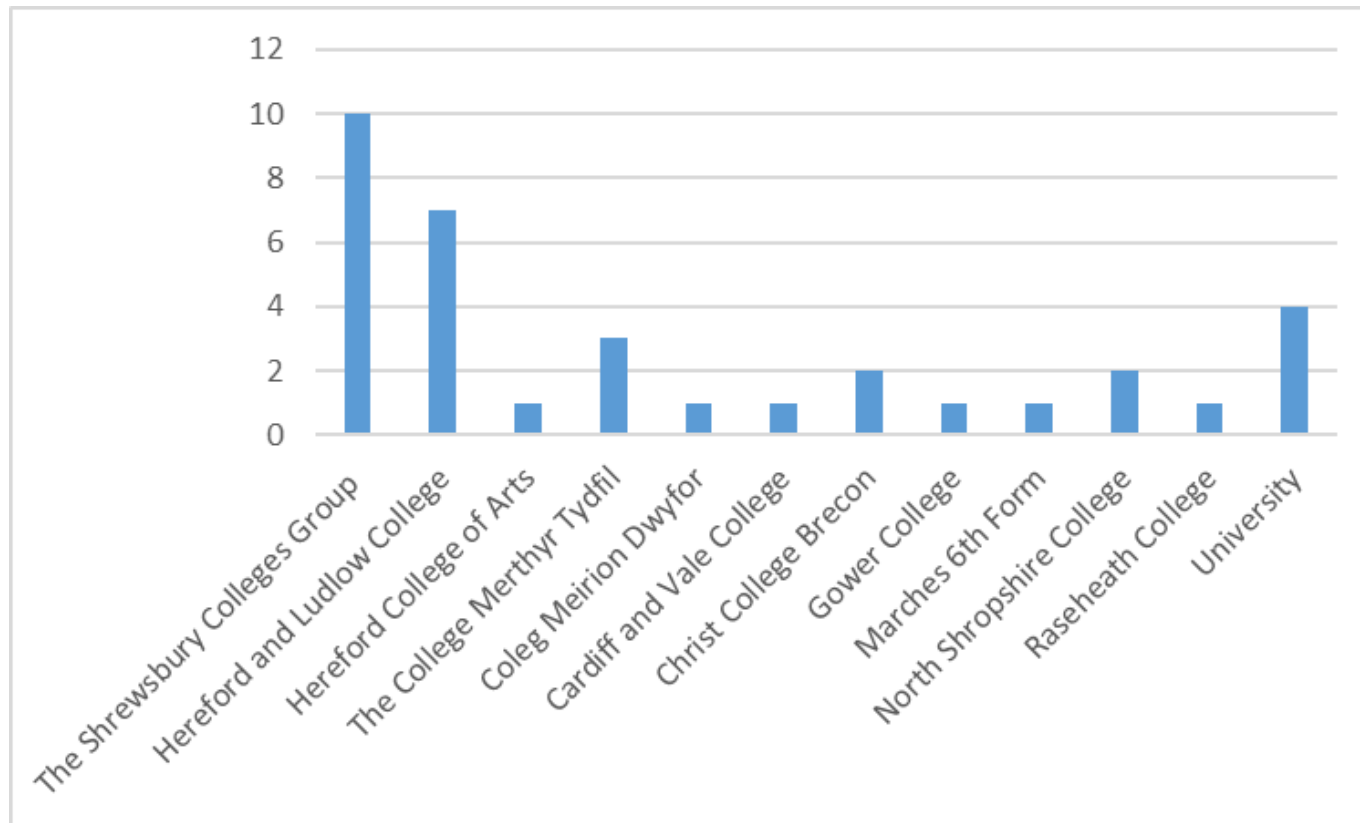
Q18. Generally, are you happy with the choice you made?

Tudalen 54



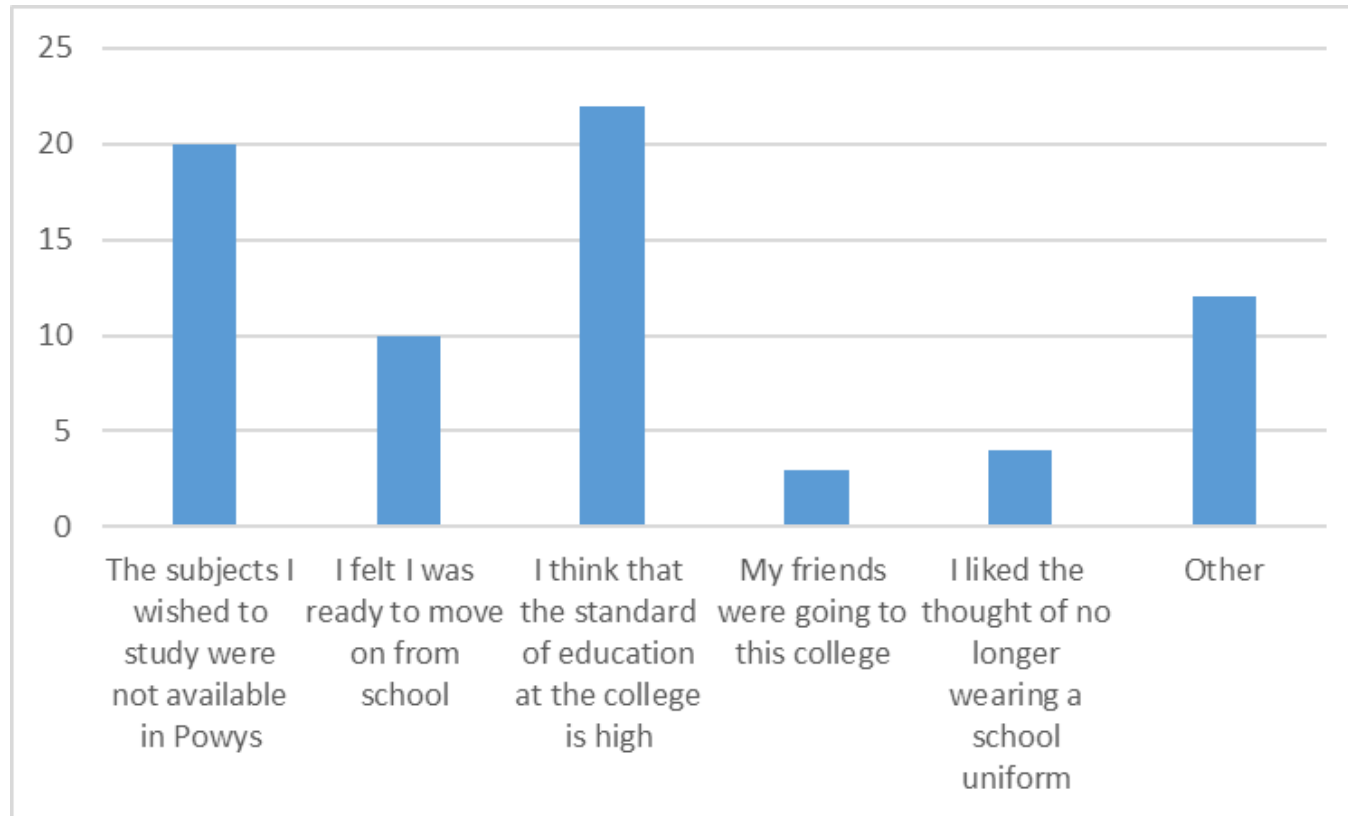
Section 5. FE Students studying outside Powys

Q19. Where are you studying?



Tudalen 55

Q20. Thinking back to when you made the decision to study outside Powys what were your reasons for choosing this? Please choose the statements which you think reflect your thoughts at the time.



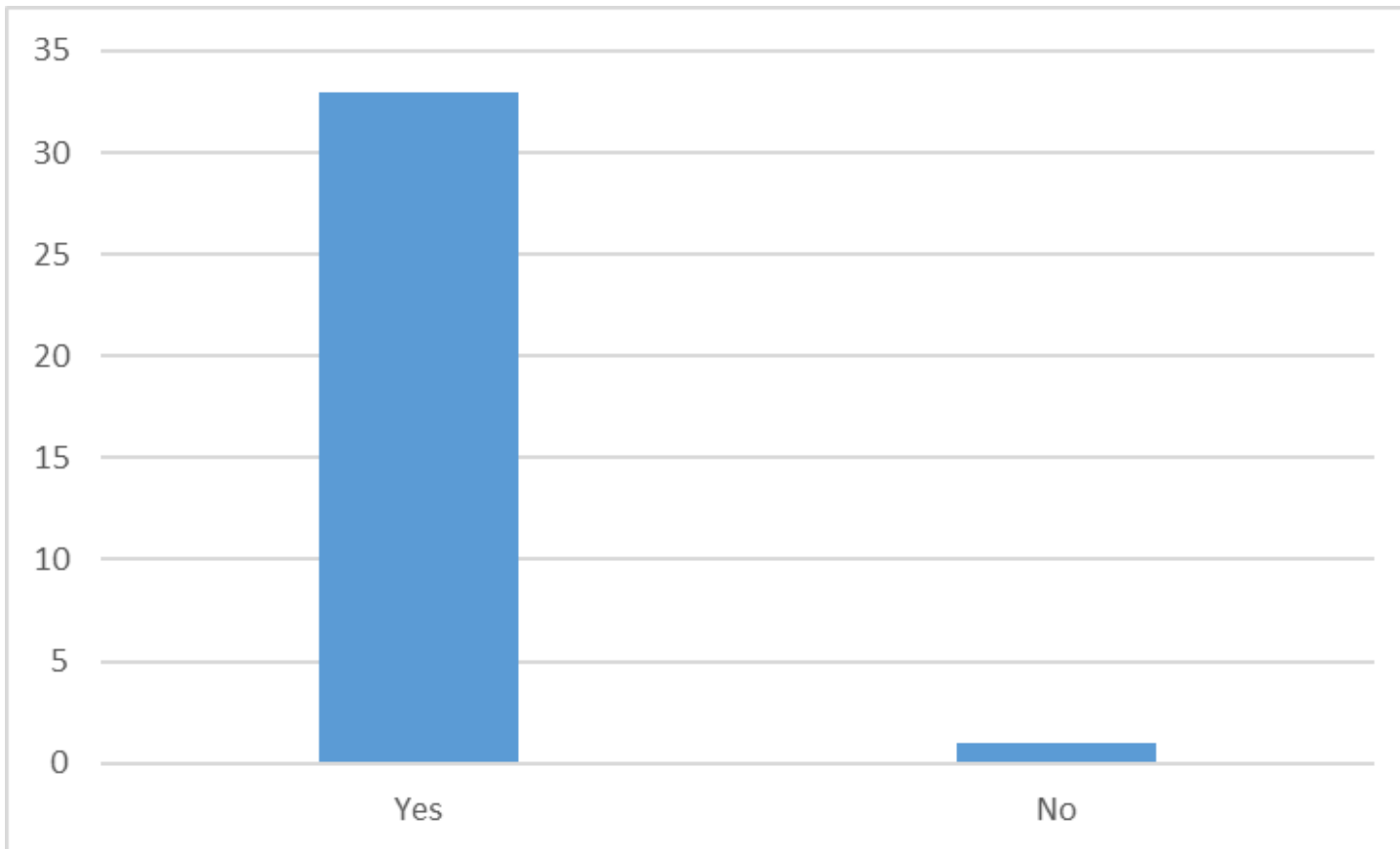
Q21. What subject(s) are you studying?

Adventure sports	1
Agriculture	3
Animal Management	1
Applied Sciences	1
Art	1
Biology	3
Business	4
Chemistry	3
Early Years Education	1
English	4
English Literature	1
Forensics	2
French	1
Geography	5
Health and Social Care	2
History	3

ICT	3
Law	3
Maths	3
Media	3
Motor Vehicle Maintenance	1
PE/Sports	3
Performing Arts	1
Photography	1
Plumbing	1
Politics	5
Psychology	3
Public Services	1
RE	1
Sociology	4
Spanish	1
Sports Technology	2

Q22. Generally, are you happy with the choice you made?

Tudalen 58



Q23. Is there anything that would have encouraged you to stay to study in Powys?

The majority of the responses were on the following themes (in decreasing order of incidence/mention):

- There was nothing that would have encouraged me to stay;
- The course was not available in Powys;
- Higher standards in Powys schools;
- I dislike intra-day travel.

Section 6 – Questions for Special School Students

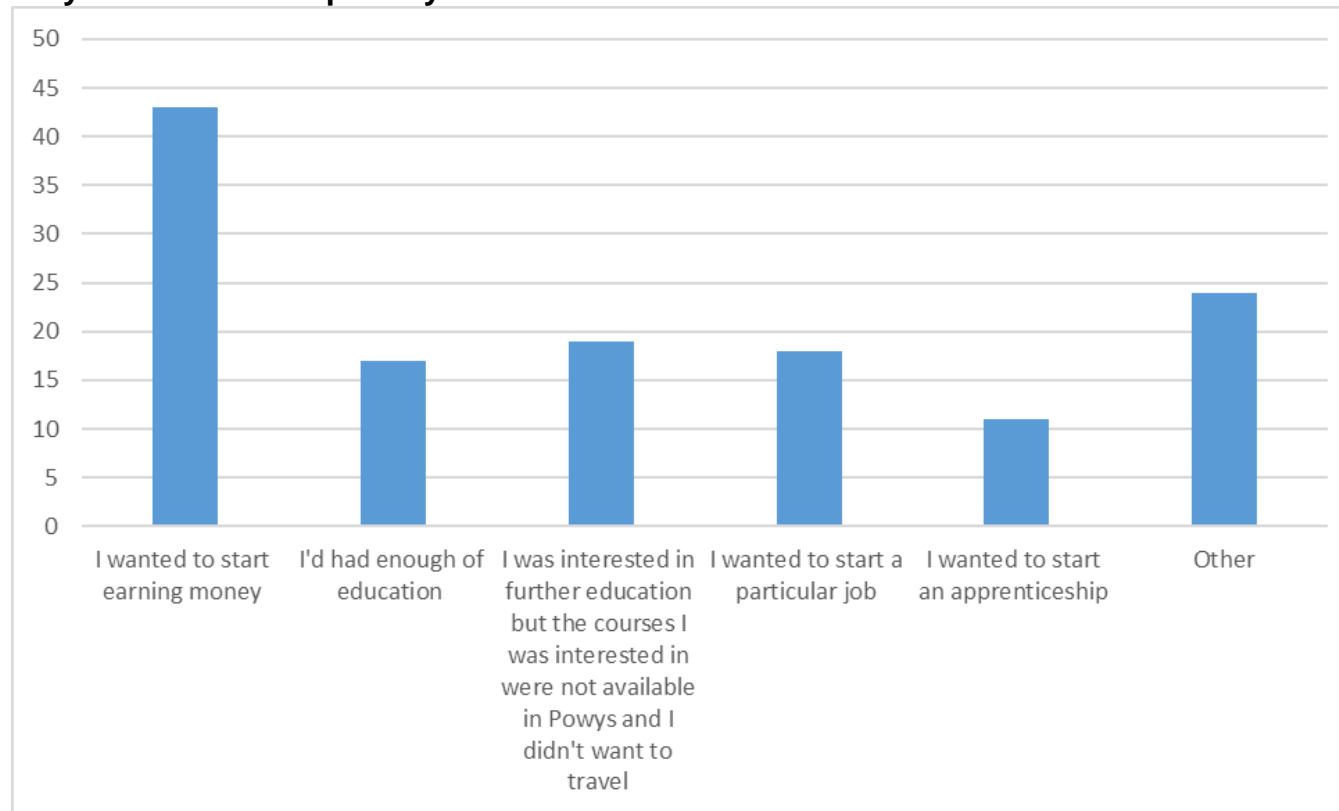
Q24. If you are studying in a special school in Powys, are you happy with the choice of subjects?

No responses were received from students studying in a Powys special school.

Section 7 – Questions for people who are In Work, Unemployed, In Work Based Learning or who chose Other in Q3.

Q25. We are interested to find out why Powys people make the choices they do. Please tick the statements which reflect your decision when you finished compulsory education.

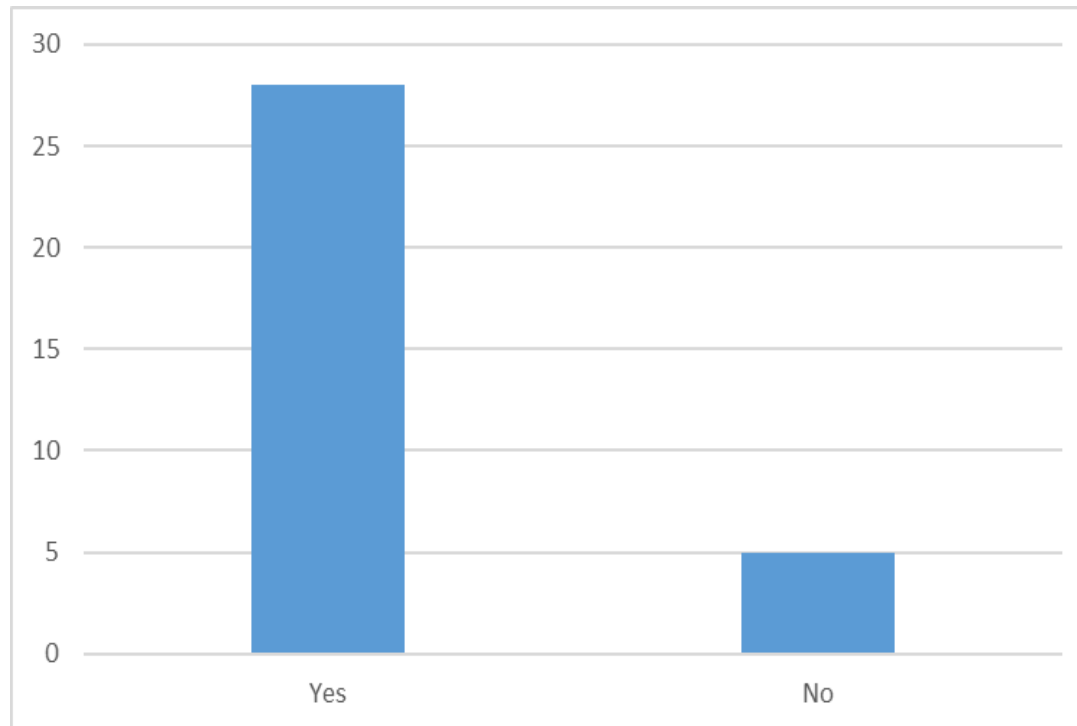
Tudalen 61



Other responses included:

- Education standards are too low in Powys;
- I was unsure what to do.

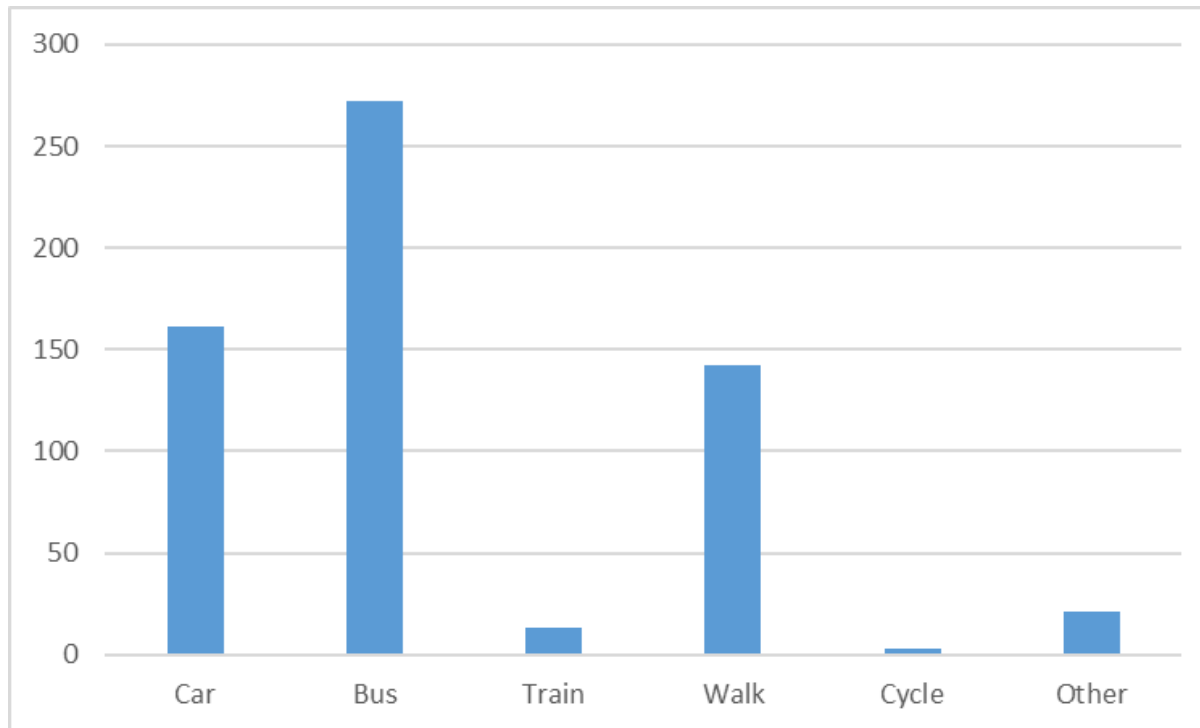
Q26. Generally, are you happy with the choice you made?



Tudalen 62

Section 8 – Any other thoughts?

Q27. How do you travel to your college/school? (Results from respondents still in education).



Tudalen 63

Q28. Have you ever studied outside Powys and then returned to study within Powys? If so, what was the reason for your return? (Please ignore this question if it is not relevant to you.)

The main response to this was that they returned because of a family move.

Q29. Did you ever consider choosing to do something else? If so, what was it and why did you follow the route you did?

There were two elements to this question, the alternative destination and the reason that students did not follow this.

Firstly, the main alternative destinations were:

- College;
- 6th form college;
- Studying different subjects;
- Apprenticeship;
- Work;
- 6th form.

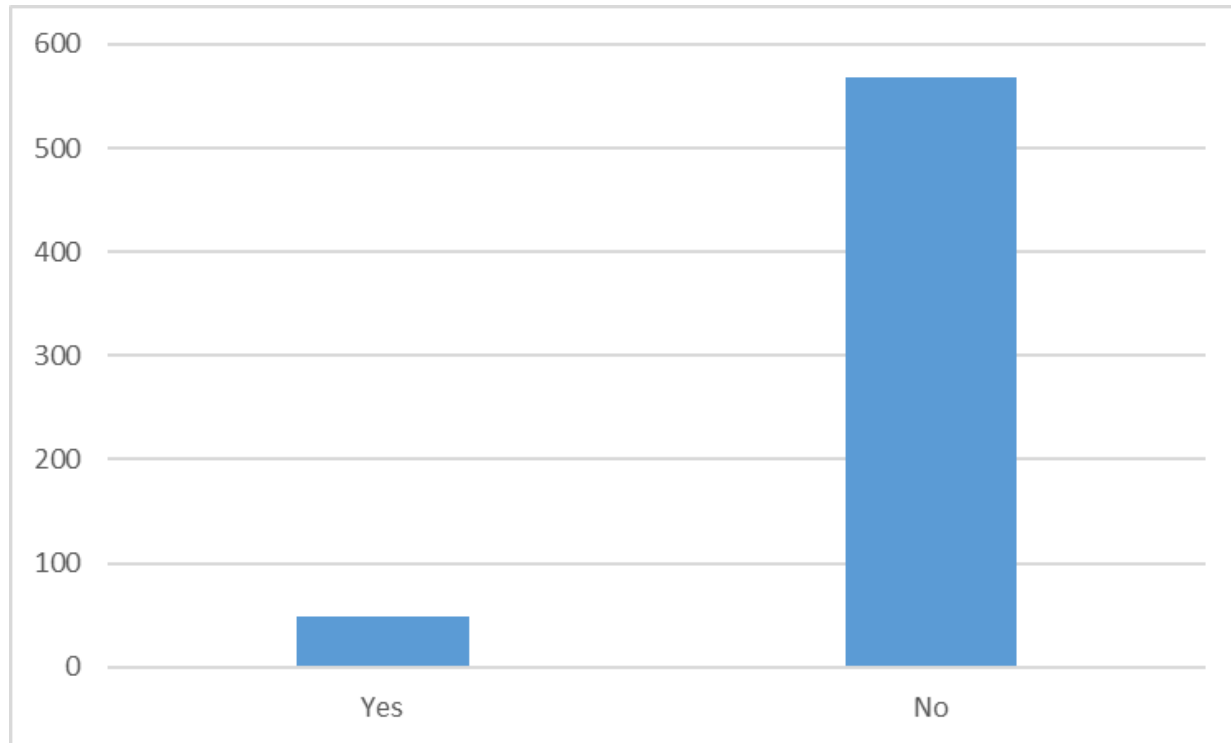
Secondly, the main reasons were:

- I dislike having to travel;
- I felt that this would be better for my future career;
- I wished to leave Powys.

Section 9 – Questions relating to Additional Learning Needs

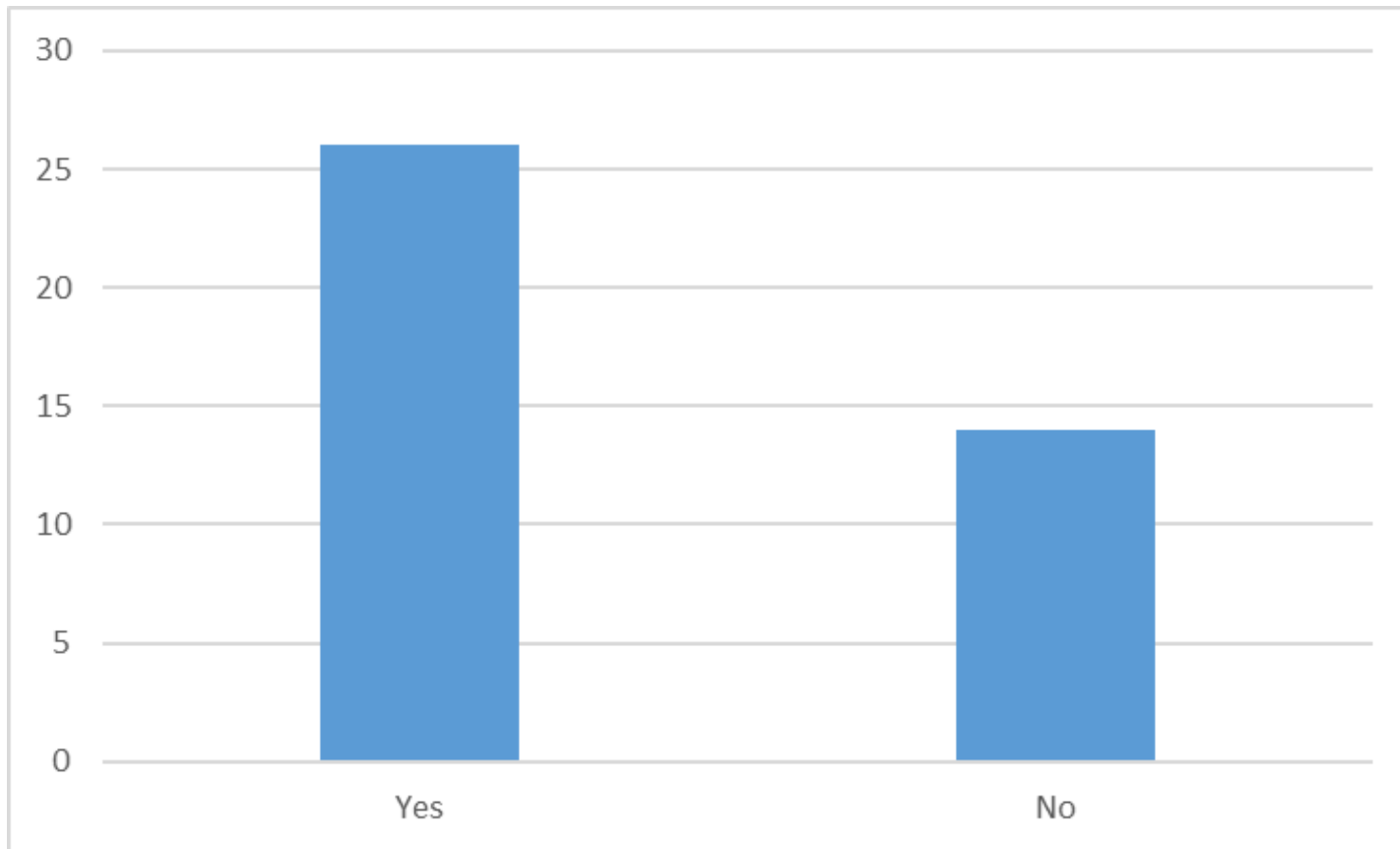
Q30. Do you have an Additional learning need?

Tudalen 65



Q31. Is the post-16 provision that is available suitable for your needs?

Tudalen 66

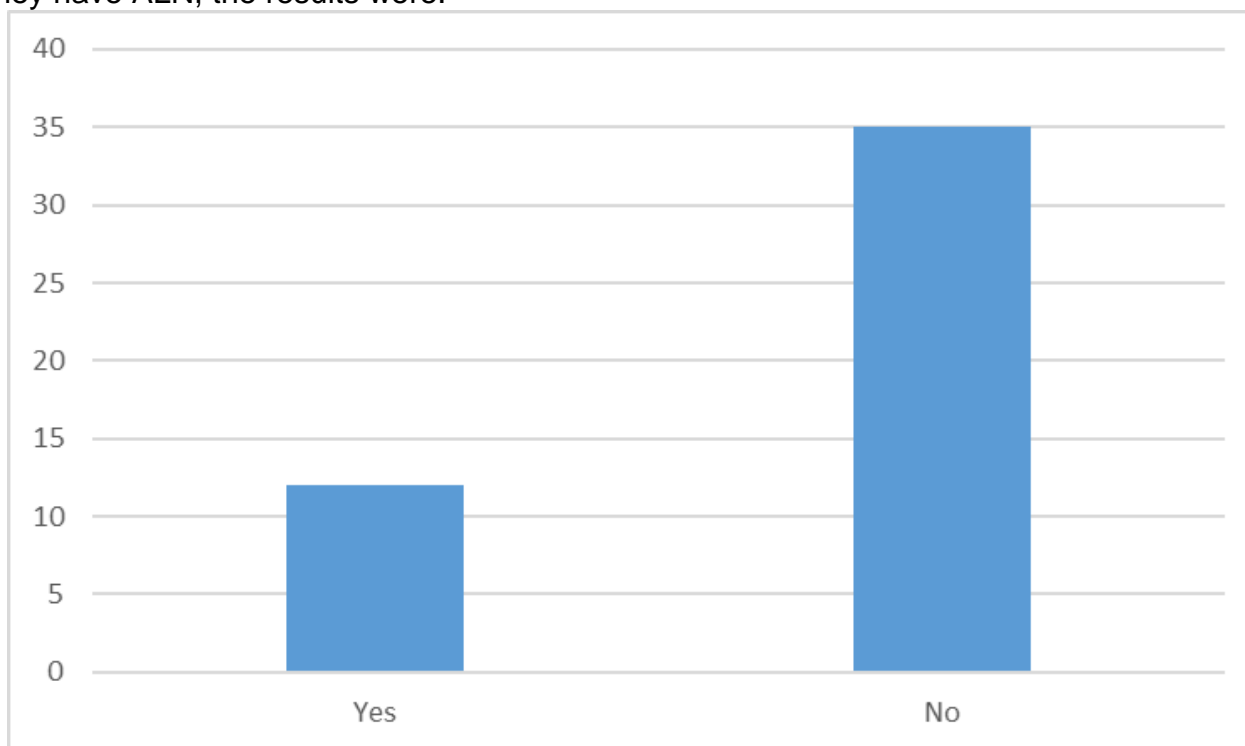


Q32. If you answered No to the previous question, please explain:

The most frequent reason given was that there was no or poor support for people with a disability, notably dyslexia.

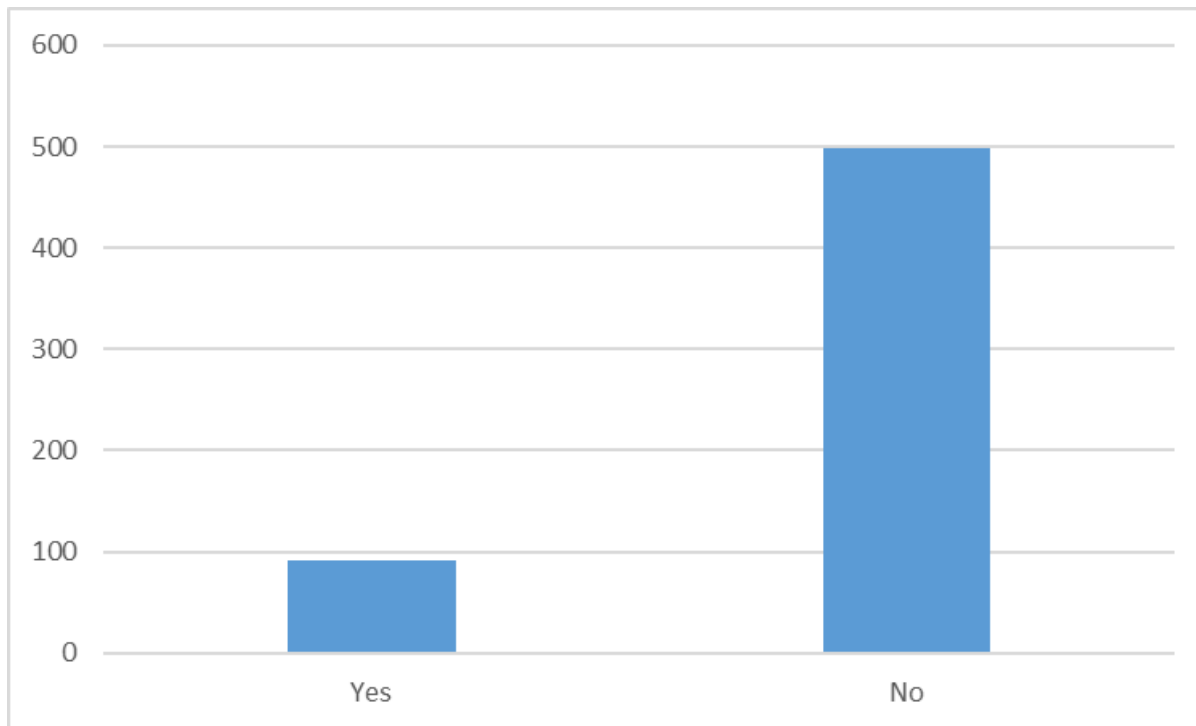
Q33. A new law - The Additional Learning Needs and Education Tribunal (Wales) Act 2018 - will be implemented from September 2020. Are you aware that from that point onwards Post 16 learners with Additional Learning Needs will be able to apply for support up to the age of 25.

For those who said they have ALN, the results were:



For all respondents, the results were:

Tudalen 68



Section 10 – Anything else?

Q34. Do you have any other comments on post-16 education or the world of work in Powys?

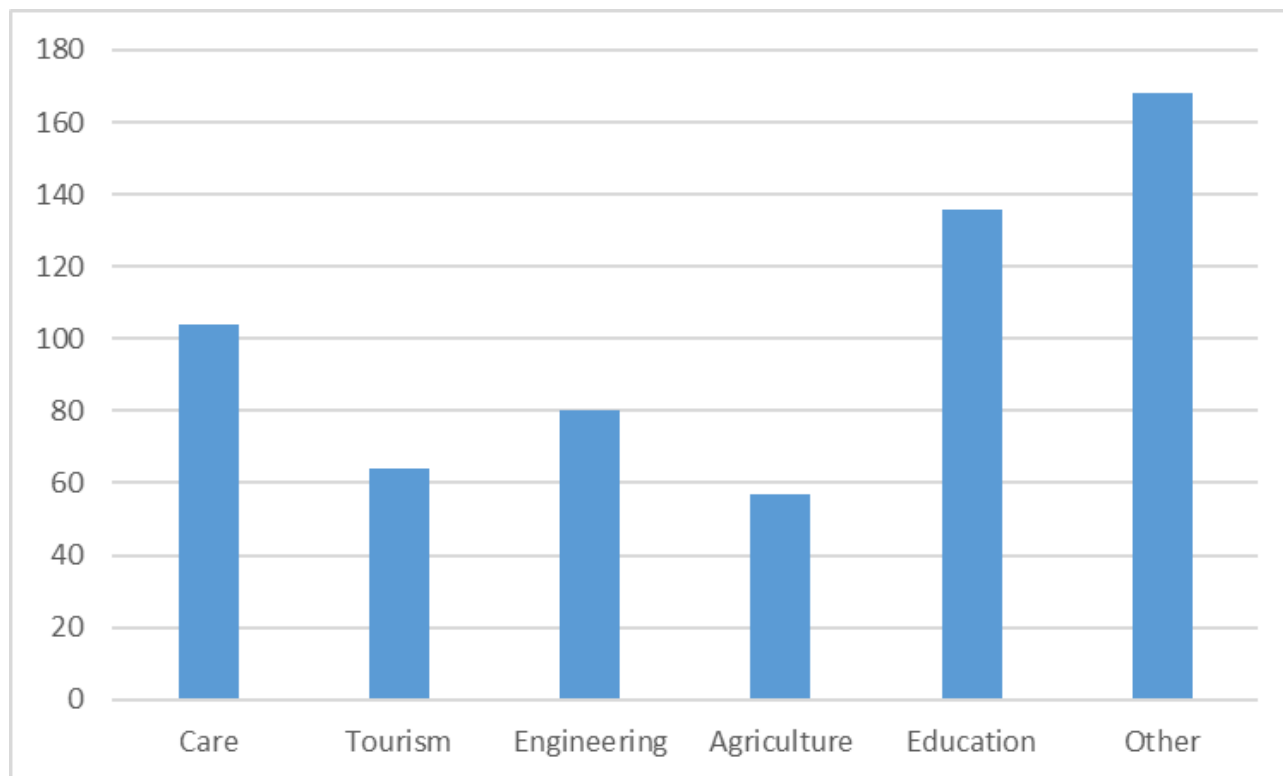
The majority of the responses were on the following themes (in decreasing order of incidence/mention):

- General negative comments about education in Powys;
- There are poor career options in Powys
- A lack of subject choice in Powys;
- Positive comments about Powys 6th forms;
- There is a need for better career information;
- I dislike intra-day travel;
- There is a need for a 16th form local to me;
- There's a need for a 6th form college in Powys;
- More people are likely to leave Powys;
- There is a lack of resources in Powys;
- There's a need for a college local to me;
- There is a lack of resources within Powys;
- There's too much emphasis on University within Powys schools;
- There's a need for better information on apprenticeships.

Section 11 – After education

Q35. The current growth sectors in Powys are care, tourism, engineering and agriculture. If you are thinking about seeking work in Powys, please tell us which sector(s) you would be interested in working in. Please choose as many sectors as you wish.

Tudalen 70



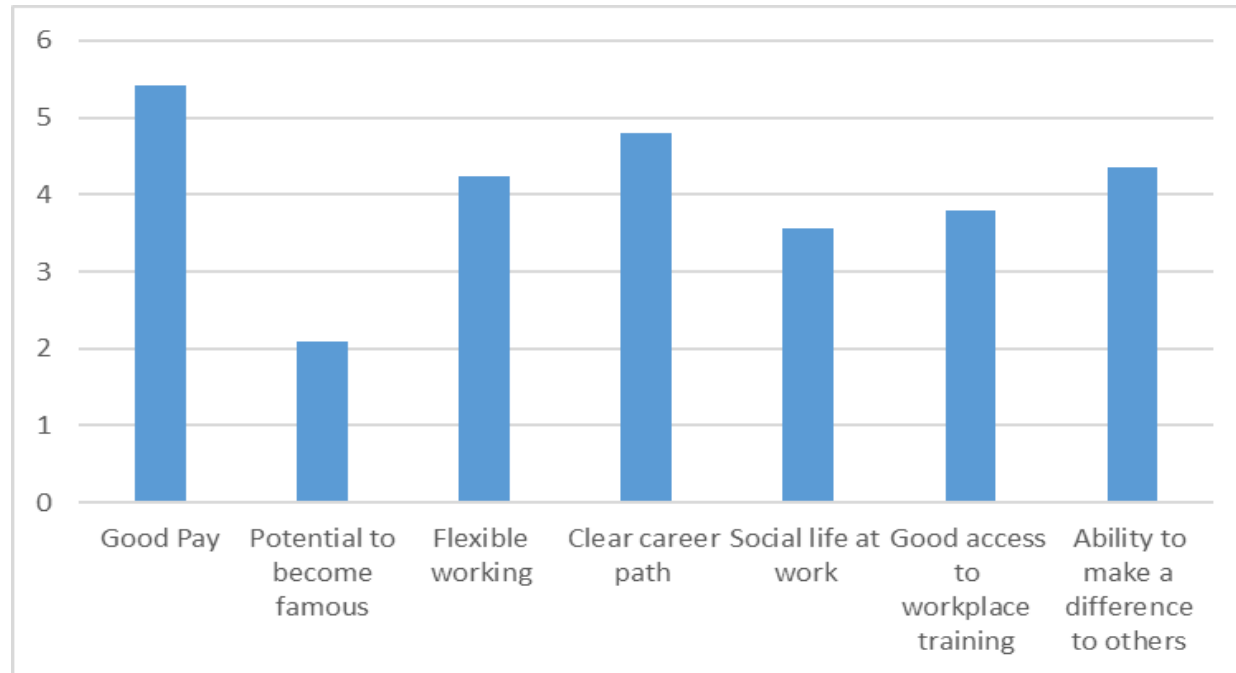
Other:

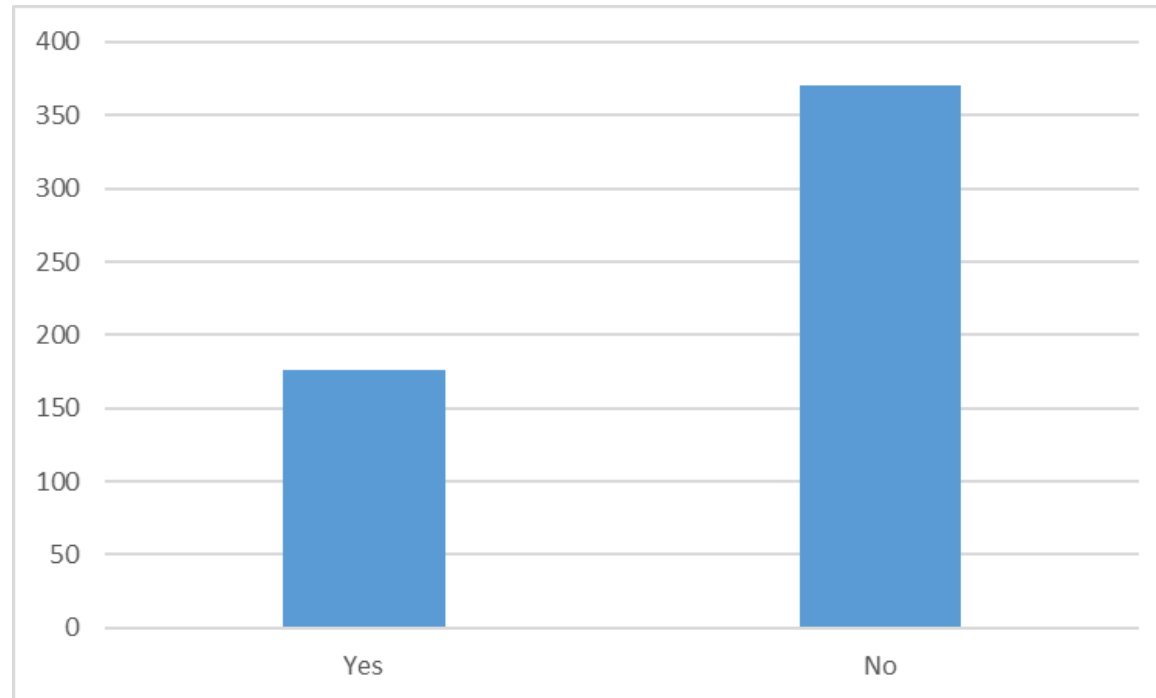
The majority of the responses were on the following themes (in decreasing order of incidence/mention):

- Health care;
- Law or criminology;
- Creative industries;
- Don't know;
- I plan to move away;
- Sport;
- Business;
- Building;
- Police.

Q36. What are the most important factors for you when you think about seeking work?

(The average weighted score for each issue were as follows – the higher the better).



Q37. Would you consider working for Powys County Council?**Q38. Please give a reason why in the box below.**

The majority of the responses were on the following themes (in decreasing order of incidence/mention):

- Yes I would like to (no explanation given);
- Just no! (no explanation given);
- Not the jobs I'm interested in;
- No because of the council's reputation;
- Yes because I wish to live in Powys;

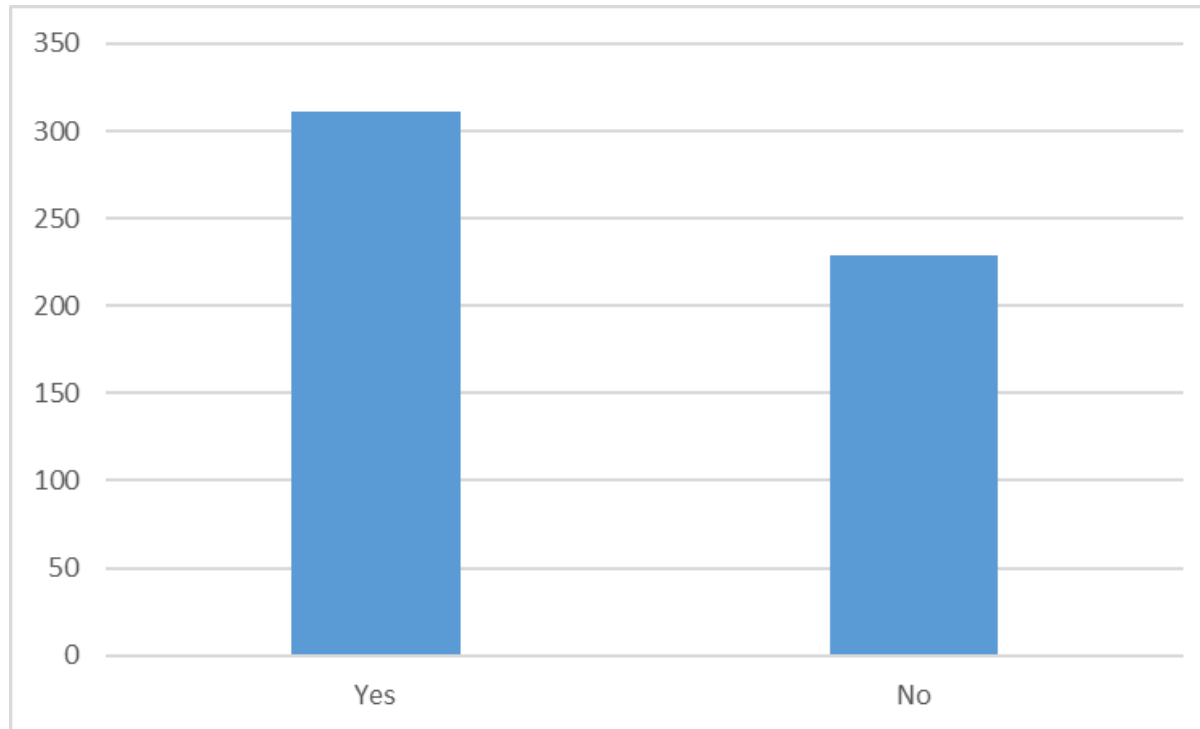
- No because of job insecurity.

Q39. Do you know what job roles people do within Powys County Council? Please write the first three jobs you can think of in the box below.

The top 15 roles mentioned were as follows:

- Refuse worker;
- Teaching and education;
- Road worker;
- Councillor;
- Social worker;
- Finance officer;
- Generic office worker;
- Maintenance and building officer;
- Planning officer;
- Cleaning/catering officer;
- Housing officer;
- Carer;
- Senior manager/director;
- Librarian;
- Civil engineer.

Q40. Apprenticeships are now available in most job sectors. Would you be interested in an apprenticeship?



Q41. Please give your reasons for your answer in the box below:

The majority of Yes responses were on the following themes (in decreasing order of incidence/mention):

- Yes it would be a good way of learning and gaining experience
- Yes, it would be good to earn money
- Yes, it would be good for my career
- Just Yes (no explanation given)

- Yes, won't be left with University debt.

The majority of No responses were on the following themes (in decreasing order of incidence/mention):

- No, I plan to go to 6th form and University;
- No as I already have a career plan established;
- There are no apprenticeships in the fields in which I wish to work;
- Just no! (no explanation given);
- No because of poor pay.

Tudalen 76
Report by John Thomas, Communications and Engagement Officer, Powys County Council
May 3rd, 2019

Scrutiny Observations to Cabinet on the Post 16 Review

Membership of the Learning and Skills Scrutiny Committee:
County Councillors: P Roberts (Chair), G Breeze, B Davies, S Davies, D Jones, K
Laurie-Parry, E Roderick, L Roberts and G Thomas.
Parent Governor Representatives: A Davies, S Davies and G Robson
Church Representative: M Evitts

LEARNING AND SKILLS SCRUTINY COMMITTEE

DATE OF REPORT: August 2019

STATUS OF REPORT: FINAL

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The Learning and Skills Scrutiny Committee met on 8th July 2019 and considered the following documents:

- Draft Cabinet Report – Review of Sixth Form provision 2019
- Future Powys – Review of Sixth Form Provision in Powys Stage 1 report
- Report on the Post 16 destinations survey

The Learning and Skills Scrutiny Committee thank the Portfolio Holders for Education and Finance, the Head of Schools Services and the Senior Manager Schools Transformation for attending scrutiny.

Scrutiny make the following observations:

1. Introduction

Scrutiny of the Post 16 Review has been more complex than the recent pre-Cabinet scrutiny undertaken by the Learning and Skills Committee. This report reflects this complexity and includes more detail than has been previously the case. A brief background to Post 16 education is outlined followed by consideration of a number of issues pertinent to the review including:

- Pupil numbers, projections, retention;
- Funding (Post 16 funding and central services funding);
- Digital learning;
- Standards;
- Transport;
- Capacity;
- Students views and
- Political cycle.

These are not standalone issues and the relationships between them are identified within the conclusions.

Whilst it is usual for scrutiny observations to be broadly limited to the report before them, scrutiny have found in this case it has been necessary to draw on their wider experience and make additional, more far reaching recommendations. This is an approach which we expect to continue to use when scrutinising significant service change proposals. These recommendations are made in the context of a scrutiny committee which is committed to ensuring Cabinet reports are comprehensive and that decisions which are taken are robust and fully in keeping with the vision outlined to the people of Powys.

2. Background

Going back at least as far as 2005¹ there have been concerns regarding school organisation, and in particular Post 16 education. These concerns have been expressed by regulators (the Audit Commission now Wales Audit Office, and Estyn) as well as Members. There have been a series of reviews undertaken each expressing a common theme around the aims of the service and the reasons why a review is required (outlined below). However, despite this, in 2019, Post 16 provision remains on 12 out of the 13 sites of secondary education and the dire predictions made in a series of reports to Cabinet over the years (set out below) are now being realised.

These scrutiny observations and recommendations, whilst based on the report before Cabinet, also draw on a shared scrutiny experience going back many years. It is hoped that this shared corporate memory will help existing Members of the authority understand how the current position has arisen and what actions need to be agreed now in order for Post 16 education within the schools setting to be safeguarded for future generations of young people in Powys.

A brief summary of activity regarding Post 16 education, including Cabinet recommendations, is attached at Appendix 1. Detail contained within these reports shows that the issues facing the authority now have been known about for some considerable time. These issues include:

Powys is unique in that it is a very large geographical area but a sparse population. This presents real challenges for the delivery of Post 16 education and training in a coherent and equitable manner. This combined with demographic declines in school age learners and the inevitable pressures on funding presents Powys with a set of challenges that need to be addressed.

Appendix A Shaping the Powys Post 16 Learning Infrastructure
Board 31 July 2007²

- The impact of curriculum change – the need to provide more for less;
- Demographic changes and decreasing learner numbers;
- Financial sustainability – budgetary reductions across all sectors;
- The need to maintain ageing buildings and invest in technology to support learning;
- The need to improve equality of provision for Welsh medium learners across the county;
- The need to provide an inclusive approach to learners with additional learning needs;

Secondary and Post-16 Modernisation – Strategic Outline Case
Board 7 December 2010³

- need to provide a broader menu of options which includes both academic and vocational provision, in both English and Welsh languages;
- generally, a competitive approach amongst providers to attracting and retaining learners;
- some very small sixth forms, operating at a level at which it is difficult to be economically efficient or to provide the full range of entitlement to learners;
- As a result, some very small class sizes are in existence;
- A decrease in pupil numbers will only exacerbate this situation;
- The geography and rural nature of Powys has implications for travel and transport between providers;

Secondary Modernisation Proposal for Post 16
Cabinet 22 November 2011⁴

In order to establish a more sustainable secondary school infrastructure, it is recommended that a Secondary Reorganisation Programme is commenced immediately to achieve the following outcomes:

- The need to find cost-effective solutions to providing high-quality education, given the budgetary and demographic forecasts;
- The need to ensure learners are able to access a wider range of post-16 provision without having to make unreasonable journeys;
- Ensuring sustainability of Welsh medium provision that meets the needs of all learners;

Secondary School Review
Cabinet 27th January 2015⁵

The report to Cabinet as scrutinised on 8th July 2019 ‘the Cabinet report’⁶ presents an urgent need for action described in terms of the following key challenges:

- Decreasing pupil numbers;
- Financial challenges;
- Sustainability of the curriculum offer;
- Sustainability of the welsh medium curriculum offer and
- Impact on standards and outcomes.

None of these challenges or fears are new. It is Scrutiny Members’ view that Officers and decision makers have been aware of them for some long time and their failure to take bold decisions to address these challenges has meant that students across the county have been disadvantaged over the past decade.

The clear consequences of the inability to take the necessary decisions has hastened the spiral of decline such that students, faced with a shrinking curriculum offer which in some cases may involve intra-school travel, choose to vote with their feet and desert their county of residence and head to England for their Further Education.

It is noted that the Cabinet report is titled ‘Review of Sixth Form Provision 2019’. Throughout the period referred to above the review of education for Key Stage 5

students has been referred to as the Post 16 Review. During the scrutiny session on 8th July 2019 it was confirmed that the review had been limited to sixth forms to keep it manageable and that whilst it would be necessary to improve strategic planning with partners it did not appear that the same crisis that was being experienced in sixth forms was replicated in the colleges. It is imperative that the opportunities for all students to undertake the course most appropriate to their needs is available and the restriction of this report to 'sixth form provision' does not limit the bold alternatives that Cabinet will necessarily have to consider.

3. Issues:

3.1. Pupil numbers – pupil projections

The Cabinet report includes school by school sixth form numbers since 2010⁶. It can be seen from these figures that there has been an overall decrease of 467 between 2010 and 2019. Numbers fluctuated between 1,445 and 1,381 students between 2010 and 2015. There was then a drop of 197 pupils between 2015 and 2016 and numbers have continued to decline steadily since then. (page 25 of reference 6)

Pupil projections at secondary level are understood to be more accurate than at primary level and the November 2011 Cabinet report⁷ predicted a steadily declining Post 16 population, a decrease of 274 between 2011/12 and 2018/19 some 193 less than the actual decrease. The dramatic drop between 2015 and 2016 was not foreseen. School by school analysis of these drops shows that schools in the north of the county lost almost twice as many pupils (130) as schools in the south of the county (67).

North Schools	2015	2016	Change	Total
Caereinion High School	83	66	-17	
Llanfyllin High School	200	147	-53	
Llanidloes High School	97	75	-22	
Newtown High School	108	100	-8	
Welshpool High School	192	163	-29	
Ysgol Bro Hyddgen	65	64	-1	-130
South Schools				
Maesydderwen School	57	60	+3	
Brecon High School	89	83	-6	
Gwernyfed High School	82	79	-3	
Crickhowell High School	185	169	-16	
Ysgol Calon Cymru	223	178	-45	-67

Table 1 Powys Sixth Form numbers 2015-2016

It is likely that this reduction resulted from a combination of factors which could include the following:

- The Welsh Baccaulaureate becoming a compulsory subject for Welsh students. This was identified by the Portfolio Holder during the scrutiny committee as a potential reason why students were deserting Powys schools. The new Advanced Welsh Baccaulaureate was introduced in September 2015 with an expectation that this would be universally adopted by schools and colleges and that all Level 3 learners would be following this qualification by September 2019. It is worth noting that the results of the Learner Survey (appended to the Cabinet Report) contain no mention of the Welsh Baccaulaureate as a reason for either staying or leaving Post 16 education within Powys.
- The introduction of an hourly train on the Aberystwyth to Shrewsbury line. This commenced in May 2015. This could have influenced students making

post 16 choices from September 2015 and would show in the figures from 2016 (PLASC figures for student numbers in school are recorded in January)

- The changes to Post 16 funding which resulted in a reduction in the number of courses offered from September 2014 (the effects of the first year of this would be recorded in the 2015 figures, the full effects would show in the 2016 figures) NB the following outcomes were predicted in a report to Cabinet on 'Future sustainability of Post-16 provision in Powys sixth forms' March 2014⁹:
A reduced menu of provision in Powys schools will not be attractive to learners, and may lead to further reduction in funding as learners opt to travel out of county / country for their post-16 education. In a county such as Powys, this is a very real risk due to the fact that we share a border with numerous other Welsh counties, and also a lengthy border with England
- Uncertainty around subsidised transport at Llanfyllin which had been non-compliant with Scheme for Financing Schools since 2011. In June 2016 Cabinet agreed a two year transition to compliance and full cost recovery by September 2018 commencing in September 2016 with charging at least in line with the Councils' vacant place scheme⁹.
- The opening of post 16 provision at The Marches, Oswestry (an Academy) announced in 2012 and opened in September 2013 may have had an impact on the number of pupils coming over the border from Shropshire whose only alternative previously would have been tertiary education in Shrewsbury, or at the North Shropshire College. A few pupils also chose to travel from Powys to The Marches which was very effectively marketed in the border area. The impact on this change would not begin to be felt until 2018.

3.2. Retention rates

The retention rates in Powys sixth forms, outlined within the Cabinet report, vary widely from 19.8% in Newtown High School to 83.8% in Crickhowell High School. The Cabinet report notes 'the average retention rate into sixth forms in Powys from Year 11 to 12 is 43% over the last four years, a drop of 7% since 2010'. This drop in overall retention rate would support the contention that increasingly Powys students are choosing to look for alternative provision for their Post 16 education.

Scrutiny have previously had sight of some retention figures covering the period 2013-2016 (Appendix 2).

This shows Crickhowell firmly anchored in the top spot for retaining pupils with other schools having far lower levels of retention. This appendix covers the period prior to the dramatic reduction of the sixth form population between 2015 and 2016. Comparison between the retention rate information contained within the Cabinet report and Appendix 2 shows the following reduction in percentage point retention between 2013 and 2018:

School	2013	2018	% point reduction in retention 2013-2018
Caereinion	48%	37%	11%
Llanfyllin	60%	55%	5%
Llanidloes	62%	39%	23%
Newtown**	31%	20%	11%
Welshpool	46%	49%	-3%
Ysgol Calon Cymru	45%*	46%	-1%
Maesydderwen	42%	39%	3%
Brecon	52%	33%	19%
Gwernyfed	54%	45%	9%
Crickhowell	83%	84%	-1%
Bro Hyddgen	69%	78%	-9%
Average**	51%	43%	8%

Table 2: Powys Sixth Form retention rates 2013-2018

* In 2013 this was Builth High School (retention rate of 54.9% (62 of 113 pupils) and Llandrindod High School (retention rate of 32.6% (29 of 89 pupils) giving a combined figure of 45% (91 of 202 pupils))

**average based on total number of pupils

It can be seen that some schools have shown a far higher reduction in retention rates than others, in particular Llanidloes and Brecon, whilst some have seen an increase in retention rates including Bro Hyddgen and Welshpool.

Whilst it may not be possible in the future to encourage pupils to choose Powys for post 16 study at the levels enjoyed in 2013, a pragmatic position should be taken in the knowledge that sixth form study is neither the desired nor appropriate place for all pupils to continue their education. High quality alternative options including apprenticeships and college courses should be available to students within the county.

Retention rates across the county present a varied picture and scrutiny heard that there were often positive and negative factors impacting upon them. A large school able to offer a range of subjects or a small school without easily accessible alternatives show higher retention rates. The accessibility of alternatives (such as the sixth form colleges in Shrewsbury and Hereford) or the lack of specific courses (such as Agriculture through the medium of Welsh) result in lower retention rates. At least one third of students are actively choosing not to pursue their sixth form studies within Powys. This links to the learner survey considered later.

3.3. Financial Challenges

The Cabinet report states that funding for Post 16 education by Welsh Government Grant has been reduced from £6.5million in 2013/14 to £4.5million in 2018/19. This period covers the change in funding between 2015/16 referenced above in the section on pupil numbers. Over this period there has been a reduction of approximately one third of pupils.

The information provided within the Cabinet report regarding the number of courses funded by the Welsh Government grant compared to the total number of courses schools are providing demonstrates that some additional 67 courses are being provided over and above those funded. The Cabinet report notes that 'schools are able to offer more courses themselves by utilising their delegated budget, which has an impact on the funding available for pre-16 provision'. However, this information also varies from the published courses advertised under collaborative arrangements (Appendix 3). It will be necessary to undertake further analysis to get a clear picture of the current position. If schools are running unfunded courses or receiving funding for courses that are not running this should be identified. It would not be fair for schools to advertise courses which attract students, to receive funding for such courses but, due to lack of numbers fail to run the course with the student having to study a second choice course.

The Cabinet report also notes that 11-16 funding is being utilised to subsidise Post 16 study ('cross-phase subsidisation'). The extent of any such subsidisation should be identified. It will then be necessary to compare any cross-phase subsidisation against the school budget information to ascertain if there is any correlation between the offer of unfunded 6th form courses and deficit budgets. The majority of Powys secondary schools are facing increasing deficit budgets. This analysis will identify if deficits are arising from schools maintaining unaffordable sixth forms.

In any event, Scrutiny Members are firmly of the opinion that schools delegated budgets should be used to support Key Stage 3 and Key Stage 4 learning. This funding is to support pupils to achieve their best potential at GCSE level. It is not fair that the opportunities of 11-16 pupils may be being curtailed by the use of funding meant for their courses to prop up struggling sixth forms. If this results in a poor learning experience for more able pupils it may lead to them being more open to moving elsewhere for post 16 education, thereby exacerbating the problem of pupils moving out of county.

The revision of the Post 16 funding formula as part of the Formula Review Group is welcomed and Members look forward to the opportunity to scrutinise this jointly with Members of the Finance Panel.

In relation to the capacity of the Schools Transformation team the attention of scrutiny was drawn to the £2million savings that had been taken out of the schools central services rather than schools delegated budgets in order to protect frontline services. Scrutiny accept that the policy has been to protect frontline services, but this risks an inability to support those very services in delivering quality provision and a limited ability to drive transformation. It will be necessary to closely consider the balance in funding between central and frontline services to ensure there is no decline in the overall service offered.

3.4. Digital Learning

One of the short-term solutions suggested within the Cabinet report is to increase the use of digital learning. It is understood that this year there are a small number of students accessing digital learning through Tute teach but it will not be possible to assess the outcomes until results are published provisionally in August 2019. Plans are in place to introduce digital learning under partnership arrangements with

Ceredigion County Council whereby each school teaches a subject digitally which all students are able to access across Powys.

There was some confusion as to whether all schools are digitally enabled to successfully provide these digital courses or if Welsh Government grant money recently accepted to enhance digital education will be required before the courses can run. The position regarding the accessibility and reliability of the digital offer needs to be clearly articulated within the report.

The report does not address the degree to which students would choose to study a digital course. This is a new way of learning for students of this age and it is not clear how confident students (and parents) would be in choosing a digital option, or if they would prefer face to face learning together with the social experience that class based learning brings at this important stage in their education.

3.5. Standards

The acknowledgement within the report to Cabinet that standards are 'adequate' at A level, with A and A* grades significantly below the Welsh average and a declining position regarding the average points score is difficult to match with the Vision 2025 aim of 'improving educational attainment for all pupils'.

It is accepted that it is difficult to ascertain what performance should be expected from those pupils that continue to access sixth form education within Powys, but without a considerable amount of additional data it cannot be ascertained if it is the higher performing pupils that are choosing alternative provision or, as was suggested by the Head of Schools, the full range of pupils choosing alternative provision. It has been suggested that Sixth Form Admissions Tutors in Powys Secondary Schools may be accepting students with lower GCSE results than other counties in an effort to maintain their numbers. It is possible that although results from Powys schools are lower than expected elsewhere, they reflect the wider capability range of students entering the sixth forms. Alternatively, it may be that small sixth forms are unable to offer quality teaching across the whole range of subjects offered, and students are failing to reach their potential.

The section on retention rates notes that pupils are choosing to study in a variety of settings out of county.

The aspiration should be that Powys pupils are able to access quality education without having to choose to attend provision elsewhere. This applies equally to students accessing apprenticeships, vocational qualifications and academic qualifications.

3.6. Transport

At present the authority pays for pupils to be transported to their local school and then, if a pupil takes up a course offered in another Powys sixth form under collaborative arrangements, the cost of transport is paid centrally. It is understood that this intra-school transport is costing in the region of £240k.

According to Question 13 of the Learner Survey ‘Do you travel to any other schools / colleges to study any subjects?’ and Question 14 ‘If yes, what are your views on this?’:

The majority of the responses were on the following themes (in decreasing order of incidence/mention):

- The intra-day travel wastes time;
- Intra-day travel is fine;
- Students would prefer the subjects to be available on 1 site;
- Concern about the cost of buses;
- General dislike for intra-day travel;
- Intra-day travel means students can miss lessons;
- Intra-day travel is tiring.

The general perception appears to be that intra-day travel is unpopular. Regrettably this section of the survey report does not quantify the levels of students voicing each opinion only ranks them. It is therefore impossible to say how strongly pupils feel that time is wasted relative to those who think it is fine.

The figures for students accessing education in England demonstrate students are clearly willing to travel long distance either by train, bus or car as they pass their driving test, to access education on one site. This can often mean catching a bus or train at 6.30am and travelling for up to two hours in each direction to reach College. The commitment this demonstrates to access their preferred education should not be underestimated and the view that students are not prepared to travel, in some instances quite a considerable distance, is not borne out.

3.7. Capacity of schools’ service

Scrutiny have followed with interest the progress of this Post 16 Review. It had been understood that this would come to Cabinet with options in Spring 2019 but that it had been postponed to allow the findings of a Learner Survey to inform the recommendations. Scrutiny have long recommended that matters regarding school organisation are progressed at pace. In June 2014 the Education Interim Scrutiny Report¹⁰ was presented to Cabinet and included the following recommendations:

R4	<i>That the Portfolio Holder, brings forward plans for a review of Secondary Schools provision, in order to develop a sustainable model for Powys, with a view to ensure work is in progress to implement any infrastructure changes by September 2015</i>
R5	<i>That the Portfolio Holder, as a matter of priority brings forward plans for the re-organisation of the Post-16 provision to ensure that the proposals are implemented by September 2015</i>
R6	<i>That resources should be prioritised to addressing the problems facing the secondary sector, rather than the primary sector. However, work should take place to review the Primary Schools Modernisation Policy (2006), so that the Council then has an appropriate policy to hand</i>

Relevant extracts from this paper are attached at Appendix 4.

It is therefore disappointing to read the proposed recommendations are limited to a number of short term solutions in the first instance, with further work required before a business case and recommendations can be brought to Cabinet in Spring 2020. This is where scrutiny understood the authority to be in Spring 2019.

Questioning the ability of the service to undertake large scale transformation has highlighted that whilst a successful bid for Management of Change funding had been made for the ALN Transformation Programme, the Schools Transformation Team is limited to one Member of staff, supported by some input from the Senior Manager Schools Transformation and some input from the Corporate Transformation Team. Whilst the work produced to date should be commended, it is clear that significant additional capacity is needed within this team to enable this programme to be progressed at the speed required.

3.8. Students views

What had been particularly disappointing to scrutiny was the delay to this programme in order for the Learner Survey to be undertaken only to find that to quote the Cabinet report ‘...a number of interesting viewpoints can be found in the learner survey...however, there are no clear conclusions that can be drawn at this stage’. The Learner Survey appears to have been compromised with skewed results which are of limited value. This is exemplified by the disproportionate number of responses from individual schools, and the unusually high number of history and geography students that participated. The delay has provoked additional difficulties which could have been eased had the Post 16 Review been brought forward on its original timeframe.

The Learner survey does give an indication of why students choose to study in local authority sixth forms, in NPTC colleges or outside Powys. The survey omits to include students who move to independent provision. Excluding Christ College Brecon there are at least six Independent Schools surrounding Powys all with bus routes running from Powys enabling students to attend on a daily basis. The reasons for choosing to study in certain different institutions will need further investigation given ‘there are no clear conclusions that can be drawn at this stage’ from the Learner survey. The impact of the requirement of students to study the Welsh Baccalaureate in Powys schools or the choice for students to study the EPQ (Extended Project Qualification) in English sixth forms is a potential further factor in student choice and should be included in any planned student engagement.

It is essential that the views of students are properly sought and that any engagement is undertaken in a way that ensures that the results can be trusted to be a reliable representation of user views. The student voice should be given proper prominence amongst other voices including schools, parents and the community. In order to increase the number of student responses and their value it would be helpful to include past pupils if possible. If students are not listened to and are not provided with an offer that they wish to take up they will continue to seek alternative provision.

3.9. Political cycle

The ability to complete the review within this political cycle (with the next round of County Council elections taking place in May 2022) was queried. Scrutiny were

assured that the timeframe allowed for a decision to be made but that the implementation would require adherence to the Schools Organisational Code.

Based on previous experience scrutiny have grave reservations about the ability of the Council to complete the Review during this political cycle. Scrutiny have warned the service that this needs to proceed at pace to allow for difficult decisions to be made and implemented at an appropriate time in a Council term, taking into account the requirements of the School Organisational Code.

Looking back through past attempts to reorganise schools it is clear that on two occasions Members failed to take the necessary bold decisions as indicated earlier (Appendix 1). A considerable amount of work was undertaken in respect of Secondary School and Post 16 modernisation proposals culminating in a report to Cabinet in November 2011. This was six months before County Council elections in 2012. No structural decisions to alter the schools' estate were taken at this time.

School modernisation continued to be discussed during the next political term and in January 2015 a further report was presented to Cabinet which included a series of bold recommendations noted below together with the resolutions actually passed. Attention is drawn to the differences between the recommendations and resolutions.

<i>Recommendation:</i>	<i>RESOLVED</i>
<p>1. It is recommended that a Secondary Reorganisation Programme is commenced immediately</p> <p>2. It is recommended that the Programme will take forward the following:</p> <ul style="list-style-type: none"> • Reconfiguration of secondary and post-16 education by closing up to three secondary schools along with their 6th forms. • Reconfiguration of Welsh-medium education with the aim of establishing at least one Welsh-medium secondary school in the county and consolidation of other Welsh-medium streams into larger units. • The closure of any 6th form should financial and demographic pressures continue to deteriorate to a point where the Authority is unable to sustain an appropriate range of post-16 subjects across the county. <p>3. It is recommended that a business case for each specific</p>	<p>1. That a Secondary Reorganisation Programme is commenced immediately.</p> <p>2. That the Programme will take forward the following:</p> <ul style="list-style-type: none"> • <i>Reconfiguration of secondary and post-16 education by closing sufficient secondary schools along with their 6th forms to create a viable infrastructure.</i> • Reconfiguration of Welsh-medium education with the aim of establishing at least one Welsh-medium secondary school in the county and consolidation of other Welsh-medium streams into larger units. • The closure of any 6th form should financial and demographic pressures continue to deteriorate to a point where the Authority is unable to sustain an appropriate

<p>proposal is considered by Cabinet, before any decisions are made to proceed with any statutory processes, including consultation. Each business case will include the rationale for the proposal; benefits; risks; costs; and implementation plan. Equality, community and Welsh language impact assessments will also be undertaken.</p>	<p>range of post-16 subjects across the county.</p> <p>3. That a business case for each specific proposal is considered by Cabinet, before any decisions are made to proceed with any statutory processes, including consultation. Each business case will include the rationale for the proposal; benefits; risks; costs; and implementation plan. Equality, community and Welsh language impact assessments will also be undertaken.</p>
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This removed the decision to close up to 3 secondary schools and sixth forms replacing it with a recommendation to close 'sufficient secondary schools along with their sixth forms to create a viable infrastructure'. The decision was taken in January 2015 some 16 months before the next round of County Council elections which took place in May 2017.

Since then the Powys High Schools estate remains on 13 sites with sixth forms on 12 sites. Two schools have closed and reopened as one school on two campuses. The position of this school remains precarious, it is forecasting high deficits and is unable to attract and retain a permanent head teacher.

At the beginning of a Council term, especially when there has been a turnover of Members, it becomes apparent to Members that the status quo cannot be maintained. Considerable effort is expended in reviewing the schools' estate only to fail at the final hurdle.

Again, scrutiny are being asked to look at proposals to modernise schools. Scrutiny have repeatedly recommended that school modernisation is progressed at pace. For example at a briefing on the Post 16 review Members of the Committee and Chair outlined to officers a realistic timetable which would enable reorganisation to proceed in harmony with political cycles rather than in conflict with them. This timetable has already slipped by six months and the proposals before scrutiny suggest a further six months slippage is planned for. This results in a distinct sense of frustration from scrutiny that the time has reached when this Council accepts that modernisation is not only needed but needs to be taken urgently. However, there is also a sense of déjà vu. There is an urgent need to progress this at considerable pace if there is to be any potential of getting necessary decisions at an appropriate time in the Council term. This urgency has been exacerbated by the delay in undertaking the Learner Survey.

3.10. Pre and Post 16 education

Throughout consideration of the report, Scrutiny Members were adamant that it was not possible to consider post 16 education in isolation. Choosing to retain sixth forms in some schools rather than others may result in certain secondary schools becoming unviable and for this reason alone it essential that pre-16 education is considered at the same time as post-16. Achieving a sustainable pre-16 model may mean a different

outcome than if the post 16 review was undertaken first. This appears to be obvious however, Officers are understandably hesitant in bringing forward such large scale proposals given the failed previous efforts. Scrutiny is of the opinion that all Members need to show clear leadership and commitment to the review so that Officers can feel confident and supported through the process.

4. Conclusion

Scrutiny welcome this report in so far as it goes. However, it is not the report that was expected and falls far short of the radical proposals which will be essential to protect education in Powys. The short-term objectives include:

- Developing a new brand for Post 16 in Powys – this appears to be a marketing exercise for collaborative working. The collaborative approach championed since 2011 hasn't stemmed the decline and scrutiny would suggest that a marketing campaign will produce a limited response;
- Developing digital opportunities – considered to be reliant on courses when standards are unknown, technology whilst assured to have been tested is yet to be tested in real-time, and on take-up by pupils who may consider themselves to be guinea-pigs in this style of learning;
- Relaunching the Powys 14-19 network, this may improve matters but is not a bold move and
- Revising post-16 funding – this should be done regardless of the transformation programme and is welcomed but will not in itself produce the necessary changes.

If Cabinet wish to successfully proceed with a review of Post 16 education, it will be necessary to inject a considerable amount of capacity into the process. It is also recommended that the review is extended to include Pre-16 education as this may result in changes to proposals regarding Post-16. Scrutiny draw to the attention of Cabinet the need to proceed at, by this stage in the political cycle, considerable pace given the failure of the last two modernisation programmes to make any bold decisions.

It is imperative that the current cycle of decline is arrested. Powys students should not be compelled to travel distance to access quality provision. An attractive offer for all post-16 students needs to be provided and exactly what this comprises of and where this is sited needs to be fully informed by the young people themselves, and whilst parents, teachers, members and local communities need to have their views heard most consideration should be given to voice of the young people who are using this service. The alternatives are already apparent, and whilst some students are choosing to access provision elsewhere, with access to transport (including the money to pay for the bus or train) and a willingness to commit to a considerable time commitment this option is not available to all students and offer that remains is becoming a very poor substitute for the quality offer that Powys should be proud of.

5. Recommendations

Conclusion	Recommendation
<p>1. Post 16 pupil numbers are declining, the extent to which this is demographic rather than desertion has been hypothesised within the scrutiny report. A full understanding of the extent to which pupils are deserting Powys post 16 and the reasons behind the individual decisions to pursue out of county further education is necessary to enable changes to be brought forward to stem this flow.</p>	<p>1a. That a student engagement exercise based on formal market research interview techniques is undertaken to ascertain students' views regarding post 16 education within and outside of Powys to understand the push and pull factors existing when post 16 choices are made.</p> <p>1b. That a comprehensive demographic review on the catchments of the existing schools is undertaken to determine the maximum potential intake for the existing schools, the number of potential Welsh speaking students and potential cohorts under a number of sixth form reduction scenarios.</p> <p>1c. That the hypothesis put forward by the Portfolio Holder and others as to the reasons for the decline in student numbers are independently verified or rejected to ensure the ongoing public discussion is based upon accurate information.</p>
<p>2. Whilst it may not be appropriate for all students to undertake a course leading to an A Level qualification and hence it would be expected that some pupils would enter vocational training there are variations in retention rates which need to be understood in the modelling of ongoing service provision. Additionally, since 2013 eight of the twelve sixth forms have experienced a drop in retention rates of up to 23 percentage points. Four sixth forms have experienced an increase in retention rates of up to 9 percentage points.</p>	<p>2. That a review is undertaken to determine appropriate expectations for post 16 retention rates across the county and to understand the significant discrepancy in retention rates currently present. This should also consider the reasons underpinning the high retention rates at Crickhowell and Ysgol Bro Hyddgen with a view to identifying and sharing any examples of best practice.</p>
<p>3 The Cabinet Report identifies that there are more courses being offered/run than there are courses being financed by the post 16 grant from Welsh Government. There is also a mismatch between the number of courses offered/funded and the number of courses outlined on the North and South Powys option blocks. During discussions within scrutiny</p>	<p>3. That school by school clarity is provided showing the funding source (post 16 grant or other) of each:</p> <ul style="list-style-type: none"> • Course offered; • Course run, or • Course withdrawn. <p>To ascertain the extent (if any) to which schools are receiving grant funding for courses which are subsequently withdrawn.</p>

<p>anecdotal evidence was also offered that there are often discrepancies between the courses offered to pupils before the summer vacation and those actually delivered to students in the academic year.</p>	
<p>4. Cross-phase subsidisation of funding with pre-16 supporting post 16 is acknowledged to be taking place. This will impact on the provision of education for 11-16 pupils and may be contributing to the deficit budgets that High Schools are recording.</p>	<p>4. That the level of cross-phase subsidisation is calculated so that the extent of funding meant for 11-16 pupils which is being used for sixth form students is clear and the extent of any link to school deficit budgets can be ascertained.</p>
<p>5. The revision of Post 16 funding formula by the Formula Funding Review Group is appropriate and a clear understanding of how funding is allocated is welcomed.</p>	<p>5. That this review is undertaken as a matter of extreme urgency and that scrutiny have an opportunity to undertake pre-Cabinet scrutiny of the proposals put forward by the Funding Formula Review Group in respect of post 16 funding.</p>
<p>6. £2million have been taken from central education services in order to protect delegated funding to schools. The capacity of the central education services team has been compromised by this move during a period when their workload is increasing.</p>	<p>6. That an immediate review is undertaken regarding the balance in funding between the central education services team and frontline services to ensure that the authority is able to directly support schools and undertake major transformational projects at an appropriate level.</p>
<p>7. A short term solution of using Tute teach was expanded upon by the Portfolio Holder. A pilot of this technology is ongoing with first results becoming available mid August 2019 after this report has been prepared for Cabinet.</p>	<p>7. That the provisional results published in August 2019 are incorporated as a supplementary report to enable Cabinet to make an informed decision about the likely success of a wider roll out of this approach.</p>
<p>8. During the scrutiny session Portfolio Holder and Officers were unable to confirm that all High Schools had the physical capability to deliver the Tute teach or similar module. It was noted that funding was available to improve the digital infrastructure of schools but it was unclear as to the stage at which the implementation of changes to the physical infrastructure as a result of this funding have reached.</p>	<p>8. That a confirmatory report is provided to Cabinet and Scrutiny outlining the exact digital capacity of all of the high school settings along with a timetable by which any enhancement to additional capacity to bring it up to standard is included</p>
<p>9. The report acknowledges that current grade achievements are below the levels sought in Vision 2025. It is unclear at this point whether this reflects underperformance by the most able pupils or whether this is a less able cohort who are performing</p>	<p>9. That a review is undertaken to determine if there are significant variations in academic achievement at GCSE level between pupils remaining within the Post 16 sector in Powys and those undertaking comparable courses outside of the Powys education system.</p>

<p>above expectation. Anecdotal evidence was offered to scrutiny that pupils were entering sixth form with lower GCSE grades than would normally be expected but this could not be confirmed. In determining the configuration of post 16 education in Powys it is essential to understand if the pupils that are being lost from the Powys system are the most able seeking to stretch themselves because the Powys offer is not perceived to be good enough or whether students from across the academic spectrum are leaving with a uniform distribution.</p>	<p>To aid in understanding whether the standard of education offered to those students in Powys is of the level expected.</p>
<p>10. Both anecdotal evidence from the Portfolio Holder and from the Learner Survey indicate that a significant number of students wishing to attend agriculture related courses are choosing to do so outside the county boundary</p>	<p>10. That as part of the ongoing review of sixth form provision a study is undertaken to understand why agriculture students are making this choice and to examine if there are other vocational courses across all employment sectors which are offered within the county where a similar pattern of rejection of the ‘in Powys’ offer is being made by students thereby removing from the authority the potential for collaborative working with vocational providers to deliver the academic components of the vocational qualification.</p>
<p>11. The Learner Survey identified conflicting views with regard to intra-day travel. This contrasts with the willingness of individuals to travel up to 2 hours in each direction to attend sixth form colleges in Hereford and Shrewsbury. It is therefore clear that distance of travel to a place of learning is not a barrier to choosing to undertake a course on a remote campus.</p>	<p>11. That a section on attitudes to travel which is quantifiable is included within the market research identified in Recommendations 1 and 13.</p>
<p>12. During scrutiny it was disclosed that the initial report was the product of work undertaken by a single Officer. Given the scope and pace needed to complete this review scrutiny are of the opinion that this is unsustainable. It was acknowledged that additional support is being supplied by other teams.</p>	<p>12. That a formal project team be drawn up with reference to existing or new positions within the Powys workforce to ensure that there is sufficient capacity to enable the project to proceed to agreed deadlines.</p>
<p>13. That whilst the Learner Survey provides an interesting insight into</p>	<p>13. That formal surveys are designed and delivered in the style used by market</p>

<p>views of current and previous students it does not offer a rigorous source of research on which the authority can have confidence that the views of potential students are being accurately understood. The approach taken whilst innovative lacks academic rigour and as such the quantitative responses should be treated with caution. In contrast qualitative responses offer significant insight into the overarching concerns of Powys students.</p>	<p>research organisations. In particular, the guided interview technique where an individual researcher undertakes a semi-formal interview or leads a focus group across a number of localities is undertaken to firstly test the validity of the diverse hypothesis as to why student numbers have declined and to determine the nature and type of education system students would like to see available to them. Later in the process, as initial delivery models are being formulated, a further study to test conclusions is also undertaken.</p>
<p>14. Scrutiny have consistently encouraged officers to move with greater urgency. This report is no exception however, the lack of pace provides scrutiny with grave concern. Officers were warned of a very short window of opportunity within the political cycles at Welsh and local level during which such a review could be undertaken with a reduced risk of it becoming mired in political controversy. The current timelines miss that window.</p>	<p>14. That the timelines proposed in this report are reviewed to ensure all stages are completed within the minimum timescales that the School Organisation Code allows.</p>
<p>15. The separation of the pre and post 16 reviews provides scrutiny with significant concern that the outcome of one may prejudice the taking of the best decision with respect to the other. Scrutiny also notes the proposals for a new Welsh Medium school within Band B of the 21st Century Schools programme. Given the complex interactions already highlighted within the body of this scrutiny report it is a concern that the successful implementation of all three transformations is only possible if they are considered together</p>	<p>15. That the Portfolio Holder accelerates the review of pre-16 education including Welsh Medium provision across Powys so that a fully integrated proposal for the provision of Key Stage 3, 4 and 5 education can be brought before Members/Cabinet at the earliest possible opportunity.</p>

In accordance with Rule 7.27.2 the Cabinet is asked to provide a written response to the scrutiny report, including an action plan where appropriate, as soon as possible or at the latest within 2 months of the date of the meeting i.e. by 17th November 2019.

Post 16 Education – additional information

Background.

In 2005 Estyn and the Audit Commission (since replaced by Wales Audit Office) reported on an inspection undertaken in 2004 relating to Access to Education in Powys¹. This found:

Good features of the LEA's performance are:

- the authority has clear and challenging aims for the activity that are well understood and have the commitment of officers and members with key responsibilities;
- Inspection of Powys Local Education Authority November and December 2004
- corporate plans and business plans, including the Supplementary Education Strategic Plan and the School Organisation Plan, link together well;
- a committed and purposeful approach to planning school places is starting to develop and the authority has now decided to close two primary schools;
- the School Organisation Plan has a thorough analysis of the situation facing the authority, and sets out an appropriate range of factors for consideration and principles that provide a clear direction for the authority's work;
- there is effective asset management planning that identifies clearly the quality of building stock, the prioritisation of work needed to improve it and the funds available over the next three years; and
- buildings maintenance is highly rated by schools.

The areas that require attention are:

- there is a high proportion of surplus primary school places;
- there is no overall coherent programme of school re-organisation at present and some elected members do not show the necessary commitment to tackle surplus places;
- although there is an efficient and effective system for forecasting secondary pupil numbers, the system for forecasting primary places is underdeveloped;
- although schools generally rate home-to-school transport as being of good quality, the cost of home-to-school transport is high and there is a large overspend on the budget; and
- a high proportion of the authority's school buildings have shortcomings.

Factors that are likely to support improvement are:

- the review process for access to education was comprehensive, robust and critical;
- there is a good-quality action plan to implement the review's findings;
- senior CFLL Directorate officers provide good leadership and direction;
- the chief executive and senior elected members have a clear commitment to addressing the issue of surplus school places;

- there are challenging and realistic targets for improving school buildings and reducing surplus places;
- there is a good-quality strategic approach to asset management planning; and
- the authority is prepared to take difficult decisions and has a good track record in improving school buildings.

Factors that are likely to impede improvement are:

- In some instances, the authority has not been able to proceed with its proposals because some elected members have not always shown the necessary commitment to agreed policy.

In July 2007 the then Board considered the following reports:

- Shaping the Powys Post 16 Learning Infrastructure (referencing research undertaken by Tribal)
- Secondary School Modernisation Policy (developed by the Learning Opportunities Scrutiny Committee and agreed for consultation)

A series of reports were considered at Board on Secondary School Organisation culminating in recommendations in December 2010¹¹ to go to consultation the results of which were considered under the new Cabinet arrangements on 22nd November 2011¹². In respect of Post 16 the following recommendation was approved:

- 1. That the Local Authority moves to a central planning and funding system of commissioning post-16 courses;**
- 2. That in collaboration with other education providers in Powys, the Authority takes forward plans to formalise the central commissioning system by establishing a new legal entity for all academic and vocational provision within three years.**

In October 2012¹³ Cabinet received an update for progress with Post 16 where the following recommendation was approved:

That the Cabinet notes the progress of the informal collaborative arrangements for post-16 education in the county, and confirms its support for the direction of travel and the intention to commence the Post-16 Commissioning Project.

In March 2014¹⁴ Cabinet received a report regarding changes to funding of Post 16 education which would have an impact on the sustainability of provision. The following recommendation was approved:

To approve the commencement of a new strategic review of post-16 education in Powys sixth forms, for completion by end of April 2014:

In May 2014¹⁵ it was recommended that this work was added to the commissioned PwC work on school modernisation.

In January 2015 Cabinet considered a report¹⁶ on the Secondary School Review. In relation to Post 16 the recommendation was to

Recommendation:	Reason for Recommendation:
<p>1. It is recommended that a Secondary Reorganisation Programme is commenced immediately</p> <p>2. It is recommended that the Programme will take forward the following:</p> <ul style="list-style-type: none"> • Reconfiguration of secondary and post-16 education by closing up to three secondary schools along with their 6th forms. • Reconfiguration of Welsh-medium education with the aim of establishing at least one Welsh-medium secondary school in the county and consolidation of other Welsh-medium streams into larger units. • The closure of any 6th form should financial and demographic pressures continue to deteriorate to a point where the Authority is unable to sustain an appropriate range of post-16 subjects across the county. <p>3. It is recommended that a business case for each specific proposal is considered by Cabinet, before any decisions are made to proceed with any statutory processes, including consultation. Each business case will include the rationale for the proposal; benefits; risks; costs; and implementation plan. Equality, community and Welsh language impact assessments will also be undertaken.</p>	<p>To develop a future secondary, post-16 and that is as sustainable as possible.</p> <p>To create an infrastructure of nine secondary schools across Powys, all with 6th forms. It is intended that this reconfiguration will allow at least six schools to have larger 6th forms, enabling a broader range of subjects to be provided from each school, whilst minimising the need for inter-school travel and transport.</p> <p>To ensure that Welsh-medium provision is sustainable and provides wider curriculum and progression opportunities for all learners who choose to be educated through the medium of Welsh.</p> <p>To ensure that 6th forms can provide an appropriate range of provision.</p> <p>Producing business cases for each individual proposal will provide Cabinet with the necessary information required to make subsequent decisions to proceed with statutory proposals for the reorganisation of schools</p>

The actual agreed resolution however is different¹⁷:

RESOLVED	Reason for Decision:
<p>1. That a Secondary Reorganisation Programme is commenced immediately.</p> <p>2. That the Programme will take forward the following:</p> <ul style="list-style-type: none"> • Reconfiguration of secondary and post-16 education by closing sufficient secondary schools along with their 6th forms to create a viable infrastructure. • Reconfiguration of Welsh-medium education with the aim of establishing at least one Welsh-medium secondary school in the county and consolidation of other Welsh-medium streams into larger units. • The closure of any 6th form should financial and demographic pressures continue to deteriorate to a point where the Authority is unable to sustain an appropriate range of post-16 subjects across the county. <p>3. That a business case for each specific proposal is considered by Cabinet, before any decisions are made to proceed with any statutory processes, including consultation. Each business case will include the rationale for the proposal; benefits; risks; costs; and implementation plan. Equality, community and Welsh language impact assessments will also be undertaken.</p>	<p>To develop a future secondary, post-16 and that is as sustainable as possible.</p> <p>To create an infrastructure of viable secondary schools across Powys. It is intended that this reconfiguration will allow at least six schools to have larger 6th forms, enabling a broader range of subjects to be provided from each school, whilst minimising the need for inter-school travel and transport.</p> <p>To ensure that Welsh-medium provision is sustainable and provides wider curriculum and progression opportunities for all learners who choose to be educated through the medium of Welsh.</p> <p>To ensure that 6th forms can provide an appropriate range of provision.</p> <p>Producing business cases for each individual proposal will provide Cabinet with the necessary information required to make subsequent decisions to proceed with statutory proposals for the reorganisation of schools</p>

From this point the School Reorganisation programme morphs into a series of individual proposals around:

- The outcome on the consultation to remove the Welsh stream from Brecon High School
- Sixth form provision at Ysgol Maesydderwen
- Secondary education in North Powys including Welsh medium provision.
- Mid Powys Secondary School

Which have been progressed to a greater or lesser extent.

Sch. No.	School Name	Powys Region	Yr.11 at Jan. 2011-12			Yr.11 at Jan. 2012-13			Yr.11 at Jan. 2013-14			Yr.11 at Jan. 2014-15		
			PLASC	in Yr.12	% Ret.	PLASC	in Yr.12	% Ret.	PLASC	in Yr.12	% Ret.	PLASC	in Yr.12	% Ret.
4000	Caereinion	Montgomeryshire	92	44	47.8%	105	45	42.9%	106	38	35.8%	90	36	40.0%
4001	Llanfyllin	Montgomeryshire	154	92	59.7%	161	108	67.1%	139	79	56.8%	130	72	55.4%
4002	Llanidloes	Montgomeryshire	106	66	62.3%	118	56	47.5%	81	42	51.9%	114	50	43.9%
4011	Newtown**	Montgomeryshire	218	68	31.2%	189	41	21.7%	221	56	25.3%	227	63	27.8%
4013	Welshpool	Montgomeryshire	197	91	46.2%	192	97	50.5%	187	95	50.8%	178	91	51.1%
4019	Llandrindod	Radnorshire	89	29	32.6%	109	41	37.6%	95	47	49.5%	108	49	45.4%
4020	Builth Wells	Brecknockshire	113	62	54.9%	102	63	61.8%	103	55	53.4%	79	50	63.3%
4021	Maesydderwen	Brecknockshire	85	36	42.4%	89	41	46.1%	81	28	34.6%	97	38	39.2%
4022	Brecon	Brecknockshire	113	59	52.2%	130	51	39.2%	140	51	36.4%	121	44	36.4%
4023	Gwernyfed	Brecknockshire	109	59	54.1%	85	33	38.8%	101	53	52.5%	85	36	42.4%
4024	Crickhowell	Brecknockshire	118	98	83.1%	121	103	85.1%	113	76	67.3%	111	91	82.0%
4000	Bro Hyddgen	Montgomeryshire	54	37	68.5%	59	45	76.3%	52	30	57.7%	72	39	54.2%
		Powys Totals:	1,448	741	51.2%	1,460	724	49.6%	1,419	650	45.8%	1,412	659	46.7%

Note: * January 2017 figures not yet available for Yr.12 so interim September figures from Teacher Centre used.

** Data not available separately for the Newtown and John Beddoes campuses of Newtown High School hence cannot reflect regional split.

Montgomeryshire	821	398	48.5%	824	392	47.6%	786	340	43.3%	811	351	43.3%
Radnorshire	89	29	32.6%	109	41	37.6%	95	47	49.5%	108	49	45.4%
Brecknockshire	538	314	58.4%	527	291	55.2%	538	263	48.9%	493	259	52.5%

APPENDIX 2

Sixth form retention rates 2012/13 to 2015/16

NORTH

OPTION BLOCKS SEPTEMBER 2018-19

APPENDIX 3

POWYS

16 – 19

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
A	D	C	E	B
B	E	A	D	C

	A	B	C	D	E
Welshpool High School	Maths Welsh Bac Drama	Biology DT Art ICT (Btec)	Chemistry Media Studies (Btec) Politics Psychology	Music Business (Btec) Geography	PE History ICT(Btec)
Llanfyllin High School	A	B	C	D	E
Physics Psychology Cymraeg History Art	Chemistry DT Theatre Studies Geography French	Biology ICT Psychology Photography	English Literature Maths Agriculture Textiles Business Studies	Biology Sports (BTEC) Media Studies Further Maths	
Caereinion High School	A	B	C	D	E
Welsh Bacc	Maths Mamiaith Ali laith	Art Daearyddiaeth Geography Chemistry Spanish	Bioleg Biology English	PE Hanes History	
Llanidloes High School	A	B	C	D	E
Art & Design PE Physics	Biology D&T – Product Design ICT	Business Studies Chemistry History	Health & Social Care Maths Psychology *	English Geography Travel and Tourism	
Newtown High School	A	B	C	D	E
English Physics	Maths	Chemistry Law Fashion and Clothing (Btec)	Biology Music Art	Psychology Geography Music Tech (Btec)	
NPTC GROUP (Newtown College)	A	B	C	D	E
Photography (AS) Btec Business Studies Btec Law	Dance (AS)	Media Btec Film (AS)			

* **Psychology** will be offered at Llanidloes High School mainly through distance learning and there may be flexibility to move from this option block

****AS Further Maths** will be offered at Llanidloes High School outside the option block with reduced contact

SOUTH

OPTION BLOCKS SEPTEMBER 2018

POWYS

16 – 19

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
A	D	C	E	B
B	E	A	D	C

	A	B	C	D	E
Crickhowell High School	Chemistry History Drama Computer Science	French Law Psychology Music Maths Welsh	Biology ICT Art Health and Social Care German DT Photography	Geography RS Further Maths English Lit Maths	English Lit Physics Business Studies PE Media Studies
Gwernyfed High School	A English Lit / Lang Chemistry	B Media Studies Biology	C Art Geography Photography	D Physics Sociology	E Business History Maths
Ysgol Calon Cymru	A History (B) Art (L) Maths (B) PE (L) Drama (B)	B History (L) Physics (B) Biology (B) Music (B) Daearyddiaeth (B)	C English Language and Literature (L) Welsh Second Language (B) Health & Social Care (B) Agriculture (B) Computer Science (L)	D Art (B) English Literature (B) Chemistry (L) French (L) Geography (L) Hospitality BTEC (B) Cymraeg (B)	E Biology (L) RE (L) DT/Dylunio (B) Hanes (B)
Brecon High School	A Biology History RE	B Music Tech Geography	C Chemistry D & T Drama	D Maths	E English Literature Physics
Maesydderwen High School	A Maths Media Health & Social Care L3 Btec– Double Award	B Chemistry IT L3 BTEC Art	C History Health & Social Care L3 Btec– Double Award	D English Lit/Lang Product Design Physics	E Biology Public Services BTEC
NPTC GROUP (Brecon Campus)	A	B	C Health & Social BTEC Hospitality	D	E Applied Law & Business Btec IT Btec BTEC Sport

Extract from Education Interim Scrutiny Report 2014

This report was taken to Cabinet on 17th June 2014. The full Scrutiny Report and Cabinet minutes from that meeting can be accessed at:

<https://powys.moderngov.co.uk/CeListDocuments.aspx?CommitteeId=137&MeetingId=927&DF=17%2f06%2f2014&Ver=2>

Scrutiny Report on Powys Education Service Recovery Plan

RECOMMENDATIONS

The Committee recommends to the Portfolio Holder for Learning:

R4	That the Portfolio Holder, brings forward plans for a review of Secondary Schools provision, in order to develop a sustainable model for Powys, with a view to ensure work is in progress to implement any infrastructure changes by September 2015.
R5	That the Portfolio Holder, as a matter of priority brings forward plans for the re-organisation of the Post-16 provision to ensure that the proposals are implemented by September 2015.
R6	That resources should be prioritised to addressing the problems facing the secondary sector, rather than the primary sector. However, work should take place to review the Primary Schools Modernisation Policy (2006), so that the Council then has an appropriate policy to hand.

6. Post 16 Funding

As part of the work around school budgets the ESWG also looked at the situation facing Post 16 provision in the light of news of substantial cuts in funding from Welsh Government. Funding for Post 16 Education does not come from the Council's Budget and is grant funded separately. A new 'Post 16 planning and funding framework' has been introduced by Welsh Government and this will result in a reduction in funding across Wales of around 5%, although in Powys the reduction is more severe. Initial information from Welsh Government in the autumn showed that Powys would receive a reduction in funding of 10% for 2014/15,

amounting to a cut of £653,555, which leaves the Authority worse off by £252,761. This cut would have been even more severe had other authorities not contributed to the provision of a floor which meant no authority would face cuts of more than 10%. The authority needs to note the actions of the other authorities in providing the support of a 'floor' when considering what action needs to be taken within the county. Indicative funding for the further two years (which could be further affected by Welsh Government budget difficulties), is likely to show a shortfall over previous estimates of a further £647,976 in 2015/16 and £760,729 in 2016/17.

The reduction in funding and falling student numbers has shown that there are very difficult and challenging times ahead for Post-16 Education provision in Powys, for the period 2014/15, urgent consultation took place with Secondary Heads in December/January to find a short-term solution that would suffice for 2014/15. The outcome has been a reduction in the number of courses offered at Post 16 in Powys of 41, (222 to 181 - a reduction of 18.5%). This means less choice in opportunities for Powys students and also far more travelling to access their course of choice. In most areas the geography of Powys means that attending courses at different school sites is an impractical and unattractive proposition. Fewer courses available in Powys will almost certainly lead to a further reduction in students as students will access courses outside the county. This again perpetuates itself by further funding reductions. In addition the removal of the ability to use 14-19 grant funding to pay for collaborative provision and for funding transport will impact on the offer

It is clear that the above was a short term 'fix' and the ESWG are of the opinion that the problem cannot be solved by continuing to reduce courses and therefore opportunities for young people in Powys.

7. Schools Modernisation/School Organisation

As mentioned in the 1st Interim Scrutiny Report, the ESWG was originally informed that there would be a review of the Primary School Modernisation Policy (originally developed in 2006) by end of July 2013. This did not come to fruition and the Group subsequently understood that the new policy would be available in December 2013 and would encompass both Primary and Secondary School provision. This also did not come to fruition within that timescale but since then work has belatedly been undertaken. In addition it also became clear that the Cabinet decision of November 2011 to establish a 16-19 Commissioning Model with a formal Commissioning Board, is also not now being taken forward although informal commissioning does take place. It would appear therefore that there has been somewhat of a policy 'void' for several months which has resulted in no clear direction for the development of a sustainable school organisation model.

Pupil numbers in the primary sector have fallen in recent years, however there is an indication that numbers are levelling out and indeed may rise slightly over the next 4 years, although it is understood that the increase will take place in some areas and not in others.

The numbers are as follows:-

2013/14	2014/15	2015/16	2016/17	2017/18
Actual	Est	Est	Est	Est
9,268	9,213	9,282	9,388	9,518

In consideration of the problems facing the service, the ESWG came to a view that problems facing the entire secondary sector were now becoming acute, and that although there is still some work to do on the modernisation agenda in the primary sector, with pupil numbers in that sector no longer falling, it was felt that priority of our resources should be focussed on the secondary sector. However, some opportunities for further modernisation may occur naturally in the primary sector and it was therefore important that the existing Primary School Modernisation Policy (2006) should be reviewed.

The projected number for the Secondary sector continues to give rise to concerns with a overall 7.8% reduction estimated from the actual figure of 8,245 in 2013/14 to a projected 7605 by year 2016/17.

	2013/14	2014/15	2015/16	2016/17	Change
11/16	6,913	6,687	6,484	6,363	-550 (8%)
Year 12	724	706	705	648	-76 (10.5%)
Year 13	608	612	597	594	-14 (2.3%)
Overall	8,245	8,005	7,786	7,605	-640 (7.8%)

In addition to the projected student numbers (above), the Group formed a strategic view by also taking into account the following:-

- The current secondary school budget situation and forward predictions (as outlined in Section 4 above)
- The situation regarding Post-16 funding and projections for the next 3 years (as outlined at section 5 above).
- Growing concerns about the current educational performance in our schools particularly at Level 2 (see glossary), and the further impact on standards that is likely due to the impending reduction in teachers (see section 8 below)

The ESWG reached a unanimous view that urgent action was needed and a review of the Secondary School model was urgent, both for 11 to 16 provision and Post-16 provision. This prompted the Group to make an immediate release of the detailed minutes of their 19th February 2014 meeting, together with the recommendations (shown below). The information

was released to the Council Leader, Portfolio Holder for Education, all Members and all relevant Officers.

A copy of the relevant section of the minutes of 19th February ESWG meeting is attached **(Appendix C)**

Recommendation 4 (2014): That the Portfolio Holder, brings forward plans for a review of Secondary Schools provision, in order to develop a sustainable model for Powys, with a view to ensure work is in progress to implement any infrastructure changes by September 2015..

Recommendation 5 (2014): That the Portfolio Holder, as a matter of priority brings forward plans for the re-organisation of the Post-16 provision to ensure that the proposals are implemented by September 2015.

Note: The ESWG are aware of the Cabinet decision in March 2014 to begin an urgent review of the Post 16 provision in Powys, to be completed by the end of April 2014. To date the ESWG has no further information regarding the findings of this review.

Recommendation 6 (2014): That resources should be prioritised to addressing the problems facing the secondary sector, rather than the primary sector. However, work should take place to review the Primary Schools Modernisation Policy (2006), so that the Council then has an appropriate policy to hand.

References

Within the Scrutiny Report

1. 2005, Estyn and Audit Commission 'Inspection of Powys LAESCYP Access to Education November and December 2004'

[Inspection of Powys LAESCYP Access to Education November and December 2004](#)

2. 31.07.2007 Powys Board, 'xBoard 31st July 2007 - Shaping the Powys Post 16 Learning Infrastructure - Tribal Recommendation Vers 2' (page 5 paragraph 5)

[xBoard 31st July 2007 - Shaping the Powys Post 16 Learning Infrastructure - Tribal Recommendation Vers 2](#)

3. 07.12.2010 Powys Board, 'xB375 Secondary and Post 16 Modernisation SOC Appendix' (paragraph 2.10)

[xB375 Secondary and Post 16 Modernisation SOC Appendix](#)

4. 22.11.2011, Powys Cabinet, 'xC142c Cabinet Report Sec Mod Post-16 Proposals ABSOLUTE FINAL _2' (page 3 paragraph 1)

[xC142c Cabinet Report Sec Mod Post-16 Proposals ABSOLUTE FINAL _2](#)

5. 27.01.2015 Powys Cabinet, 'xC14 Secondary School Cabinet Report 27 Jan FINAL' (paragraph 21)

[xC14 Secondary School Cabinet Report 27 Jan FINAL](#)

6. 08.07.2019 'Cabinet Report' contained within the agenda of the Powys Learning and Skills Scrutiny Committee (Report pp13 – 16, Appendix 1 Review of Sixth Form Provision pp17-42 and Appendix 2 Learner Survey pp43-84)

[Cabinet Report](#)

7. 22.11.2011 Powys Cabinet, 'xC142a Cabinet Report Sec Mod Overview ABSOLUTE FINAL1' (page 11)

['xC142a Cabinet Report Sec Mod Overview ABSOLUTE FINAL1](#)

8. 11.03.2014 Powys Cabinet, 'xC50 Post-16 Cabinet Report 11 March v3 HR' (page 25 paragraph 26)

[xC50 Post-16 Cabinet Report 11 March v3 HR](#)

9. 14th June 2016 Powys Cabinet 'Printed minutes' (Item 5)

[Printed minutes](#)

10. 17.06.2014 Powys Cabinet –'xC112 FINAL Education Scrutiny 2nd Interim Report'

[xC112 FINAL Education Scrutiny 2nd Interim Report](#)

Within Appendix A

11. 07.12.2010 Powys Board 'Minutes' (item 13)

[Minutes 07-12-2010](#)

12. 22.11.2011 Powys Cabinet 'Minutes' (item 3 Proposals for Post 16 education)

[Minutes 22-11-2011](#)

13. 02.10.2012 Powys Cabinet 'Minutes' (Item 7 Post 16 collaboration – progress report)

[Minutes 02-10-2012](#)

14. 11.03.2014 Cabinet 'Minutes' (item 7 Future Sustainability of post 16 provision in Powys sixth forms)

[Minutes 11-03-2014](#)

15. 20.05.2014 Cabinet 'Minutes' (Item 9 Post 16 Strategic Review Interim Report)

[Minutes 20-05-2014](#)

16. 27.01.2015 Powys Cabinet report 'xC14 Secondary School Cabinet Report 27 Jan FINAL'

[Report 27-01-2015](#)

17. 27.01.2015 Powys Cabinet 'Minutes' (Item 5)

[Minutes 27-01-2015](#)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE
17th September 2019

REPORT AUTHOR: County Councillor Myfanwy Alexander
Portfolio Holder for Learning and Welsh Language

SUBJECT: Ladywell Green Infants School and Hafren C.P. Junior School

REPORT FOR: Decision

1. Summary

- 1.1 This report recommends the commencement of formal consultation on the amalgamation of Ladywell Green Infants School and Hafren C.P. Junior School to create a new primary school on the current sites of the two schools.
- 1.2 The proposal is linked to longer term plans for a replacement building on the current site of the two schools to replace the current buildings, as part of the multi-agency well-being campus planned as part of the North Powys Well-being Programme. However, the current proposal to carry out consultation on amalgamating the two schools is not dependent on the provision of a new building – the proposal is to establish a new school in the current buildings.
- 1.3 The proposal to amalgamate the two schools aligns with the Council's priorities for developing the Powys schools network as outlined in the School Organisation Policy – one of the priorities outlined in the policy is to 'Remove infant / junior split by creating 'all-through' primary schools'.
- 1.4 The report is supported by the following appendices:

Appendix A – Options Appraisal
Appendix B – Impact Assessment

2. Proposal

Background

- 2.1 Ladywell Green Infants School and Hafren C.P. Junior School are located on the same campus in Newtown. Current pupil numbers at the two schools are as follows¹:

¹ Teacher Centre, 4th September 2019

	R	1	2	3	4	5	6	Total
Ladywell Green Infants School	26	39	29	N/A	N/A	N/A	N/A	94
Hafren C.P. Junior School	N/A	N/A	N/A	28	34	37	46	145
Total	26	39	29	28	34	37	46	239

- 2.2 In the summer of 2017, the Council submitted its Strategic Outline Programme (SOP) for Band B of the 21st Century Schools programme to Welsh Government. The SOP includes a number of elements located in Newtown, including investment in primary provision in the town. The SOP was approved by Welsh Government and by the Cabinet in the autumn of 2017.
- 2.3 Since January 2018, the Council has been working with Headteachers and Governing Bodies in Newtown to develop plans for the future schools infrastructure in Newtown. This work identified the need for one new building to replace the buildings currently occupied by Ladywell Green Infants School and Hafren C.P. Junior School, to be located on the site currently occupied by the two schools.
- 2.4 In parallel with this, the North Powys Well-being Programme, which is being led by the Powys Regional Partnership Board, is developing ambitious plans to improve health and social care facilities in North Powys, and is designing a new model of care for North Powys. Alongside this, there is a vision to establish a Multi-agency Well-being Campus, bringing together a range of services to include education, health and social care services, to create an intergenerational wellbeing campus.
- 2.5 Following consideration of a number of potential sites in Newtown, the preferred site for the proposed Multi-agency Well-being campus is a site adjacent to Park Street, Newtown, which is currently occupied by the Park Day Centre, Newtown Integrated Family Centre (formerly Ysgol Dafydd Llwyd), health services and Hafren and Ladywell Green Schools. The intention is that the new building planned to replace the buildings currently occupied by Ladywell Green Infants School and Hafren C.P. Junior School would be part of the Multi-agency Well-being Campus.
- 2.6 Irrespective of whether a new building is provided at some time in the future, the Council intends to proceed with the statutory process to amalgamate the two schools in their current accommodation, with the intention that the new school would move to a new building if one is built in the future.

2.7 Engagement has taken place with a range of stakeholders in developing this proposal. This has included the following:

- Individual discussions with Headteachers
- Establishment of stakeholder group including representatives from all Newtown schools
- Meetings with the governing bodies of Ladywell Green Infants School and Hafren C.P. Junior School
- Letter and FAQ document shared with parents of pupils at both schools
- Initial engagement with staff at Ladywell Green Infants School and Hafren C.P. Junior School

2.8 Ladywell Green Infants School and Hafren C.P. Junior School are both good schools. However, similarly to other schools across Powys, there are challenges facing the two schools. These include building condition, financial pressures, decreasing pupil numbers, and other challenges caused by being separate infant and junior schools. These are explored further in ‘Appendix A – Options Appraisal’.

2.9 The proposal to amalgamate the two schools aligns with the Council’s priorities for developing the Powys schools network as outlined in the School Organisation Policy – one of the priorities outlined in the policy is to ‘Remove infant / junior split by creating ‘all-through’ primary schools’

Information about the two schools

2.10 Data about the two schools is provided below:

i) General Information

	School Type	Language Category	Admission Number
Ladywell Green Infants School	Community Primary (Infant) School building owned by PCC.	English	48
Hafren C.P. Junior School	Community Primary (Junior) School building owned by PCC.	English	52

ii) Pupil Numbers

Current pupil numbers²

	R	1	2	3	4	5	6	Total
Ladywell Green Infants School	26	39	29	N/A	N/A	N/A	N/A	94
Hafren C.P. Junior School	N/A	N/A	N/A	28	34	37	46	145
Total	26	39	29	28	34	37	46	239

Projected pupil numbers

	January 2020	January 2021	January 2022	January 2023	January 2024
Ladywell Green Infants School (R-Yr 2)	106	106	107	106	108
Hafren C.P. Junior School (Yr 3-Yr 6)	147	131	129	130	128
Total	253	237	236	236	236

iii) Building Capacity and Condition

	Capacity	Condition	Suitability
Ladywell Green Infants School (excl. Nursey)	150	C/D	B
Hafren C.P. Junior School	210	C	B

² Teacher Centre, 4th September 2019

iv) Quality and standards of education

Estyn

	Ladywell Green Infants School	Hafren C.P. Junior School
Date of Inspection	June 2019	December 2015
School's Current Performance	Good	Adequate
Prospects for Improvement	Good	Adequate
Follow Up Activity	None	Estyn Monitoring Estyn Monitoring visit March 2017 – the school was judged to have made good progress, and was removed from the list of schools requiring Estyn monitoring

School Categorisation (2018)

	Standards Group	Improvement Capacity	Support Capacity
Ladywell Green Infants School	N/A	A	Green
Hafren C.P. Junior School	N/A	A	Green

v) Budgetary position (as of 1st May 2019 submittal by full governing body)

	2018/19 Actual Cumulative Outturn	2019/20 Budget	2020/21 Budget	2021/22 Budget

Ladywell Green Infants School	£63,925	£16,669	(£18,648)	(£73,828)
Hafren C.P. Junior School	£48,896	£73,718	£23,045	(£39,087)

3. Options Considered / Available

- 3.1 The Council has considered the following options as possible ways of moving forward in respect of Ladywell Green Infants School and Hafren C.P. Junior School:

Option	Description
1	Status quo – infant and junior school continue to operate independently
2	Federation – infant and junior school federate to create a federated all-through primary school
3	New primary school – infant and junior school amalgamate to create a new primary school

- 3.2 The advantages and disadvantages of these three options are considered in 'Appendix A – Options Appraisal'.

4. Preferred Choice and Reasons

- 4.1 The preferred option is Option 3, to amalgamate the two schools, and the preferred choice is to carry out formal consultation in accordance with the requirements of the School Organisation Code on the following:

'To amalgamate Ladywell Green Infants School and Hafren C.P Junior School to create a new 'all-through' primary school in Newtown. This will be achieved by closing Ladywell Green Infants School and Hafren C.P Junior School and opening a new primary school providing education for pupils aged 4-11 operating from the current school buildings with effect from 1st September 2021.'

- 4.2 The reasons for this are:

- To improve transition arrangements for pupils between Foundation Phase and Key Stage 2
- To provide improved opportunities for staff as a result of being part of a larger team with opportunities to work with pupils across the primary age range
- To provide a more efficient operating model – one staffing and governance structure rather than two

- In the longer term, to provide access to 21st Century Schools funding in order to improve building condition and running costs
- 4.3 Further consideration of this option against the factors outlined in the School Organisation Code as factors to be considered when developing school organisation proposals is provided in 'Appendix A – Options Appraisal'.
- 4.4 Should the Council proceed with amalgamating the two schools in order to establish one new school operating from the current buildings, the new school would be funded in accordance with the Council's funding formula, and would be expected to operate within the budget provided to it.
- 4.5 An estimate of the financial impact of amalgamating the two schools has been carried out. This estimates that the proposal to amalgamate the two schools would result in annual savings of at least **£22,739**. The actual savings would depend on the staff appointed to positions in the new school and could be more than this. This figure does not take account of any redundancy costs which may initially be required.
- 4.6 Ladywell Green Infants School is projected to be in a deficit budget position by the 31st August 2021 when it is anticipated that the school would close should the recommendation be implemented. The deficit is forecast to be £18,648. In line with the Council's Scheme for Financing Schools, should a school be in a deficit budget position when closed the deficit is written off. However, the Council will continue to work with the school(s) to ensure that the school budget complies with the scheme for financing schools and is within the funding envelope available.
- 4.7 The Scheme for Financing Schools also states the following in section 3.7.2:
- 'In order to ensure effective stewardship of the resources available to schools, the Authority may impose additional restrictions on a school scheduled to close, including but not limited to:
- Restriction of expenditure to agreed plans
 - Removal of powers of virement'
- The Council will consider the use of these powers of intervention where appropriate.

Risks

- 4.8 As with all school reorganisation proposals, there are risks associated with the recommendation. The following risks have been identified in respect of the proposal to amalgamate Ladywell Green Infants School and Hafren C.P. Junior School:

- i) Lack of support from stakeholders, in particular due to concerns about the possible impact on the site in the future
- ii) Parents choose for their children to attend alternative schools
- iii) Negative impact on standards at the two schools whilst the statutory process is being carried out and during any implementation period
- iv) Difficulty planning for the new curriculum whilst the statutory process is ongoing.
- v) Uncertainty for staff whilst the statutory process is being carried out and during any implementation period.

Risks will be monitored throughout the process and appropriate mitigation actions will be implemented.

Timescales

- 4.9 Should the recommendation to commence formal consultation be approved, it is anticipated that consultation would commence in September 2019.
- 4.10 The target date for closure of the two schools would be the 31st August 2021, with the new school to open on the 1st September 2021.

The Decision-Making Process

- 4.11 Should Cabinet approve the recommendation to commence the statutory process, the Council would need to follow the process set out in the School Organisation Code (2018). This process is as follows:

- i) Consultation

Consultation would be carried out with stakeholders as required by the Code. This includes consultation with the pupils at both schools, to ensure that their views are taken into account, in accordance with the United Nations Convention on the Rights of the Child.

Feedback from the consultation would be collated and summarised, and a report would be presented to the Cabinet. Cabinet will consider the report and the feedback received during the consultation period, and will decide whether to proceed with the proposal, to make changes to the proposal or to not proceed with the proposal.

If Cabinet decides not to proceed, that will be the end of this proposal.

ii) Statutory Notice

If Cabinet decides to proceed, a Statutory Notice would be published, which would give a period of 28 days for people to submit written objections.

If there were objections, the authority would publish an objection report providing a summary of the objections and the authority's response to them. A further report would be presented to the Cabinet, which they would consider alongside the objection report, in order to decide whether or not to approve the proposal.

iii) Implementation

If Cabinet approves the proposal, it would be implemented in accordance with the date given in the Statutory Notice or any subsequently modified date.

5. Impact Assessment

5.1 Is an impact assessment required? Yes

5.2 If yes is it attached? Yes (Appendix A)

An initial impact assessment in respect of the recommendation is attached. The impact assessment considers the proposals impact on the Welsh Government's well-being goals, as outlined in the Well-being of Future Generations Act.

Should Cabinet approve the commencement of the statutory process in respect of the recommendation, the impact assessment would be updated throughout the process, to take account of feedback received.

6. Corporate Improvement Plan

6.1 Learning and Skills is one of the four priorities outlined in Vision 2025: Our Corporate Improvement Plan 2018-23.

Within this priority, the Plan includes a commitment to 'Improve our schools' infrastructure'. In order to achieve this, 'we will implement our new School Organisation Policy and Delivery Plan to develop a more efficient schools network, with a greater focus on working in partnership with schools and the communities they serve.'

7. Local Member(s)

The following comments were received from Local Members representing Newtown wards:

Cllr D Rowlands (Newtown Llanllwchaiarn North):

"I am a local member in Newtown and my children go to both Ladywell Green Infant School and Hafren Junior School. I am also a governor at Ladywell Green Infant School.

I have also met (as a governor) with the school transformation team back in May and the Powys Health Board to discuss our concerns. My concern I have is that the education of our children is at risk of becoming superseded by the health and well-being programme.

The green space both Ladywell Green and Hafren Juniors has at this present time is so beneficial for our children and I am very concerned that this space will be taken away. When the health hub is built this will take up green space as it will also need a car park which again will take up green space. Before any decision is made by cabinet or council plans need to be put on paper of the potential 'what it will look like in the future' this includes buildings, car parks, pathways etc... so that the governing bodies of both schools can scrutinise them. Please can I be assured that this will happen?

It will be extremely beneficial to work closely with both schools on this project."

8. Other Front Line Services

Does the recommendation impact on other services run by the Council or on behalf of the Council? Yes

If so, please provide their comments

9. Communications

Have Communications seen a copy of this report? Yes

Have they made a comment? 'The report is of public interest and requires use of proactive news release and social media to publicise the recommendation.'

10. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

10.1 Legal: The recommendations can be supported from a legal point of view

10.2 Finance: Finance confirm the estimated savings within the report. The finance team will continue to work with both schools to ensure that the budget set is within the funding envelope available to ensure compliance with the scheme for financing schools.

10.3 Corporate Property: N/A

10.4 HR: The Schools HR Team will continue to work with headteachers, employees, governors and trade union representatives to ensure that Powys County Council's policies and procedures are followed in consulting upon and implementing the proposed changes.

10.5 ICT: N/A

11. Scrutiny

Has this report been scrutinised? No

12. Data Protection

If the proposal involves the processing of personal data, then the Data Protection Officer must be consulted, and their comments set out below. N/A

13. Statutory Officers

13.1 The Head of Legal and Democratic Services (Monitoring Officer) commented as follows: "I note the legal comments and have nothing to add to the report."

13.2 The Head of Finance (Section 151 Officer) notes the comments of Finance and supports the consideration of the use of powers of intervention if appropriate as per section 4.7 of the report.

14. Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
<p>To carry out consultation in accordance with the requirements of the School Organisation Code on the amalgamation of Ladywell Green Infants School and Hafren C.P. Junior School, by closing Ladywell Green Infants School and Hafren C.P. Junior School and opening a new primary school for pupils aged 4-11 operating from the current school buildings.</p> <p>The target date is to close the two schools on the 31st August 2021 and to open the new all-through school on the 1st September 2021.</p>	<p>To provide a more efficient model of delivering education.</p>

Relevant Policy (ies):	School Organisation Policy		
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	Cllr D Rowlands – Newtown Llanllwchaiarn North Cllr M Barnes – Newtown Llanllwchaiarn West Cllr J Jones – Newtown East Cllr D Selby – Newtown Central
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Person(s) To Implement Decision:	School Transformation Team
Date by When Decision To Be Implemented:	End of October 2019

Contact Officer:	Richard Williams
Tel:	01597 826618
Email:	richard.williams1@powys.gov.uk

Background Papers used to prepare Report:



LADYWELL GREEN INFANTS SCHOOL AND HAFREN JUNIOR SCHOOL

Options Appraisal

August 2019

1. INTRODUCTION

As part of its plans for Band B of the Welsh Government's 21st Century Schools Programme, the Council has identified the need for a new primary school building to replace the buildings currently occupied by Ladywell Green Infants School and Hafren C.P. Junior School, to be located on the site currently occupied by the two schools.

In order to prepare for a move to one new building in the future, the Council intends to proceed with the statutory process to amalgamate the two schools in their current accommodation, before a move to one new building in the future.

The purpose of this paper is to provide justification for the proposal to amalgamate the two schools, and consider the impact on factors outlined in the Welsh Government's School Organisation Code¹ as factors to be taken into consideration when developing school organisation proposals.

¹ <https://gov.wales/sites/default/files/publications/2018-10/school-organisation-code-second-edition.pdf>

2. BACKGROUND

Since early 2018, the Council has been working with schools in Newtown to develop future plans for the schools infrastructure in Newtown. The early stages of this work included the following steps:

- **April 2018** – Initial meetings with Headteachers of all Newtown schools
- **June 2018** – Establishment of Stakeholder Group, including Headteachers and Chairs of Governors of all Newtown schools. A number of meetings held between June 2018 and April 2019.

This initial work identified the need for a new building to replace the current buildings of Ladywell Green Infants School and Hafren Junior School.

In parallel with this, the North Powys Well-being Programme, which is being led by the Powys Regional Partnership Board, was established. The programme is developing ambitious plans to improve health and social care provision in North Powys, and is designing a new model of care for North Powys. Alongside this, there is a vision to establish a Multi-agency Well-being Campus, bringing together a range of services to include education, health and social services, to create an intergenerational wellbeing campus.

An early Proof of Concept report has been produced outlining the plans to establish a Multi-agency Well-being Campus. Following consideration of a number of sites in Newtown, this work identified a site adjacent to Park Street Newtown as the preferred site for the proposed campus. This site is currently occupied by the Park Day Centre, Newtown Integrated Family Centre (formerly Ysgol Dafydd Llwyd), health services and Hafren and Ladywell Green schools. The site assessment work carried out included the provision of a new primary school on the site, as part of the multi-agency well-being campus, to be built in accordance with Building Bulletin guidance, and the intention is that this new building would replace the buildings currently occupied by Ladywell Green and Hafren Schools.

In order to share information on these developments with the Ladywell Green and Hafren school communities, early engagement has been ongoing since May 2019. This has included the following:

- Joint meetings with the two governing bodies
- Distribution of a letter and FAQ document to parents of pupils attending the two schools
- An initial engagement meeting with staff

The plans for a new building and the wider plans for the site are at a very early stage, and there will be numerous opportunities for the school and the wider school community to contribute to this work as it moves forward. However, the Council is

keen to consider the best way forward in order to amalgamate the two schools, to prepare for a move to a new building in the future.

3. STRATEGIC CONTEXT

3.1 Vision 2025

Vision 2025 sets out the Council's vision for the future.

Learning and Skills is one of the priorities within Vision 2025. Within this priority, the Council states that:

'We will strengthen Learning and Skills, by:

- Improving the educational attainment of all pupils
- Supporting children and families to have the best start in life
- Improving our schools infrastructure
- Improving the skills and employability of young people and adults.'

3.2 School Organisation Policy

The Council's aspirations for developing the educational infrastructure are outlined in its School Organisation Policy. The policy states Council's aims for the Powys schools infrastructure, which are as follows:

'The Council aspires to ensure that Powys has the right number of schools in the right place, and in the right condition, for the current and future pupil population.

The Council aims to have an educational model which fulfils the following:

- Provides all learners with the opportunity to achieve their potential
- Has high quality, resilient leadership and management
- Has high quality learning environments, with the long term aim that all schools will be assessed as condition A or B
- Has a greater focus on collaboration and partnership working, in order to enable schools to provide the best possible opportunities for learners
- Enables schools to operate effectively and efficiently within the funding available
- Increases demand for Welsh-medium provision and provides access to provision which will enable pupils to become confident Welsh speakers
- Develops our schools into establishments that are central to community activity
- Has a high quality ICT infrastructure that will enable all schools to provide enhanced opportunities for learners
- Provides access to high quality early years provision
- Provides support for learners with additional learning needs which aligns with the requirements of the new Additional Learning Needs and Education Tribunal (Wales) Act

- Provides access to high quality post-16 provision in schools, which is attractive to learners, financially sustainable and minimises learner travel'

Further to this, the Policy states that:

'In order to move towards a more efficient schools network, a new Delivery Plan will be implemented with a greater focus on working in partnership with schools and the communities they serve, and on alternative models of delivering education, such as collaboration models, federation, multi-site schools and all-through schools.

The Council's Delivery Plan will focus on delivering the following priorities:

- Secondary schools to become 'all-through schools', or part of multi-sited arrangements
- Small primary schools² to be part of formal collaborations / federations / amalgamations
- Remove infant / junior split by creating 'all-through' primary schools
- New Welsh-medium provision to be established
- Improvements to the Powys schools estate, either as part of the Welsh Government's 21st Century Schools Programme or as part of the Council's Asset Management Programme
- A new model for delivering post-16 provision to be implemented
- Transforming the delivery of support for pupils with additional learning needs

In addition to the above priorities, the Council will encourage all schools to:

- Identify areas where staff and / or services can be shared across more than one school in order to improve efficiency
- Develop the use of ICT links between school sites to provide distance learning opportunities'

3.3 21st Century Schools Programme

21st Century Schools is a collaboration between the Welsh Government and Local Councils in Wales. It is a significant, long-term and strategic capital investment programme, with the aim of creating a generation of 21st Century Schools in Wales.

The Council is now nearing the end of the first phase of the 21st Century Schools programme (Band A), which has seen significant investment in the schools estate in Powys, and is now planning for the second phase of the programme (Band B). The programme is aligned with national, regional and local strategies, such as: Taking Wales Forward; the Wellbeing of Future

² The Welsh Government defines a 'small school' as a school that contains fewer than 91 registered pupils in the Education (Small Schools) (Wales) Order 2014: <http://www.legislation.gov.uk/wsi/2014/1133/made>

Generations Act; the Wales Infrastructure Investment Plan; National Mission for Education; Welsh Language Strategy 2050.

The Council submitted its Strategic Outline Programme (SOP) for Band B to the Welsh Government during the summer of 2017. This was subsequently approved in principle by the Welsh Government and the Council's Cabinet in November 2017.

The Council's SOP for Band B identifies a number of areas for investment, based on the criteria for Band B, which include:

- Improving the condition of educational assets;
- Reductions of surplus capacity and inefficiency in the system;
- Expansion of schools and colleges in areas of increased demand for educational services; and
- Provision of sufficient places to address growth in demand for Welsh-medium education

The Council's SOP includes a number of Newtown based projects, including the following:

- Investment in primary schools in Newtown
- New build Special School to replace the current Ysgol Cedewain
- Development of Welsh-medium secondary provision.

3.4 North Powys Well-being Programme

Under the Powys Regional Partnership Board, Powys County Council, Powys Teaching Health Board, Powys Association of Voluntary Organisations and other key partners from public service bodies, the private sector, and voluntary third sector organisations, are working together to take forward a once in a generation opportunity to transform health and wellbeing services in north Powys, by moving to a new model of care as set out in the Health and Care Strategy which was approved in April 2018.

The North Powys Well-being Programme aims to focus on wellbeing; promote early help and support by being able to provide technology that helps people live at home; tackle the biggest causes of ill health and poor wellbeing; and ensure joined up care involving neighbourhood teams and communities working together to ensure a more seamless service.

In addition to transforming health and wellbeing services through a new model of care is a once in a lifetime opportunity to create a Multi-agency Well-being Campus in the heart of Newtown. This could be the first intergenerational campus for Powys, and could include primary education, health, social care and supported accommodation.

On the site, there could be the further development of a new state of the art Rural Regional Centre which could be co-located next to some supported living accommodation, improved school facilities, as well as a Community Wellbeing Hub which could be part of a network of other Community Wellbeing Hubs across north Powys.

The North Powys Wellbeing Programme is currently at the early planning phase and is working with communities to shape what the model of care and the campus could look like.

4. CASE FOR CHANGE

Ladywell Green and Hafren School are both good schools. However, similarly to other schools across Powys, there are a number of challenges facing them. The key challenges facing Ladywell Green Infants School and Hafren Junior School are explored below.

4.1 Building condition

The current building condition of the two schools is as follows:

	Condition
Ladywell Green Infants School	C/D
Hafren C.P. Junior School	C

There are issues with building condition in both schools, in particular Ladywell Green Infants School which has been assessed as Condition C/D.

4.2 Financial pressures

Similarly to many other schools across Powys and Wales, both schools are facing budgetary pressures. The following table provides an overview of the expected budget position of both schools at the end of each financial year up until 2021/22³:

	2018/19 Actual Cumulative Outturn	2019/20 Budget	2020/21 Budget	2021/22 Budget
Ladywell Green Infants School	£63,925	£16,669	(£18,648)	(£73,828)
Hafren C.P. Junior School	£48,896	£73,718	£23,045	(£39,087)

This shows that Ladywell Green Infants School are projected to be in a deficit budget position by the end of the 2020/21 financial year, and Hafren C.P. Junior School are also projected to be in a deficit budget position by the end of the 2021/22 financial year.

³ As of 1st May submittal by full governing body

4.3 Decreasing pupil numbers

Total pupil numbers at the two schools over the last few years has been as follows:

	Jan. 2014	Jan. 2015	Jan. 2016	Jan. 2017	Jan. 2018	Jan. 2019
Ladywell Green Infants School	154	138	127	113	96	96
Hafren C.P. Junior School	148	142	158	157	160	169
TOTAL	302	280	285	270	256	265

This shows that total pupil numbers across the schools have decreased by nearly 40 since January 2014. Whilst there has been an increase in pupil numbers at Hafren C.P. Junior School, there has been a substantial reduction in pupil numbers at Ladywell Green Infants School. This is primarily due to the Council's decision to change the age of admission to primary schools. Whilst this change has not impacted Hafren C.P. Junior School, it has had a significant impact on pupil numbers at Ladywell Green Infants School.

Projected pupil numbers up until 2024 are as follows:

	January 2020	January 2021	January 2022	January 2023	January 2024
Ladywell Green Infants School	106	106	107	106	108
Hafren C.P. Junior School	147	131	129	130	128
TOTAL	253	237	236	236	236

This suggests that, whilst pupil number at Ladywell Green Infants School are expected to stabilise, they will remain significantly lower than they were in 2014. In addition, pupil numbers at Hafren C.P. Junior School are projected to continue to decrease. Therefore, overall pupil numbers at the two schools are projected to continue to decrease.

4.4 Transition arrangements

Whilst the two schools work closely together to minimise disruption for pupils on transition from the Foundation Phase to Key Stage 2 in order to ensure that they can

effectively move from one school to the other, the current arrangement does mean that there is an additional transition for pupils during their educational careers, which can cause disruption to pupils and their families.

4.5 Staff development opportunities

The current arrangement provides the opportunity for staff to specialise in a particular educational phase – either Foundation Phase or Key Stage 2. However, this does that it is more difficult for them to gain experience across the primary age range.

5. OPTIONS CONSIDERED

The Council has considered the following options as possible ways of moving forward in respect of Ladywell Green Infants School and Hafren C.P. Junior School:

Option	Description
1	Status quo – infant and junior school continue to operate independently
2	Federation – infant and junior school federate to create a federated all-through primary school
3	New primary school – infant and junior school amalgamate to create a new primary school

These options are considered further below.

5.1 Advantages and disadvantages of available options

SWOT analyses for each of these three options are provided below:

Option 1: Status Quo – Ladywell Green Infants School and Hafren Junior School continue to operate independently

Strengths	Weaknesses
<ul style="list-style-type: none"> - Good relationships between the schools - Leadership, teaching and learning is strong at both schools - No disruption to pupils and parents 	<ul style="list-style-type: none"> - Lack of opportunities for older pupils to nurture younger pupils - Poor buildings - Cost of maintaining current buildings - Would not lead to any financial efficiencies - Duplication of management tasks - Lack of suitable parking for parents, staff and visitors - Does not align with the Council's aspirations for Powys schools as outlined in the School Organisation Policy
Opportunities	Threats
<ul style="list-style-type: none"> - Opportunities for collaboration between the two schools - Opportunities to share resources, for example ICT support, administration 	<ul style="list-style-type: none"> - Falling pupil numbers - Financial threat - Unsuitable accommodation and building condition

<ul style="list-style-type: none"> - Opportunities to come together to take part in extracurricular activities - Opportunities for staff to work collaboratively together 	
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Option 2: Federation – Ladywell Green Infants School and Hafren Junior School federate to create a federated all-through primary school

Strengths	Weaknesses
<ul style="list-style-type: none"> - Each school would retain its own character, ethos and identity - Improved opportunities for sharing staff expertise and good practice - Improved transition links between the two schools - Potential to run more efficiently through shared staffing and resources - One governing body which would have strategic overview of the two schools - Would be easier to dissolve a federation if the change was not working - Opportunities to build on the good relationships that exist between each school - Strong leadership at both schools - Potential for one headteacher across the two schools in the future - Teaching and Learning is strong at both schools 	<ul style="list-style-type: none"> - Would remain as two separate schools therefore there could be some tensions between the two schools - Federation is a less robust model than amalgamation - Parents would still have to apply to admit their children to the junior phase
Opportunities	Threats
<ul style="list-style-type: none"> - Opportunity for collaboration between the two schools - Opportunity to run more efficiently 	<ul style="list-style-type: none"> - Falling pupil numbers - Budget pressures - Unsuitable accommodation and building condition

Option 3: New primary school – Ladywell Green Infants School and Hafren Junior School amalgamate to create a new primary school

Strengths	Weaknesses

<ul style="list-style-type: none"> - In line with the School Organisation Policy - More flexibility for staff and opportunities for personal development - Would enable staff expertise and good practice to be shared across the entire primary experience - Parents would not have to re-apply for admission to junior phase - One governing body and one leadership team - More attractive for prospective pupils - More efficient model of governance and leadership - Improved transition arrangements between Foundation Phase and Key Stage 2 	<ul style="list-style-type: none"> - Impact on staff as management of change process would need to take place leading to potential job losses - Loss of individual school identity
Opportunities	Threats
<ul style="list-style-type: none"> - Opportunity to access 21st Century Schools funding - Opportunities for staff personal development being part of a larger team - Opportunity to collaborate on curriculum development spanning the two phases 	<ul style="list-style-type: none"> - Potential reduction in outdoor space available in the event of a new building - Job losses

5.2 Preferred option

Based on the SWOT analyses carried out, the preferred option is to proceed with Option 3 – to amalgamate Ladywell Green Infants School and Hafren Junior School to create a new primary school.

The reasons for this are as follows:

- The option is in line with the School Organisation Policy
- Would provide more flexibility for staff and opportunities for personal development
- Would enable staff expertise and good practice to be shared across the entire primary experience
- Parents would not have to re-apply for admission to junior phase
- More efficient model of governance and leadership – one governing body and one leadership team
- Improved transition arrangements between Foundation Phase and Key Stage 2

An estimate of the financial impact of this option has been carried out. This estimates that the proposal to amalgamate the two schools would result in annual savings of at least £22,739. The actual savings would depend on the staff appointed to positions in the new school, and could be more than this. This figure does not take account of any redundancy costs which may initially be required.

6. FURTHER ASSESSMENT OF PREFERRED OPTION

The Welsh Government's School Organisation Code outlines factors to be considered when developing school organisation proposals. Consideration is given below to the impact of the preferred option, to amalgamate Ladywell Green Infants School and Hafren Junior School, on the factors outlined in the Code.

5.1 Quality and Standards in Education

5.1.1 Likely impact on standards and progress overall, of specific groups and in skills

Standards of education and progress at both schools are currently good.

The Council would expect amalgamating to further strengthen the current standards. It would enable pupil progression to be monitored throughout pupils' time in primary school, from age 5 to age 11, ensuring continuity in delivery and approach, and it is anticipated that this would have an overall positive impact on standards and progress overall.

This would also apply in respect of pupils belonging to specific groups, such as pupils eligible for Free School Meals, pupils for whom English is an Additional Language, Looked after Children and pupils with Additional Learning Needs. Amalgamating the two schools would ensure that their progress could be monitored, supported and tracked over a longer period of time, and throughout their time in primary school.

It is also anticipated that amalgamating the two schools would have a positive impact on the skills of all pupils, including literacy, numeracy and ICT, through improved opportunities to share staff expertise and resources across the primary phase, and through improved ability to monitor pupil progress in these aspects.

5.1.2 Wellbeing and attitudes to learning

Wellbeing and attitudes to learning are currently strong in both schools, and amalgamating the two schools would provide an opportunity to strengthen these, by providing continuity in progression and approach throughout the primary phase. It is anticipated that this would have a positive impact, particularly with regard to pupils' emotional health.

5.1.3 Teaching and learning experiences

i) Quality of teaching

Quality of teaching is currently good in both schools. It is anticipated that amalgamating the two schools would provide an opportunity to enhance this, by providing flexibility to share good practice and teaching experiences across the primary phase – for example, there would be enhanced opportunities to share Foundation Phase pedagogy with Key Stage 2 classes, which would enhance teaching approaches across the school, and vice versa.

Amalgamating the two schools would also ease transition from Year 2 to Year 3, which would have positive benefits for staff and pupils.

ii) The breadth, balance and appropriateness of the curriculum

Amalgamating the two schools would provide the opportunity to further strengthen the curriculum offered, and would help to facilitate continuous progress across the primary phase. The school would be better placed to develop provision which meets the requirements of the new curriculum.

iii) The provision of skills

The provision of skills is strong in both schools now, however, amalgamating the two schools would provide an opportunity to strengthen this. Progression would be smoother in terms of skills as there would be no need for transition to a new school in year 3.

5.1.4 Care, support and guidance

i) Tracking, monitoring and the provision of learning support

These elements are already strong in the two schools, however amalgamating the two schools would provide an opportunity to further develop this. It is anticipated that amalgamating the two schools would have a positive impact on tracking, monitoring and the provision of learning support as the school would know the child for longer, and would monitor their development from 5 years old to 11 years old. For those children that need additional support, this continuity of approach would be beneficial.

ii) Personal development

Personal development is strong at both schools, however amalgamating the two schools would provide an opportunity to

strengthen this, as the new school would be working with each child for a longer period. Amalgamating the two schools would also provide the opportunity for the same approaches to be used across the primary phase.

iii) Safeguarding

The site currently occupied by the two schools is challenging in terms of safeguarding. The schools are located on an open site in the centre of town, which requires managing in terms of safeguarding. Amalgamating the two schools in their current accommodation would not impact on this – there would still be a requirement to manage the site to ensure that safeguarding arrangements are in place, however it is not anticipated that there would be a negative impact in terms of safeguarding.

In the longer term, the Council intends to invest in a new building to replace the current accommodation as part of Band B of the 21st Century Schools programme, which would improve the position with regard to safeguarding. The intention is that the new building would be part of a multi-agency well-being development, and safeguarding arrangements would be a key consideration when planning the site design, and when designing the new school building. The Council is confident that the safeguarding arrangements would be enhanced compared with the current accommodation.

5.1.5 Leadership and Management

i) Quality and effectiveness of leaders and managers

Leadership is good at both schools, however, amalgamating the two schools would provide an opportunity to further enhance this, and would increase the capacity for leadership, and sharing of good practice between the foundation phase and key stage 2.

The new school would be a larger school, which would provide the opportunity for a non-teaching headteacher and would enable increased focus on leadership. Amalgamating the two schools would also provide enhanced opportunities to develop leadership across the school, and would provide enhanced leadership opportunities for staff.

ii) Self evaluation processes and improvement planning

Amalgamating the two schools would provide enhanced opportunities to develop self-evaluation processes across the primary phase, enabling processes to be extended across the school, enabling the school to see each pupil's full development across the primary age range.

In addition, there would be enhanced opportunities for improvement planning across the primary phase. Pupils would attend the new school for longer, therefore the school would be better informed about the pupils, which would enable more effective target setting and improvement planning.

iii) Professional learning

Amalgamating the two schools would provide improved professional learning opportunities for staff through greater opportunities for cross phase working, opportunities to develop leaders more effectively and more opportunities to develop middle leaders. In addition, there would be improved opportunities to see the progression of learning across the primary age range and improve opportunities to apply the principles of the new curriculum.

iv) Use of resources

Should the two schools amalgamate to create one new school, the school would be funded as one school, with one budget, and would be run by one headteacher, one leadership team, and one governing body. This would enable the school to operate more efficiently compared with the current arrangements, and should result in some efficiencies through shared staffing and sharing of other resources.

The proposal is to establish the new school in the accommodation currently occupied by the two schools. Whilst this means that there would be a need to maintain both buildings in the short term, there are longer term plans to provide a new building to replace the current accommodation, which would enable the school to operate even more efficiently.

5.1.6 Impact on vulnerable groups, including children with Special Educational Needs (SEN)

Amalgamating the two schools would provide enhanced opportunities to support pupils belonging to vulnerable groups. There would be improved opportunities to provide support to pupils across the primary

age range, and will provide continuity in the support provided to vulnerable pupils.

5.1.7 Ability of the school/schools which are the subject of the proposals to deliver the full curriculum at the foundation phase and each key stage of education, including the quality of curriculum delivery and the extent to which the structure or size of the school is impacting on this

Whilst the two schools currently deliver a full Foundation Phase or Key Stage 2 curriculum to pupils, amalgamating the schools would enable the provision of a full curriculum to pupils across the primary age range. This would enable the further enhancement of the current provision by enabling further development of the curriculum across the primary age range.

5.2 Need for places and impact on accessibility of schools

5.2.1 Will the alternative provision have sufficient capacity and provide accommodation of at least equivalent quality for existing and projected pupil numbers?

The proposal is to establish a new school in the current accommodation of the two schools, which will provide the same capacity as is currently available, and will provide accommodation of equivalent quality.

There are longer term plans for a new building to replace the current accommodation as part of the Council's plans for Band B of the 21st Century Schools programme. This would improve the quality of accommodation for pupils in the longer term.

5.2.2 Is the alternative provision sufficient to meet existing and projected demand for schools of the same language category and (if relevant) designated religious character?

The proposal is to establish a new school of the same language category as the two existing schools. Neither of the two existing schools have a designated religious character.

5.2.3 What will be the nature of journeys to alternative provision and resulting journey times for pupils including SEN pupils?

The proposal is to establish a new school on the current sites of Ladywell Green Infants School and Hafren Junior School, therefore there would be no change in terms of journey times.

5.2.4 Is there evidence of current or future need/demand in the area for additional places?

The latest pupil projection figures suggests that pupil numbers at the two schools are not expected to increase over the coming years.

5.2.5 Will the proposals improve access for disabled pupils in accordance with requirements under the Equality Act 2010?

The intention is to amalgamate the two schools in their existing accommodation initially, therefore there would be no change in terms of access for disabled pupils.

There are longer term plans to provide a new building to replace the current accommodation, and this would provide improved access for disabled pupils.

5.3 Resourcing of education and other financial implications

5.3.1 What effect will the proposals have on surplus places in the area?

The proposal is to establish a new school in the buildings currently occupied by Ladywell Green Infants School and Hafren Junior School. It is not anticipated that the proposal would impact on surplus places in the area.

5.3.2 Do the proposals form part of the local authority's 21st Century Schools Investment Programme and contribute to the delivery of sustainable schools for the 21st Century and to the better strategic management of the school estate?

There are plans to provide a new building to replace the current accommodation of Ladywell Green Infants School and Hafren Junior School as part of Band B of the 21st Century Schools Programme. This is linked to wider plans to develop a multi-agency Health and Well-being campus in Newtown.

However, the current proposal to merge the two schools is not dependent on capital investment.

5.3.3 What are the recurrent costs of proposals over a period of at least 3 years and is the necessary recurrent funding available?

There are no recurrent costs associated with amalgamating the two schools.

5.3.4 Will additional transport costs be incurred as a result of the proposal?

No additional transport costs would be incurred as a result of the proposal.

5.3.5 What are the capital costs of the proposal and is the necessary capital funding is available?

There are no capital costs associated with the proposal.

5.3.6 What is the scale of any projected net savings (taking into account school revenue, transport and capital costs)

It is estimated that implementation of the proposal would result in annual revenue savings to the Council of at least £22,739 per annum. As the proposal is to establish a new school in the accommodation currently occupied by Ladywell Green Infants School and Hafren C.P. Junior School, there would be no impact on transport costs, and there would be no capital costs.

5.3.7 Without the proposals, would the schools affected face budget deficits?

Both schools are expected to be in a deficit budget position within the next few years.

5.3.8 Will any savings in recurrent costs be retained in the local authority's local school's budget?

Any savings would be identified as an efficiency for the Schools Service.

5.3.9 Will the proceeds of sales (capital receipts) of redundant sites be made available to meet the costs of the proposal or contribute to the costs of future proposals which will promote effective management of school places?

Implementation of this proposal will not result in any capital receipts.

5.4 Other general factors

5.4.1 What impact will the proposals have on educational attainment among children from economically deprived backgrounds?

It is anticipated that amalgamation of the two schools would have a positive impact on educational attainment among children from economically deprived backgrounds. This would ensure that consistent support could be provided to these pupils throughout their time in primary school.

As a larger school, the new school would have a larger pupil deprivation grant, which could be used to support pupils consistently throughout their time in primary school.

5.4.2 Any equality issues, including those identified through equality impact assessments

Amalgamating the two schools would impact on pupils belonging to the protected characteristic groups that attend the schools. However, it is anticipated that amalgamating the two schools would have a positive impact on all pupils, including pupils belonging to protected characteristic groups.

5.4.3 Whether the school / schools involved are subject to any trust or charitable interests which might be affected by the proposals, for example in relation to the use or disposal of land.

The schools involved are not subject to any trust or charitable interests which might be affected by the proposals.

APPENDIX A – INFORMATION ABOUT THE TWO SCHOOLS

Information about the two schools is provided below:

	School Type	Language Category	Admission Number
Ladywell Green Infants School	Community Primary (Infant) School building owned by PCC.	English	48
Hafren C.P. Junior School	Community Primary (Junior) School building owned by PCC.	English	52

2.1 Pupil Numbers

i) Current pupil numbers⁴

	R	1	2	3	4	5	6	Total
Ladywell Green Infants School	26	39	29	N/A	N/A	N/A	N/A	94
Hafren C.P. Junior School	N/A	N/A	N/A	28	34	37	46	145
Total	26	39	29	28	34	37	46	239

ii) Historical pupil numbers⁵

	Jan. 2014	Jan. 2015	Jan. 2016	Jan. 2017	Jan. 2018	Jan. 2019
Ladywell Green Infants School	154	138	127	113	96	96
Hafren C.P. Junior School	148	142	158	157	160	169

⁴ Teacher Centre, 4th September 2019

⁵ PLASC

TOTAL	302	280	285	270	256	265
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iii) Projected pupil numbers

	January 2020	January 2021	January 2022	January 2023	January 2024
Ladywell Green Infants School	106	106	107	106	108
Hafren C.P. Junior School	147	131	129	130	128
TOTAL	253	237	236	236	236

2.2 Building Capacity and Condition

The following table provides information about the capacity and condition of the two schools:

	Capacity	Condition	Suitability
Ladywell Green Infants School	150	C/D	B
Hafren C.P. Junior School	210	C	B

2.3 Quality and standards of education

i) Estyn

The following table summarises the last Estyn inspections of the two schools:

	Ladywell Green Infants School	Hafren C.P. Junior School
Date of Inspection	June 2019	December 2015
School's Current Performance	June 2019	Adequate

Prospects for Improvement	Good	Adequate
Follow Up Activity	Good	Estyn Monitoring Estyn Monitoring visit March 2017 – the school was judged to have made good progress, and was removed from the list of schools requiring Estyn monitoring

ii) School Categorisation

The latest categorisations of the two schools in accordance with the National School Categorisation System for 2018 are as follows:

	Standards Group	Improvement Capacity	Support Capacity
Ladywell Green Infants School	N/A	A	Green
Hafren C.P. Junior School	N/A	A	Green

2.4 Budgetary position (as of 1st May submittal by full governing body)

	2018/19 Actual Cumulative Outturn	2019/20 Budget	2020/21 Budget	2021/22 Budget
Ladywell Green Infants School	£63,925	£16,669	(£18,648)	(£73,828)
Hafren C.P. Junior School	£48,896	£73,718	£23,045	(£39,087)

2.5 Equalities information⁶

i) National identity

	British	English	Irish	Scottish	Welsh	Other	Not supplied	Refused	Total pupils
Ladywell Green Infants School	24	36	0	0	31	5	0	0	96
Hafren C.P. Junior School	39	70	0	1	50	5	3	0	168

ii) Ethnic Group

	% White British	% Other known ethnicity	% Not obtained / refused	Total pupils
Ladywell Green Infants School	88.5%	11.5%	0%	96
Hafren C.P. Junior School	91.1%	7.7%	1.2%	168

iii) English as an Additional Language

	% EAL pupils
Ladywell Green Infants School	7.3%
Hafren C.P. Junior School	4.2%

iv) Free School Meals

	% of pupils eligible for FSM
Ladywell Green Infants School	27.4%
Hafren C.P. Junior School	22.0%

⁶ PLASC January 2019

v) Pupils in care

	% of pupils in care
Ladywell Green Infants School	3.1%
Hafren C.P. Junior School	0.6%

vi) SEN

	School Action	School Action Plus	Statement	% SEN (All Stages)
Ladywell Green Infants School	10	6	0	16.7%
Hafren C.P. Junior School	26	17	1	26.2%

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Schools Service	Head of Service	Lynette Lovell	Director	Caroline Turner	Portfolio Holder	Cllr Myfanwy Alexander
Proposal	To amalgamate Ladywell Green Infants School and Hafren C.P Junior School to create a new 'all-through' primary school in Newtown. This will be achieved by closing Ladywell Green Infants School and Hafren C.P Junior School and opening a new primary school providing education for pupils aged 4-11 on the current site of the two schools.						
Outline Summary / Description of Proposal							
In the spring of 2018, Cabinet approved a new Policy and Delivery Plan, which set out the aim for 'Remove infant / junior split by creating all-through primary schools'. The proposal is to amalgamate Ladywell Green Infants School and Hafren C.P. Junior School to create a new 'all-through' primary school in Newtown. This is linked to wider plans for a new build in the future as part of a proposed multi-agency wellbeing campus as part of the North Powys Wellbeing Programme.							

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Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Richard Williams	School Transformation Programme Officer	16/07/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£0	£0	£0	£0	£0

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	If approved by Cabinet, it is anticipated that consultation in accordance with the School Organisation Code will commence in October and the consultation stage of the process will be concluded by the end of 2019.

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Should a decision be made to proceed with implementation of the proposal as a result of the statutory process, input from other service areas, such as HR, Property, Legal, Communications and Finance would be required. Representatives of these service areas are invited to attend meetings of the School Transformation Project Board, therefore are aware of the recommendation, and will receive regular updates as the statutory process moves forward.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Choose an item.		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	There are plans to develop a new multi-agency wellbeing campus in the centre of Newtown and the intention is that a new primary school building to replace the current Hafren and Ladywell Green buildings would be part of this development, although this proposal is not directly dependent on this, in the longer term this provides opportunities to integrate health and education provision.	Good		Choose an item.
Learning and skills We will strengthen learning and skills	The proposal would provide a more sustainable model for delivering English-medium primary education in Newtown, and would have a positive impact on the quality of education provided to pupils.	Good		Choose an item.
Residents and Communities We will support our residents and communities	The proposal would have a positive impact on residents in the Newtown area as it would provide a more sustainable model for delivering English-medium primary education in the town.	Good		Choose an item.

Source of Outline Evidence to support judgements
Initial engagement with governing bodies and staff

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Choose an item.		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	The proposal is linked to a longer-term plan to replace the current buildings with a new building which would be more significantly more energy efficient than the current buildings. The longer-term plan also involves the creation of a multi-agency wellbeing campus on the current site, during early engagement concern has been expressed of the impact on the green space available to pupils.	Good	Regular opportunities for the two schools to contribute to the plans for the new building and the wider site development.	Good

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The proposal is linked to a longer-term plan to develop a multi-agency wellbeing campus on the current sites of the two schools. This would provide stronger links between the school and health & care provision. However, during early engagement concern has been expressed that the wider plans for the site could lead to a reduction in the green space available to pupils which could have a negative impact on their physical and mental well-being.</p>	<p>Neutral</p>	<p>Regular opportunities for the two schools to contribute to the plans for the new building and the wider site development.</p>	<p>Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Should the longer term plan to develop a multi-agency wellbeing campus be achieved this would enable closer links to be established with the community.</p>	<p>Good</p>		<p>Choose an item.</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>The proposal would provide improved educational opportunities for all school aged pupils in Newtown</p>	<p>Good</p>		<p>Choose an item.</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	The proposal is to establish a new English medium primary school to replace the two current English medium schools, pupils would continue to study Welsh as a second language and it is anticipated that opportunities to use the Welsh Language would either be sustained or improved.	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	The proposal would be to increase the number of pupils therefore leading to an increase in opportunity to participate in sport, art and recreational activities. However, the proposal is linked to a longer-term plan to develop a multi-agency wellbeing campus on the current sites and during early engagement, concern has been expressed that the plans could lead to a reduction in green space available to pupils.	Neutral	Regular opportunities for the two schools to contribute to the plans for the new building and the wider site development.	Good
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	The proposal would provide improved educational opportunities for pupils attending Hafren and Ladywell Green.	Good		Choose an item.
<i>Disability</i>	The proposal would provide improved educational opportunities for pupils attending Hafren and Ladywell Green, including any pupils with disabilities.	Good		Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	The proposal would provide improved educational opportunities for pupils attending Hafren and Ladywell Green, regardless of their race.	Good		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<i>Religion or belief</i>	The proposal would provide improved educational opportunities for pupils attending Hafren and Ladywell Green, regardless of their religion or belief.	Good		Choose an item.
<i>Sex</i>	The proposal would provide improved educational opportunities for male and female pupils.	Good		Choose an item.
<i>Sexual Orientation</i>	The proposal would provide improved educational opportunities for pupils attending Hafren and Ladywell Green, regardless of their sexual orientation.	Good		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements
Initial discussions with the governing bodies and staff

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The proposal would provide a more sustainable model of delivering education which will ensure that education can be delivered more efficiently in the long term.	Good		Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	Discussions with the two governing bodies and staff have taken place surrounding the proposal. All Powys schools are expected to collaborate with other schools in order to provide the best possible opportunities for pupils. Should this proposal be implemented, the new school would be expected to continue to collaborate with other schools, including other primary schools in the Newtown catchment area and other secondary providers across Powys and beyond, in order to maximise the opportunities available to its pupils.	Good		Choose an item.

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	Should Cabinet decide to proceed with the recommendation, full consultation would be carried out with stakeholders in accordance with the School Organisation Code which will ensure the opportunity for all interested parties to give their views. The findings of this exercise will be reported to Cabinet and will be taken into consideration when determining how to proceed. This impact assessment will be updated throughout the process to reflect any feedback received.	Good		Choose an item.
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	The intention is that the proposal would provide a more efficient delivery model of education which will enable education to be provided more cost effectively.	Good		Choose an item.
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	The proposal is linked to a longer-term plan to develop a multi-agency wellbeing campus on the current sites of the two schools. This would provide stronger links between the school and health & care provision.	Good		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Should Cabinet decide to proceed with the proposal, full consultation would be carried out in accordance with the requirements of the School Organisation Code. All stakeholders would have the opportunity to give their views as part of this process, this would include any unpaid carers in the area.	Good		Choose an item.

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	<p>Should Cabinet decide to proceed with the proposal, full consultation would be carried out in accordance with the requirements of the School Organisation Code. This would include consultation with pupils, which would ensure that their views and any concerns would be taken into account.</p> <p>The proposal is linked to a longer-term plan to develop a multi-agency wellbeing campus on the current sites of the two schools. Concerns have been raised by governors regarding the safeguarding arrangements with having a multi-agency wellbeing campus adjacent or sharing the same site as a primary school.</p>	<p>Neutral</p>	<p>Safeguarding implications will be a key consideration of the plans to develop the new site.</p>	<p>Good</p>

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Impact on Powys County Council Workforce	The proposal will impact on the current staff at Ladywell Green Infants School and Hafren C.P. Junior School. Should Cabinet decide to proceed with the proposal, full consultation would be carried out in accordance with the requirements of the School Organisation Code and supported by the relevant LA teams (eg HR). This would include consultation with staff, which would ensure that they had an opportunity to give their views on the recommendation. Should the recommendation be implemented, a new staffing structure would be produced for the new school, and the management of change process would take place. There would be an opportunity for staff to apply for positions in the new school. The staffing procedures required include an opportunity for staff to be redeployed. It is acknowledged that there would be a period of uncertainty for staff whilst these processes are taking place which could have a negative impact on them.	Poor	Ensure that processes are carried out as swiftly as possible to minimise the period of uncertainty.	Poor
Source of Outline Evidence to support judgements				

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Parents don't want their children to attend an 'all-through' primary school, so move to them to alternative schools	Low		Choose an item.
Lack of support for the proposal from other primary schools in the Newtown catchment area	Low		Choose an item.
Period of uncertainty for the two affected schools whilst the statutory process is being carried out and implemented may have a negative impact on standards at the two schools	Medium	Support to be provided to the two schools during the transition period	Low
Uncertainty for staff during the transition period, may result in some staff leaving	Low		Choose an item.
Changes resulting from new council initiatives e.g. ALN transformation	Medium	Support to be provided to the two schools during the transition period	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

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10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Initial engagement with governing bodies and staff

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Please state when this Impact Assessment will be reviewed.
The impact assessment will be reviewed at each stage of the process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Marianne Evans		
Head of Service:	Lynette Lovell		
Director:	Caroline Turner		
Portfolio Holder:	CLlr Myfanwy Alexander		

14. Governance

Decision to be made by	Cabinet	Date required	Initial decision September 2019
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CYNGOR SIR POWYS COUNTY COUNCIL

CABINET EXECUTIVE

17th September 2019**REPORT AUTHOR:** County Councillor Aled Davies

Portfolio Holder for Finance

SUBJECT: Medium Term Financial Strategy

REPORT FOR: Decision

1. Summary

- 1.1 Local Government continues to respond to a period of unprecedented financial pressure. Reductions in funding continue whilst the demand for council services is rising. The Council has already responded to this major financial challenge and continues to fulfil its responsibility in maintaining a balanced budget.
- 1.2 An effective financial strategy links the Councils long term objectives and its financial capacity. It ensures that the Council can achieve its strategic and service objectives within the confines of the financial resources. It states where we are now, where we would like to be and how we plan to get there. It enables the creation of a Council that is financially resilient for the short, medium and longer term.

2. Proposal

- 2.1 The Medium Term Financial Strategy provides the structure and framework for the development for our financial plans and annual budgets for the period 2019 to 2024. The Full Strategy is attached as Appendix A.
- 2.2 It has been developed as part of the overall strategic planning process alongside the 2025 Vision and Corporate Improvement Plan which captures the financial, regulatory and policy drivers affecting the council and sets the direction and approach. It also incorporates the plan for delivering a balanced budget for 2020/21, and indicative budgets for the following 4 years to March 2024. This means the Council has an ongoing financial plan to enable service transformation within the funding levels available.
- 2.3 The strategy forecasts that service growth pressures and inflation will out strip any increase in funding levels the Council may receive by £67M over the five-year period, equivalent savings will have to be identified to close the budget gap. Given that local government does not have funding data from Welsh Government beyond 2019/20, this assessment is based on indicative figures focusing on how Local Government Settlements in Wales may be affected by central government's finances in the future. It is therefore based on best available information.
- 2.4 Building on the improvements we have already made, a new strategic approach to allocating resources has been developed. This approach will bring together all elements of the Council into one overarching financial strategy, which delivers Vision 2025, a programme of transformation, and which encompasses service improvement and delivers appropriate levels

of statutory service. It will better align revenue and capital to ensure that our limited resources are prioritised to achieve maximum effectiveness and based on securing outcomes that matter to our residents.

- 2.5 The strategy is supported by a detailed 5 year budget model. The budget model has been improved with scenario planning across Best, Most Likely and Worse case scenarios. Funding, Pay and Price pressures and changes in service demand have been modelled on this basis and the budget gap identified for each year of the plan. This provides the basis for the allocation of funding to each service.
- 2.6 In order to deliver a balanced budget over the medium term, a transformational approach is required, and which will need to be delivered at pace. This will require some radical thinking, drawing on experience of other authorities and learning from others. We will have to reconsider the discretionary services we provide and review the levels of service we can afford to deliver for our statutory services.
- 2.7 On the current modelling, reductions are required in spending of over £13m in 2020/2021 with a further £54m over the following 4 years. This will be achieved through transformational change and cost efficiencies but reductions in some services offered will also be inevitable.
- 2.8 In developing this Medium Term Financial Strategy, the Council has a clear framework within which to develop its 5-year budget model and a 5-year Capital Strategy Programme. The model and the assumptions included within it will be reviewed and updated as more information becomes available. Specific budget proposals are being developed and these will be finalised and reported in detail as each annual budget is developed and submitted for approval.
- 2.9 This framework and the processes within it will enable the Council to strategically prepare to deliver a Council which is affordable, sustainable and able to achieve its 2025 Vision.

3 Options Considered/Available

The detailed proposals that will be developed under this framework will consider the many options that are available for delivering the Councils objectives, an assessment of these options will be undertaken by each service as the detailed proposals are developed and submitted.

4 Preferred Choice and Reasons

None to consider.

5 Impact Assessment

Impact Assessments will be undertaken on the budget proposals that are developed and included within the Annual Budget setting process.

6 Corporate Improvement Plan

The Medium Term Financial Strategy provides the framework to deliver the Corporate Improvement Plan (CIP) objectives. It sets out the financial requirements to deliver the short and longer term vision of the council and ensures the funding available to the Council is prioritised and allocated appropriately in order to maintain a balanced financial position.

7 Local Member(s)

This report relates to all service areas across the whole County.

8 Other Front Line Services

This report relates to all service areas across the whole County.

9 Communications

The Councils financial strategy is of interest to internal and external audiences, it provides clear and honest information about the Council's budget position and the challenges it faces in maintaining a balanced budget. We will continue to communicate and engage with all stakeholders to raise awareness of Vision 2025 and capture their views to inform the Cabinet's and Full Council's decision-making process around setting budgets over the 5 year period.

10 Support Services (Legal, Finance, HR, ICT, BPU)

The allocation of resources to all support services will be considered as part of this financial strategy and the development of the subsequent budget proposal.

11 Scrutiny

Has this report been scrutinised? No

The Medium Term Financial Strategy will be considered by the Finance panel and feedback will be provided to the portfolio holder for finance.

12 Statutory Officers

The Head of Finance (Section 151 Officer) comments that the Council must have a financial strategy that ensures that it can deliver its strategic and service objectives within the confines of the financial resources. It ensures that the Council considers the factors that influence and impact on its financial position and identifies how the Council will respond to challenge this creates in order to fulfil its responsibility to maintain a balanced budget. The Medium Term Financial Strategy provides a framework in which to develop these financial plans and annual budgets whilst ensuring that the Council is financially resilient for the short, medium and longer term. The 2018/19 Wales Audit Office Annual Audit letter contained the following statutory recommendation:

“The Council must act immediately to update its Medium Term Financial Strategy to enable the Council to live within its means going forward. In setting a balanced budget, the Council must ensure that all savings plans are sufficiently well developed for inclusion in the annual budget.”

The proposed Medium Term Financial Strategy addresses this requirement and defines the approach and processes in which the annual budgets and savings plans will be developed.

The Monitoring Officer has no specific concerns with this report.

13 **Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:		Reason for Recommendation:	
That Cabinet approve the Medium Term Financial Strategy for 2019 to 2024.		To aid business planning and development of the budget over a five year period	
Relevant Policy(ies):		Financial Regulations:	
Within policy:	Yes	Within Budget:	n/a
Relevant Local Member(s):			
Person(s) To Implement Decision:		Jane Thomas	
Date By When Decision To Be Implemented:		Ongoing	
Contact Officer	Tel	E mail	
Jane Thomas	01597 827789	jane.thomas@powys.gov.uk	



Powys County Council's Medium Term Financial Strategy 2019 to 2024



Yn agored a blaengar - Open and enterprising

Foreword by the Leader

This Medium Term Financial Strategy (MTFS) has been produced at a challenging time against the backdrop of continuing reductions in grant income from Welsh Government.

Whilst an increase in the funding to Wales from central government has meant that we have received an improved settlement for 2019/20 from that originally projected, it is, however, still a reduction in the level of funding for services. This has created financial pressure particularly when our costs and investment requirements continue to rise.

The challenge of delivering services in rural areas has long been recognised in our County and I am pleased to say that this challenge is now acknowledged at a national level when the previous financial year saw the full implementation of the population sparsity allowance within the Social Services allocation of the funding formula. It's well known that this did not provide 'extra' funding but did see Powys removed from the need for 'Top Up' funding provided in previous years.

Even so, we continue to be affected by population changes and other factors that impact on the amount of money we receive to deliver services. Powys is again at the bottom of the funding table along with 5 other authorities.

The 2019/20 budget saw a significant level of budget reductions but the Cabinet has attempted to avoid reductions in front line services and the clear priority is to improve the provision of Social Services within our County. In 2018/19 we changed our budget plan at a late stage to include over £12m of investment that demonstrated our commitment to safeguarding children and vulnerable adults in Powys. This commitment remains and the 2019/20 budget takes out the need for Children's Services to make a £2.2m saving whilst confirming last year's significant addition remains in the base budget.

We have also continued to support investment in education at a time of reducing funding with a further £1m provided to schools. Over three years this means that an additional £1m has been provided each year.

The combination of these factors mean we face one of the most challenging periods in the history of Powys County Council. We must transform the way that we provide services using our 2025 programme as the basis for that change.

This revised MTFS continues to see closer alignment between the policy framework and the way we plan to use our finances. This is supported by a new approach to allocating our resources which ensures that our limited resources are prioritised on securing outcomes that matter to our residents. Our vision is a Council that is both open and enterprising. We want communities to feel supported so that they have a say in what is provided for them locally and the way those services are delivered.

We acknowledge that we need to increase the pace of change to meet the challenges we face and the new cabinet will bring fresh challenge, new ideas and new thinking that is flexible, innovative and designed to set the authority on course for a strong and

vibrant future. This approach along with a Corporate Improvement Plan provides the framework to deliver services over the medium term.

We note and welcome Welsh Government's commitment to seek greater collaboration across local government boundaries rather than changing local government structures. We were already fortunate to have a unique position in Wales with the same boundary as our single Local Health Board. The future will see integrated working develop further as we deliver the services that the people of Powys expect and deserve.

The Cabinet has a bold and ambitious programme to see Powys play a significant role in the region's economy and the close collaboration with Ceredigion continues in order to gain a growth deal that will have a greater significance beyond the economic agenda. It is essential that we see Powys retain its young people in new and innovative employment sectors whilst recognising that our traditional sectors of agriculture and tourism will also expand and flourish. There is a close link to our funding settlement because if we can increase employment and the numbers living in our county we will see more funding to deliver key services. This will help secure the County as place that provides the right environment for communities and business to thrive.



Rosemarie Harris
Leader of Powys County Council

Introduction

This document is the financial strategy for Powys County Council for the period 2019 to 2024. It has been developed as part of the overall strategic planning process alongside the 2025 Vision and Corporate Improvement Plan which captures the financial, regulatory and policy drivers affecting the council and sets the direction and approach. It also incorporates the plan for delivering a balanced budget for 2020/21, and indicative budgets for the following 4 years to March 2024. This means the Council has an ongoing financial plan to enable service transformation within the funding levels available.

This financial strategy includes all Council services activity funded by the revenue budget, the Housing Revenue Account and the Capital programme. This information is presented in a 5-year budget model and a 5-year Capital Strategy Programme.

The model sets out how a balanced budget will be developed for 2020/21.

The model identifies the estimated requirement for further savings of £67m over the five-year period of this strategy. Given that local government does not have funding data from Welsh Government beyond 2019/20, this assessment is based on indicative figures focusing on how Local Government Settlements in Wales may be affected by central government's finances in the future. It is therefore based on best available information. However, forecasting for future years is difficult to predict with any great certainty and is subject to multiple internal and external influences. Even so, it is highly likely the reducing funding for Powys will continue because of population changes and the continuing reductions in national funding. The funding for local government is finite and largely distributed based on population factors and this remains our greatest challenge when compared with other parts of Wales that see an increase in population.

Strategic Context

The Chancellor had signalled an end to austerity but the Council's budget settlement will continue to be affected by the UK Government's measures to prioritize levels of public spending. Welsh Government's policy of prioritization on the Health Service will also impact adversely on local government funding.

The budget process both at a national and local level continues to be undertaken against an uncertain backdrop, both in terms of the fiscal outlook and in terms of the impact of leaving the European Union.

The Office for Budget Responsibility (OBR) reported in March 2019 that economic growth in the UK and globally had slowed since the Budget in October, leading them to revise down their near-term GDP forecast. But tax receipts have performed better than expected in the final months of 2018-19, and this together with downward pressure on debt interest spending from lower market interest rates, delivers a modest medium-term improvement in the public finances. The Chancellor has banked most of it in lower borrowing, but has spent some on higher planned public services spending. Of the six forecasts they have produced since the EU referendum, four have shown an improved outlook for the public finances and two have shown a deterioration – but each one has been accompanied by some fiscal giveaway.

Taking both forecast and policy decisions into account, the OBR now expect the budget deficit to drop from £22.8 billion this year to £13.5 billion in 2023-24. The Government is aiming to balance the budget by 2025-26, although the Chancellor has said that this objective could be revisited. Past forecast performance suggests that there is a 40 per cent chance of balancing the budget by 2023-24, although the ageing population is likely to put greater upward pressure on spending in subsequent years than it has done recently.

The economic implications of Brexit are an unknown in forecasts. The OBR has stated that the long-term impact on the UK economy will depend on the agreement that is reached with the European Union (EU.) OBR will adjust their assumptions, as necessary, for the eventual agreements on trade, migration, budget contributions and other issues. The forecast assumes a relatively smooth exit from the EU. A disorderly one could have severe short-term implications for the economy, the exchange rate, asset prices and the public finances. The scale is very hard to predict, given the lack of precedent.

The Chancellor had been expected to undertake a Comprehensive Spending Review (CSR) in 2019 to set the tone for post-Brexit Government Spending. However, with the timescale for Brexit extended until 31 October 2019 the UK Government have confirmed that it intends to conduct a 'fast-tracked' one-year spending round to complete in September, with a multi year Spending Review to be carried out in 2020.

It is not yet known how this will impact on the Welsh Governments budget timetable.

In January 2018, local authorities were facing a 1% reduction in the Revenue Support Grant (RSG) for 2019-20 – this was equivalent to a cash reduction of £43m. The draft Budget 2019-20 reduced that cut in funding in the RSG to less than £15m (equivalent to a reduction of 0.3% in the RSG). Welsh Government put in place a floor to ensure no authority would face a reduction in funding of more than 1% over the previous year. The draft Budget also provided £84m of additional revenue in special grants and other funding streams for local government outside the RSG.

In November, Welsh Government announced a package of additional funding proposals worth a total of £141.5m over three years (2018-21) for local government.

Wales Fiscal Analysis briefing note reports that Welsh Government day-to-day spending will increase by over 2%, in real terms, in 2019-20 - by far the largest increase since before the start of austerity measures in 2010-11. However, it will still be around 5% lower in real terms than in 2010-11.

On the capital side of the budget, the majority of consequentials for capital spending from the Autumn Budget was for the 2018-19 financial year, though the capital block grant for 2019-20 has increased by around £10.6 million. The Welsh Government has also allocated a further £27.5 million from its unallocated capital finance, the majority of which will go to local authorities' general capital fund.

Local government and the wider public sector has, and must continue, to realign itself to the fiscal reality it faces and manage its spending within the available funding.

Powys has already made significant reductions in its expenditure with savings in excess of £100 million over the last decade as a response to reduced government funding and the requirement to cover additional spending demands.

The local context affecting our funding and demand for services is well recognised and heavily influenced by Powys being sparsely populated with a wide geographic area requiring services. Powys has a higher than average elderly population that is predicted to increase at a rate that is significantly greater than the national average. This statistic can largely be attributed to people living longer as a result of better healthcare and improved lifestyles together with an inward migration of people above retirement age to the County. Conversely, the county's younger population is declining with a reducing birth rate and a sizeable outward migration of young people. Further educational and career opportunities are the main contributors to this trend.

These factors in combination are presenting significant challenges. The provision of services to a dispersed and relatively small population is expensive as a result of greater transport costs and the demand for facilities to be delivered locally or within a commutable distance. Additionally, a consequence of an ageing population is the increased demand for more complex, and therefore more expensive, care support.

We welcomed the recognition in the funding settlement that rural authorities incur additional costs to deliver services such as social services and are pleased to see the inclusion of adjustments to the formula through the implementation of the Social Services sparsity allowance. The phasing of this change now sees Powys excluded from the top-up protection it received previously so the actual effect of the change is nil.

The work undertaken by the Local Government and Welsh Government Joint Distribution Sub Group has been vital in bringing these issues to the fore. This is only the start and we would welcome further work on the grant funding formula looking at other costs such as Public, Home to School and Special Education Transport all of which are significant cost pressures for rural authorities.

In order to deliver a balanced budget over the medium term, a transformational approach is required, and which will need to be delivered at pace. This will require some radical thinking, drawing on experience of other authorities and learning from others. We will have to reconsider the discretionary services we provide and review the levels of service we can afford to deliver for our statutory services.

On the current modelling, reductions are required in spending of over £13m in 2020/2021 with a further £44m over the following 3 years. This will be achieved through transformational change and cost efficiencies but reductions in some services offered will also be inevitable.

We clearly recognise that we can no longer afford to maintain the Council in its current form. The status quo is not sustainable and a different operating model will be required.

Vision 2025 – Our Corporate Improvement Plan 2018 - 2023

The 2017 local government elections saw a new cabinet and new vision in place. Vision 2025 represents the new administration's long term vision for the council and its priorities are clearly laid out, these are:

- **The Economy** - We will develop a vibrant economy
- **Health and Care** - We will lead the way in providing effective, integrated health and care in a rural environment
- **Learning and Skills** - We will strengthen learning and skills
- **Residents and Communities** - We will support our residents and communities

To help us deliver the above outward facing priorities, we also have an internal facing priority called Making it Happen, which focusses on improving communication and engagement, leadership and governance and changing how we work.

The Corporate Improvement Plan is our road map to achieve the Vision 2025, setting out our top priorities and milestones. It draws together information from a number of our key strategies, the steps we will take to meet our priorities and the improvements you can expect to see when our plan is delivered.

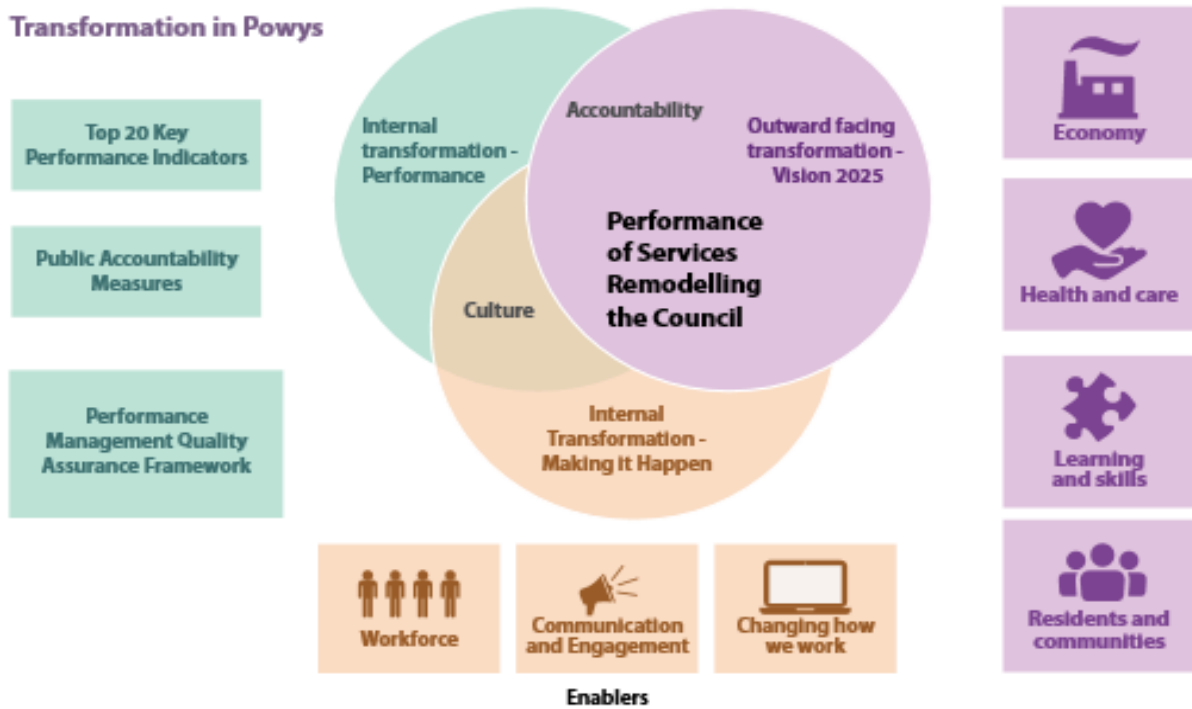
It provides an important framework for engaging residents, councillors, staff and other stakeholders, such as regulators, in the vision and the council's priorities.

During 2018, we redefined our approach to delivering Vision 2025 to ensure improved accountability and a greater focus on outcomes. This includes:

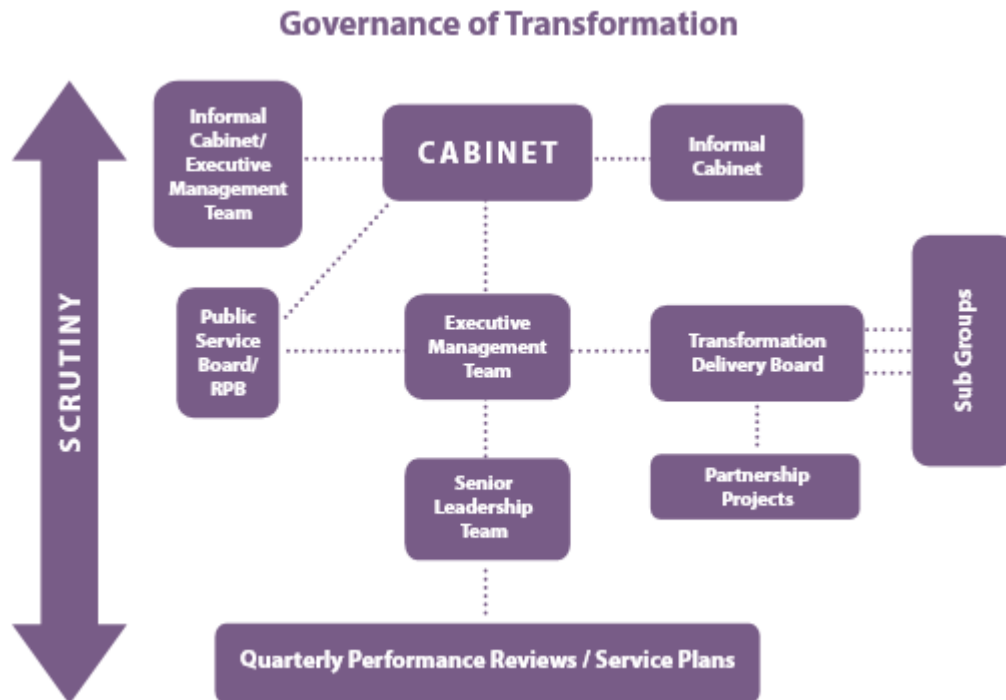
- Adopting a new strategic approach to council performance
- Changing the organisation culture and promoting positive behaviour
- Internal transformation and remodelling the council

The new approach to organisational transformation includes:

Transformation in Powys

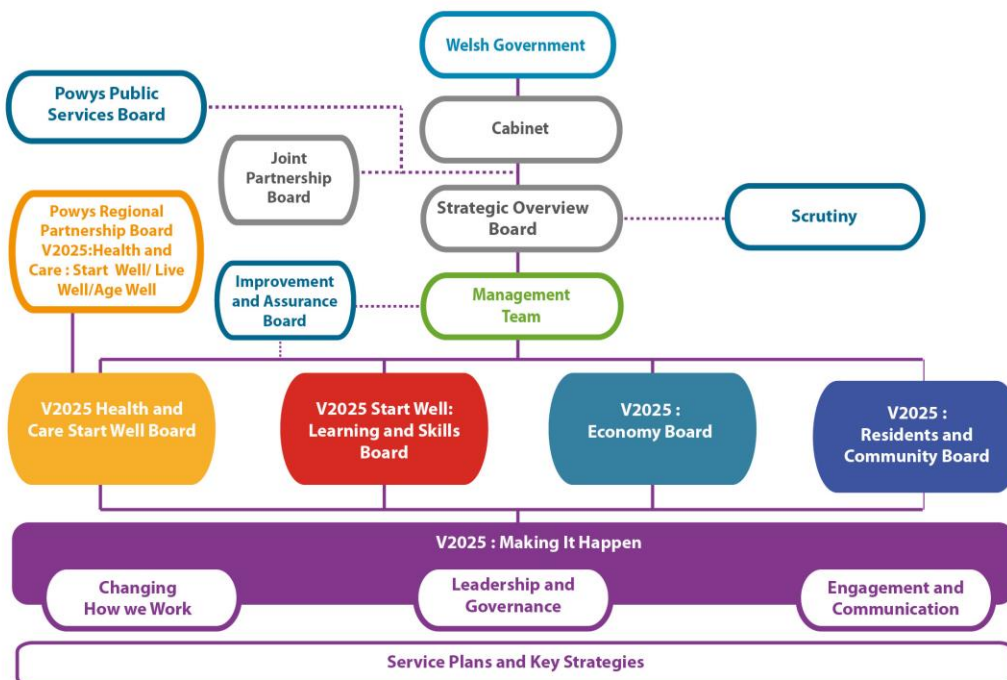
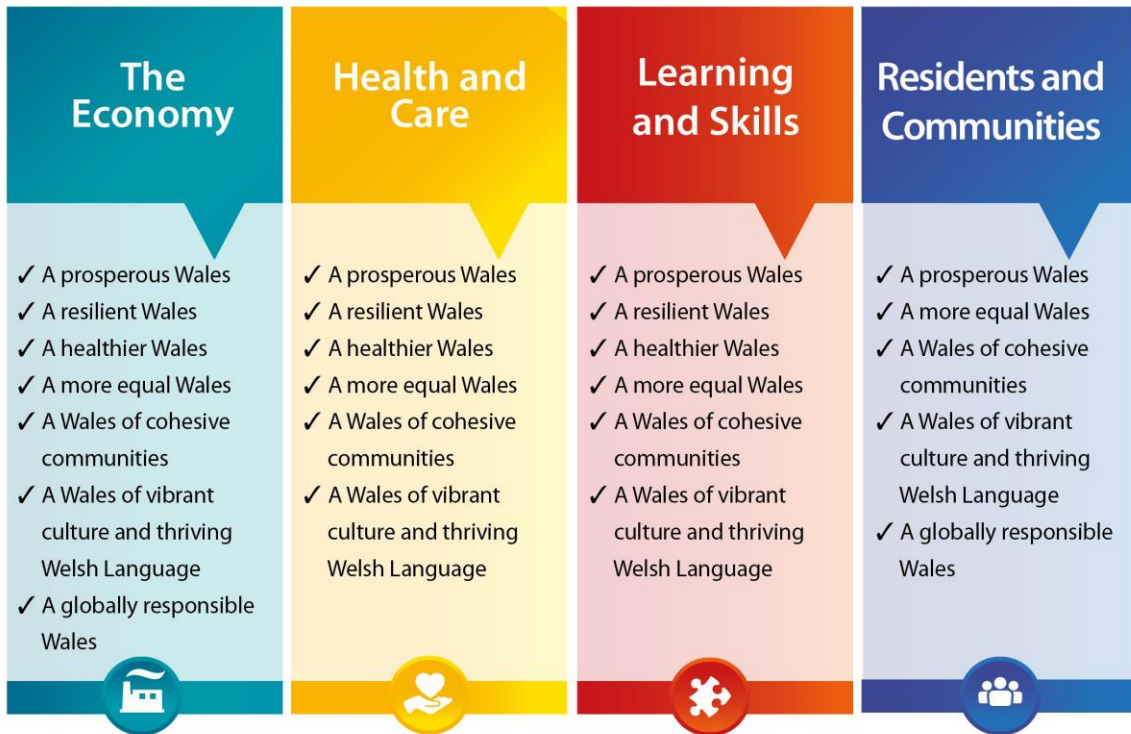


Governance of Vision 2025 has also been streamlined. There is now one Transformation Programme that will focus purely on significant transformational projects that need to be delivered by more than one service. There will still be lots of service improvement work that will help us deliver Vision 2025, but this will be managed and governed separately at a service level.



Our Corporate Improvement Plan shows our contribution to the strategies that we are working on with our partners. These include the Powys Public Services Board Towards 2040, and the Powys Regional Partnership Board Joint Area Plan.

The plan also shows how we are contributing to the aspirations of the Well-being of Future Generations (Wales) Act 2015. The Act puts in place seven well-being goals to ensure public bodies in Wales are working towards improving the social, economic, environmental and cultural well-being of their areas. Each of our priorities contributes to one or more of the well-being goals that will help us improve Powys now and over the long term:



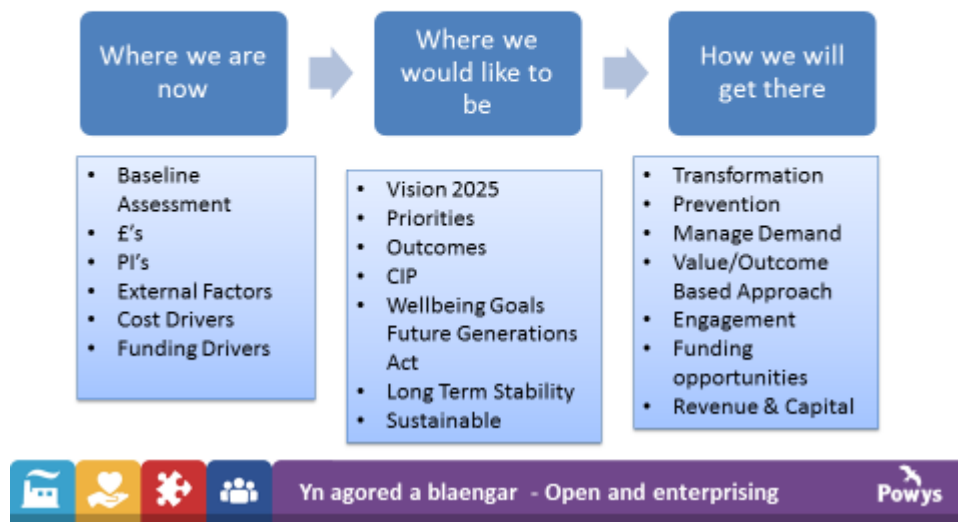
In an era of continued budgetary pressures, growing demand and increased expectations, it is very important that we are clear about what we want to achieve now, and in the future and support this within our financial planning.

Financial Planning and Budgeting

The Council’s budget planning has traditionally been based on incremental budgeting focusing on one year with limited development over the longer term, we recognise that this approach is no longer effective to create a Council that is financially resilient for the short, medium and longer term. The diagram below defines the steps in developing the Financial Strategy.

Developing the Financial Strategy

An effective financial strategy links the Councils long term service objectives and its financial capacity. It ensures that we can achieve our strategic objectives within the confines of the financial resources.



Building on the improvements we have already made, a new strategic approach to allocating resources has been developed. This approach will bring together all elements of the Council into one overarching financial strategy, which delivers Vision 2025, a programme of transformation, and which encompasses service improvement and delivers appropriate levels of statutory service. It will better align revenue and capital to ensure that our limited resources are prioritised to achieve maximum effectiveness and based on securing outcomes that matter to our residents.

The strategy is supported by a detailed 5 year budget model, this has been strengthened in recent years with the development of service financial models which inform the corporate plan. The budget model has been improved with scenario planning across Best, Most Likely and Worse case scenarios. Funding, Pay and Price pressures and changes in service demand have been modelled on this basis and the budget gap identified for each year of the plan. This provides the basis for the allocation of funding to each service.

A new Integrated Business Plan for each service is currently being completed, which builds on the previous service improvement plan, and now captures all the objectives of the service. This plan captures the service's vision and highlights its key roles and responsibilities in supporting the Councils Vision 2025 Corporate Improvement Plan Outcomes, along with the intended outcomes for service users and / or residents.

Service Evaluation is key to the process, performance, cost analysis, benchmarking, regulatory recommendations, proposals for improvement and Service User / Resident Feedback all feature. The objectives for the services which align to the 5 ways of working and the 7 Well-being goals of The Well-being of Future Generations (Wales) Act 2015) and meet statutory requirements and legislative changes are defined.

In finding sustainable solutions for service delivery objectives should broadly align to any 1 of the following requirements:

- Objectives to redesign services to deliver them more efficiently, effectively or in an alternative manner.
- Objectives that identify key delivery partnerships or outsourcing opportunities
- Objectives that realise opportunities to stop delivering services because requirements or priorities have changed, allowing the planned release of resources.
- Objectives that realise opportunities to generate additional income.

Workforce implications are identified and inform the council's workforce development and training needs. Risks and impact are assessed and defined.

The service area budget is developed based on the allocation of resource to deliver each of the objectives. These individual Integrated Business Plans form the overarching Plan and budget for the Council.

Funding Assumptions

The Welsh Government provides funding to the Council in the form of a Revenue Settlement Grant (RSG) and a share of the National Non Domestic Rates Pool (NNDR). Together they constitute the Council's Aggregate External Finance (AEF), which represents approximately 70% of our funding.

The Aggregate External Finance (AEF) figure for 2019/20 was £174.291m, which was a 0.3% or £0.524m reduction in grant after adjusting for transfers. The impact upon Local Government in Wales as a whole was an average increase in funding of 0.2%. This means that Powys has £1,323 of funding per capita, compared to the Wales average of £1,352 and the year on year change ranks 12th out of all the Unitary Authorities.

Powys collects NNDR (more commonly known as Business Rates) from businesses within the county. These funds are pooled at a national level and redistributed to Councils via a formula. Powys receives over £13m more than it collects.

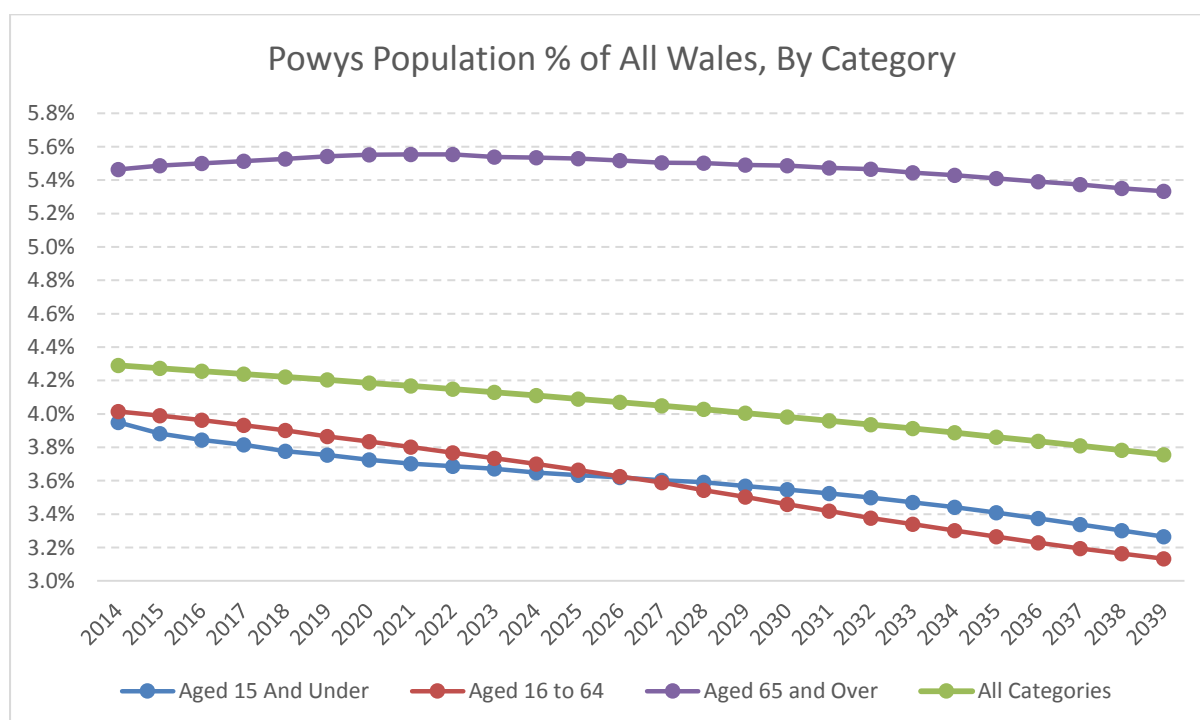
Powys' Settlement also reflects movements in the factors included in the overall formula like population projections, pupil numbers and benefit claimant counts. The key indicators are shown in the table below.

Changes in Key Datasets

Dataset*	2018-19 Final	2019-20 Final	% Difference	Rank
Population projections	131,922	131,721	-0.2%	22
Pupil Numbers - Nursery and Primary	9,840	9,755	-0.9%	21
Pupil Numbers - Secondary in year groups 7-11	6,315	6,297	-0.3%	18
Free School Meals - Primary	1,065	1,034	-2.9%	20
Free School Meals - Secondary	640	637	-0.5%	15
Children in out of work families	3,000	2,900	-3.3%	15
IS/ JSA/ PC/UC (not in employment) claimants - 18 to 64	1,886	1,605	-14.9%	22
IS/ JSA/ PC claimants - 65+	4,684	4,466	-4.7%	8
IS/ JSA/ PC/UC (not in employment) claimants - all ages	6,584	6,084	-7.6%	11
SDA/DLA/PIP claimants - 18 to 64	4,538	4,544	0.1%	4

1. For definitions of the indicators refer to the Local Government Settlement 2019-20 - Local Government Finance (Councils) Report.

The total number of people living in Powys is declining which impacts on the amount of funding we receive. This is further compounded as population in other Authorities and across Wales is rising leading to further impacts for Powys on the distribution of funding. This trend is set to continue and is reflected in the funding assumptions we make.



The number of pupils in Nursery and Primary Schools in Powys have reduced. Pupil numbers reduced by 85. The number of pupils in Secondary Schools in Powys has reduced by 18.

Powys has seen a continued decline in pupil numbers over the last ten years and although numbers are stabilising, they are not projected to recover to their former levels. Even if maintained at their current levels, the increase in numbers elsewhere in Wales will potentially mean we have less funding in our future settlements.

Free School Meals in Powys have decreased in both Primary and Secondary sectors, by 2.9% and 0.5% respectively.

Welsh Government has not provided any settlement figures for future years. The table below models the percentage change in Aggregate External Finance (AEF) if a reduction were applied. A 1% reduction equates to £1.74m.

% Change in AEF	Cash Impact (£m)
0.5%	£0.9m
1.0%	£1.7m
1.5%	£2.6m
2.0%	£3.5m
2.5%	£4.4m
3.0%	£5.2m
3.5%	£6.1m
4.0%	£7.0m

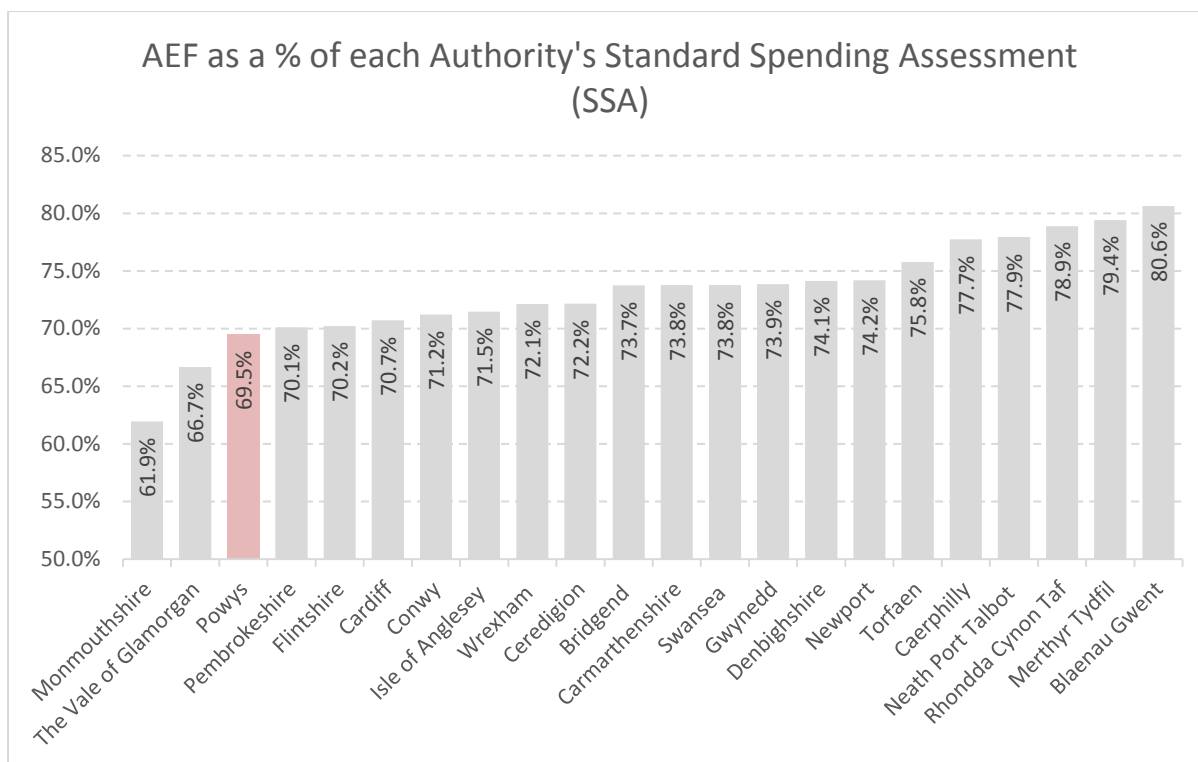
Due to the amount of funding delivered to the Council in this way, any change can be significant and in order to plan over a 5-year period we have assumed that funding will continue to fall at 2% per annum; a reduction of over £13.5m by 2023/2024.

Specific Grants

In addition to the AEF, Councils also receive specific grants which are accompanied by specific terms and conditions as to how they can be used. We receive around £60m of grant funding each year. These grants have also declined in recent years and where a grant has been reduced or withdrawn, the Council's policy is that the service funded by the grant also reduces or ceases.

Council Tax

Council Tax represents around 30% of the Council's Net revenue budget. Powys' Council Tax contribution is greater than other Authorities. Most other authorities collect less because they have a greater share of the RSG. The below graph shows the percentage of each Local Authority's Standard Spending Assessment covered by central funding (AEF).



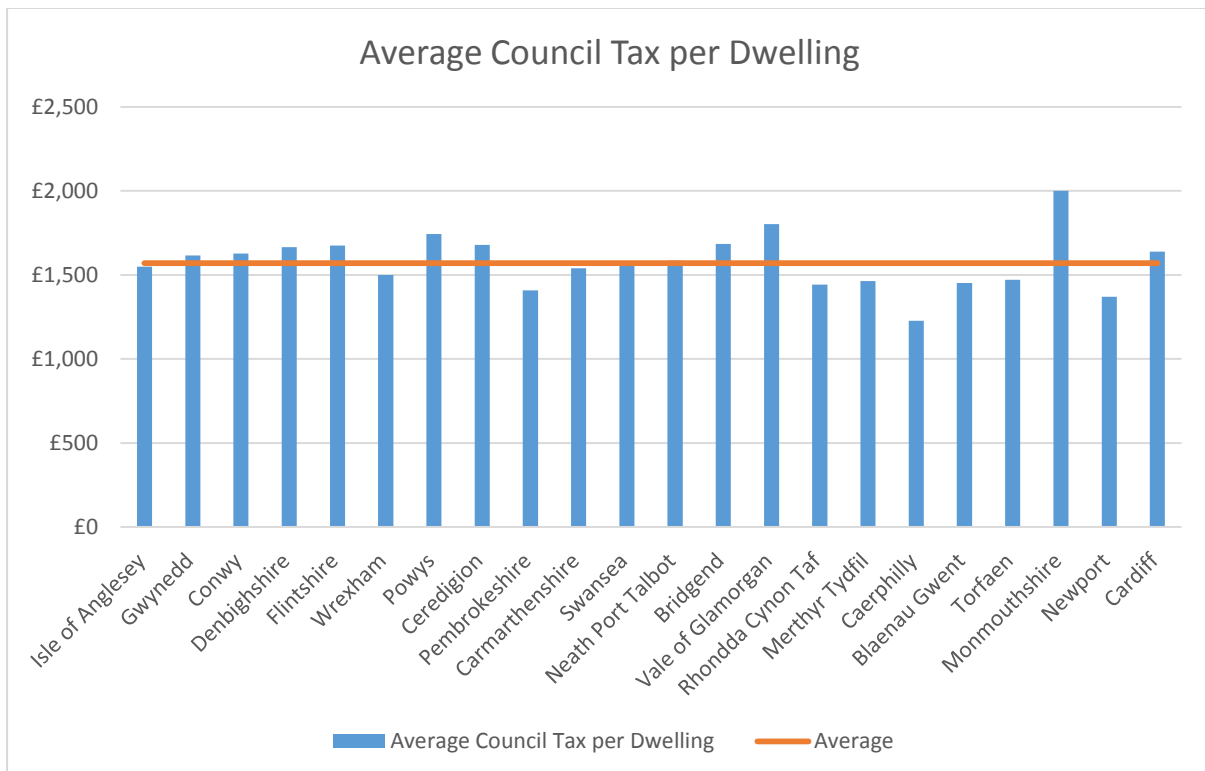
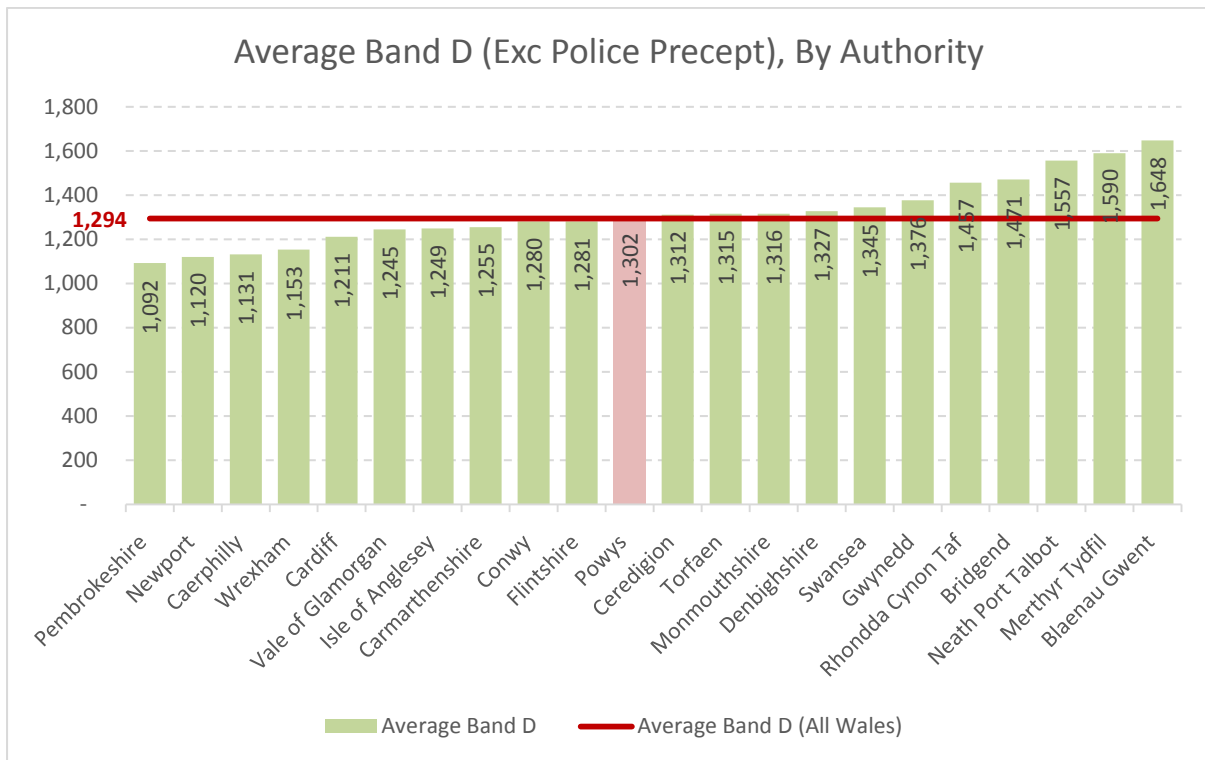
In our financial model (FRM), we are proposing an increase in Council Tax each year of 5% for future years.

The total Council Tax households will have to pay will be affected by decisions from public bodies, including Community Councils and the Police Authority.

The following table indicates the additional permanent funding for 2020/21 that Council Tax increases ranging from 1% to 10% would produce:

Council Tax % Change	Cash Impact (£m)
1.0%	£0.81m
2.5%	£2.02m
5.0%	£4.04m
7.5%	£6.07m
10.0%	£8.09m

A balance needs to be struck between the ability to raise enough money to fund important services to the right level and the impact increasing taxation has on the residents of the County. For 2019/20, the average annual Council tax bill for a Band D property in Powys was £1,302. This was broadly in line with the Wales average for Band D properties of £1,294. The table below shows this for each of the local authorities in Wales. The average Council Tax per dwelling in Powys is the 3rd highest in Wales in 2019/20. This is particularly sensitive in a county with one of the lowest average wage levels in Wales.



Council Tax collection rate for 2018/19 was 97.3% which was also the average for all unitary authorities in Wales. The highest collection rate in Wales for 2018/19 was 98.2%.

The introduction of Council Tax premiums, on 1st April 2017, and the roll-out of Welfare Reform, including universal credit in Powys, in October 2018, was predicted to have an impact on in-year collection and arrears, estimated at between 0.2% to 0.3% drop on in-year collection. Comparing in-year collection rates, 2016/17 (97.6%) to 2017/18 (97.5%), saw a reduction of 0.1% - less than predicted.

Revenue Budget

Our revenue budget indicates what we will spend on day to day services. It includes the cost of salaries for staff employed by the Council, contracts for services procured by the Council, other goods and services consumed by the Council and the cost of financing borrowing to support the capital programme. Our revenue spending priorities are determined according to the Council's statutory responsibilities and local priorities as set out in our corporate plan (Vision 2025).

Reductions in funding and increasing cost pressures place significant pressure on service delivery. Over the last decade we have made savings of approximately £100m. Our financial strategy must identify and calculate the impact of pay, price and inflationary increases, changes in demand for service provision, changes in statutory and legislative obligations, and the funding of our local priorities.

Each Services Integrated Business Plan will inform the overall Councils Budget Plan, these will define all the objectives of the service. The plans captures the service's vision and highlights its key roles and responsibilities in supporting the Councils Vision 2025 Corporate Improvement Plan Outcomes, and statutory responsibilities along with the intended outcomes for service users and / or residents.

In addition, the Programmes to deliver the Vision 2025 will be developed and monitored through the Council's Transformation Delivery Board for inclusion in the annual budget cycle and 5-year plan.

It is expected that the 2025 Vision will be delivered within the existing Revenue Budget. Some investment may be required to support capital expenditure or transformational activity and funding identified to support our plans will be allocated on the basis of sound business cases.

A number of overarching assumptions are included in our planning, a summary of which together with a sensitivity analysis of the projections are as follows:-

Driver	Comments	Sensitivity: +/- 1% (£m)	Best	Most Likely	Worst
Revenue Support Grant & Non-Domestic Rates Funding	Welsh Government have indicated an average 1% reduction in funding for 2020/21; in addition data changes impact adversely on Powys' funding, therefore we assume a higher level of reduction	£1.74m	-	(1.0%)	(2.0%)
Council Tax	Cabinet have set the current assumption at 5% increase per annum	£0.81m	5.0%	5.0%	5.0%
Council Tax Reduction Scheme	As Council Tax rates increase the cost of the Council Tax reduction scheme will also increase	£0.09m	£0.45m	£0.45m	£0.45m
External Grants	Approximately £70m of external revenue grants expected in 2019/20	£0.70m	-	-	-
Pay Awards: General	Includes NI & Pensions; excludes Schools Delegated	£0.93m	2.00%	2.00%	2.00%
Other Inflation/ Price Pressures		£0.17m	1.50%	2.00%	2.50%
Pension Fund Contributions	Based on the latest actuarial review an additional £750k has been included in the FRM every year throughout the planning horizon		£0.75m	£0.75m	£0.75m

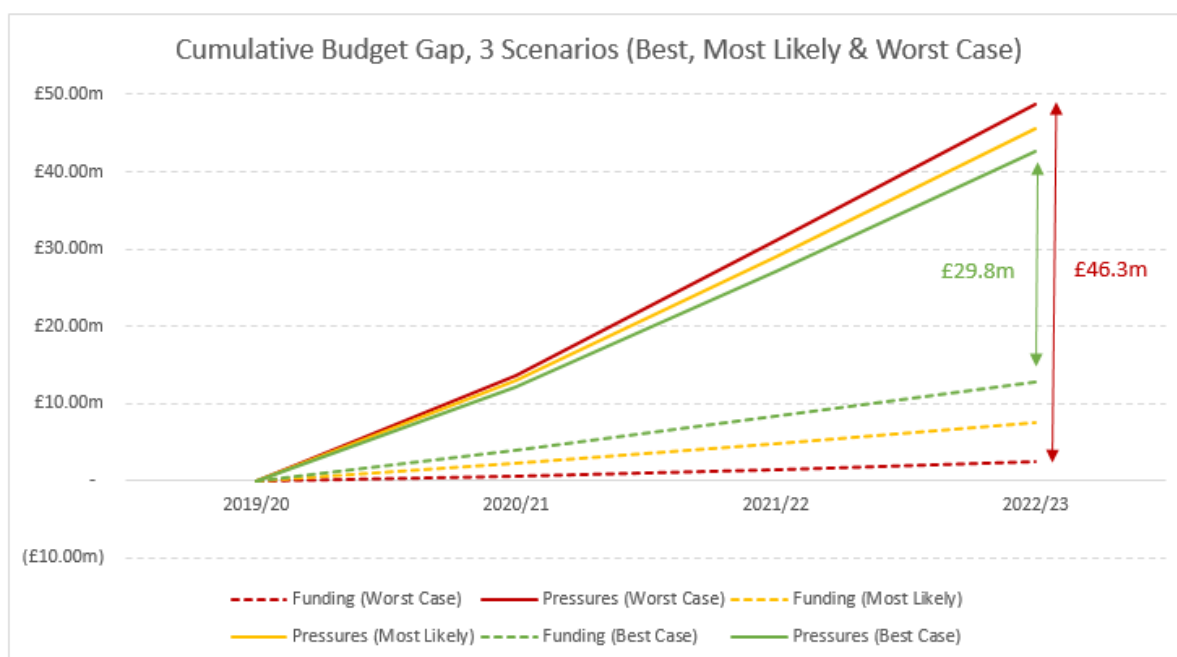
We set our budget within a statutory framework under the Local Government Act 2003 that requires a balanced budget for the forthcoming financial year. There is no requirement to set out a balanced position beyond the next year but the five-year strategy has been developed to enable longer term planning and transformation.

The Medium Term Financial Strategy:

- Identifies the cost of implementing our Vision;
- sets out future funding levels from Welsh Government;
- considers the level of Council Tax to be raised;
- identifies and estimates the cost pressures facing the Council;
- sets out the policy on Reserves;
- identifies the gap between our funding and expenditure.

How we will balance the budget

In order to deliver an ongoing balanced budget, the gap in our financial planning must be closed. Due to the uncertainty of the funding we will receive from Welsh Government we have modelled Best Case, Most Likely and Worse Case scenarios, these capture different levels of funding, Inflation and provision for Service Pressures.



Scenario	2019/20	2020/21	2021/22	2022/23	Cumulative
Best	-	£8.0m	£10.8m	£11.0m	£29.8m
Most Likely	-	£10.7m	£13.5m	£13.7m	£37.9m
Worst	-	£13.2m	£16.5m	£16.6m	£46.3m

Current modelling is as follows:-

	2020/21	2021/22	2022/23	2023/24	2024/25
Council Tax Increase	5.0%	5.0%	5.0%	5.0%	5.0%
Funding Change	(2.0%)	(2.0%)	(2.0%)	(2.0%)	(2.0%)
Total Funding	£255.75m	£256.58m	£257.69m	£259.09m	£260.79m
Net Budget c/f	£255.19m	£255.75m	£256.58m	£257.69m	£259.09m
Inflation	£3.85m	£3.93m	£4.02m	£4.09m	£4.14m
New Responsibilities	£1.25m	£1.25m	£1.25m	£0.50m	£0.50m
Service Pressures					
- Childrens	-	-	-	-	-
- Adults	£2.91m	£2.91m	£1.50m	£1.50m	£1.50m
- Highways Transport and Recycling	£0.42m	£0.43m	£0.44m	£0.45m	£0.45m
- Property, Planning and Public Protection	£0.03m	£0.03m	£0.03m	£0.03m	£0.03m
- Regeneration	-	-	-	-	-
- Housing General Fund	£0.01m	£0.01m	£0.01m	£0.01m	£0.01m
- Schools	£0.20m	£0.20m	£0.20m	£0.21m	-
- Schools Delegated	(£0.23m)	(£0.03m)	(£0.15m)	-	-
- Corporate	£4.49m	£5.00m	£5.00m	£5.00m	£5.00m
- Insurance	£0.80m	-	-	-	-
Capital Financing Costs	-	£1.09m	£2.96m	£0.81m	-
Reserves	-	-	-	-	-
One-Off Funding	-	£2.51m	£2.49m	-	-
Total Budget	£268.91m	£273.07m	£274.32m	£270.29m	£270.72m
Budget Gap - In Year	(£13.16m)	(£16.50m)	(£16.63m)	(£11.20m)	(£9.93m)

The following strategies will be developed to close the gap:-

- The transformation of service provision;
- improved efficiency and a “Right First Time” ethos;
- identification of investment opportunities and income;
- Capital Programme – reviewed, opportunity to invest;
- Cross Cutting Themes;
- commerciality/income generation/fees and charges;
- reconsider the levels of Council Tax increase;
- some service reductions – ceasing or reductions to levels of service;
- the use of the Spend to Save reserve to support transformation;
- the raising of capital receipts to support transformation.

Council Wide Operating Principles for Transformation

- Moving from an organisational focus (supporting our own internal requirements and functional silo’s) to a focus that looks to meet our residents and communities’ needs;
- Management ethos focuses on improving the outcomes for residents and communities by removing barriers.
- Moving from functional silos to services that effectively meets our residents and communities’ demand.
- Decision making is based on a clear set of principles, experience, knowledge, robust evidence and is taken as close to the frontline as possible.
- Continuous improvement informed by timely data which will measure how well we are delivering outcomes for residents and communities.
- Accountable for activities and accepting responsibility, resulting in transparent delivery of effective outcomes.
- We challenge everything we do, and will realise the right outcomes using our transformation methodology.
- Partnerships are outcome focused, based on collaboration and strong relationships (working together, stronger together).

The transformation of services will require investment to implement. This is supported within our financial planning by using capital receipts to capitalise appropriate costs under the Welsh Government Capitalisation Directive. We will also bid for additional resources from Welsh Government to support our programme.

Budget Principles

The approach to budget setting is underpinned by the following Budget Principles approved by Cabinet:-

- a. Flexible, Remote and Mobile working
This is already underway and should be aligned to downsizing corporate offices and increasing productivity. There is considerable cost tied up in the corporate estate and a savings target for accommodation savings will be explored. This must be based on a new approach to working arrangements.

- b. Improving Collaboration
The Welsh Government's policies on local government collaboration mean we will seek partnering arrangements as further detail emerges. There may be scope to explore the various collaborative models including partnerships and shared services. We already collaborate but more can be done and the Local Health Board is a key partner under this theme.
- c. Customer Insight
The Business Intelligence function has made progress since its creation. However, we are still richer in data than information. Improved decision making and performance through better customer insight may be an area where financial gains can be made.
- d. Business Process Improvements
There is already good evidence that progress has been made in this area. However, this is patchy and the organisation needs to fully embrace business process improvement techniques. Technology can assist this area and the introduction of a new finance system will be a key element as well as integrating systems to make processes more efficient. Investment here can bring significant savings which may not impact directly on front-line service delivery and therefore should be politically easier to deliver.
- e. Productivity
Access to information, better techniques and relevant training can increase productivity and more responsive services (this should be linked to business process improvements outlined above). The Roots programme can be a key foundation for improving productivity. Areas such as customer relationship management, workflow and case management can also be looked at under this theme.
- f. Flexibility
It may be appropriate to support the workforce in work/life balance issues whilst remaining within Local Government terms and conditions. Some councils have offered the workforce the options of a more flexible approach to leave arrangements that sees staff `buy` additional holiday by being able to take unpaid leave to external holidays. Clearly this would need to be carefully managed but has the benefit of avoiding reducing workforce numbers as a result of change.
- g. Commercialisation.
A more commercial approach is already evident with contracts being won, and services provided, to other public organisations. This can be a key part meeting the 2019/20 requirement and may require an exploration of the model in order to remain compliant with local government legislation. There is great scope to increase the income flows to the Council. In addition to business services, there is potential for a range of services such as catering, cleaning and vehicle/plant maintenance to trade. The services will need to be run on a commercial basis and will have to compete locally as well as nationally. Property is another area

where we can increase income from taking a more speculative approach to acquisitions, leases and development.

Income, Fees and Charges

Income generated through fees and charges plays an important part of our financial strategy. The Council raises approximately £60m of income annually. An **Income Policy** is in place together with a Fees and Charges register. It is important that fees are reviewed at least annually as part of the budget setting process and reviewed during the year, in line with the Council's income policy. This will ensure existing targets are being met, additional costs are being recovered through charging, and any further income potential is explored to maximise the Council's resources.

Improving income management and service cost recovery has a key role to play in enabling the Council to achieve its financial and wider strategic objectives.

The Wellbeing and Future Generation Act – Assessing the impact of our decisions

The Wellbeing and Future Generation Act enshrines in legislation sound principles that mean the impact of decisions should be considered over a wide range of stakeholders over a longer period. The Council has a thorough impact assessment process in place to ensure that all decisions are properly considered. All budget decisions will continue to be assessed rigorously to ensure that the impact is understood and that prudent and sustainable budgets continue to be set.

Capital

The **Capital Strategy** is fundamental to the effective delivery of the Council priorities and our Vision 2025. It facilitates a seamless interface between business planning within the Council and the management of assets and capital resources. This will ensure that the provision of resources and future investment are prioritised. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services. It is aligned to the Asset Management Plan and the major investment plan for 21st Century Schools, jointly funded with Welsh Government.

The future capital requirements will align with the revenue budget, ensuring investment is linked to service development and commerciality. Ultimately, our aim is to use fewer resources, including our buildings, but use these far more efficiently.

The Capital Programme, is closely aligned to the Treasury Management Strategy, in terms of identifying and undertaking necessary borrowing and when cash will be paid into the Council's bank to support cashflow.

The Council is required to make an annual charge against its revenue budget for the repayment of its debt liability in respect of capital expenditure funded by borrowing, for both the General Fund and Housing Revenue Account Debt. This is called the Minimum Revenue Provision (MRP). The Council revised the method of calculating MRP to a 2% straight line for the General Fund, for debt going forward.

It has now reviewed the current years MRP liability and will retrospectively make an adjustment that will see the debt liability being repaid eight years earlier, and effectively moves the start point of the 50 years useful asset life back to 2007/08. This means that the debt liability will be reduced to nil in 2057, rather than in 2065. The impact is less MRP on the general fund of over £19m. The MRP policy statement is adopted each year and provides a full picture of the Council's strategy.

A Welsh Government Directive has provided Authorities with the opportunity to utilise capital receipts from the sale of property and other assets to fund transformation costs. Powys has used this opportunity appropriately to capitalise such costs over the last 3 years and will again use this to support transformation costs including staff severance costs for the period of the directive.

A **Capital Receipts Policy** has been developed to support this approach which includes the projected level and use of receipts over the period for which the directive applies. The disposal of surplus property and assets will be assessed on an annual basis and the level of receipt projected and considered within the budget model.

Reserves

The **Reserves Policy** establishes a framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used. This is a key component of the MTFS as a sound reserves policy is essential in order to underpin the financial sustainability of the Council. It is for this reason that we have developed our approach to reserves through an effective policy.

The use of reserves and the levels at which they are maintained is determined on an annual basis as part of the Council's budget setting process following a risk based assessment. The approach is supported by the policy around the use of reserves. All reserves are corporate rather than service based.

The Council faces a continuing financial challenge and it is essential that a prudent reserve level is in place to ensure enough financial capacity is available. This cannot be stressed too highly given the level of savings, the risk inherent in the budget and the significant challenge to balance the budget over the medium term.

The level and purpose of holding of reserves is a matter for each authority to determine as part of sound financial management. However, it is useful to compare the reserves held in other Authorities across Wales.

cashflow management, because of the uncertainty about the level of capital spending profile. A return could be achieved if we had confidence in capital obligations alongside corporate changes to creditor payments and debt collection.

The strategy confirms the need to borrow to support the capital programme and continue to be significantly under borrowed. The consequence of which is the reduced cost of borrowing and the revenue budget model and forecast are revised regularly to assist the budgets.

The Council's policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times when the Authority will not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt. Borrowing rates are forecast to increase, and borrowing to cover the future capital programme costs will be considered against the cost of carry.

Risks and Risk Management

At a time when the Council is facing unprecedented challenges, the effective management of risk is needed more than ever. A risk-managed approach to decision making will help us to achieve the objectives of Vision 2025 and deliver services more efficiently, using innovative and cost-effective means.

A ***Risk Management Framework*** is in place to ensure that at all levels of the organisation we are able to identify risks which would prevent us from achieving our objectives (including failing to take advantage of opportunities). There is clear guidance on the terminology associated with risk management and the process itself, along with a set of practical tools and techniques to help us manage risks, deliver objectives, meet targets and maintain resilience.

We must not lose sight of the fact that risk is inextricably linked to opportunities and innovation. The Council cannot be risk adverse, and it needs to take full advantage of opportunities for improving services therefore we need to be proactive in the way that we identify and manage our risk.

Having a better understanding of the importance of, and fully implementing, risk management will make a huge contribution to the Council. Better identification of risks and their management will mean that better use of resources is achieved. If we use the resources available to us more efficiently and effectively then the service to our customers can only be improved.

Budget Risks

Change Delivery Capacity

A number of savings are now categorised as 'transformational'. In other words, a proactive approach to change is required rather than the more traditional percentage budget cut. It is important the Council recognises that, at a time of change, investment may be needed to deliver change. In some cases, specialist skills will be required for short periods.

Budget Savings

The level of savings required in 2019/20 is significant at £21.7m. Any unforeseen delays in implementation will impact on the achievement of the reductions required. Progress on the delivery of agreed savings targets will be reported to Cabinet on a monthly basis. The reserve position of the Authority is in line with the prudent range of 3 - 5% and these are available to “smooth” any slippage in delivery of the savings. However, the emphasis is placed on ensuring savings are delivered. Plans within service areas need to be managed robustly in order to limit any underachievement and monthly budget monitoring and savings delivery monitoring ensures Cabinet has visibility of financial performance. The table below summarizes the level of savings delivered over the last 5 years.

Financial Year	Target (£000s)	Delivered (£000s)	Delivered %
2014/15	17.6	14.0	80%
2015/16	12.8	9.7	76%
2016/17	12.1	9.6	79%
2017/18	11.8	8.3	71%
2018/19	12.3	6.5	53%

Income

The budget is supported by approximately £60m of generated income and therefore services need to constantly review their income levels and develop creative plans to ensure that they are sustained. This risk is being mitigated by an overall strategy for income and a move to full cost recovery wherever appropriate.

Equal Pay

The Council has mitigated the financial risk of potential future equal pay claims by holding a reserve to support these costs. This is kept under review.

Treasury Management

The revenue budget and capital programme are supported by daily cash movement managed within our borrowing and investment strategies. The financial climate has a significant impact on these activities. We continue to monitor these on a daily basis. Any variation in the cost of borrowing is being mitigated by a proactive approach to refinancing our borrowing wherever possible. This ensures that, wherever possible, our long term borrowing for our capital projects takes advantage of the historically low level of debt interest.

Variations to Settlement Assumptions

The Council makes every effort to ensure that its assumptions about budget settlements for future years are based upon the best available evidence. However, future settlements cannot be predicted with absolute accuracy and can be influenced by political and economic policy changes.

Political Approval of Budget

The Council is required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year, and this must be approved by Full Council.

Availability of Reserves

The Council may suffer other costs that may arise due to unexpected events such as: -

- Civil emergencies and Natural Disasters
- Failure to deliver statutory duties – failure to deliver, including safeguarding activity in relation to adults, children, health and safety or public health could result in possible negligence claims.
- Increased threat of legal litigation in respect of service delivery standards and regulations and multiple insurance claims. This risk is the likelihood of needing to replenish the insurance fund immediately from reserves as a result of several claims above our excess.
- Increase in energy cost prices.

If the actual position is different to the assumptions made in producing the budget, in-year adjustments would be needed.

Mitigation, Review and Monitoring

As part of the impact assessment process, the author of the assessment is asked to identify mitigation to any negative impacts that have been identified. The risks and the identified mitigation must be managed within the appropriate project risk register to ensure continual monitoring and management of the risks.

Stakeholder Communication & Engagement

The aim of our Communications and Engagement Strategy is to :-

- Provide clear and honest information about the budget position and future challenges
- To raise awareness of Vision 2025 and engage stakeholders to capture their views, to inform the Cabinet's and Full Council's decision-making process around budget setting
- To engage and consult, taking into account the Equalities Act 2010, and in accordance with the National Principles for Public Engagement in Wales e.g. timely, genuine, due regard etc.

Public Communication and Engagement

Over the past few years the Council has sought to engage residents in the decision making process around setting a balanced budget using an online budget simulator tool. The savings targets subsequently agreed by the Cabinet and ratified by Full Council have then led to service managers needing to develop more detailed

proposals which have, in the main, gone out for public consultation. This has created a further opportunity for affected residents to influence service delivery by attending drop-in engagement sessions, public meetings, organised workshops or completing online/paper surveys to have their say.

The views of residents have been sought and received in a number of ways including:

- The Powys Budget Simulator
- Specific service type Consultations
- Legislative consultations

Appropriate methods of engaging with our residents are considered and implemented on an annual basis.

Member Seminars

Members of the Council are engaged in the budget planning process from the outset through a series of budget seminars. These seminars look at the development of the budget proposals and all members have an opportunity to consider, challenge and input into the process. Financial assumptions and settlement information is shared with members and the impact on the budget modelled and considered. Members are provided with the Impact Assessments for each of the proposals and the feedback from the consultation exercises carried out.

Finance Scrutiny Panel

The Finance Scrutiny Panel, comprising Group Leaders of non-Executive Groups together with representatives of the Audit Committee, continue to be engaged in the budget process and are regularly updated on the process and the proposals as they develop.

Conclusion

In developing this Medium Term Financial Strategy, the Council has a clear framework within which to develop its 5-year budget model and a 5-year Capital Strategy Programme. The model and the assumptions included within it will be reviewed and updated as more information becomes available. Specific budget proposals are being developed and these will be finalised and reported in detail as each annual budget is developed and submitted for approval.

This process will enable the Council to strategically prepare to deliver a Council which is affordable, sustainable and able to achieve its 2025 Vision.

Supporting Documentation

Vision 2025: Our Corporate Improvement Plan
Income Management and Service Cost Recovery Policy
Capital Strategy
Capital Receipts Policy

Reserves Policy
Treasury Management and Investment Strategy
Risk Management Framework
Corporate Risk Register

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol



Financial Overview and Forecast as at 31st July 2019

CYNGORSIR POWYS COUNTY COUNCIL

County Councillor Aled Davies

Portfolio Holder for Finance

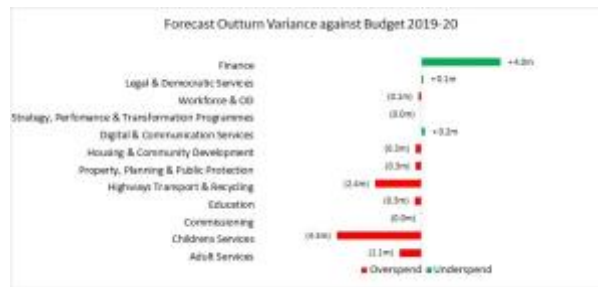
Overview

This report presents the forecast outturn on the 2019-20 revenue budget as at 31st July 2019. The forecast shows a projected overspend of £4.623 million by year end (increased from £4.357m reported in June). This figure takes account of £10.876 million budget savings that had been achieved by 31 July.

The total budget savings requirement for 2019-20 is £21.692 million (including Social Care), leaving £10.816 million still to be delivered.

A review of the outstanding savings shows that a further £6.851m is expected to be delivered by the year end, this will deliver an outturn which underspends against the approved budget but is dependant on whether the service pressures identified within Adult Social Care are all realised, these were estimated at £9m but only £3.428m have materialised at this point in the year.

Revenue Position



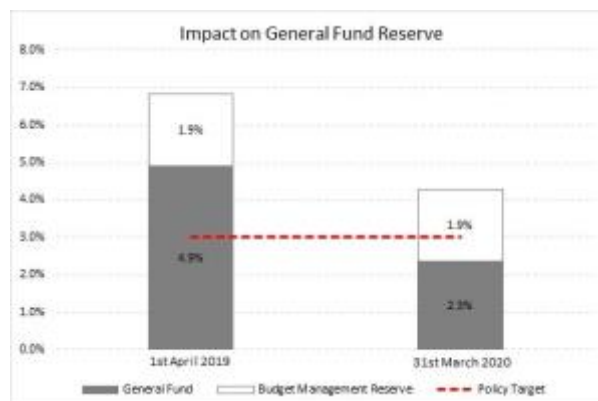
The table shows the projected variance against budget by service area.

Whilst the assurance provided by Heads of Service around the expected delivery of savings shows an improved position, the base budget is reliant on all savings being achieved, the outstanding savings cannot be left unresolved. This gap is currently being offset by the positive variance projected in Finance which includes the £2 million set aside to mitigate the risk inherent in the budget, £1 million reduction in the capital charges requirement and around £1 million forecast surplus on Council Tax collection. Whilst this bridges the gap for 2019/20, it is critical that we remedy this gap in our budget plan on a permanent basis to limit the impact that this would have on the Council's Reserves.

Reserves

The revenue reserves held at the beginning of the year totalled £27.9 million, with £9.1 million held in the General Reserve and Specific and Ring-fenced reserves of £17.9 million. The planned use of reserves to support the overall revenue budget during the year (excluding Schools and HRA) is £1.363 million.

If the Council is unsuccessful in addressing the forecast overspend in-year it would need to be financed from the General Fund Reserve reducing it to £4.355 million (2.3% of the total net revenue budget (excluding Schools and HRA)). When the budget management reserve is included this figure rises to 4.3%. This revised position would be in line with the policy set.



The opening position on the Schools Delegated Reserves was a balance of £78,000. Budgets for 2019-20 projected a further draw on reserves of £2.969 million. During the year Schools have revised their budget plans and are now projecting a reduced use of reserves by £362,000. On this basis the projected balance at the end of the financial year would be a deficit of £2.6 million.

School deficits continue to be a significant risk that must be addressed, compliance work and action is crucial to ensure that this is managed effectively. The issuing of Notices of Concern was the first step in this compliance work and further intervention has been taken at some schools with the issue of formal warning notices reinforcing the need for Governing Bodies to put in place the appropriate action to bring their budgets back into line.



Efficiency Savings



The 2019/20 budget requires efficiency savings of £12.989m, this includes savings carried forward from previous financial years. Adults and Children Services had also identified savings of £8.703m to mitigate in part the estimated rising cost and demand pressures facing these services in 2019/20. The total savings required in the current financial year is therefore £21.692m.

The total savings delivered to date stands at £10.876m, 50% of the total. This position is reflected in the Revenue Outturn Forecast reported.

The delivery of savings has been challenged with Heads of Service, they have provided assurance that further savings of £6.851m can be delivered this year, these have been allocated an Amber RAG status, but the remaining £3.965m they consider to be unachievable and are therefore recorded as Red.

Some mitigating action has been taken by services, and alternative means of covering the savings shortfall in the current financial year has been put in place, whilst this resolves the gap for the current financial year it does not remove the requirement to permanently resolve the base budget.

At budget setting last year some savings were targeted late in the process, these were identified corporately without direct input from services. It is now apparent that some of these savings are not sustainable.

Of the undelivered savings, £1.809m of these are expected to be achieved in full next year, but there remains a further £2.156m of savings that are considered unachievable on a permanent basis. It is important to understand why this is now the position and Heads of Service will be challenged to fully understand this revised position. This creates a gap in our budget plan which needs to be resolved or it will impact negatively on our reserves position.

It is proposed that the Senior Leadership Team look at how this gap can be closed and that recommendations are brought to Cabinet within the budget monitoring report for period 5.

Revenue Forecast



Service Area	Approved Contribution To / (From) Reserves	Total Working Budget	Forecast Spend	Variance (Over) / Under Spend		Variance BRAG Status
	£'000	£'000	£'000	£'000	%	
Adult Services	0	64,787	66,973	(2,186)	(3.4)	A
Childrens Services	0	20,393	24,823	(4,430)	(21.7)	B
Commissioning	0	3,484	3,474	10	(0.3)	A
Education	(42)	23,990	22,324	(1,666)	(6.9)	A
Highways Transport & Recycling	(2,307)	29,229	31,694	(2,465)	(8.4)	B
Property, Planning & Public Protection	(144)	5,638	5,920	(282)	(5.0)	B
Housing & Community Development	(28)	8,833	9,122	(289)	(3.3)	A
Digital & Communication Services	(943)	5,554	5,399	155	2.8	B
Strategy, Performance & Transformation Programmes	0	1,208	1,242	(34)	(2.8)	B
Workforce & OD	(220)	1,371	1,529	(158)	(11.6)	B
Legal & Democratic Services	36	3,159	3,069	90	2.9	B
Finance	3,520	29,884	35,857	(5,973)	(20.0)	B
Total	(3,363)	188,438	196,049	(7,611)	(4.0)	
Housing Revenue Account (HRA)	2,509	0	(208)	2,098		B
Schools Delegated	(3,288)	69,785	69,670	115	0.2	B
Total including HRA and Delegated Schools	(3,898)	258,187	265,438	(7,251)	(2.8)	

This stack contains the details for each Service together with the comments from the Head of Service. To view all of the text of each card click the expand icon.

Adult Services

- **Net Budget - £64.787m**
- **Forecast - £65.911m**
- **Variance - (£1.124m) - (1.7%) - Amber**

Adult Social Care started the year facing a projected budget pressure of £9.5m, of which to date £3.5m has already materialised. The improved current projected overspend is the result of additional efficiencies/savings of £100k, a total of £2.2m from the projected target of £7.8m being realised. Additionally, due to cost avoiding services put in place to mitigate demography e.g. Telecare, Reablement this pressure is not materialising to date. This projection neither considers the savings unachieved to date, nor the impact of the zero uplift (currently circa £2.8m). There are challenges facing the service into the autumn and winter with delayed transfers of care and it is important that financial control is not lost.

Childrens Services

- **Net Budget - £20.331m**
- **Forecast - £24.621m**
- **Variance - (£4.290m) - (21.1%) - Red**

The Childrens Services forecast outturn overspend has increased by £810k which is due to changes in residential placements of Children who are looked after (CLA) in the month, one has stepped up from an Independent Fostering (IFA), 1 new placement and 4 changes in provision at higher weekly costs due to changes in assessed need. There has been a net reduction of 3 children in the month.

Education

- **Net Budget - £21.990m**
- **Forecast - £22.324m**
- **Variance - (£0.334m) - (1.5%) - Amber**

Schools Delegated

- **Net Budget - £69.761m**
- **Forecast - (£69.570m)**
- **Variance - £0.191m - 0.3% - Blue**

Education:

The service, through close liaison with finance officers, continues to work diligently on identifying efficiencies. This month the central budget position has improved by 164k due to the issue around the shortfall on the EIG match funding which was 70k and the Freedom leisure swimming efficiency target of 93k which has now been identified by the service in alternative ways. The remaining outstanding efficiencies are being looked at in conjunction with the integrated business planning and the ALN review. All senior officers are fully engaging with finance officers over the coming month to identify priorities in line with Vision 2025 and Estyn outcomes as part of the integrated planning

process. We have a clearer understanding of the importance of new and efficient ways of working moving forward as a service.

Schools Delegated:

Schools delegated budgets show a slight improvement on last month's position by 47k. A number of warning notices have been issued and recovery plans are expected by the 10th September. Meetings will be held with these schools during September to include school improvement officers, finance officers, head of service and 151 officer. Failure to satisfy the authority will result in further action.

Highways, Transport & Recycling

- **Net Budget - £29.229m**
- **Forecast - £31.596m**
- **Variance - (£2.367m)* - (8.1%) - Red**

(*includes £48k forecast underspend against the Director Environment and Economy budget)

A revenue budget overspend of £2.415M is forecast for this period. This overspend is made up of £1.66M of savings unachieved at this point of the year, and a budget overspend of £755k.

As detailed in the report, the main areas of forecast overspend are in Waste & Recycling Operations and Transport.

The Waste and Recycling Operations overspend is due to a number of elements.

- Trade - much work has already been undertaken on the trade service, which is now operating well on a day to day basis. The focus now is to market the service to increase the income to nearer that which is budgeted. This element of the service currently attracts around £800k surplus, and requires a further £245k to reach income target.
- Green Waste – this newly implemented service is reliant on income from customers matching operating costs. The take-up of the service is lower than expected, but an increase in take up is expected next year, which will provide additional income. With the customer base for this current year now stabilising, routes and resources are under review to increase efficiency and reduce costs.
- Domestic collections – all expenditure is being scrutinised, with much tighter controls now introduced on vehicle hires etc. Costs are reducing, but it is considered too early to recognise a stable trend and to adjust the forecast position at this stage.
- Contracts – there is an underspend in disposal costs due to more residual material being processed through the Mechanical Biological Treatment at the landfill site. Transport - Costs will reduce this year due to the positive impact of capital grants received late in the last financial year. A review of the revised routes costs is underway, which could identify some over-commitment. It should be noted that decisions on service provision and costs in Transportation, cannot be made independently of the Education Service, and that for efficiency Public Transport is fully integrated with School Transport. *£990,610 of unachieved savings have been rolled forward from 18/19 and added to this year's Central Savings target of £1.975M; of which £765,430 has been achieved to date. We forecast achieving £1,620,140 and therefore forecast an overspend of £1.381M. Plans are in place for the majority of the unachieved savings, however progress is slower than anticipated, for*

instance seasonal working hours, reduced sickness absence, SAB, however we remain quite confident that they will be partially delivered with full year effects expected next year.

Property, Planning & Public Protection

- **Net Budget - £5.638m**
- **Forecast - £5.920m**
- **Variance - (£0.282m) - (5.0%) - Red**

The forecast outturn reflects as yet unachieved savings and income targets relating to property related projects. Measures such as not filling vacant posts and undertaking work for other authorities will help improve the position, but will not mitigate the impact entirely due to the scale of the savings and income targets. Not filling vacant posts also has the potential to have an adverse impact on the performance of the service area.

Housing & Community Development

- **Net Budget - £8.831m**
- **Forecast - £9.122m**
- **Variance - (£0.291m) - (3.3%) - Red**

Housing Revenue Account

- **Net Budget - £0m**
- **Forecast - (£0.206m)**
- **Variance - £0.206m - Blue**

The Housing & Community Development Service have delivered £1,421,000 of savings in the current financial year. As has been highlighted at Senior Leadership Meetings, there are concerns over the delivery of a small number of savings:-

1. Increased income for school meals due to the price increases implemented - Q1 statistics show that school meal uptake has reduced since the increase in price. If this trend continues the service will not make the required savings.
2. Increased income targets for the Cleaning Service – the team are picking up contracts around the county and the likelihood of this income target being achieved is looking more positive.
3. The Service has transformation funding for the next two years, which will be used to purchase officer time to review, plan and implement alternative delivery models across the Service. This funding offsets the savings required on Leisure & Recreation management.
4. The Economic Development team are currently bidding for Welsh Government Priority 5 funding. The initial business case is being assessed in July and the team then hope to be invited to submit a full bid. The team will not find out if the bid is successful until the autumn. If successful, the funding will be backdated to 1st April 2019. Head of Service is monitoring this carefully, the decision in July is key.

5. The £50,000 savings for y Gaer is unallocated to date. However, the Service is working on a potential partnership arrangement that, if approved, would deliver revenue savings for this and future years.
6. The Head of Service is working closely with Senior Managers to prioritise the reduction in the length of voids and thereby the loss of income. This involves working closely with key partners HOWPS and the Cleaning Service.
7. A HRA Business Plan Project Board has been established to ensure delivery of key service requirements.

Digital & Communication Services

- **Net Budget - £5.554m**
- **Forecast - £5.399m**
- **Variance - £0.155m - 2.8% - Blue**

The under-spend is primarily due to current vacancies and associated recruitment lead times.

Strategy, Performance & Transformation Programmes

- **Net Budget - £1.208m**
- **Forecast - £1.242m**
- **Variance - (£0.034m) - (2.8%) - Red**

At quarter one the Business Support Unit formed part of the Strategy, Performance and Transformation team, however, during this period, it has been disbanded to respective service areas. The Service has delivered its savings target in full, but the forecasted overspend relates to staff working their notice period in line with Council policy and this cannot be mitigated within the service.

Workforce and Organisational Development

- **Net Budget - £1.371m**
- **Forecast - £1.519m**
- **Variance - (£0.148m) - (10.8%) - Red**

Out of the revenue savings required for the WOD service in 2019/20, a balance of £226k remains to be achieved. I am confident that a further £26k of base budget savings will be achieved during the current year and that further in-year savings will be achieved to bring our overall forecast overspend down to £148k at year end.

It should be noted however, that whilst in-year savings will help to part mitigate the pressures in the current year's budget in this way, they will not improve the end of year recurring base budget pressure, which is forecasted to be c£200k.

Legal & Democratic Services

- **Net Budget - £3.159m**
- **Forecast - £3.068m**
- **Variance - £0.091m - 2.9% - Blue**

Elections have received monies from the Acting Returning Officer for previous years amounting to £102k. This has led to the forecast in this area showing a large underspend.

All of the other service areas at present are anticipated to be there or thereabouts in terms of year end forecasts.

Finance

- **Net Budget - £19.864m**
- **Forecast - £15.853m**
- **Variance - £4.011m - 20.2% - Blue**

Financial Services: is forecasting a balanced position for the year despite £123,000 savings not yet achieved, which relate to the “Right First Time” project. This will be progressed over coming months, this gap is being offset currently by other areas of the budget.

Corporate Activities: is forecast to be £3.9 million underspent by year end, comprising: £2 million set aside to mitigate the risk inherent in the budget particularly in light of the continued pressure on the Children Services budget; £1 million reduction in capital charges requirement resulting from slippage in the Capital programme last year and the receipt of additional grant which has reduced the need to borrow and lessened the increase in the Minimum Revenue Provision (further changes or slippage in the capital programme for 2019-20 would impact on this budget in-year); and around £1 million forecast surplus on Council Tax collection (in respect of properties that are periodically occupied ,ie: holiday homes/second homes and long term empty properties).

Corporate

Options Considered/Available

No alternative options are considered appropriate as a result of this report.

Preferred Choice and Reasons

None to consider.

Impact Assessment

No impact assessment required

Corporate Improvement Plan

To achieve the Corporate Improvement Plan (CIP) objectives the Council undertakes forward planning with its medium-term financial strategy (MTFS) - this sets out the financial requirements to deliver the short and longer term council vision. Capital and revenue budget monitoring reports are used to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

Local Member(s)

This report relates to all service areas across the whole County.

Other Front Line Services

This report relates to all service areas across the whole County.

Communications

Budget information is of interest to internal and external audiences and regular updates are provided by the Portfolio Holder for Finance. Detailed finance reports are presented to Heads of Service, Cabinet and the Audit Committee. These reports are public and are part of a range of statutory and non-statutory financial information documents including the Statement of Accounts.

Support Services (Legal, Finance, HR, ICT, BPU)

This report has no specific impact on support services other than reporting on those service areas financial outturns. Financial Services work closely with all service areas in monitoring financial performance against budgets.

Scrutiny

Has this report been scrutinised? No

The report will be considered by Finance panel when it meets on the 7th August, feedback will be provided to the Portfolio Holder for Finance.

Data Protection

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

Statutory Officers and Members Interest

Statutory Officers

The Head of Finance (Section 151 Officer) has provided the following comments:

Whilst 50% of the planned savings have been delivered as at 31st July it is critical that the remaining £10.186m million are achieved or alternative action identified and implemented to bring the budget into balance. Assurance from Heads of Service that £6.95 million will be achieved, improves the position significantly and ensures that the risk to our budget and ultimately our reserves is diminished.

The council set aside an additional £2 million in 2019-20 to mitigate the risk inherent in the budget particularly in light of the continued pressure on the Children Services budget, the use of this is included in the projected position but it has not been allocated to any specific service at this point.

The potential pressures identified in Adult Social Care are significant and although to date only 37% of these have materialised this still represents a risk to our projected forecast. In order to mitigate this risk further I have requested that services take action to limit discretionary areas of spend to that which are absolutely essential.

Expenditure on the Capital Programme will also impact on the revenue budget, the effective monitoring of the programme and reprofiling of project spend will improve forecasting for the Capital Charges budget and borrowing costs.

School budgets continue to be a significant risk that needs to be addressed, compliance work and action is crucial to ensure that this is managed effectively. The issuing of Notices of Concern was the first step in this compliance work and further intervention has been taken at some schools with the issue of formal warning notices reinforcing the need for Governing Bodies to put in place the appropriate action to bring their budgets back into line. Further action will be taken where this has not been implemented.

The Monitoring Officer has no specific concerns with this report.

Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

Recomendation

Recomendation

That the contents of this report are noted.

That the Senior Leadership Team review the projected delivery of savings and propose alternative means of addressing the shortfall.

Reason for Recommendation

To monitor the council's financial performance and ensure that spending remains within approved limits and that the 3% minimum general fund reserve is maintained.

Relevant Policy(ies)

Within Policy - Yes

Financial Regulations

Within Budget - N/A

Relevant Local Member(s)

N/A

Person(s) to Implement Decision

Jane Thomas

Decision Implementation Date

Ongoing

Contact Officer

Jane Thomas

01597 8227789

jane.thomas@powys.gov.uk

**CYNGOR SIR POWYS COUNTY COUNCIL.
CABINET EXECUTIVE**

17 September 2019

**REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance**

SUBJECT: Capital Programme Update for the period to 31st July 2019

REPORT FOR: Decision

1. Summary

1.1 The revised working budget for the 2019/20 Capital Programme, after accounting for approved virements, is £111.774m (The Original budget was £92.344m). The increase in budget is largely due to virements from previous year's programme 2018/19 and roll forward into 2019/20.

1.2 Table 1 below summarises the position for each portfolio and service.

Table 1: Capital Table as at 31st July 2019

Service	Original Budget	Virements Approved	Virements Required by Council	Revised Working Budget 2018/19 as at 31st July 2019 (after virements approved and required)	Actuals & Commitments	Remaining Budget	
	£,000	£,000	£,000	£,000	£,000	£,000	%
Childrens & Adults							
Adult Services	290	1,355	0	1,645	730	915	55.6%
Childrens Services	0	1,211	0	1,211	12	1,199	99.0%
Education	44,818	12,913	-26,113	31,618	9,681	21,937	69.4%
Economy & Environment							
Highways Transport & Recycling	15,151	3,865	0	19,016	6,904	12,112	63.7%
Property, Planning & Public Protection	2,046	4,055	0	6,101	3,306	2,795	45.8%
Housing & Community Development	8,753	5,030	0	13,783	1,468	12,315	89.3%
Organisational Transformation							
Digital & Communication Services	973	1,664	0	2,637	97	2,540	96.3%
Legal & Democratic Services	0	0	0	0	22	-22	
Finance	3,650	347	0	3,997	254	3,743	93.6%
Total Capital	75,681	30,440	-26,113	80,008	22,474	57,534	71.9%
Housing Revenue Account	16,662	15,104	0	31,766	8,680	23,086	72.7%
TOTAL	92,343	45,544	-26,113	111,774	31,154	80,620	72.1%

1.3 Actual and committed expenditure amounts to £31.154m, of this £20.352m is the committed figure, representing in total 27.9% of the total budget.

- 1.4 The funding of the capital programme is shown in Table 2 below. It has been revised from the original budget of £92.343m to £111.774m as at 31st July, 2019 to reflect the budget changes.

Table 2: Funding of the Capital Budget as at 31st July, 2019

Funding						
Service	Supported Borrowing	Prudential Borrowing	Grants	Revenue Cont'S To Capital	Capital Receipts	Total
	£,000	£,000	£,000	£,000	£,000	£,000
Original Budget						
Revised Working Budget 2018/19 as at 31st July 2019 (after virements approved and required)						
Capital	11,032	41,404	19,969	3,103	4,500	80,008
HRA	0	17,678	10,257	3,831	0	31,766
Total	11,032	59,082	30,226	6,934	4,500	111,774

2. Service Updates

- 2.1 **Education** – Work on the Band A and Band B phases of the 21st Century Schools programme is progressing well. The only exception is the Welshpool Church in Wales project, Ysgol Bro Hyddgen and Ysgol Gymraeg y Trallwng projects, which are delayed due to the main contractor entering administration. Spend to date has focussed on Brecon High School, which is due to open to pupils in November, and Ysgol Carno and Glantwymyn projects. Ysgol Carno opened in March 2018 and works at Glantwymyn are scheduled to complete by the end of the year.

The forecast figures mainly relate to further design production working towards planning application stages on Calon Cymru, Gwernyfed High School, Brynllwarch and Cedewain projects.

The Major improvement programme has 50 schemes in 2019/20, including schemes carried forward from 2018/19. There is 1 scheme to commission, 2 schemes on hold, 6 schemes at the design stage, 12 are out to tender, 17 under construction and 12 schemes have been handed over to the end user. Any uncommitted funding within projects will be reallocated back to the programme contingency to cover for emergencies, unforeseeable and legislative requirements and budget fluctuations over the course of the year and to ensure school service continuity.

- 2.2 Children Services - The Brecon Flying Start project has been revised and is now likely to be completed by the end of the financial year. The Welshpool Flying Start project has been delayed due to the issues around the Schools projects in the town and the grant will shortly be rolled forward to 2020/21 with Welsh Government's agreement.
- 2.3 Highways, Transport and Recycling - Approximately one third of this year's budget has been spent to date, there is no current concern that expenditure will be in line with the budget.

- 2.2 Housing and Community Development – Capital projects are progressing. Delays in the approval of the small capital grant projects brings some risk of delivery within the current financial year.
- 2.3 Digital and Communications - The capital budget is currently £2,537,000. Some of the capital programmes for 19/20 were only confirmed at the end of quarter 1, therefore our actual and commitments are currently only £174k. Now that confirmation has been received projects can proceed, the projected outturn position will be reviewed and recast in light of the delay.
- 2.4 Finance - The capital budget comprises the Transformation Projects funded from the Capitalisation Direction and the Local Capital Bids. The Transformation costs to date of £0.25m are included in Table 1. The Local Capital Bids should be approved in early August and transferred to the appropriate service.

3. Grants Received

3.1 The following additional grant has been received since the last report and is included for information.

3.2 £1.5 million – Housing and Community Development

Award of Targeted Regeneration Investment Programme funding to support Town Centre Property Investment Fund (TCPIF), a programme that proposes to enhance town centre properties in six locations across Mid Wales. Funding will be used to bring vacant commercial, residential and retail floor space back into beneficial business use.

4 Capital Receipts

Capital receipts received during July are £45,000. The total receipts for the year is now £330,000. This comprises £10,000 vehicle receipts, £267,500 property receipts and £52,500 county farms. The year end forecast is £2.577m. A property auction is due to take place in the autumn and preparatory work has started. Property have reallocated and re prioritised workload to ensure that their effort is aligned to maximise the benefit.

5 Options Considered / Available

N/A

6 Preferred Choice and Reasons

N/A

7 Impact Assessment

Is an impact assessment required? Yes/No

8 **Corporate Improvement Plan**

To achieve the Corporate Improvement Plan (CIP) objectives the Council undertakes forward planning with its medium term financial strategy (MTFS) - this sets out the financial requirements to deliver the short and longer term council vision. These capital and revenue monitoring reports, are used to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

9 **Local Member(s)**

This report relates to all service areas across the whole County.

10 **Other Front Line Services**

This report relates to all service areas across the whole County

11 **Communications**

Have Communications seen a copy of this report? Yes/No

12 **Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)**

12.1 This report has no specific impact on support services other than reporting on those service areas with capital programmes. Financial Services work closely with all service areas in monitoring financial performance on capital programmes against budgets.

12.2 **Finance**

The variance against the capital charge revenue budget is £2.1m. This calculation is based on new year borrowing of £70m being undertaken in September at a rate of 2.05%. Table 1 above is showing a significant underspend and there is a risk that some projects may slip. Work is being undertaken to obtain an accurate forecast from Project Managers and Head of Service to provide an update.

14. **Scrutiny**

Has this report been scrutinised? Yes / No?

15. **Data Protection**

N/A

16. **Statutory Officers**

The Head of Finance (Section 151 Officer) comments: Expenditure on the Capital Programme has slipped considerably in previous financial years, the effective monitoring and re-profiling of schemes is essential to enable us to more accurately project expenditure, the consequential need to borrow and

the impact on the revenue budget. Project Managers and Service leads will be supported to improve financial monitoring and forecasting of expenditure.

The Deputy Monitoring Officer notes the content of the report and makes no specific comment upon the same.

17. **Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

18. **Future Status of the Report**

Members are invited to consider the future status of this report and whether it can be made available to the press and public either immediately following the meeting or at some specified point in the future.

Recommendation:	Reason for Recommendation:
The contents of this report are noted by Cabinet.	To report on the Capital Outturn position for the 2019/20 financial year.

Contact Officer: Jane Thomas Tel: 01597-826290 Email: jane.thomas@powyscc.gov.uk

Relevant Local Member(s):	
Person(s) To Implement Decision:	Jane Thomas
Date By When Decision To Be Implemented:	ongoing
Is a review of the impact of the decision required?	N
If yes, date of review	n/a

Background Papers used to prepare Report:

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE****17th September 2019**

**REPORT AUTHOR: County Councillor James Evans
Portfolio Holder for Corporate Governance, Housing and
Public Protection**

SUBJECT: Primary Authority Partnership Scheme Policy

REPORT FOR: DECISION

1. Summary

This report proposes the adoption of a policy to formalise the arrangements whereby suitable businesses trading across local authority boundaries, start-up businesses or a single business in Powys are given the opportunity to enter a legal Primary Authority Relationship with Powys County Council in respect of regulatory functions.

2. Proposal

2.1 Background

All businesses have a responsibility to comply with regulation and the majority take their duties seriously, however navigating legislation and finding the appropriate systems to comply with regulation can sometimes inhibit growth. Consistent and integrated application of regulation, together with reliable and business friendly advice reduces costs for business whilst giving the assurance of a level playing field with competitors.

Businesses can be fearful of regulation and the powers officers hold in relation to enforcement. Business perception of regulators is changing to embrace the positive interaction regulators can have on business compliance and reducing the risk of falling foul of the law, the public protection risk, reputational damage and cost to the business. Primary Authority is an alternative means for businesses to comply with regulatory requirements.

Regulators have more interaction with business than any other Local Authority service and are best placed to deliver the positive message that the County Council is a means of support.

In January 2018 the new national oversight body Office for Product Safety and Standards (OPSS) was launched by Government and tasked with identifying consumer risks and managing responses to large-scale product recalls and repairs. The new department enables the UK to meet the evolving challenges of product safety by responding to expanding international trade, the growth in online shopping and the increasing rate of product innovation. OPSS is a team within the Department for Business, Energy and Industrial Strategy (BEIS) who exercise the statutory responsibility for management and administration of the Primary Authority scheme on behalf of the Secretary of State.

Primary Authority is a means for businesses to receive assured and tailored advice on meeting statutory regulatory requirements including Environmental Health, Trading Standards, Licensing and Fire Safety through a single point of contact. This ensures start-ups get it right from the outset and enables all businesses to invest with confidence in products, practices and procedures, knowing that the resources they devote to compliance are well spent. Building on the success of the scheme the eligibility criteria for Primary Authority was expanded and from 1 October 2017 all businesses can now benefit from Primary Authority.

Primary Authority enables a business to form a legally recognised partnership with one local authority (the 'primary authority') to get assured advice about how they can comply most efficiently with regulation. This advice, known as Primary Authority Advice, must then be considered by other local authorities when dealing with that business e.g. when carrying out inspections or addressing non-compliance. Primary Authority ensures consistent interpretation of regulations, regardless of where stores, factories or offices are based or products are sold, thus:

- reducing the costs of complying with regulations
- reducing the risk of a major breach of compliance
- reducing the costs associated with failing to comply.

Historically, Local Authority regulatory services operated voluntary 'Home' and 'Lead' Authority schemes which aim to address this issue. This approach worked well and was effective for several years. Generally, the Local Authority where the businesses head office was based became a contact point for other authorities so that regulatory issues that apply across the business can be addressed centrally.

Whilst the majority of businesses have been content with the voluntary arrangements, there was a need for strengthening and consistency in business support through regulation.

Through Primary Authority, organisations can form a statutory partnership with a single local authority, which must then provide robust and reliable advice on compliance which other councils must take into

account when carrying out inspections or dealing with non-compliance. The scheme proposes that:

- Formal partnerships are made between businesses and a local authority for that local authority to act as a Primary Authority and provide advice and guidance on the legislation covered by the partnership. The drafting and agreement of these partnership arrangements is guided by the OPSS team who are experienced in this field of work and support the Local Authority throughout the process.
- Where a local authority other than the relevant Primary Authority (described as an “enforcing authority”) proposes to take enforcement action against an organisation with a Primary Authority, the enforcing authority must consult the relevant Primary Authority first.
- The Primary Authority will then have the right to direct the enforcing authority not to take the proposed enforcement action if they believe that it is inconsistent with advice or guidance that they had previously given.

Where a proposed enforcement action has been referred to a Primary Authority and the parties involved cannot reach an agreement as to the action that should be taken, the enforcing authority, the Primary Authority or the organisation involved can refer the action to OPSS for determination. The purpose of this determination process is to examine whether the Primary Authority’s previous advice was correct, and the proposed enforcement action is inconsistent with that advice

The Regulatory Enforcement and Sanctions Act 2008 (as amended by The Enterprise Act 2016section 27A) provides that a Local Authority may recover its reasonable costs for acting as a Primary Authority. This enables Powys County Council to generate non-traditional funding for the authority and contribute to the County Council priorities for developing a vibrant economy.

Regulatory burdens will be reduced if the County Council embraces the Primary Authority Scheme. The requirement to consult the Primary Authority prevents unwarranted enforcement actions. Where an inspection plan is in place unnecessary checks and tests are avoided whilst undertaking intelligence/risk based local inspections.

Where businesses require a higher level of support and assistance, the Council will enter into formal agreement with the relevant business to make a charge for such services. This charge, based on actual costs will be set based on official guidance and will reflect the extra level of support and assistance given to Primary Authority businesses. The additional staffing resources required to deliver this service is fully recovered through fees, resulting in a net nil finance. Setting up such agreements with local businesses sees gains in reality for both parties and also helps build some resilience in our teams.

The policy attached at Appendix A to this report outlines the context and reasons why Powys County Council Service is adopting the Primary

Authority Partnerships Scheme (The Scheme) Policy. It goes on to set out the policy for accepting and declining requests from businesses to join the scheme and how these partnerships will operate.

3. Options Considered / Available

3.1 The options available would be to

- a) To adopt the policy as attached at Appendix A.
- b) Not adopt the Primary Authority Principle and leave businesses without clarity around the added support they may require.

4. Preferred Choice and Reasons

4.1 The preferred choice is to adopt the policy. This will help to ensure legal compliance, embrace the principles of better regulation and support Powys businesses. It will contribute to the Priorities of the Vision 2025 to develop a vibrant economy in Powys where businesses of all sizes can access support to meet their regulatory requirements and enhance business growth and the associated benefits to our residents and communities.

5. Impact Assessment

5.1 Is an impact assessment required? No

Any actions arising from the promotion of this scheme to businesses will be underpinned by the Powys County Council's Regulatory Services Enforcement Policy, which provides a clear, transparent approach to ensure that there is no discrimination in the Council's actions and that everyone is treated fairly by the Council's officers within the legal processes.

6. Corporate Improvement Plan

6.1 The principles of Primary Authority through the attached policy contribute to Vision 2025 where businesses of all sizes can access support to meet their regulatory requirements and enhance business growth and the associated benefits to our residents and communities.

7. Local Member(s)

7.1 The proposal would apply with equal force across the whole County

8. Other Front Line Services

Does the recommendation impact on other services run by the Council or on behalf of the Council? No

9. Communications

Have Communications seen a copy of this report?

Comment: The report does not require proactive communications action.

10. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

10.1 Legal- The Principal Solicitor (Shire) supports this initiative which will provide a mechanism for enhanced communications with businesses with a view to ensuring statutory and regulatory compliance

10.2 Finance – The Finance Manager Place and Resources notes the contents of the report, the service will be charged for and a fee will be calculated to ensure all costs are fully recovered. Adoption of the policy will not generate a net additional income stream for the Council.

11. Scrutiny

Has this report been scrutinised? No

If Yes what version or date of report has been scrutinised?

Please insert the comments.

What changes have been made since the date of Scrutiny and explain why Scrutiny recommendations have been accepted or rejected?

12. Data Protection

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

13. Statutory Officers

13.1 The Solicitor to the Council (Monitoring Officer) commented as follows:
“ I note the legal comments and have nothing to add to the report.”

13.2 The Head of Finance (Section 151 Officer) notes the comments of the Finance Manager.

14. Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
To adopt the Primary Authority Partnerships Scheme policy attached at Appendix A.	To support businesses and ensure the Council's policy for accepting and declining requests from businesses to join the Primary Authority scheme and how these partnerships will operate is clear and transparent.

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	N/A
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Person(s) To Implement Decision:	B Cadwallader
Date By When Decision To Be Implemented:	With immediate effect

Is a review of the impact of the decision required?	N
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Contact Officer: Beverley Cadwallader
Tel: 0193855122
Email: bevcad@powys.gov.uk

Background Papers used to prepare Report:

- [Primary authority guidance](#)
- [Regulatory Enforcement and Sanctions Act](#)
- **Draft Primary Authority Policy for Powys Council**
- [Powys County Council Regulatory Services Enforcement Policy](#)
[Industrial Strategy: building a Britain fit for the future](#)

Primary Authority Policy Powys County Council

1 Introduction

- 1.1 This policy outlines the context and reasons why Powys County Council Service is adopting the Primary Authority Partnerships Scheme (The Scheme). It goes on to set out the policy for accepting and declining requests from businesses to join the scheme and how these partnerships will operate.
- 1.2 Primary Authority is a statutory scheme, underpinned by legislation that allows an eligible business to form a legally recognised partnership with a single Local Authority in relation to regulatory compliance. This Local Authority is then known as its 'Primary Authority'
- 1.3 The legislative framework that supports Primary Authority Partnerships is provided by the Regulatory Enforcement and Sanctions Act 2008 (as amended). Further guidance and detail on the scheme is available at the Office for Product Safety and Standards <https://www.gov.uk/government/publications/primary-authority-overview>

2 Context

- 2.1 Powys County Council has agreed that its Regulatory Services can enter into Primary Authority Partnerships with businesses to be operated on a cost recovery basis.
- 2.2 The reasons for this include:
- The benefit to business of the statutory basis of Primary Authority Partnerships
 - The ability to recover costs of providing Primary Authority ensures that Regulatory Services can provide support that encourages business confidence, sustainability and growth.

3 What does a Primary Authority Partnership cover?

- 3.1 We will continue to carry out our statutory duties in relation to inspections, investigations of breaches of legislation and complaints. These activities do not form part of a Primary Authority Partnership.
- 3.2. The provision of basic advice to all Powys based businesses consisting of directing businesses to guidance materials including web-based advice, and providing some advice over the telephone or email will continue to be available free of charge. We will continue to provide free, basic support and advice for start-up businesses that are based in the County Council. Businesses requiring an advisory visit will be expected to pay for this service.
- 3.4 We can act as a Primary Authority for Environmental Health and Trading Standards and have qualified officers experienced in the following areas of regulation:
- Age Restricted products
 - Food Safety and Hygiene
 - Health and Safety
 - Food Standards
 - Animal Health & Welfare
 - Feed Hygiene
 - Metrology (Weights & Measures)
 - Fair Trading
 - Product Safety

3.6 As part of our Primary Authority Partnership, the following services are included:

- Liaison with other enforcement agencies and the public and co-ordination of enquiries from other Local Authorities/ Regulators/ members of the public
- On-going strategic support for the business. This includes providing comprehensive advice and guidance from professionally qualified officers and having regular contact with the partner business.

3.7 In addition, we will consider requests from the partner business to provide additional support such as:

- Training in application of regulatory requirements
- Review of policies, procedures and systems
- Audit of business systems
- Audit of business compliance

4 Requests to enter into a Primary Authority Partnership

4.1 Requests to enter into a Primary Authority Partnership with us can be made directly to Regulatory Services at Powys County Council. In some circumstances, requests from businesses may be referred to us through the Office for Product Safety and Standards.

We are committed to support our Primary Authority Partnerships from within our own professional staff resources. This ensures that partner businesses benefit from quality advice from highly trained and competent officers. However, these resources are finite, and we reserve the right to decline requests where we feel that we could not meet this commitment.

4.3 Requests from businesses will be prioritised based on factors such as previous history with us and whether the head office or significant part of their operation is based in the Powys County Council area.

4.4 Other requests will be considered but may be declined.

5 Refusal of requests to join a Primary Authority Partnership

5.1 Whilst we are committed to supporting legitimate businesses and providing services that do this through Primary Authority Partnerships, we reserve the right to refuse requests to join the scheme where we consider that to do so is in the best interests of the County Council

The following are examples of circumstances under which we may refuse a request:

- The partnership would exceed our resource capacity
- The business refuses or fails to agree to the terms and conditions or costs of the partnership within a reasonable time
- There is an irretrievable breakdown in the relationship between the business and Powys County Council or any other Regulator
- Outstanding legal action against the business
- Evidence of serious or repeated non-compliance with statutory responsibilities
- Evidence of a failure to follow advice properly given by us or any other Regulator

The decision to accept or refuse a request to enter into a Primary Authority Partnership with us rests with the Professional Lead or Head of Service.

6 Formation and Delivery of Primary Authority Partnerships

6.1 Formation of a Primary Authority Partnership involves the following elements:

- Our acceptance of a request to form a Partnership
- Agreement on the terms and conditions
- Agreement on costs and charges
- Acceptance by the Office for Product Safety and Standards (OPSS)

6.2 Primary Authority Partnerships will be based on the standard terms and conditions developed by OPSS. Details specific to the partnership will be outlined in the nomination submitted to OPSS who have delegated authority on behalf of the Secretary of State to approve partnerships.

6.3 All businesses in a Primary Authority Partnership with us will be charged fees to recover reasonable costs we incur in acting as the Primary Authority.

6.4 The fees charged will be reviewed six months and twelve months following the date of commencement of the partnership and annually thereafter. Fee levels may be reviewed more frequently if requested by the business.

7 Termination of Primary Authority Partnerships

7.1 A Primary Authority Partnership may be terminated at any time in accordance with the provisions set out in the legislation and guidance that regulates the scheme.

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE****17 September 2019****REPORT AUTHOR: Alison Bulman, Corporate Director (Children and Adults)****SUBJECT: Corporate Safeguarding 6 Monthly Update as at 30 June 2019**

REPORT FOR: Information

Cabinet are asked to note this 6 Monthly briefing paper and update from the Corporate Safeguarding Group. The Corporate Safeguarding group met on the 18th February and 20th May 2019. Following the restructure of the Senior Leadership Team, a review of the Terms of Reference has been undertaken and it was agreed that an invite be extended to the Portfolio Holder for Education to attend this meeting also.

The group sought assurances on a number of key areas as below and continue to monitor the work plan of the group.

- Modern Slavery and Code of Practice of Ethical Employment In Procurement - on 31 January 2018, Council pledged to support for ethical employment. Small working group has been progressing this, Champion for the Council is Cllr Aled Wyn Davies. Anti-Slavery Annual Statement 18/19 has been approved by Cllr Aled Davies. 12 measures within the Charter which the Council must comply with, and making sure the ethical side of things are covered within procurement processes. The team can measure the supply chain on which companies are complying with the measures. Training has been undertaken, and consideration given to other departments which may require this includes: Planning Department may be key for any rural developments; trading standards; environmental health; library staff, private landlords. Train the Trainer events have been undertaken. 6 monthly updates against the plan will be received by the Corporate Safeguarding Group, the first of which will be at the September 2019 meeting.
- The Group received and provided comment on the draft “Unacceptable Conduct Policy” which the Head of HR&OD is taking forward.
- Safeguarding Training – the group have requested reassurances on training undertaken by Safeguarding School Governors, to ensure compliance with mandatory training requirements.
- Safe Places: discussion has taken place and unanimous agreement by the group to take this forward, with an update on progress to be shared at the groups next meeting.

- An update was provided by the Head of Childrens Services and Professional Lead for Legal, providing assurances to the Group. It was recognised and welcomed to receive assurances that the two services are working closely, to ensure legal proceedings are timely, and there is minimal disruption to families. A further update will be provided in 6 months to the Group.
- Overviews have been provided by the Head of Children’s Services and Head of Adult Services on safeguarding performance, and future meetings will include data from the region.
- Training in relation to VAWDASV. Compliance continues to be monitored, and officers are looking at different ways to ensure officers undertake this mandatory training.

The group will continue to meet on a quarterly basis, with a 6monthly update to Cabinet from the Chair of this Group.

Recommendation:	Reason for Recommendation:
Cabinet receives the 6 monthly briefing update from the Chair of the Corporate Safeguarding Group.	To ensure Cabinet are fully sighted on work to date.

Relevant Policy (ies):	Corporate Safeguarding Policy		
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	All elected members
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Person(s) To Implement Decision:	N/A
Date By When Decision To Be Implemented:	N/A

Is a review of the impact of the decision required?	N
If yes, date of review	N/A
Person responsible for the review	N/A
Date review to be presented to Portfolio Holder/ Cabinet for information or further action	N/A

Contact Officer:	Alison Bulman, Corporate Director (Children and Adults)
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Delegated Decision List

24 July	Portfolio Holder for Learning and Welsh Language	Agreed that the following schools which had provided explanations for their surpluses as shown on outturn the for 2018/19 shall not be the subject of clawback: Builth Wells CP, Buttington Trewern CP, Guilsfield CP, Knighton C in W, Llanfair Caereinion CP, Llanidloes CP, Montgomery C in W, Mount St CP Junior, Treowen CP, Welshpool C in W, Ysgol Bro Tawe, Ysgol Dafydd Llwyd, Ysgol Y Cribarth, Gwernyfed High School, Newtown High school, Ysgol Penmaes.
25 July	Portfolio Holder for Corporate Governance, Housing and Public Protection	Approved the roll forward of ICT budgets from 2018/19 to 2019/20.
25 July	Portfolio Holder for Adult Social Care	Approved the roll forward of Adult Social Care capital budgets from 2018/19 to 2019/20.
7 August	Portfolio Holder for Corporate Governance, Housing and Public Protection	Approved the update of the Strategic Equality Plan.
9 August	Portfolio Holder for Corporate Governance, Housing and Public Protection	Approved the roll forward of budgets from 2018/19 to 2019/20.
9 August	Portfolio Holder for Highways, Recycling and Assets	Approved the roll forward of budgets from 2018/19 to 2019/20.
13 August	Portfolio Holder for Highways, Recycling and Assets	Agreed to initiate Traffic Regulation Order consultation proceedings in respect of Welshpool Library, Talgarth Great Barns Business Centre, Hay on Wye Cattle Market and Newtown Old College Offices.
16 August	Portfolio Holder for Learning and Welsh Language	Approved the amended School Organisation Policy.

22 August	Portfolio Holder for Corporate Governance, Housing and Public Protection	Approved a budget virement for the mobile working project.
22 August	Portfolio Holder for Learning and Welsh Language	Approved the appointment of Ms H Budd to the governing body of Gladestry C in W School, Miss H Morgan to Ysgol Golwg y Cwm, Mr I Ellis to Ysgol Gymraeg y Trallwng, Mr P Lewis to Ysgol Meifod, Mr G Hayton to Ysgol Dyffryn y Glowyr, County Councillors A Jenner and P Pritchard to Welshpool High School and Ms K Lees to Guilsfield CP School.
10 September	Portfolio Holder for Highways, Recycling and Assets	Approved the sale of Bronhaul, Adfa and Penllain Woods.

Cabinet / Del Cabinet/EM Title		Portfolio Holder	Lead	Decision Maker
30/09/19	Implications of Grenfell (awaiting Inspector's report)	Councillor Martin Weale	Ian Maddox	Portfolio Holder
30/09/19	Review of WHQS compliance policy	Councillor James Evans	Dafydd Evans	Portfolio Holder
30/09/19	Consolidation of Parking	Councillor Phyl Davies	Shaun James	Portfolio Holder
30/09/19	Minimum Unit Prices	Councillor James Evans	Clive Jones	Portfolio Holder
30/09/19	Regional Technical Statement	Councillor Martin Weale	Peter Morris	Portfolio Holder
30/09/19	Consolidation for speed limits	Councillor Phyl Davies	Tony Caine	Portfolio Holder
30/09/19	04/06/19 Changes in structure to National Trading Standards Estate Agency Team	Councillor James Evans	James Munro	Portfolio Holder
30/09/19	Review of landowner grants for installing gates on public paths	Councillor Aled Wyn Davies	Sian Barnes	Portfolio Holder
30/09/19	Review of Commons Registration fees and charges	Councillor Aled Wyn Davies	Sian Barnes	Portfolio Holder
30/09/19	Moelfre City	Councillor Phyl Davies	Alastair Knox	Portfolio Holder
30/09/19	Flood Risk Management Plan	Councillor Phyl Davies	Alastair Knox	Portfolio Holder
30/09/19	Food Health and Safety Plans	Councillor James Evans	Beverley Cadwallader	Portfolio Holder
30/09/19	RIPA Annual Report	Councillor James Evans	Helen Dolman	Portfolio Holder
30/09/19	Welshpool Church in Wales School - appointment of design and M&E contractors	Councillor Myfanwy Catherine Alexander	Betsan Ifan	Portfolio Holder
08/10/19	03/09/19 Highways Asset Management Plan	Councillor Phyl Davies	Alastair Knox	Cabinet

08/10/19	17/09/19	Local Housing Market Assessment	Councillor James Evans	Terry Flynn	Cabinet
08/10/19	03/09/19	Highways Winter Plan	Councillor Phyl Davies	Shaun James	Cabinet
08/10/19	24/09/19	Budget Outturn as at 31 August 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
08/10/19	24/09/19	Transfer of properties from general fund to Housing	Councillor Phyl Davies	David Micah	Cabinet
08/10/19	24/09/19	Capital Programme Update as at 31 August	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
08/10/19	24/09/19	Revised protocol for authorising motorsports events under section 33 of the Road Traffic Act 1988	Councillor Aled Wyn Davies	Sian Barnes	Cabinet
08/10/19	24/09/19	Y Gaer Business Case	Councillor Phyl Davies	Lucinda Bevan	Cabinet
08/10/19		Report of the Independent Chair of the Improvement and Assurance Board			Cabinet
31/10/19		Winter Plan	Councillor Phyl Davies	Shaun James	Portfolio Holder
31/10/19		Ask and Act Policy for the National Training Framework for VAWDASV	Councillor James Evans	Duncan Kerr	Portfolio Holder
05/11/19	22/10/19	Prosecution enforcement policy	Councillor James Evans	Clive Jones	Cabinet
05/11/19	22/10/19	Treasury Management Quarter 2 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet
05/11/19	22/10/19	HRA Business Plan	Councillor James Evans	Dafydd Evans	Cabinet
05/11/19	22/10/19	HRA New Build Programme	Councillor James Evans	Mark Davies	Cabinet
05/11/19	22/10/19	Outcome of the tenants' satisfaction survey	Councillor James Evans	Terry Flynn	Cabinet
05/11/19	22/10/19	Budget Outturn as at 30 September 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet

05/11/19	22/10/19	Specialist Centre Provision	Councillor Myfanwy Catherine Alexander	Imtiaz Bhatti	Cabinet
05/11/19	22/10/19	Capital Programme Update as at 30 September	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
05/11/19	22/10/19	Crickhowell High School - Increased Capacity	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
05/11/19	22/10/19	Quarter 2 Performance Report	Councillor Rosemarie Harris	Garry Hudson	Cabinet
05/11/19	22/10/19	Corporate Asset Policy Review	Councillor Phyl Davies	David Micah	Cabinet
05/11/19	12/11/19	Ysgol Calon Cymru - submission of Business case for capital funding to Welsh Government	Councillor Myfanwy Catherine Alexander		Cabinet
27/11/19	12/11/19	3 x Supplementary Planning Guidance	Councillor Martin Weale	Peter Morris	Cabinet
27/11/19		National Development Framework – Welsh Government consultation	Councillor Martin Weale	Peter Morris	Portfolio Holder
27/11/19	12/11/19	Budget Outturn as at 31 October 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
27/11/19	12/11/19	Council Tax Base	Councillor Aled Wyn Davies	Andrew Griffiths	Cabinet
27/11/19	12/11/19	School Balances	Councillor Myfanwy Catherine Alexander		Cabinet

27/11/19	12/11/19	Ysgol Cedewain Capital Project Strategic Outline Case	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
27/11/19	12/11/19	Report of the Independent Chair of the Improvement and Assurance Board			Cabinet
27/11/19	12/11/19	Ysgol Cedewain - submission of bid for capital funding to Welsh Government	Councillor Myfanwy Catherine Alexander	Betsan Ifan	Cabinet
17/12/19	03/12/19	Upper House Farm, Crickhowell	Councillor Phyl Davies		Cabinet
17/12/19	03/12/19	Capital Programme Update as at 31 October	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
17/12/19	03/12/19	Welsh Public Library Standards report for the year 18/19	Councillor Rachel Powell	Kay Thomas	Cabinet
17/12/19	03/12/19	Welshpool Church in wales School - updated business case	Councillor Myfanwy Catherine Alexander	Betsan Ifan	Cabinet
17/12/19	03/12/19	Powys Scheme for Financing Schools and Fair Funding Formula Review	Councillor Myfanwy Catherine Alexander		Cabinet
21/01/20	07/01/20	Regional Technical Statement - Minerals	Councillor Martin Weale	Peter Morris	Cabinet
21/01/20	07/01/20	Budget Outturn as at 31 December		Jane Thomas	Cabinet
21/01/20	07/01/20	Corporate Safeguarding Group – 6 month Update	Councillor Stephen Hayes	Alison Bulman	Cabinet
11/02/20	28/01/20	Evaluation of the impact of the roll out of full service universal credit on HRA rent arrears	Councillor James Evans	Dafydd Evans	Cabinet
11/02/20	28/01/20	Quarter 3 Performance Report	Councillor Rosemarie Harris	Garry Hudson	Cabinet

11/02/20	28/01/20	Treasury Management Quarter 3 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet
03/03/20	18/02/20	Budget Outturn as at 31 January	Councillor Aled Wyn Davies		Cabinet
24/03/20	10/03/20	Budget Outturn as at 29 February 2020	Councillor Aled Wyn Davies		Cabinet
12/05/20	28/04/20	Quarter 4 Performance Report	Councillor Rosemarie Harris	Garry Hudson	Cabinet
12/05/20	28/04/20	Treasury Management Quarter 4 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet
02/06/20	19/05/20	Budget Outturn as at 31 March 2020	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
14/07/20	30/06/20	Corporate Safeguarding Group – 6 month Update	Councillor Stephen Hayes	Alison Bulman	Cabinet
28/07/20	14/07/20	Treasury Management Quarter 1 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet
15/09/20	01/09/20	Budget Outturn June & July 2020	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
06/10/20	22/09/20	Budget Outturn as at 31 August 2020	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
03/11/20	20/10/20	Treasury Management Quarter 2 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet
03/11/20	20/10/20	Budget Outturn as at 30 September 2020	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
24/11/20	10/11/20	Budget Outturn as at 31 October 2020	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
15/12/20		Budget Outturn as at 30 November 2020	Councillor Aled Wyn Davies	Jane Thomas	Cabinet

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol