

Pecyn Dogfennau Cyhoeddus

Cabinet

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

Dyddiad y Cyfarfod
Dydd Mawrth, 16 Chwefror 2021

Amser y Cyfarfod
10.30 am

I gael rhagor o wybodaeth cysylltwch â
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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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I dderbyn ymddiheuriadau am absenoldeb.

2.	DATGANIADAU O FUDD
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Derbyn unrhyw ddatganiadau o fudd gan Aelodau mewn perthynas ag eitemau sydd i'w trafod ar yr agenda.

3.	YSGOL GYNRADD AC YSGOL UWCHRADD LLANFAIR CAEREINION – CYNNIG AR GYFER YSGOL POB OED.
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Ystyried adroddiad gan y Cynghorydd Phyl Davies, Aelod Portffolio – Addysg ac Eiddo.

(Tudalennau 1 - 242)

4.	AROLWG BLYNYDDOL 2021 O WELEDIGAETH 2025 EIN CYNLLUN GWELLA CORFFORAETHOL, GAN GYNNWYS EIN AMCANION CYDRADDOLDEB STRATEGOL 2020-2024
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Ystyried adroddiad gan yr Arweinydd, Cynghorydd Rosemarie Harris

(Tudalennau 243 - 334)

5.	ADRODDIAD PERFFORMIAD CHWARTER 3
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Ystyried adroddiad gan y Cynghorydd Graham Breeze, Aelod Portffolio – Llywodraethu Corfforaethol, Ymgysylltu a Gwasanaethau Rheoleiddio.
Dyma'r ddolen i adroddiad Sway [Performance Report Quarter 3 2020-21 \(office.com\)](#)

6.	ADRODDIAD CHWARTER 3 Y GOFRESTR RISG STRATEGOL 2020/2021
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Ystyried adroddiad gan y Cynghorydd Aled Davies, Aelod Portffolio – Cyllid a Thrafnidiaeth.
(Tudalennau 335 - 370)

7.	ADRODDIAD CHWARTER 3 RHEOLI'R TRYSORLYS.
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Ystyried adroddiad gan y Cynghorydd Aled Davies, Aelod Portffolio – Cyllid a Thrafnidiaeth.
(Tudalennau 371 - 384)

8.	CYFRIF REFENIW TAI – RHENT A CHOSTAU CYSYLLTIEDIG, NEWIDIADAU AR GYFER 2021-22
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Ystyried adroddiad gan y Cynghorydd Iain McIntosh, Aelod Portffolio – Datblygu Economaidd, Cynllunio a Thai.
(Tudalennau 385 - 410)

9.	STRATEGAETH CYMORTH CYNNAR GWASANAETHAU PLANT
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Ystyried adroddiad gan y Cynghorydd Rachel Powell, Aelod Portffolio – Pobl Ifanc a Diwylliant.
(Tudalennau 411 - 470)

10.	STRATEGAETH YNNI CANOLBARTH CYMRU
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Ystyried adroddiad gan yr Arweinydd, y Cynghorydd Rosemarie Harris.
(Tudalennau 471 - 536)

CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE****16th February 2021**

REPORT AUTHOR: County Councillor Phyl Davies
Portfolio Holder for Education and Property

REPORT TITLE: Llanfair Caereinion C.P. School and Caereinion High School – All-age School Proposal

REPORT FOR: Decision

1. Purpose

- 1.1 Further to the decision made by Cabinet on the 29th September 2020, the Council has carried out consultation on the following proposal:
- To close Llanfair Caereinion C.P. School and Caereinion High School
 - To establish a new bilingual all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School
- 1.2 The purpose of this report is to inform Cabinet members of the responses received to the consultation and to determine whether or not to proceed with the statutory process to amalgamate the two schools and to establish a new all-age school on the current sites of Llanfair Caereinion C.P. School and Caereinion High School through the publication of a Statutory Notice.
- 1.3 The report is supported by the following appendices:
- Appendix A – Consultation Document
 - Appendix B – Consultation Report
 - Appendix C – Minutes of meetings with School Councils, Governors and Staff
 - Appendix D – Updated Impact Assessments
 - Appendix E – Learning and Skills Scrutiny Committee Meeting 1st February 2021

2. Background**Strategy for Transforming Education in Powys**

- 2.1 On the 14th April 2020, a new Strategy for Transforming Education in Powys was approved by the Leader via a delegated decision.

2.2 The Strategy was developed following extensive engagement with a range of stakeholders during two separate periods between October 2019 and March 2020. The Strategy sets out a new vision education in Powys, as follows:

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

2.3 The new strategy also sets out a number of guiding principles which will underpin the transformation of education in Powys. These are as follows:

- *A world class rural education system that has learner entitlement at its core*
- *Schools that are fully inclusive, with a culture of deep collaboration in order to improve learner outcomes and experience*
- *A broad choice and high quality of provision for 14 – 19 year old learners, that includes both academic and vocational provision, meeting the needs of all learners, communities and the Powys economy*
- *Welsh-medium provision that is accessible and provides a full curriculum in Welsh from Meithrin to age 19 and beyond Provision for learners with Special Educational Needs (SEN)/Additional Learning Needs (ALN) that is accessible as near to home as is practicably possible, with the appropriate specialist teaching, support and facilities that enables every learner to meet their potential*
- *A digitally-rich schools sector that enables all learners and staff to enhance their teaching and learning experience*
- *Community-focused schools that are the central point for multi-agency services to support children, young people, families and the community*
- *Early years provision that is designed to meet the needs of all children, mindful of their particular circumstances, language requirements or any special or additional learning needs*
- *Financially and environmentally sustainable schools*
- *The highest priority is given to staff wellbeing and professional development*

2.4 The new strategy sets out a number of Strategic Aims and Objectives, to shape the Council's work to transform the Powys education system over the coming years. One of the Strategic Aims of the Strategy is to *'improve learner entitlement and experience'*. Within this aim, the Strategy sets out a Strategic Objectives to *'Develop a network of all-age schools based around the 13 current secondary school locations'*.

- 2.5 The strategy also includes a Strategic Aim to *'improve access to Welsh-medium provision across all key stages'*. Within this aim, the Strategy sets out Strategic Objectives to *'Move schools along the language continuum'* and to *'Develop new primary and secondary provision'*.
- 2.6 On the 29th September 2020, the Council's Cabinet considered an options appraisal paper in respect of Llanfair Caereinion C.P. School and Caereinion High School, and agreed to carry out consultation on the following

The Consultation Period

- 2.7 On the 29th September 2020, Cabinet considered a report relating to Llanfair Caereinion C.P. School and Caereinion High School. At this meeting, Cabinet agreed to carry out consultation in accordance with the requirements of the School Organisation Code on the following:
- 'To amalgamate Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school in Llanfair Caereinion. This will be achieved by closing Llanfair Caereinion C.P. School and Caereinion High School and opening a new all-age school providing education for pupils aged 4-18 on the current site of the two schools.'
- The target date is to close the two schools on the 31st August 2022 and to open the new school on the 1st September 2022.
- 2.8 Consultation on the proposal to amalgamate the two schools and establish a new all-age school commenced on the 13th October 2020 and ended on the 24th November 2020.
- 2.9 The consultation document was available on the Council's website throughout the consultation period. The document was also distributed to stakeholders as required by the School Organisation Code (2018). The consultation document that was issued is attached as Appendix A.
- 2.10 Consultees were asked to respond to the consultation by either completing the online consultation form, filling in a paper copy of the form and returning it to the School Transformation Team, or by writing to the School Transformation Team.
- 2.11 During the consultation period, meetings were also held with the following:
- Staff of Llanfair Caereinion C.P. School and Caereinion High School
 - Governors of Llanfair Caereinion C.P. School and Caereinion High School
 - School council of Llanfair Caereinion C.P. School
 - School council of Caereinion High School

The minutes of these meetings are attached as Appendix C, and the issues raised in the meetings are included in the Consultation Report (Appendix B).

Consultation Responses

- 2.12 111 respondents completed the consultation response form which was included in the consultation document, including paper copies and responses submitted using the online response form. In addition, 8 written responses were received, including from Estyn.
- 2.13 The consultation response form asked respondents to answer a number of questions. The findings are provided in full on pages 5 to 8 of the Consultation Report (Appendix B).
- 2.14 The written responses received included a response by Estyn, which is provided on page 17 of the Consultation Report (Appendix B).

Consultation Findings

- 2.24 As part of the consultation, a consultation response form was issued, which was completed by 111 respondents. 19.8% of respondents indicated that they were associated with Llanfair Caereinion C.P. School, 48.6% indicated that they were associated with Caereinion High School, 19.8% indicated that they were associated with a different feeder primary of Caereinion High School, and 11.7% of respondents indicated that they were not associated with either school.
- 2.11 The consultation response form asked respondents whether or not they agreed with the proposal to amalgamate the two schools to establish a new all-age school. The findings are outlined in full on pages 5-8 of the Consultation Report (Appendix B), and are also provided below:

1. *Do you agree with the current proposal to establish a new all-age school in Llanfair Caereinion?*

Yes	58	52.3%
No	37	33.3%
Don't know	16	14.4%
Total	111	100.0%

2. *Do you think that the Council should be considering any other options for Llanfair Caereinion instead of the proposal to establish a new all-age school?*

Yes	45	40.5%
No	59	44.1%
Don't know	17	15.3%
Total responses	111	100.0%

2.12 Written comments were also provided in the consultation response form. These comments, as well as issues raised in written responses and those raised in the consultation meetings, are listed in the Consultation Report (Appendix B) from page 22 onwards, along with the Council's response to these issues. The issues raised relate to the following headings:

1. Impact on pupils
2. Impact on staff
3. Comments relating to Leadership and Governance
4. Reference to the community
5. Comments relating to buildings
6. Reference to Council strategies
7. Reference to Estyn
8. Financial queries
9. Comments relating to the all-age school model
10. Comments about the current provision
11. Criticism of the proposal / the Council
12. Comments about the Welsh Language
13. Reference to Welsh-medium education delivery models
14. Reference to equality of opportunity / Welsh language being treated less favourably than English
15. Concern about the impact on English-medium pupils / provision
16. Comments relating to the consultation documentation
17. Comments relating to the process
18. Impact on protected characteristic groups
19. Other options

3 Advice

- 3.1 Based on the findings of the consultation, the advice of officers is that the Council should proceed with the proposal to amalgamate Llanfair Caereinion C.P. School and Caereinion High School to establish a new all-age school by publishing a Statutory Notice.
- 3.2 It is anticipated that Statutory Notices will be published before the end of January 2021, and that a further report, summarising any objections received, will be considered by the Council's Cabinet before the end of March 2021.
- 3.3 It is also acknowledged that a significant number of comments were received to the consultation in respect of the language category of the proposed new all-age school. These included comments which expressed a view that the current proposal was not ambitious enough in respect of the language category of the proposed new school, as well as comments which supported the proposal to retain the current dual stream provision in Llanfair Caereinion.

- 3.4 Whilst not a formal part of the proposal, a number of respondents took the opportunity to comment on the Council's approach to developing Welsh-medium provision at Caereinion and it must be noted that there was a strong response in favour of establishing designated Welsh-medium provision to serve the Llanfair Caereinion/Severn Valley area as well as criticism of the Council for lack of progress over the years.
- 3.5 In order to address this issue, the Council will accelerate the dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion and will also include all feeder schools in this dialogue.
- 3.5 The target would be for the new school to open in September 2022.
- 3.6 It must be noted that the establishment of a new school does not preclude that school from being a part of future reorganisation proposals.

4. Resource Implications

- 4.1 As indicated in the Consultation Document published in respect of this proposal, based on estimated pupil numbers for both schools in September 2022, it is estimated that implementation of the proposal would result in annual revenue savings to the Council of £11,994. This is calculated as follows:

Estimated funding for the two separate schools 21/22	£3,286,364
Estimated funding for one all-age school 21/22	£3,274,370
Estimated saving / (Cost)	£11,994

The estimated savings figure will be reviewed going forward as estimated pupil numbers change.

- 4.2 In line with the Council's Scheme for Financing Schools, should either school be in a deficit budget position on closure of the school, the deficit is written off.
- 4.3 In addition, in order to ensure effective stewardship of the resources available to schools, particularly those that are subject to closure, Powys' Scheme for Financing Schools makes provision for this under Section 3.7.2, where it states that:

'The Authority may impose additional restrictions, including but not limited to:

- restriction of expenditure to agreed plans

- removal of powers of virement'

4.4 It is therefore proposed that should a final decision be made to proceed with implementation of the proposal, the following actions would be taken:-

- spend at the schools would be restricted to that included in their approved budget plan and no virement of funds between budget headings to be permitted unless approved by the Authority;
- any staffing changes to be subject to approval by the Authority;
- any contracts awarded for the supply of goods or services to be subject to approval by the Authority.

This would ensure that expenditure was limited to that which was absolutely necessary to protect council resources.

4.4 Implementation of the proposal would require involvement from a number of service areas, including staff from the Schools Service, HR and Finance.

4.5 The Head of Finance (Section 151 Officer) notes the content of the report and can support the recommendations.

5. Legal implications

5.1 Legal: The recommendation can be supported from a legal point of view

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

6. Comment from local member(s)

6.1

6.2

7. Integrated Impact Assessment

7.1 An initial impact assessment was considered by Cabinet on the 29th September 2020.

A range of draft impact assessments were produced as part of the consultation documentation. These included an Integrated Impact Assessment, an Equalities Impact Assessment, a Community Impact Assessment and a Welsh Language Impact Assessment.

These draft impact assessments have been updated to reflect issues raised during the consultation period, and are attached in Appendix D.

8. Recommendation

- To receive the Consultation Report in respect of establishing an all-age school in Llanfair Caereinion.
- To approve the publication of a statutory notice to close both Llanfair Caereinion C.P. School and Caereinion High School from the 31st August 2022, and open a new dual stream all-age school for pupils aged 4-18 on the sites currently occupied by Llanfair Caereinion C.P. School and Caereinion High School from the 1st September 2022.
- To accelerate the dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion, and to include all feeder schools in this dialogue.

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Head of Service:	Emma Palmer – Head of Transformation & Communications Lynette Lovell – Interim Chief Education Officer
Corporate Director:	Dr Caroline Turner

CABINET REPORT TEMPLATE VERSION X



**Establishment of a new all-age school for
pupils aged 4-18 in Llanfair Caereinion**

Consultation Document



Consultation on the establishment of a new all-age school for pupils aged 4-18 in Llanfair Caereinion

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If you require a copy of the document in a different format, please contact the Transforming Education Team on 01597 826277, or e-mail school.organisation@powys.gov.uk.

Consultation on the establishment of a new all-age school for pupils aged 4-18 in Llanfair Caereinion

OVERVIEW

1. The Proposal

Powys County Council is consulting on proposals to establish a new all-age school for pupils aged 4-18 in Llanfair Caereinion. The proposals are as follows:

- To close Llanfair Caereinion C.P. School and Caereinion High School
- To establish a new bilingual all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School

The current target date is to close the two schools on the 31st August 2022, with the new school opening on the 1st September 2022.

2. How to respond to the consultation

You can respond to this consultation by completing the online questionnaire which is available on our website:

<https://en.powys.gov.uk/article/9789/Llanfair-Caereinion-C.P.-School-and-Caereinion-High-School>

A paper copy of the questionnaire is also available at the back of this document. Alternatively, you can respond in writing using the contact details below.

All responses must be received by the **24th November 2020**.

3. Contact details

All responses should be sent to the following address:

Transforming Education Team
Powys County Council
County Hall
Llandrindod Wells
Powys
LD1 5LG

E-mail: school.consultation@powys.gov.uk

Phone: 01597 826277

4. What will happen next

Once the consultation period has ended, a consultation report will be produced which will outline the feedback received. The Council's Cabinet will consider the consultation report and will consider whether or not they wish to proceed with either of the options outlined in the consultation document. This is expected to happen in the spring of 2021.

If the Cabinet decide to proceed with the proposals, a statutory notice would be published, and there would be a period of 28 days for people to submit objections. The Cabinet would then need to consider another report summarising any objections received and decide whether or not to proceed with implementation.

PART A – THE CASE FOR CHANGE

Powys County Council is consulting on the following proposals:

- **To close Llanfair Caereinion Community Primary (C.P.) School and Caereinion High School**
- **To establish a new bilingual all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School**

The current target date is to close the two schools on the 31st August 2022, with the new school opening on the 1st September 2022.

1. BACKGROUND

Llanfair Caereinion C.P. School and Caereinion High School are two bilingual (dual stream) schools located in the town of Llanfair Caereinion, in north Powys. The primary school primarily serves Llanfair Caereinion, whilst the high school serves a larger catchment area. In particular, the high school's Welsh-medium stream serves a very large catchment, which includes the towns of Newtown and Welshpool. The two schools are located on the same site.

The following table provides general information about the two schools:

School name and location	School Category	Language Category	Admission Number
Llanfair Caereinion C.P. School, Llanfair Caereinion, Welshpool, Powys, SY21 0SF	Community Primary	Dual Stream (DS)	27
Caereinion High School, Llanfair Caereinion, Welshpool, Powys, SY21 0HW	Community Secondary	Bilingual Dual Stream – Category 2B	114

Current pupil numbers¹ at the two schools are as follows:

¹ Teacher Centre, 12th October 2020

Llanfair Caereinion C.P. School

	R	1	2	3	4	5	6	Total
Welsh Stream	7	16	11	14	12	15	11	86
English Stream	6	5	6	13	11	16	18	75
Total	13	21	17	27	23	31	29	161

Caereinion High School

	7	8	9	10	11	12	13	Total
Welsh Stream	42	42	40	44	38	19	23	248
English Stream	41	31	32	46	39	12	12	213
Total	83	73	72	90	77	31	35	461

In April 2020, the Council approved a new Strategy for Transforming Education in Powys, which sets out a number of aims and objectives to transform the Powys education system over the next few years, in order to provide the best possible opportunities to Powys learners now and in the future. One of the objectives included in the strategy is to 'Develop a network of all-age schools based around the 13 current secondary school locations'.

Since the new strategy was launched, discussions have taken place with representatives of the governing bodies of both Llanfair Caereinion C.P. School and Caereinion High School, to explore the possibility of moving to establish an all-age school in Llanfair Caereinion. These discussions have indicated that the two governing bodies agree in principle to move towards establishing an all-age school in Llanfair Caereinion.

Following the discussions which have taken place with representatives of the two governing bodies, the Council has carried out a review of the two schools, which has included the following steps:

- Discussion with representatives of the two governing bodies
- Options appraisal exercise
- Recommendation considered and agreed by the Transforming Education Programme Board
- Recommendation considered and agreed by Cabinet

The recommendation agreed by Cabinet on the 29th September 2020 was to commence consultation on the following:

‘To amalgamate Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school in Llanfair Caereinion. This will be achieved by closing Llanfair Caereinion C.P. School and Caereinion High School and opening a new all-age school providing education for pupils aged 4-18 on the current site of the two schools.

The target date is to close the two schools on the 31st August 2022 and to open the new all-age school on the 1st September 2022.’

2. THE STRATEGIC CONTEXT

In the summer of 2019, Powys Education Services were inspected by Estyn. The report published by Estyn following the inspection outlined significant concerns regarding the Council's progress on school reorganisation, and includes a recommendation to 'Ensure that the organisation of provision for non-maintained, post-16, Welsh-medium education and secondary education meets the needs of children and young people of Powys.'

Following the publication of the inspection report, the Council carried out a strategic review of schools during 2019-20, which led to the development of a new Strategy for Transforming Education in Powys. The strategy, which was developed following engagement with a wide range of stakeholders, was approved in April 2020.

The strategy sets out a Vision Statement and Guiding Principles which will underpin the Council's work to transform the Powys education system over the coming years.

The Vision Statement is as follows:

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

In order to achieve the vision and guiding principles, the strategy outlines a number of aims and objectives, which include an objective to 'Develop a network of all-age schools based around the 13 current secondary school locations' in order to improve overall learner entitlement and experience in Powys.

The current proposals in respect of Llanfair Caereinion C.P. School and Caereinion High School are in line with these priorities.

The Council's Strategy for Transforming Education in Powys also includes a Strategic Aim to 'improve access to Welsh-medium provision across all key stages'. One of the objectives within this aim is to 'Move schools along the language continuum'.

The Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach. Whilst the discussions with Llanfair Caereinion C.P. School and Caereinion High School have included consideration of the school's language category going forward, the current proposal does not propose any changes to the language provision in Llanfair Caereinion.

The current proposal to amalgamate Llanfair Caereinion C.P. School and Caereinion High School to establish an all-age school in Llanfair Caereinion is the first phase of transforming education in Llanfair Caereinion. Alongside this process, the Council will continue to engage in dialogue with representatives of the two schools, in order to continue to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. This would contribute to implementation of the Council's Strategic Aim to 'improve access to Welsh-medium provision across all key stages', the Council's Welsh in Education Strategic Plan (WESP) and the Welsh Government's Strategy to achieve a million Welsh speakers by 2050.

If the outcome of this is a need to change the school's language category, a further statutory process would be required to implement this. If required, this would be separate to the current process to merge the two schools, and a separate consultation exercise would be required.

3. WHY CHANGE IS NEEDED IN POWYS

Powys is a large, rural authority. Covering a quarter of the landmass of Wales, it contains only 4.2% of the population, making it the most sparsely populated county in Wales. Delivering services across such a large, sparsely populated area is challenging and expensive.

Whilst there has been some school reorganisation activity in Powys over recent years, the county's schools' infrastructure largely remains similar to that which was in place 20 years ago.

The Council's new Strategy for Transforming Education in Powys outlines a number of challenges facing education in Powys, which were identified following engagement with key stakeholders during the autumn term 2019 and spring term 2020.

The following is a summary of the main challenges facing the Council:

i) High proportion of small schools

Based on PLASC 2019 figures, there were 33 small primary schools in Powys – this is approximately 40% of the primary provision in the county. 21 schools had fewer than 50 pupils, and for those schools the budget share per pupil is generally higher than the Powys average for primary schools.

ii) Decreasing pupil numbers

Pupil numbers have decreased over the past decade, and are expected to decrease further over the next five years. Pupil numbers in the primary sector in Powys are expected to decrease by approximately 4% by 2025.

iii) High number of surplus places

Based on PLASC 2019 figures, there was 18% surplus capacity in Powys primary schools. With pupil numbers across Powys projected to decrease overall over the coming years, the proportion of surplus places across the county will continue to increase.

iv) Building condition

Whilst the Council has invested in its school's estate through the 21st Century Schools Programme and the Asset Management Plan, building condition remains an issue across Powys, with associated maintenance costs.

v) Financial pressures

The Council is currently facing significant financial pressures in general. This is affecting all service areas, including the schools' sector. There are significant variations in the budget share per pupil across Powys schools, ranging from £3,127 to £7,877 in the primary sector.

vi) Inequality in access to Welsh-medium education

In contrast to other areas of Wales, there has been no growth in Welsh-medium pupil numbers in Powys over recent years. Significant changes are needed to the Welsh-medium offer in Powys to reverse the trend of the last few years and ensure that all Powys learners can access comprehensive Welsh-medium provision throughout their educational careers.

vii) Limited post-14 and post-16 offer

In September 2019, the Council's Cabinet considered a report on post-16 provision, which outlined a number of challenges facing the sector, including decreasing learner numbers, financial challenges and sustainability of the curriculum offer, including Welsh-medium provision.

viii) Inequality in access to SEN provision

Within Powys, pupils with special education needs (SEN) attend a range of settings, including special schools, specialist centres, the pupil referral unit (PRU) as well as mainstream schools.

Currently, not all pupils are educated in the setting that meets their needs best, and depending on where pupils live, they have access to a different quality and type of provision.

ix) Historical lack of political decision making

Although there have been some developments in terms of the schools' infrastructure over recent years, the Council's failure to implement a number of high-profile proposals in the last few years has left a legacy in Powys, and there has been a reluctance to embark on large scale reorganisation of education provision since then.

4. WHY CHANGE IS NEEDED IN LLANFAIR CAEREINION

The current challenges facing the two schools in Llanfair Caereinion are as follows:

4.1 Decreasing pupil numbers

Total pupil numbers at the two schools over the last few years are as follows²:

	Jan. 2014	Jan. 2015	Jan. 2016	Jan. 2017	Jan. 2018	Jan. 2019	Jan. 2020
Llanfair Caereinion C.P. School (R-Yr6)	202	209	195	185	174	173	166
Caereinion High School (Yr7-Yr13)	549	530	494	495	487	456	447
TOTAL	751	739	689	679	661	629	613

This shows that total pupil numbers at the two schools have decreased by 138 since January 2014.

Pupil numbers across the two schools are not projected to increase over the coming years – the following table includes the latest projections received by the Council's Finance Team³

	Jan. 2021	Jan. 2022	Jan. 2023
Llanfair Caereinion C.P. School	162	145	143
Caereinion High School	459	465	460
TOTAL	621	610	603

Whilst Llanfair Caereinion C.P. School is currently slightly over capacity, the decrease in pupil numbers has resulted in a high number of surplus places at Caereinion High School. Based on current pupil numbers, there are currently 162 surplus places at Caereinion High School, which is 27% of the school's capacity.

² PLASC 2020

³ Powys Finance Projections based on data provided by the school

4.2 Temporary leadership arrangements at both schools

There are currently temporary leadership arrangements in place at both Llanfair Caereinion C.P. School and Caereinion High School.

In order to ensure continued improvement in the provision in Llanfair Caereinion, there is a need to secure permanent leadership arrangements.

4.3 Building condition

Based on the Welsh Government's condition survey carried out in 2009, the condition of both school buildings was identified as poor. In addition, Caereinion High School does not meet the requirements of the Equality Act 2010.

This suggests that the current buildings do not meet the Council's aspirations for education, as outlined in the Strategy for Transforming Education in Powys.

4.4 Budget pressures

Similarly to many other schools across Powys and Wales, Caereinion High School is facing budgetary pressures, and is currently projecting to be in a deficit budget position during 2020/21.

Whilst this is projected to be resolved by 2021/22, the Council as a whole is facing significant financial pressure over the foreseeable future, which will continue to put pressure on school budgets.

4.5 Welsh-medium provision

Both Llanfair Caereinion C.P. School and Caereinion High School are dual stream schools.

Welsh-medium pupil numbers in the primary school have increased, suggesting greater demand for Welsh-medium provision in the town.

Current Welsh-medium pupil numbers⁴ are:

	R	1	2	3	4	5	6	Total
Llanfair Caereinion C.P. School	7	16	11	14	12	15	11	86

⁴ Teacher Centre, 12th October 2020

	7	8	9	10	11	12	13	Total
Caereinion High School	42	42	40	44	38	19	23	248

Whilst Caereinion High School has successfully provided Welsh-medium education to pupils across a wide catchment area in North Powys over a number of years, the school's dual stream arrangement causes challenges in terms of providing a comprehensive Welsh-medium curriculum.

The Council's Strategy for Transforming Education in Powys includes an aim to 'improve access to Welsh-medium provision across all key stages', and identifies issues with the Welsh-medium secondary provision in Powys:

'It is apparent that there is no equality of provision for Welsh-medium learners across the county, and the level of Welsh-medium provision available is a postcode lottery. In addition, learners in Powys do not have access to a Welsh-medium secondary school.'

The Strategy also includes an objective to 'move schools along the language continuum'.

Given Caereinion High School's successful record of providing Welsh-medium education over recent years, Llanfair Caereinion will be a key focus for the Council in moving forward with implementing the strategy.

4.6 Need to provide an attractive post-16 curriculum

There has been a reduction in the number of pupils in Powys sixth forms over the last few years, which is making it increasingly difficult to provide a broad range of subjects to learners.

The number of sixth form pupils⁵ at Caereinion High School over the last few years is as follows:

	Year 12	Year 13	Total
2015/16	36	30	66
2016/17	40	31	71
2017/18	29	32	60
2018/19	23	31	54
2019/20	42	16	62

⁵ PLASC

Whilst sixth form numbers at the school have remained fairly stable over recent years, numbers remain small. This means that it is increasingly challenging to provide an attractive post-16 curriculum to learners. This is particularly the case in respect of Welsh-medium provision.

The Council's Strategy for Transforming Education in Powys recognises the need to improve post-16 provision, and also includes a strategic aim to 'Improve learner entitlement and experience for post-16 learners'.

5. OPTIONS CONSIDERED

Initial discussions between the Council and the governing bodies of Llanfair Caereinion C.P. School and Caereinion High School suggested that there was interest in moving towards an all-age delivery model in Llanfair Caereinion. This aligns with the Strategic Objective to 'Develop a network of all-age schools based around the 13 current secondary school locations' as outlined in the Council's Strategy for Transforming Education in Powys.

The following options have been identified as possible ways in which this could be achieved:

Option	Description
1	Status quo – both schools continue to operate as standalone schools
2	All-age federation – Llanfair Caereinion C.P. School and Caereinion High School federate to create a federated all-age school in Llanfair Caereinion
3	All-age school – Merge Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school in Llanfair Caereinion

The current process is focussed on creating an all-age governance structure in Llanfair Caereinion, and does not propose any change to the current language categories of Llanfair Caereinion C.P. School and Caereinion High School.

However, the Council recognises the strength of Welsh-medium provision in this area, and that in particular, the secondary Welsh-medium provision at Caereinion is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision.

The current proposal to amalgamate Llanfair Caereinion C.P. School and Caereinion High School to establish an all-age school in Llanfair Caereinion is the first phase of transforming education in Llanfair Caereinion. Alongside this process, the Council will continue to engage in dialogue with representatives of the two schools, in order to continue to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. This would contribute to the implementation of the Council's Welsh in Education Strategic Plan (WESP) and the Welsh Government's Strategy to achieve a million Welsh speakers by 2050.

If the outcome of this is a need to change the school's language category, a further statutory process would be required to implement this. If required, this would be separate to the current process to merge the two schools, and a separate consultation exercise would be required.

6. CONSIDERATION OF IDENTIFIED OPTIONS

6.1 SWOT ANALYSES

SWOT analyses for each of these three options identified in section 5 are provided below:

Option 1: Status quo – both schools continue to operate as standalone schools

Strengths	Weaknesses
<ul style="list-style-type: none"> - Retention of primary and secondary provision in Llanfair Caereinion - No disruption to pupils, parents or staff - There would be no additional transport costs - No requirement for a reorganisation process - No detrimental impact on the local community from loss of provision 	<ul style="list-style-type: none"> - There is currently no permanent leadership arrangements in place in either school - Would not lead to any financial efficiencies - Two separate schools, therefore there is no strategic overview of the provision of education in Llanfair Caereinion - Unlikely to attract capital investment - Less opportunity to improve quality of standards in education across both phases of education
Opportunities	Threats
<ul style="list-style-type: none"> - Opportunities for greater collaboration between the two schools 	

Option 2: All-age federation – Llanfair Caereinion C.P. School and Caereinion High School federate to create a federated all-age school in Llanfair Caereinion

Strengths	Weaknesses
<ul style="list-style-type: none"> - Retention of primary and secondary provision in Llanfair Caereinion - Minimal disruption to pupils, parents or staff - There would be no additional transport costs - Would provide improved opportunities for sharing staff expertise and good practice - Would provide opportunities for improved transition links between the primary and secondary schools 	<ul style="list-style-type: none"> - Would not lead to any financial efficiencies - Unlikely to attract capital investment - 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 may be unfamiliar with the concept of an 'all-age' school and may have concerns about the model - Other primary feeder schools may have concerns

<ul style="list-style-type: none"> - Minimal disruption to pupils, parents and staff - Potential for one headteacher across the two schools - The two schools would retain their individual identities - May be more acceptable to other primary schools in the catchment - Potential to run more efficiently through shared staffing, shared resources etc. - One governing body which would have strategic overview over the two schools - Would be easier to dissolve a federation if the change was not working - No detrimental impact on the local community from loss of provision 	
Opportunities	Threats
<ul style="list-style-type: none"> - Opportunity for improved collaboration between the two schools - Opportunity to run more efficiently - Opportunity for shared staffing across the federation - Opportunity for the two schools to work more closely together to develop bilingualism across all key stages - Opportunity to improve quality and standards in education across both phases of education 	

Option 3: All-age school – Merge Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school in Llanfair Caereinion

Strengths	Weaknesses
<ul style="list-style-type: none"> - Retention of primary and secondary provision in Llanfair Caereinion - There would be no additional transport costs - Would enable staff expertise and good practice to be shared across all key stages - Would improve transition between each key stage - Minimal disruption for pupils and parents 	<ul style="list-style-type: none"> - Parents may be unfamiliar with the concept of an ‘all-age’ school and may have concerns about the model - Other primary feeder schools may have concerns - Impact on staff as management of change process would need to take pace to allocate posts in the new school

<ul style="list-style-type: none"> - Would improve the ability to provide an appropriate curriculum to all pupils - Would enable the school to run more efficiently through shared staffing, shared resources etc. - One governing body which would have strategic overview over the provision for pupils/learners in all key stages - One leadership team which would have strategic overview over the provision for pupils/learners in all key stages - Small financial saving to the Council - No detrimental impact on the local community from loss of provision 	
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> - Opportunity to provide permanent leadership arrangements to all pupils - Opportunity to enable all learners to achieve high standards of achievement and attainment - Opportunity to provide excellent teaching and learning provision reflecting national, regional and local priorities - Opportunity to develop resilient leadership and management arrangements - Opportunity to access capital investment in the future - Opportunity to develop an inclusive education model, meeting the needs of vulnerable learners - Opportunity to streamline policies, procedures and schemes of work' - Opportunity to share best practice between staff from Primary and Secondary sectors - Opportunity to develop a single culture and ethos - Opportunity to develop bilingualism across all key stages - Opportunity to improve quality and standards in education across both phases of education 	<ul style="list-style-type: none"> - Transition process for pupils, staff and parents may cause uncertainty with a potential impact on pupil numbers, as parents choose other schools (potentially out of county) - Difficult to recruit staff in a period of instability - Instability could impact on the continued need to improve outcomes

6.2 CRITICAL SUCCESS FACTORS

The options have also been assessed against the following Critical Success Factors:

Critical Success Factor	Description
1 – Strategic fit and business needs	<ul style="list-style-type: none"> • The option must align with the Council’s Strategy for Transforming Education in Powys 2020-2030, to include the following: <ul style="list-style-type: none"> - Address the challenges facing education in Powys, as outlined in the Council’s Strategy for Transforming Education in Powys 2020-2030 - Align with the Vision and Guiding Principles outlined in the Council’s Strategy for Transforming Education in Powys 2020-2030 - Align with the Strategic Aims and Objectives outlined in the Council’s Strategy for Transforming Education in Powys 2020-2030 • The option must optimise the benefits of the Council’s Transforming Education Programme
2 – Value for money	<ul style="list-style-type: none"> • The option must optimise the resources available for the delivery of learning • The option must provide value for money in the delivery of learning
3 – Potential achievability	<ul style="list-style-type: none"> • The option must be achievable within current legislation • The option must be operationally achievable • The option must be physically achievable
4 – Potential affordability	<ul style="list-style-type: none"> • The extent to which the option is affordable within the Council’s forecasted revenue • The extent to which the option is affordable within the forecasted capital funding available to the Council

Each option has been assessed against the Critical Success Factors based on the following criteria:

✓ – Meets ? – Could meet x – Does not meet

The assessment for each option is as follows:

	Option 1	Option 2	Option 3
1 – Strategic fit and business needs	x	x	✓

2 – Value for money	x	x	✓
3 – Potential achievability	✓	✓	✓
4 – Potential affordability	x	x	✓
Total ✓	1	1	4
Total x	3	3	0
Outcome	Discount	Discount	Preferred option

7. PREFERRED OPTION

Based on the SWOT analyses and assessment against the critical success factors, the emerging preferred option for Llanfair Caereinion C.P. School and Caereinion High School is:

Option 3: All-age school – Merge Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school in Llanfair Caereinion

This is the basis for the current proposal on which the Council is consulting. The proposal is further explored in the following section.

PART B - THE PROPOSAL

8. OVERVIEW

Powys County Council is consulting on proposals to establish a new all-age school for pupils aged 4-18 in Llanfair Caereinion. The proposals are as follows:

- To close Llanfair Caereinion C.P. School and Caereinion High School
- To establish a new bilingual all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School

The current target date is to close the two schools on the 31st August 2022, with the new school opening on the 1st September 2022.

If the proposal was to be implemented, the following table provides details about the new school:

Name	The name of the new school would be proposed by the temporary governing body, and approved by the Portfolio Holder for Education
Proposed admission number	Although the new school would be a 4-18 school, the Council would continue to separate the admission number between the primary and secondary phases. The primary admission number would be 27 and the secondary admission number would be 101.
Proposed admissions arrangements	<p>Pupils living within the current catchment area of Caereinion High School that attend the primary phase of the school would automatically be allocated a place in the secondary phase of the school.</p> <p>Pupils from other primary schools wishing to join the school in year 7 would be required to apply for a place in accordance with the Council's admissions arrangements.</p>
Age range	4 – 18
Pupil places capacity	<p>The capacity would be split between the primary and secondary phases and would be the same as the current capacities of the two schools.</p> <p>The capacity of the primary phase would be 195 + 0 nursery places.</p> <p>The capacity of the secondary phase would be 603.</p>
Location	The new school would operate from the existing sites of Llanfair Caereinion C.P. School and Caereinion High School
Category	Community School

Language category	Primary – Dual Stream Secondary – Dual Stream – Bilingual Category 2B
Details of proposed accommodation	The accommodation would remain the same as the current accommodation
Home to school transport arrangements	Home to school transport would continue to be provided in accordance with the Council’s transport policy.

9. WHAT IS AN ALL-AGE SCHOOL?

An all-age school (also referred to as an all-through school) is a school which provides both primary and secondary education. The school is run by one headteacher and one governing body, and the school has one budget.

Whilst primary and secondary aged pupils would attend one educational establishment, and there would be some opportunity for sharing of facilities and resources, all-age schools continue to provide access to separate facilities for children of different ages. This would include separate teaching accommodation, as well as separate areas to use during break times.

There are already two mainstream all-age schools in Powys – Ysgol Bro Hyddgen in Machynlleth, which was established in 2014 following the amalgamation of Machynlleth C.P. School and Ysgol Bro Ddyfi and Ysgol Llanfyllin in Llanfyllin, which was established in 2020 following the amalgamation of Llanfyllin C.P. School and Llanfyllin High School. It is a model which is becoming increasingly popular in Wales, particularly in rural areas where it is seen as a way of ensuring the continued provision of education.

The model also brings many benefits to pupils by providing seamless transition for pupils throughout all phases of education.

The following are some of the all-age schools currently operating in Wales:

- Abertillery Learning Community
- Ebbw Fawr Learning Community
- Idris Davies School
- St Bridgid’s School
- Ysgol Bae Baglan
- Ysgol Bro Hyddgen
- Ysgol Bro Idris
- Ysgol Bro Teifi
- Ysgol Bro Pedr
- Ysgol Gymraeg Bro Morgannwg
- Ysgol Caer Elen

10. REASONS FOR THE PROPOSAL

In addition to the strengths and opportunities identified in section 6 above, the Council is proposing to establish a new all-age school in Llanfair Caereinion for the following reasons:

- To improve educational outcomes
 - More opportunities for staff to move between key stages, to further develop expertise in specific areas
 - Opportunities for pupils in all key stages to benefit from staff expertise in specific subject areas
 - Improved curricular and extra-curricular opportunities for pupils in all key stages
- To improve educational provision
 - Opportunities to develop a broader curriculum to meet the needs of pupils in all key stages
 - Opportunity to improve the range and quality of facilities and learning resources available to the benefit of pupils in all key stages
 - Improved opportunities for continuity of support for vulnerable groups of pupils
 - Improved opportunities for more able and talented pupils
- To improve leadership and management
 - Opportunity for high quality, robust leadership across all key stages
 - Improved opportunities for the headteacher to distribute key leadership tasks to a greater number staff across all phases of education
 - Improved opportunities for the governing body to have strategic oversight of education for pupils from 4 – 18
- To improve efficiency in the delivery of education
 - Potential for the school to operate more efficiently through more efficient deployment of staff
 - Potential for sharing of resources across all key stages
- To provide more seamless transition between key stages
 - Opportunity to provide seamless progression between each phase of education
 - Improved opportunities for continuity of support for vulnerable groups of pupils throughout their school careers

11. ADVANTAGES AND DISADVANTAGES

The advantages and disadvantages of the current proposal in respect of Llanfair Caereinion C.P. School and Caereinion High School are summarised below:

Advantages	Disadvantages
<ul style="list-style-type: none"> - Retention of primary and secondary provision in Llanfair Caereinion - There would be no additional transport costs - Would enable staff expertise and good practice to be shared across all key stages - Would improve transition between each key stage - Minimal disruption for pupils and parents - Would improve the ability to provide an appropriate curriculum to all pupils - Would enable the school to run more efficiently through shared staffing, shared resources etc. - One governing body which would have strategic overview over the provision for pupils/learners in all key stages - One leadership team which would have strategic overview over the provision for pupils/learners in all key stages - Small financial saving to the Council - No detrimental impact on the local community from loss of provision 	<ul style="list-style-type: none"> - Impact on staff as management of change process would need to take pace to allocate posts in the new school - Parents may be unfamiliar with the concept of an 'all-age' school and may have concerns about the model - Other primary feeder schools may have concerns

12. RISKS

As with all school reorganisation proposals, there are risks associated with the proposal to establish an all-age school in Llanfair Caereinion.

These are outlined below, along with suggested mitigating actions:

Risk	Likelihood	Impact	Mitigating Actions
Parents don't want their children to attend an all-age school, so choose for them to move to alternative schools	Low	Low	Engagement with parents to take place throughout the process.

			Should the Cabinet decide to proceed with the proposal, opportunities to be provided for parents to contribute to the process of establishing the new school.
Lack of support from other schools in the Llanfair Caereinion catchment area	Low	Low	Other primary schools in the Llanfair Caereinion catchment to be fully informed throughout the process.
Difficult for both current schools to focus on improving outcomes due to the uncertainty caused by the proposal – may affect standards	Medium	Medium	The Council will continue to provide advice and support to both schools and the temporary governing body of the new school to ensure that standards and performance continue to improve during the transition period.
Negative impact on staff morale during the transition period, may lead to some staff leaving before the new school is established	Low	Low	Engagement with staff to take place throughout the process and staff to be kept informed of developments. Being part of a transformational development may help to mitigate this risk.
Other changes resulting from other Council developments e.g. ALN transformation, Post-16 transformation and developments relating to Welsh-medium provision	Medium	Medium	Regular updates to be provided to schools.

13. POTENTIAL IMPLEMENTATION TIMESCALE

Should Cabinet decide to proceed with the proposals, potential implementation timescales are as follows:

Formal Consultation	13 October to 24 November 2020
Consultation Report to be published, and considered by Cabinet	January 2021

If Cabinet decide to proceed:

Publish Statutory Notice (28 days objection period)	February 2021
Objection Report to be published and considered by Cabinet	March 2021

If Cabinet approves implementation:

Establish temporary governing body	April/May 2021
Appoint headteacher	By end of 2021
Develop and appoint to a new staffing structure	Autumn 2021/Spring 2022
Current schools close	31 st August 2022
New school opens	1 st September 2022

PART C – LIKELY IMPACT OF THE PROPOSAL

14. IMPACT ON PUPILS

i) Pupils currently attending Llanfair Caereinion C.P. School and Caereinion High School

As implementation of the proposal would see the continuation of Welsh-medium and English-medium primary and secondary education in Llanfair Caereinion, on the current sites of the two schools, it is anticipated that there would be very little change to pupils currently attending the two schools in Llanfair Caereinion.

It is anticipated that they would continue to be educated in their current building – i.e. pupils up to year 6 would be educated on the current site of Llanfair Caereinion C.P. School, whilst pupils from year 7 onwards would be educated on the current site of Caereinion High School. However, there would be improved opportunities for pupils to access facilities on both sites as appropriate. This would be beneficial for primary aged pupils, who would benefit from improved opportunities to access specialist facilities primarily used by secondary aged pupils.

Pupils would continue to be educated either through the medium of Welsh or through the medium of English, however it is anticipated that implementation of the proposal would provide enhanced opportunities to use the Welsh language throughout the school.

Implementation of the proposal would also provide improved opportunities for pupils in all key stages to benefit from staff specialisms throughout their time at the school, and to provide continuity in the support provided to vulnerable pupils throughout their time in the school. There would also be improved opportunities for more able and talented pupils.

It is also expected that implementation of the proposal would result in improved transition between educational phases, which should have a positive impact on the pupil well-being, and on their educational performance.

As education would continue to be provided on the current sites, it is not anticipated that there would be any additional home to school transport required for any pupils. Transport would continue to be provided in accordance with the Council's Home to School Transport Policy.

ii) Pupils attending other primary schools in the Llanfair Caereinion catchment

Caereinion High School operates as an area secondary school for pupils currently attending a number of primary schools in the catchment area in

addition to Llanfair Caereinion C.P. School. Should the Council proceed with a proposal to establish an all-age school in Llanfair Caereinion, pupils from other primary schools in the catchment would continue to transfer to the school in year 7. Therefore, it is acknowledged that there would be an impact on these pupils, as they would be transferring into an all-age school rather than transferring into a secondary school. However, it is not anticipated that the impact would be negative.

The transition arrangements for pupils attending other primary schools in the catchment area would need to be carefully managed, to ensure that the pupils are fully integrated into the school, and are not disadvantaged in any way compared with pupils that attended the primary phase of the all-age school.

The proposal to establish a new all-age school in Llanfair Caereinion also provides an opportunity to strengthen the current relationship with other primary schools in the catchment area, in order to provide improved opportunities to pupils attending these schools, and to provide improved transition arrangements for these pupils.

iii) Pupils attending primary or secondary schools not in the Llanfair Caereinion catchment

It is not anticipated that implementation of the proposal would impact on pupils attending primary or secondary schools not in the Llanfair Caereinion catchment.

15. IMPACT ON STAFF

Should the proposal be implemented, Llanfair Caereinion C.P. School and Caereinion High School would close, and a new school would be opened with a new governing body. Should the proposal proceed, a temporary governing body would be appointed for an interim period, until the new school were to open.

The temporary governing body would be responsible for appointing a headteacher for the new school and would then work with the headteacher to develop the leadership, management and staffing structures for the new school.

Implementation of the new staffing structure would be in accordance with the relevant HR Policies for teaching and support staff. As part of this process, there would be an opportunity for the temporary governing body to 'ringfence' all teaching and associated staff posts to staff currently employed within the existing schools in the first instance.

Should the proposal be implemented, all cleaning and catering staff that are currently employed centrally by the Council would be supported by the relevant HR policies for Council employees.

16. IMPACT ON GOVERNANCE ARRANGEMENTS

Implementation of the proposal would result in the establishment of a new all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P School and Caereinion High School. A single governing body would be responsible for the school, which would replace the two existing governing bodies. A new Instrument of Government would be developed in accordance with The Government of Maintained Schools (Wales) Regulations 2005. This is likely to include the following number of governors:

Category of governor	Number
Parent Governor	6
LEA Governor	5
Teacher Governor	2
Staff Governor	1
Community Governors	5
Additional Community Governor	1
Headteacher	1

If the proposal to establish a new 4-18 school is approved by the Council's Cabinet, a temporary governing body would initially be established to oversee the strategic and operational transition to the new school. The composition of the temporary governing body would be as per the table above.

The temporary governing body would be responsible for appointing a Headteacher for the new school, and for developing a new staffing structure for the school in conjunction with the Headteacher.

A permanent governing body would be established upon the formal opening of the new school, based on the Instrument of Government outlined above.

The Welsh Government consulted on new regulations for the composition of governing bodies during 2017. Should any new regulations come into effect in the future, it is likely that changes would be required to the composition of the governing body.

17. IMPACT ON QUALITY AND STANDARDS IN EDUCATION

i) Standards, wellbeing and attitudes to learning

Standards and progress overall, of specific groups and in skills

The Council would expect implementation of the proposal to establish an all-age school to have a positive impact on standards and progress overall. The Council would hope that implementation of the proposal would lead to securing permanent leadership arrangements for all pupils in Llanfair Caereinion, which should lead to improved standards across all ages.

It is anticipated that implementation of the proposal would have a positive impact on standards and progress overall for all pupils, including pupils belonging to specific groups such as English as an Additional Language, eligible for Free School Meals, Looked After Children, Additional Learning Needs. One learning continuum could be implemented across all age ranges, meaning that pupil progress could be monitored and supported more effectively throughout their school career. This would be particularly beneficial for pupils belonging to specific groups such as those outlined above, as there would be improved opportunities for sharing staff specialisms and expertise in working with these groups of pupils across all age ranges, ensuring that they can be more effectively supported throughout their time in the school.

It is also anticipated that implementation of the proposal 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 all age ranges, and through the ability to target across all phases of education.

It is also anticipated that establishing an all-age school 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 all age ranges, and through the ability to target across all phases of education.

The Council would also expect establishing an all-age school to have a positive impact on provision and progression, through the effective implementation of the Curriculum for Wales. An all-age school would allow for careful planning in the six areas of learning and experiences and the core purposes across all age groups, to allow for strong progression in skills, knowledge and understanding, and would allow for the sharing of staff expertise and skills.

Wellbeing and attitudes to learning

Establishing an all-age school would mean that pupils in Llanfair Caereinion would attend the same school throughout their time in school. This would avoid the transition difficulties which sometimes arise when pupils move from primary school to secondary school, and therefore would have a positive impact on pupil well-being.

Establishing an all-age school would also mean that pupils in the primary ages would have improved opportunities to access specialist facilities currently available at the high school, including PE, science and technology facilities. It is hoped that this would have a positive impact on the opportunities available to them in the primary sector, and on their attitudes to learning.

ii) Teaching and learning experiences

Quality of teaching

The Council would expect implementation of the proposal to lead to improvements in the quality of teaching in Llanfair Caereinion, due to the improved professional development and collaboration opportunities that could be offered to staff, for example cross phase working, peer to peer working, triad working, and sharing pedagogical principles.

The breadth, balance and appropriateness of the curriculum

It is anticipated that establishment of a new all-age school would provide improved opportunities to provide a broad, balanced and appropriate curriculum for pupils in Llanfair Caereinion.

Establishing an all-age school would also provide an opportunity to redesign the curriculum offer in Llanfair Caereinion, in order to meet the requirements of the new curriculum for Wales, as outlined in 'Our National Mission', which sets out the ambition for all schools to develop as learning organisations.

Pupils would benefit from closer links between the various phases of education, and the opportunity to access specialist teachers. Primary aged pupils would also benefit from the opportunity to access specialist facilities located in Caereinion High School, which could include PE, science and technology facilities.

The provision of skills

It is anticipated that establishing an all-age school 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 all age ranges, and through the ability to target across all phases of education.

An all-age school would allow for careful planning in the six areas of learning and experiences and the core purposes across all age groups, to allow for strong progression in skills, knowledge and understanding, and would allow for the sharing of staff expertise and skills.

iii) Care support and guidance

Tracking, monitoring and the provision of learning support, personal development and safeguarding

The Council would expect establishing an all-age school to lead to improvements in the care, support and guidance provided to pupils. Pupils would be part of one establishment throughout their time in school, which would result in improvements in the tracking and monitoring arrangements which could be put in place throughout their time in school, and would enable more effective transition arrangements to be implemented during the pupil's time in school.

Should an all-age school be established, pupils would be part of a larger body of pupils, which would be expected to have a positive impact on their personal development and the opportunities available to them. As part of this, opportunities could be offered to older pupils to provide support to younger pupils.

iv) Leadership and management

Quality and effectiveness of leaders and managers, self-evaluation processes and improvement planning

It is anticipated that the establishment of a new all-age school in Llanfair Caereinion would lead to improvements in terms of leadership and management. Neither Llanfair Caereinion C.P. School nor Caereinion High School currently have a permanent headteacher. The Council would hope that establishing an all-age school would lead to securing permanent leadership arrangements for the new school, and therefore for all pupils in Llanfair Caereinion, which should lead to improvements in leadership arrangements across the school.

The establishment of a new all-age school would also provide more opportunities for distributed leadership across the primary and secondary sectors, and would provide enable middle leaders to be developed more effectively, and improved developmental opportunities for staff, including increased opportunities to develop specialisms across the school, and to work across different key stages.

Should an all-age school be established, one new governing body would replace the two current governing bodies, which should provide more robust governance arrangements.

Establishment of a new all-age school would provide improved opportunities to develop robust self-evaluation process which could be implemented across all key stages, resulting in improvements for learners, as well as improved opportunities to plan more effectively across all age ranges.

Professional learning

Establishing an all-age school 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.

Establishing an all-age school would enable the school to develop as an effective learning organisation, in accordance with the ambition set out for all schools, as outlined in 'Our National Mission'.

Use of resources

Should a new all-age school be established, the school would be funded as one school, with one budget, and would be run by 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.

v) 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.

vi) Impact on the school's ability to deliver the full curriculum in the foundation stage and each key stage, including the quality of curriculum delivery and the extent to which the structure or size of the school is impacting on this

It is not anticipated that establishment of a new all-age school would have a negative impact on the school's ability to deliver the full curriculum in the foundation stage and each key stage. The school would continue to operate from the current sites of Llanfair Caereinion C.P. School and Caereinion High School, and no significant change would be expected in total pupil numbers across the two sites.

There could be a positive impact on the ability to deliver the full curriculum due to the opportunity to access staff specialisms across all age ranges and to share other resources as appropriate. There would also be an improved opportunity for primary aged pupils to benefit from specialist secondary facilities, such as science laboratories, which would provide improved opportunities to deliver the full curriculum to pupils.

vii) Impact on other schools

Should the proposal be implemented, it is possible that some pupils would choose to attend alternative schools instead of the proposed new all-age school, however it is unlikely that the numbers would be significant.

Therefore, it is unlikely that implementation of the proposals would impact on quality and standards in education at these schools, including standards, wellbeing and attitudes to learning, teaching and learning experiences, care support and guidance, leadership and management, nor on their ability to deliver the full curriculum at the foundation phase and in each stage of education.

18. NEED FOR PLACES AND IMPACT ON AVAILABILITY OF PLACES AND ACCESSIBILITY OF SCHOOLS

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

The intention 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.

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

The intention is to establish a new school of the same language category as the two existing schools, therefore the new school would continue to provide access to education through the medium of Welsh and English.

Neither of the two existing schools have a designated religious character.

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

The intention is to establish a new all-age school on the current sites of Llanfair Caereinion C.P. School and Caereinion High School, therefore there would be no change in terms of journey times.

iv) 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 expected to remain fairly stable over the coming years – there is no evidence of current or future need/demand in the area for additional places.

- v) **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, therefore there would be no change in terms of access for disabled pupils in accordance with requirements under the Equality Act 2010.

19. RESOURCING OF EDUCATION AND OTHER FINANCIAL IMPLICATIONS

- i) **What effect will the proposals have on surplus places in the area?**

The intention is to establish a new school in the buildings currently occupied by Llanfair Caereinion C.P. School and Caereinion High School. It is not anticipated that establishing an all-age school would impact on surplus places in the area.

- ii) **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?**

The Council's Strategy for Transforming Education in Powys includes an aspiration to develop new purpose-built all-age schools across Powys, that will not only provide state of the art facilities for teaching and learning, but also childcare and early years provision, community and leisure facilities, multi-agency areas that can provide support for learners and their families and SEN/ALN facilities of the highest quality.

Whilst the intention is that in the longer term new accommodation would be provided in Llanfair Caereinion as part of the 21st Century Schools Investment Programme, the current proposal is to merge Llanfair Caereinion C.P. School and Caereinion High School in their current accommodation, therefore the proposal is not dependent on capital investment.

- iii) **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.

- iv) **Will additional transport costs be incurred as a result of the proposal?**

Should the proposal be implemented, Welsh-medium and English-medium primary and secondary provision would continue to be provided in Llanfair Caereinion, in the same location as it is currently provided. It is not anticipated that any additional home to school transport would be required, therefore no additional transport costs would be incurred.

Home to school transport arrangements would continue to be in accordance with the Council's Home to School Transport Policy and the Learner Travel (Wales) Measure 2008. The Council's current Home to School Transport Policy is available on-line at <https://en.powys.gov.uk/article/3879/Apply-for-school-transport>.

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

There are no capital costs associated with establishing a new all-age school in the buildings currently occupied by Caereinion C.P. School and Caereinion High School.

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

Based on the Council's current funding formula for schools, the following is a comparison of the funding that would be provided to Llanfair Caereinion C.P. School and Caereinion High School during 21/22 should they be funded as separate schools, and the funding that would be provided to a new all-age school during 21/22 (based on **estimated** pupil numbers for both schools in September 2020):

Estimated funding for the two separate schools 21/22	£3,286,364
Estimated funding for one all-age school 21/22	£3,274,370
Estimated saving / (Cost)	£11,994

It is estimated that amalgamating the two schools to establish a new all-age school would result in annual revenue savings to the Council of **£11,994** per annum. This figure will be reviewed as pupil numbers change.

Regardless of whether or not implementation of the proposal would result in a financial saving to the Council, it is expected that establishment of a new all-age school would enable the school to make internal savings and to operate more efficiently, thereby maximising use of the funding provided by the Council.

As the proposal is to establish a new school in the accommodation currently occupied by Llanfair Caereinion C.P. School and Caereinion High School, there would be no impact on transport costs, and there would be no capital costs.

If the proposal was implemented, the existing schools would only receive formula funding for the proportion of the financial year for which they are open, e.g. if a school closes on 31st August, it will only be resourced for the first 5 months of the financial year (5/12 of the formula allocation). When the school(s) close, any balance (surplus or deficit) will revert to the Council.

The Council provides funding to support schools during transition to new governance models to support the additional work that is required when developing new staffing structures, curriculum planning, etc. Should the Council proceed with the proposal, the amount of transitional funding to be provided would be agreed with the temporary governing body.

vii) Without the proposals, would the schools affected face budget deficits?

Based on the 1st May submittal by the governing bodies, Caereinion High School is projected to be in a deficit budget position during 2020/21, however it is projected that this will be recovered by the 2021/22 financial year.

Llanfair Caereinion C.P. School is not currently projecting to be in a deficit budget position.

viii) Will any savings in recurrent costs be retained in the local authority's local schools budget?

Any savings would be reinvested into the schools system.

ix) 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?

Establishment of a new all-age school will not result in any capital receipts.

20. IMPACT ON SIXTH FORM PROVISION

i) Whether proposals will lead to an improvement in the educational or training achievements of persons who are above compulsory school age but below the age of 19

Establishing an all-age school in Llanfair Caereinion would continue to offer provision for learners who are above compulsory school age but below 19 in Llanfair Caereinion, therefore pupils who currently access provision in Llanfair Caereinion would still be able to access this. It is not anticipated that there would be an impact on the educational or training achievements of these learners.

ii) Whether proposals will contribute to an appropriate range of relevant courses and qualifications and high quality, employer informed, vocational learning routes targeted at pupils of all abilities, whilst maintaining GCSE, AS/A level and other established courses, as required under the Learning and Skills (Wales) Measure 2009 for 14-19 year old learners

It is not anticipated that this would impact on the range of relevant courses and qualifications available. Learners would continue to be able to access a similar range of courses to what is currently available at Caereinion High School and the North Powys Learning Pathways offer, in accordance with the requirements of the Learning and Skills (Wales) Measure 2009.

iii) Whether proposals are likely to lead to an increased participation in learning by pupils beyond compulsory school age, taking into account transport issues and costs to the learner and others, the affordability of such costs, and the likelihood of learners being willing to travel

Establishing an all-age school at Llanfair Caereinion would continue to provide access to learning beyond compulsory school age at Llanfair Caereinion, therefore there would be no impact on transport or cost to the learner.

It is not anticipated that there would be an impact in participation in learning by pupils beyond compulsory school age.

iv) The extent to which proposals contribute to the 14-19 agenda taking account of the views of regional 14-19 networks

It is not anticipated that this would impact on the range of relevant courses and qualifications available. Learners would continue to be able to access a similar range of courses to what is currently available at Caereinion High School and across North Powys, in accordance with the requirements of the Learning and Skills (Wales) Measure 2009.

v) The effect of proposals on 11-16 provision in schools

Establishing an all-age school in Llanfair Caereinion would continue to provide access to Welsh-medium and English-medium provision in Llanfair Caereinion for 11-16 year old pupils. It is anticipated that establishing an all-age school would strengthen the provision and delivery of the Curriculum for Wales for 11-16 year old, through improved transition processes from Key Stage 2 to Key Stage 3, and the ability to share expertise across all key stages.

vi) How proposals would affect the viability of institutions already providing good-quality post-16 provision, including school sixth forms, Further Education Institutions and private training organisations

Establishing an all-age school at Llanfair Caereinion would continue to provide access to post-16 provision at Llanfair Caereinion.

It is not anticipated that there would be an impact on the viability of the provision at Llanfair Caereinion, or on the viability of any other providers.

vii) How proposals might affect the sustainability or enhancement of Welsh medium provision in the regional 14-19 network and wider area and promote access to availability of Welsh medium courses in post-16 education

It is not anticipated that this would impact on the range of Welsh-medium courses available in Llanfair Caereinion.

Learners would continue to be able to access a similar range of Welsh-medium courses to what is currently available at Caereinion High School and the North Powys Learning Pathways offer, in accordance with the requirements of the Learning and Skills (Wales) Measure 2009.

viii) The extent to which proposals will provide additional learner benefits compared with the status quo and other tenable options for post-16 organisation

It is not anticipated that establishing an all-age school in Llanfair Caereinion would have a significant impact on learner benefits compared with the status quo. There may be some additional learner benefits from opportunities for older pupils to work with younger pupils, and in the sharing of specialist staff across the school.

ix) How proposals might affect discretionary transport provision a local authority may provide to learners above compulsory school age

Establishment of an all-age school in Llanfair Caereinion would not affect discretionary transport provision provided to learners above compulsory school age.

21. OTHER CONSIDERATIONS

i) Impact on educational attainment among children from economically deprived backgrounds

It is anticipated that amalgamation of the two schools would have a positive impact on the educational attainment of all pupils, including children from economically deprived backgrounds.

Amalgamation of the two schools would ensure that consistent support could be provided to these pupils throughout their time in school. In addition, 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 school. Resources and expertise could be shared effectively across the school to support learners from economically deprived backgrounds to achieve their potential.

ii) Land and Buildings

Comparison of the quality of accommodation at the school from which pupils would be transferred

As the proposal is to establish a new school on the current sites of Llanfair Caereinion C.P. School and Caereinion High School, there would be no impact on the quality of accommodation for pupils.

Information on any building works necessary to ensure that transferred children can be accommodated

All current pupils can be accommodated within the current accommodation. No building work would be necessary to be able to proceed with the proposal.

Details of any potential transfer or disposal of land or buildings that may need to occur as a result of the proposals

Should the proposal be implemented, the new school would be located on the current sites of Llanfair Caereinion C.P. School and Caereinion High School. There would be no requirement for transfer or disposal of land.

Is the school / schools involved 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 establishment of a new all-age school.

iii) Walking routes to school

Should the proposal be implemented, walking routes to the new school would be the same as the current walking routes to Llanfair Caereinion C.P. School and Caereinion High School.

iv) School Admissions

Admissions for the two current schools are administered by the Council. Should the current proposal be implemented, admissions for the new school would continue to be administered by the Council in accordance with the Council's Admissions Policy, which is available on-line at:
<https://en.powys.gov.uk/article/1158/Applying-for-a-School-Place>

Should the proposal be implemented, pupils currently attending the schools would be allocated places in the new all-age school. Pupils living within the current catchment area of Caereinion High School that attend the primary phase of the school would automatically be allocated a place in the

secondary phase of the school when it was time for them to transfer to the secondary phase.

Pupils from other primary schools wishing to join the school in year 7 would be required to apply for a place in accordance with the Council's admissions arrangements.

New pupils wishing to attend the school would need to apply for a place in accordance with the Council's admissions arrangements.

v) Welsh in Education Strategic Plan (WESP)

The Council's Welsh in Education Strategic Plan (WESP) for 2017-20 sets out the Council's aim to provide equality of provision for Welsh-medium learners in Powys, and its commitment to developing 'an infrastructure that will enable all pupils to access full provision in either Welsh or English throughout all stages of education'.

Implementation of the proposal would ensure continued access to Welsh-medium education in Llanfair Caereinion. It is anticipated that the Welsh-medium provision in the new school would be at least at the same level as the current provision in Llanfair Caereinion C.P. School and Caereinion High School, and would also provide improved opportunities for sharing resources between educational phases, sharing of staff and sharing of specialist facilities, and improved opportunities for pupils to use the Welsh language throughout the school.

Implementation of the proposal would also provide an opportunity to strengthen the linguistic continuum between the educational phases.

22. EQUALITY, COMMUNITY AND WELSH LANGUAGE IMPACT ASSESSMENTS

Draft impact assessments have been carried out in respect of the proposal. These will be updated following the consultation period to reflect any additional issues raised. The assessments are available on the Council's website:

<https://en.powys.gov.uk/article/9789/Llanfair-Caereinion-C.P.-School-and-Caereinion-High-School>

A summary of the assessments are provided below:

i) Equalities impact assessment

The proposal aims to improve the educational opportunities offered to all pupils in Llanfair Caereinion, including any pupils that belong to the protected characteristic groups.

Whilst the proposal would impact on some pupils belonging to these groups, primary and secondary Welsh-medium and English-medium provision would

be retained in Llanfair Caereinion, therefore it is not anticipated that the proposal would have a negative impact.

ii) Impact on the community

As the proposal would see the retention of primary and secondary Welsh-medium and English-medium provision in Llanfair Caereinion in the buildings currently occupied by Llanfair Caereinion C.P. School and Caereinion High School, it is not anticipated that the proposal would have a negative impact on the community.

It is anticipated that implementation of the proposal would provide enhanced opportunities for pupils across all age ranges, and enhanced opportunities to establish and develop links with the community.

iii) Impact on the Welsh language

Implementation of the proposal would see the retention of primary and secondary Welsh-medium and English-medium provision in Llanfair Caereinion.

Whilst the proposal would not change the current language category of the two schools, it is anticipated that amalgamating the two schools would lead to enhanced opportunities to use and promote the Welsh language within the new school.

It is also anticipated that implementation of the proposal would result in improved transition between key stages, which could lead to improvements in the proportion of pupils continuing to access Welsh-medium provision on transfer from the primary sector to the secondary sector.

Implementation of the proposal would result in the establishment of a new governing body and staffing structure, who would be responsible for embedding a vision for the Welsh language across the whole school, and for ensuring consistency across both phases of education, which could lead to enhancing the Welsh-medium provision available.

Alongside the current proposal, the Council will continue to engage in dialogue with representatives of Llanfair Caereinion C.P. School and Caereinion High School in order to continue to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion, to contribute to the implementation of the Council's Strategy for Transforming Education in Powys, the Welsh in Education Strategic Plan (WESP) and the Welsh Government's Strategy to achieve a million Welsh speakers by 2050.

PART D – CONSULTATION DETAILS

Who will we consult with?

The Council will consult with a range of stakeholders as required by the School Organisation Code, which include the following:

- Parents, carers and guardians at Llanfair Caereinion C.P. School and Caereinion High School
- Governors at Llanfair Caereinion C.P. School and Caereinion High School
- Staff at Llanfair Caereinion C.P. School and Caereinion High School
- Parents of pupils attending all feeder schools for Caereinion High School
- Pupils at Llanfair Caereinion C.P. School, Caereinion High School and all feeder schools for Caereinion High School
- The Church in Wales and Roman Catholic Diocesan Authorities
- The Welsh Minister for Education
- Neighbouring Local Authorities
- Local Powys Councillors
- Town and Community Councils in the local area
- The Member of the Senedd for Montgomeryshire and regional Members of the Senedd for the area
- The MP for Montgomeryshire
- Estyn
- Teaching and staff trade unions
- ERW
- The Police & Crime Commissioner for Dyfed Powys
- Nursery providers in the local area
- Mudiad Meithrin
- The Powys Children and Young People's Partnership
- NPTC College
- Welsh Language Commissioner

Consultation with pupils will take place in accordance with the Welsh children and young people's national participation standards⁶.

The consultation period

The consultation period will commence on the 13 October 2020 and will end on the 24 November 2020.

The statutory process

Consultation on this proposal will follow the guidelines set out by the Welsh Government in the revised School Organisation Code which became operational on the 1st November 2018. The process is summarised below:

⁶ <https://gov.wales/children-and-young-peoples-national-participation-standards>

i) Consultation

Consultation will start on the 13 October 2020 and will end on the 24 November 2020. Feedback from the consultation will be collated and summarised, and a consultation report will be produced and shared with stakeholders.

It is important to note that responses made to the consultation will not be counted as objections to the proposal, and that only objections can be registered following publication of a statutory notice.

The Council's Cabinet will consider the consultation 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 the Cabinet decides not to proceed, that will be the end of this proposal.

It is anticipated that the Consultation Report will be considered by the Cabinet in January 2021.

ii) Statutory notice

If the Cabinet decides to proceed with the proposal, statutory notices would be published after the Cabinet meeting. There would then be a period of 28 days for people to submit written objections.

If there were objections, the Council would publish an objection report providing a summary of the objections and the Council's response to them before the end of 7 days beginning with the day of the local authority's determination. Only written objections submitted during the statutory notice period will be considered as objections and included in this report. Comments submitted as part of the consultation period would not be counted as objections. Should stakeholders wish their consultation responses to be considered as objections, they would need to be re-submitted in writing during the statutory notice period.

A further report would be presented to the Council's Cabinet, which they would consider alongside the objection report, in order to decide whether or not to approve the proposal.

It is anticipated that a final decision would be made by March 2021.

iii) Implementation

If the Council's Cabinet were to approve the proposal, it would be implemented in accordance with the date given in the statutory notice or any subsequently modified date.

How to respond to the consultation

A consultation response form is attached to this document. An online version is also available on the Council's website:

<https://en.powys.gov.uk/article/9789/Llanfair-Caereinion-C.P.-School-and-Caereinion-High-School>

Alternatively, you can respond in writing.

Completed forms and other written responses should be sent to the following address:

Transforming Education Team, Powys County Council, County Hall, Llandrindod Wells, LD1 5LG

E-mail: school.consultation@powys.gov.uk

All correspondence should be received by the **24th November 2020**.

If you have any further questions about this proposal, you can contact the Transforming Education Team using the above contact details, or by phoning (01597) 826277.

APPENDIX A - KEY DATA

Key data about the two schools is provided below:

General information

School Name	School Category	Language Category	Admission Number
Llanfair Caereinion C.P. School	Community Primary	Dual Stream (DS)	27
Caereinion High School	Community Secondary	Bilingual Dual Stream - Category 2B	146

Pupil numbers

i) Current pupil numbers⁷

	R	1	2	3	4	5	6	Total
Llanfair Caereinion C.P. School	13	21	17	27	23	31	29	161

	7	8	9	10	11	12	13	Total
Caereinion High School	83	73	72	90	77	31	35	461

ii) Historical pupil numbers⁸

	Jan. 2014	Jan. 2015	Jan. 2016	Jan. 2017	Jan. 2018	Jan. 2019	Jan. 2020
Llanfair Caereinion C.P. School	202	209	195	185	174	173	166
Caereinion High School	549	530	494	495	487	456	447
Total	751	739	689	680	661	629	613

⁷ Teacher Centre, 12th October 2020

⁸ PLASC

iii) **Projected pupil numbers**

	Jan. 2021	Jan. 2022	Jan. 2023	Jan. 2024	Jan. 2025
Llanfair Caereinion C.P. School	159	153	144	139	133
Caereinion High School	443	416	390	367	344
Total	602	569	534	506	477

If the proposal is implemented, the five year forecast of pupil numbers at the proposed new school is the total pupil numbers indicated in the table above.

Building Capacity and Condition

i) **Capacity**

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

	Current Capacity	Currently Filled	Surplus Capacity
Llanfair Caereinion C.P. School	167	161 (96.4%)	6 (3.6%)
Caereinion High School	603	461 (76.4%)	142 (23.6%)

ii) **Building condition**

In 2009, Welsh Government carried out condition and suitability assessments of the two schools:

	Condition	Suitability	Access to hall on site
Llanfair Caereinion C.P. School	C Poor	B Good	Yes
Caereinion High School	C Poor	B/C Good/Poor	Yes

Quality and standards of education

i) Estyn

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

	Llanfair Caereinion C.P. School
Date of Inspection	January 2018
Standards	Good
Wellbeing and attitudes to learning	Good
Teaching and learning experiences	Good
Care, support and guidance	Good
Leadership and management	Good
Follow Up	School to produce action plan to address recommendations

	Caereinion High School
Date of Inspection	November 2013
Standards	Adequate
Wellbeing	Adequate
Learning experiences	Good
Teaching	Adequate
Care, support, and guidance	Good
Learning environment	Good
Leadership	Adequate
Improving quality	Adequate
Partnership working	Good
Resource management	Adequate

Follow Up	<p>School to produce action plan to address recommendations. Estyn to monitor progress.</p> <p>December 2016 – Placed into schools requiring significant improvement</p> <p>May 2018 – Removed from schools requiring significant improvement</p>
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ii) School Categorisation

The latest categorisations of the two schools in accordance with the National School Categorisation System for 2019 are as follows:

	Improvement Capacity	Support Capacity
Llanfair Caereinion C.P. School	C	Amber
Caereinion High School	C	Amber

Budgetary position

	2019/20 Actual Cumulative Outturn	2020/21 Budget	2021/22 Budget	2022/23 Budget
Llanfair Caereinion C.P. School	£103,281	£59,901	£43,963	£19,442
Caereinion High School	(-£6,123)	(-£27,421)	£31,511	£119,764

Equalities information⁹

i) National identity

(Pupils aged 5 or over on the 31st August 2019)

	British	English	Irish	Scottish	Welsh	Other	Not supplied	Refused	Total pupils
Llanfair Caereinion C.P. School	23.5%	16.9%	0	0	47%	0.6%	12%	0	166
Caereinion High School	46.3%	15.7%	0	0	37.8%	0.2%	0	0	447

⁹ PLASC 2020

ii) **Ethnic Group**
(Pupils aged 5 or over on the 31st August 2019)

	White British	Other known ethnicity	Information not yet obtained	Total pupils
Llanfair Caereinion C.P. School	84.3%	4.2%	11.4%	166
Caereinion High School	98%	2%	0%	447

iii) **English as an Additional Language**

	NOR	% EAL	% EAL A/B/C
Llanfair Caereinion C.P. School	166	0%	0%
Caereinion High School	447	0.2%	0.2%

iv) **Free School Meals**

	Not eligible for FSM	Eligible for FSM	Total pupils	% Eligible for FSM
Llanfair Caereinion C.P. School	142	24	166	14.5%
Caereinion High School	414	33	447	7.4%

v) **Looked after children**

	Looked after children
Llanfair Caereinion C.P. School	0
Caereinion High School	0.4%

vi) **Additional Learning Needs (ALN)**

	None	School Action	School Action Plus	Statement	Total Pupils	% ALN
Llanfair Caereinion C.P. School	78.9%	15.1%	6.0%	0	166	21.1%
Caereinion High School	79%	14.3%	6.7%	0	447	21.0%

APPENDIX B – RESPONSE FORM

PROPOSAL TO ESTABLISH AN ALL-AGE SCHOOL IN LLANFAIR CAEREINION

Powys County Council is consulting on the following proposals relating to education in Llanfair Caereinion:

- To close Llanfair Caereinion C.P. School and Caereinion High School
- To establish a new bilingual all-through school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School

The current target date is to close the two schools on the 31st August 2022, with the new school opening on the 1st September 2022.

A consultation document which provides more information about the proposals is available on the Council's website at <http://www.powys.gov.uk/transformingeducation>. This consultation response form gives you the opportunity to let us know your view on the Council's proposal. The response form can also be completed online – a link to the online form is available by following the link above.

The closing date for this consultation is the **24th November 2020**. All responses must be received by this date.

For information on how the Transforming Education Team protects and uses personal information collected during consultation processes, please see the Transforming Education privacy notice, which is available via the following link:
<https://en.powys.gov.uk/article/9803/Transforming-Education-Privacy-Notice>

Part 1 – About You

1. Please indicate how you are associated with the schools affected by this consultation:

- | | | | |
|--------------------------|---------------------------|--------------------------|---------------------------------------|
| <input type="checkbox"/> | Parent, carer or guardian | <input type="checkbox"/> | Prospective parent, carer or guardian |
| <input type="checkbox"/> | Governor | <input type="checkbox"/> | Member of staff |
| <input type="checkbox"/> | Member of the community | <input type="checkbox"/> | Organisation e.g. Community Council |
| <input type="checkbox"/> | No association | <input type="checkbox"/> | Other |

If you said 'Other', please specify: _____

2. Please specify which school you are associated with:

- | | | | |
|--------------------------|--|--------------------------|------------------------|
| <input type="checkbox"/> | Llanfair Caereinion C.P. School | <input type="checkbox"/> | Caereinion High School |
| <input type="checkbox"/> | A feeder school apart from Llanfair Caereinion C.P. School | <input type="checkbox"/> | No association |

If you are associated with a feeder school of Caereinion High School apart from Llanfair Caereinion C.P. School, please specify which school: _____

3. Please provide your postcode: _____

Part 2 – Consultation Response

Please indicate your responses to the questions below.

4. Do you agree with the current proposal to establish a new all-age school in Llanfair Caereinion?

Yes

No

I don't know

Please provide any additional comments:

5. Do you think that the Council should be considering any other options for Llanfair Caereinion instead of the proposal to establish a new all-age school?

Yes

No

I don't know

Please provide any additional comments, including a description of the option(s) you think the Council should be considering:

Impact on the Welsh language

6. In your opinion, what positive effects would the proposal to establish a new all-age school have on:

a) Opportunities for persons to use the Welsh language?

b) Treating the Welsh language no less favourably than the English language?

7. In your opinion, what adverse effects would the proposal to establish a new all-age school have on:

a) Opportunities for persons to use the Welsh language?

b) Treating the Welsh language no less favourably than the English language?

8. How do you think the proposal to establish a new all-age school could be formulated or revised so that it would have positive effects, or more positive effects on:

a) Opportunities for persons to use the Welsh language?

b) Treating the Welsh language no less favourably than the English language?

9. How do you think the proposal to establish a new all-age school could be formulated or revised so that it would not have adverse effects, or less adverse effects on:

a) Opportunities for persons to use the Welsh language?

b) Treating the Welsh language no less favourably than the English language?

Impact on people with protected characteristics

10. Do you have any comments or concerns about the impact of the proposal to establish a new all-age school on people with protected characteristics under the Equality Act 2010?

The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

Copy of Consultation Report

11. At the end of the Consultation Period, the Council will publish a Consultation Report, summarising the issues raised in the consultation responses received and providing the Council's response to these issues.

Would you like to be informed of the publication of the consultation report?

Yes

No

If you answered 'Yes', please provide an e-mail address or postal address:

Part 3 – Equalities Information (Optional)

We want to ensure that we include all sectors of the community in our consultation, and are requesting that you provide this information to enable us to identify whether the consultation has been inclusive. However, these questions are optional.

12. How old are you?

Under 16

16-24

25-35

45-54

55-64

65-74

75-84

85+

Prefer not to say

13. What is your gender?

Male

Female

Gender Fluid

Non-Binary

Gender neutral

Prefer not to say

14. Can you understand, speak or write Welsh?

Yes

No

Prefer not to say

15. If you have school-aged children, are they entitled to receive free school meals?

Yes

No

Prefer not to say

16. If you have school-aged children, do they have any additional learning needs?

Yes

No

Prefer not to say

17. Do you consider yourself to be disabled?

Yes

No

Prefer not to say

18. What is your ethnic group?

White

Asian

Black, African or Caribbean

Mixed

Gypsy/Traveller

Other

Prefer not to say

Thank you for completing this questionnaire.

Completed questionnaires should be sent to the following address, to arrive **no later than the 24th November 2020.**

Transforming Education Team, Powys County Council, County Hall, Llandrindod Wells, LD1 5LG

E-mail: school.consultation@powys.gov.uk



**Establishment of a new all-age school for
pupils aged 4-18 in Llanfair Caereinion**

Consultation Report



Consultation on the establishment of a new all-age school for pupils aged 4-18 in Llanfair Caereinion

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If you require a copy of the document in a different format, please contact the Transforming Education Team on 01597 826277, or e-mail school.organisation@powys.gov.uk.

Consultation on the establishment of a new all-age school for pupils aged 4-18 in Llanfair Caereinion

1. OVERVIEW OF THE CONSULTATION

Powys County Council consulted on proposals to establish a new all-age school for pupils aged 4-18 in Llanfair Caereinion. The proposals were as follows:

- To close Llanfair Caereinion C.P. School and Caereinion High School
- To establish a new bilingual all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School

The consultation took place from the 13th October 2020 to the 24th November 2020.

i) Consultation methods

The consultation documentation was available on the Council's website throughout the consultation period, and was distributed to stakeholders, as required by the School Organisation Code (2018). A separate version for young people and primary aged pupils was also available.

Consultees were invited to respond to the consultation by either completing an online consultation form, filling in a paper copy of the form and returning it to the Transforming Education Team at County Hall, or by e-mailing / writing to the Transforming Education Team.

Meetings were held virtually with the following:

- Staff of Llanfair Caereinion C.P. School and Caereinion High School – 4th November 2020
- Governors of Llanfair Caereinion C.P. School and Caereinion High School – 4th November 2020
- School Councils of Llanfair Caereinion C.P. School and Caereinion High School – 11th and 18th November 2020

ii) Responses received

A total of 111 respondents completed the consultation response form which was included in the consultation document. This included paper copies as well as responses submitted using the online response form.

In addition, 8 written responses were received from respondents, including Estyn.

The response received from Estyn is provided on page 18, in-line with the requirements of the School Organisation Code.

iii) Summary of issues raised

The issues raised in the consultation responses are listed in detail in section 6 on page 22. This includes the Council's response to each issue. However, the following is a summary of the issues raised:

1. Impact on pupils
2. Impact on staff
3. Comments relating to Leadership and Governance
4. Reference to the community
5. Comments relating to buildings
6. Reference to Council strategies
7. Reference to Estyn
8. Financial queries
9. Comments relating to the all-age school model
10. Comments about the current provision
11. Criticism of the proposal / the Council
12. Comments about the Welsh Language
13. Reference to Welsh-medium education delivery models
14. Reference to equality of opportunity / Welsh language being treated less favourably than English
15. Concern about the impact on English-medium pupils / provision
16. Comments relating to the consultation documentation
17. Comments relating to the process
18. Impact on protected characteristic groups
19. Other options

2. CONSULTATION RESPONSE FORM

111 respondents completed the consultation response form which was included in the consultation document. This included paper copies as well as responses submitted using the online response form.

The quantitative findings of the questionnaire are summarised below. Written comments were also provided in the consultation response forms. The issues raised in these comments are included in Section 6 of this report.

Part 1 – About you

- Please indicate how you are associated with the schools affected by this consultation:

Response	No.	%
Parent, carer or guardian	49	44.1%
Prospective parent, carer or guardian	7	6.3%
Governor	12	10.8%
Member of staff	22	19.8%
Member of the community	9	8.1%
Organisation	6	5.4%
No association with either school	3	2.7%
Other	3	2.7%
Total responses	111	100.0%

- Please specify which school you are associated with:

Response	No.	%
Llanfair Caereinion C.P. School	22	19.8%
Caereinion High School	54	48.6%
A feeder school apart from Llanfair Caereinion C.P. School	22	19.8%
No association with any school	13	11.7%
Total responses	111	100.0%

- Please provide your postcode:

Response	No.	%
Llanfair Caereinion/Welshpool	64	57.7%
Newtown	24	21.6%
Llanfyllin	9	8.1%
Llanrhaeadr-ym-Mochnant	2	1.8%
Caersws	2	1.8%
Llanbryn-mair	2	1.8%
Neath	1	0.9%
Montgomery	1	0.9%

Machynlleth	1	0.9%
Aberystwyth	1	0.9%
Not answered	4	3.6%
Total responses	111	100.0%

Part 2 – Consultation Response

3. Do you agree with the current proposal to establish a new all-age school in Llanfair Caereinion?

Response	No.	%
Yes	58	52.3%
No	37	33.3%
Don't know	16	14.4%
Total responses	111	100.0%

4. Do you think that the Council should be considering any other options for Llanfair Caereinion instead of the proposal to establish a new all-age school?

Response	No.	%
Yes	45	40.5%
No	49	44.1%
Don't know	17	15.3%
Total responses	111	100.0%

Part 3 – About you

12. How old are you?

Response	No.	%
Under 16	0	0.0%
16-23	1	0.9%
25-34	17	15.3%
35-44	21	18.9%
45-54	36	32.4%
55-64	12	10.8%
65-74	7	6.3%
75-84	0	0.0%
85+	0	0.0%
Prefer not to say	15	13.5%
Not answered	2	1.8%
Total responses	111	100.0%

13. What is your gender?

Response	No.	%
Male	25	22.5%
Female	70	63.1%
Gender Fluid	0	0.0%
Non-Binary	0	0.0%
Gender neutral	1	0.9%
Prefer not to say	12	10.8%
Not answered	3	2.7%
Total responses	111	100.0%

14. Can you understand, speak or write Welsh?

Response	No.	%
Yes	74	66.7%
No	22	19.8%
Prefer not to say	14	12.6%
Not answered	1	0.9%
Total responses	111	100.0%

15. If you have school-aged children, are they entitled to receive free school meals?

Response	No.	%
Yes	5	4.5%
No	83	74.8%
Prefer not to say	15	13.5%
Not answered	8	7.2%
Total responses	111	100.0%

16. If you have school-aged children, do they have any additional learning needs?

Response	No.	%
Yes	8	7.2%
No	79	71.2%
Prefer not to say	15	13.5%
Not answered	9	8.1%
Total responses	111	100.0%

17. Do you consider yourself to be disabled?

Response	No.	%
Yes	2	1.8%
No	94	84.7%
Prefer not to say	13	11.7%
Not answered	2	1.8%
Total responses	111	100.0%

18. What is your ethnic group?

Response	No.	%
White	95	85.6%
Asian	0	0.0%
Black, African or Caribbean	0	0.0%
Mixed	0	0.0%
Gypsy/Traveller	0	0.0%
Other	0	0.0%
Prefer not to say	14	12.6%
Not Answered	2	1.8%
Total	111	100.0%

3. CONSULTATION WITH PUPILS

Officers from the local authority met with the School Council of Llanfair Caereinion C.P. School and Caereinion High School to get their views on the proposals.

The notes of these meetings are provided below:

i) Llanfair Caereinion C.P. School

11th November 2020

Present: Huw Foster-Evans, Sarah Astley, and Richard Williams

Officers from Powys County Council met virtually via Microsoft Teams with representatives from the School Council of Llanfair Caereinion C.P. School to discuss the consultation to establish a new all-age school in Llanfair Caereinion.

The session was held with 12 pupils from the school council. The group were all Year 6 students.

The officers explained the proposals for the merging of Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School

The pupils were asked several questions and their responses are summarised below:

What do you like about your current school?

- It's welcoming
- It has good grounds and good playgrounds
- Pupils liked the size; it was not too big or not too small
- Pupils like the headteacher
- The teachers are polite and helpful
- Pupils didn't feel too grown up and they don't get too much homework
- Nice food
- Not too many other children, not a massive school where all cramped together
- Pupils liked that the primary school is spread out
- Behaviour is good

What do you not like about school?

- Not allowed to play cat and mouse

- More pupil voice, getting to decide more things
- Pupils thought they act older than they actually are sometimes
- Football yard as it's concrete
- Crowded when they can't use the field – use more grounds

What do you think would be different if proposal went ahead?

- The work might change and there might be more homework
- Playing with older children might be rougher
- Pupils thought they might act older than they are
- How would Year 11 and Year 1 pupils be together
- Would we play on the same yard as Year 11
- When we move to Year 7 it isn't exciting and we are in the same school
- There might be different teachers
- Mixture of age groups

What are you most excited about moving to high school?

- Learn more subjects like French and Science
- More freedom and more responsibilities
- Get more homework
- Having more space
- Harder work as opposed to spellings
- The food available

What would be better for the primary school if you were part of one school?

- Make new friends
- Want to learn more
- Use the high school facilities for French, Science and Technology

Is there anything which concerns you about one school?

- Will things change a great deal
- Will we be separated from our brothers and sisters
- Year 11s could be mean to the younger pupils
- There could be bullies
- Some people would not like it

General Questions

- Would there be a new uniform?
- What uniform would you like – shorts, blazer, own clothes, not shirt and tie, if we did wear shirt and tie it would look smarter

- Would the uniforms be different between primary and secondary?
- Would we be separated from their friends?
- Would the primary school have the same choices as secondary for food/drink?

To conclude the session, the officers explained the next steps in the consultation process. It was explained that the consultation would close on the 24th November, and the pupils were encouraged to send any further comments to the Transforming Education Team using the contact details on the pupil version of the consultation document, or by speaking to their teacher.

ii) **Caereinion High School**

11th November 2020 and 18th November 2020

Present: Huw Foster-Evans, Sarah Astley, Marianne Evans, and Richard Williams

Officers from Powys County Council met virtually via Microsoft Teams with representatives from the School Council of Caereinion High School to discuss the consultation to establish a new all-age school in Llanfair Caereinion.

Two sessions were held, with a total of 10 pupils from the school council. One session consisted of 4 pupils all from either Year 12 or Year 13, and the second session consisted of 6 pupils all from Year 9.

The officers explained the proposals for the merging of Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School

The pupils were asked several questions and their responses are summarised below:

What would be the advantages of the proposal?

- It would retain education in the Llanfair Caereinion area.
- It would allow the schools to share resources, which could be seen as an advantage or disadvantage if the resources are stretched too thin.
- Transition for Year 6 pupils is not easy due to differences in the work, amount of homework etc. Transition would be smoother in an all-age school as students would be working with the secondary phase before starting.
- It is a good idea for younger pupils to have the opportunity to use specialist facilities. This would allow younger pupils to have an understanding in subjects such as Science.

- There is already some school to school working, for example, one of the students went to the primary school and did Football Coaching for their Welsh Baccalaureate Community Challenge.
- The proposal will help with education in both the primary and secondary and will help with learning Welsh at a younger age
- Primary school students will transition easier to secondary school as they will be familiar with aspects, including the layout of the secondary school
- The proposal will help students learn languages easier

What would be the disadvantages of the proposal?

- Primary school students may have to learn more secondary school level work at a younger age
- Other feeder primaries might be forgotten and those students should still be able to access transition events.
- The school should remain bilingual and dual stream. There is not enough pupils who speak Welsh to justify the change. The school would lose 50% of staff and pupils who do not speak Welsh.

What balance of choice currently exists between both language streams

- Welsh Stream there isn't the same vocational courses as offered to English Stream
- The Welsh Stream does not offer the same number of vocational courses as is offered to the English Stream
- There is already a lot of focus on Welsh for students in the English Stream
- Having a bilingual school would guarantee more exposure for English Stream students to the Welsh Language

What improvements need to be made to facilities

- The Sixth Form facilities are poor compared to other sixth forms.
- An increase this year in the numbers studying at Sixth Form means that the Sixth Form can no longer fit into the Sixth Form room.
- There should be AstroTurf pitch to replace the redgra pitch.
- Investment in sports facilities would allow for more sports development.
- Investment in facilities would lead to wider community use.

Opportunity for younger children to work with high school children

- Examples were discussed where sixth formers had looked after younger pupils at events, and this could be replicated where sixth formers help primary pupils

- Being in Year 7 could be scary and exciting, but pupils may be apprehensive to meet new people and older children working with them could ease their apprehensions

General comments/questions

- The proposal could lead to primary students being exposed to better technology, computers, labs and workshops
- The proposal could lead to primary students being exposed to different languages such as French
- Lot of young athletes getting into rugby, football and other sports which gives opportunities for younger pupils to integrate into these sports
- More space in the high school for pupils
- Having an event with the primary and high school pupils together will introduce role models from secondary school and inspire primary students
- Would the 4-18 all-age school have one headteacher?
- Are there opportunities for children aged 0-4 to also be included in the future?

To conclude the session, the officers explained the next steps in the consultation process. It was explained that the consultation would close on the 24th November, and the pupils were encouraged to send any further comments to the Transforming Education Team using the contact details on the pupil version of the consultation document.

4. CONSULTATION MEETINGS WITH STAFF AND GOVERNORS

Consultation meetings were held with the staff and governors of both schools. The issues raised at these meetings are summarised below:

i) Consultation meeting with Staff of Llanfair Caereinion C.P. School and Caereinion High School – 4th November 2020

- If the school closes in 2022, what would happen to the staff's contracts?
- How does this proposal fit in with the Council's plans to have a Welsh-medium secondary school in the county?
- What would be the capacity of the all-through school, in terms of number of staff? Would there be a similar capacity in terms of staff members, or would it be different?
- Is there Transformation funding available for the merging of the two schools, to safeguard jobs?
- We have heard that our contracts would be continuous, but what if our role isn't there anymore? What will happen then with contracts?
- Will staff have to re-apply for their jobs, within the new staffing structure?
- If you were a maths teacher for example, would it be that you teach in the Primary school or the High school, or both?
- What would happen to the contracts of colleagues who were perhaps on maternity or sickness leave, in the transition between the current schools and the new all-through school?
- What evidence is there that this model works?
- Is one of the aims for Powys to improve the opportunities and provision for post 14 and 16? As we aren't speaking about much change for these age categories here.
- Why aren't other schools in the cluster included in this transformation model?
- Thinking of budgets, are some all-through schools in deficit budgets from this transformation, and if so, how does this impact on the future of the education in these schools?
- With the development of the Welsh language if it was an avenue to go down, what support would the council give to the parents and community for people moving to the area etc?

ii) Consultation meeting with Governors of Llanfair Caereinion C.P. School and Caereinion High School – 4th November 2020

- How are you ensuring that the community as a whole isn't disadvantaged in being engaged in these consultation? The schools have sent the information out to parents but is there normally a consultation meeting which they would attend?

- There could be a danger here that we are conflating two issues, it needs to be clear to the community that this is a consultation on the establishment of the all-age school not the linguistic provision.
- You say that you will take forward the discussions regarding the language in parallel with this work and I would just like to understand the mechanism in how this is going to be carried out?
- I would appreciate hearing from you about the pros and cons of different all through schools' models. For example, I am aware we have a federation in Llanidloes and an all-through school in Llanfyllin. It would be good to hear what makes an all through school attractive, and even more attractive than a federation.
- The all-through school is still quite a new model and the shared learning and practice is really important to engage on so the young people, teacher and governors are paving the way what the school will bring to the curriculum. As it is now the question is, is it going to be better than what we currently have for our learners and staff?
- An open and honest approach is the best approach with staffing process as that is where the anxiety seems to be, down to redundancy and if they are going to have a job.
- We need to learn from Bro Hyddgen regarding the new all Welsh all through school there – that could be the future for Llanfair Caereinion, even though it isn't in this consultation, you need to be honest and open that it could be a possibility.
- We have heard that the data suggests that it improves the transition from primary schools from Llanfair Caereinion, but what about the 2/3rds that don't come from the primary?
- I am just concerned that it about 2/3rds of our students which aren't coming from the primary school and how we have to adapt and what are the benefits for them.
- Could we have a bit more detail on how the interim governing body is established?
- Pleased to hear it is not driven by cost and efficiency savings.
- In terms of the community, in terms of the high school the community is much larger and includes Newtown – pupils from Newtown represent quite a large percentage of the high school. They need to be involved in this consultation and need to be engaged in the process as well. There is a transport issue with people in the wider community who don't naturally fall into the catchment area we serve and this needs to be looked at as soon as possible. We have pupils who are missing out and I am concerned that we are failing those pupils now.
- Ysgol Caereinion are losing pupils due to transport. It is an issue that has not been resolved.
- There is a great deal of experience out there relating to the all through school model, we can learn from so many examples and working with colleagues to make it a smoother transition.

- The catchment definition is crucial to this as well and it needs to be resolved.
- In Ysgol Rhiw Bechan, the Welsh stream has grown successfully, the parents are very loyal to Caereinion high school, I think they want the reassurance they are going to be part of this process.
- It's crucial that we have got confirmation that we are not going to lose secondary education in this area, and it is exciting to be part of this project. I think as feeder schools if we can be part of the process then it is quite positive.
- I just think that in this discussion we need to know about it being something better but can we hear more about the new curriculum and the way an all through school can meet those needs in a way a standalone school wouldn't?
- In terms of the financial position in the first year will the schools start with a clean slate whether there is a surplus or deficit?
- Regarding budgets, I understand that there will be no additional funds to ease the transition, only the budget given from the formula?
- Am I right in saying that there will be no difference in the budget at this moment in time, that they will have both those budgets?
- I am pleased to hear about the confirmation of money and planning effectively means you deliver effectively. I am pleased to hear that the resource is available. It is useful and an exciting proposal and to have ambition in providing top education in the area.
- We have had a lot of language discussion this evening and I want all members to be aware about the sensitive discussion. Within our school there is still a large amount of students learning in the school in English and it is crucial to bring them through on our journey – I don't want it to divide the community of Llanfair Caereinion.
- Quick question about the budget, does the buildings and maintenance get surveyed before, and the buildings are quite old and some work might need to be done, is that in mind? From a health and safety aspect, there is a need to ensure the building is fit for purpose
- Are you going to be holding another meeting once all consultation responses have been analysed and issued to cabinet?

5. ESTYN

Estyn's response to the consultation is provided below:

This report has been prepared by Her Majesty's Inspectors of Education and Training in Wales.

Under the terms of the School Standards and Organisation (Wales) Act 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However, Estyn is not a body which is required to act in accordance with the Code and the Act places no statutory requirements on Estyn in respect of school organisation matters. Therefore, as a body being consulted, Estyn will provide their opinion only on the overall merits of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer.

Introduction

This proposal is submitted by Powys County Council to close Llanfair Caereinion Community Primary School and Caereinion High School, and establish a new bilingual all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School.

Summary/Conclusion

The proposer has provided useful information that explains the reasoning behind this proposal. This proposal is in line with the county's current School Transport Policy and Secondary and Post-16 Delivery Plan. It also responds to the new Strategy for Transforming Education in Powys, which identifies a number of aims and objectives to transform the education system in Powys over the next few years, in order to provide the best opportunities possible for learners in Powys now and in the future. One of the strategy's aims is the 'Develop a network of all-age schools based around the 13 current secondary school locations'.

Since the launch of the new strategy, discussions have been held with representatives of the governing bodies of Llanfair Caereinion C.P School and Caereinion High School to examine the possibility of moving towards establishing an all-age school in Llanfair Caereinion. Based on these discussions, both governing bodies have agreed, in principle, to move towards establishing a bilingual all-age school in Llanfair Caereinion by 01 September 2022.

Estyn believes that the proposal is likely to maintain, or improve, the current standards in terms of education, provision, and leadership and management.

Description and benefits

The rationale for this proposal is coherent and the issues have been identified clearly. Evidence is based on facts and valid considerations.

The proposer has identified the expected advantages and disadvantages in comparison with the status quo. The proposer has considered:

Status quo – both schools continue to operate as standalone schools

All-age federation – Llanfair Caereinion C.P. School and Caereinion High School federate to create a federated all-age school in Llanfair Caereinion

All-age school – merge Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school in Llanfair Caereinion.

Officers from Powys County Council have conducted a SWOT analysis of these three proposals. The result of the activity is that the first two proposals have been disregarded, and that the third option provides the best standards, provision and leadership for the two existing schools.

The advantages of this proposal, namely the third of the proposals above, outline important issues, which include improving educational outcomes, educational provision, and leadership and management, to ensure more efficient educational provision and seamless transition between the two key stages. Overall, the considerations are firmly in favour of this proposal. Another core factor of this proposal is the fact that the council will continue to engage in dialogue with representatives of Llanfair Caereinion C.P. School and Caereinion High School, in order to continue to explore ways to develop and improve Welsh-medium provision in Llanfair Caereinion. This would contribute to the implementation of the Council's Welsh in Education Strategic Plan (WESP) and the Welsh Government's strategy to ensure a million Welsh speakers by 2050.

If the outcome of this is a need to change the school's language category, a further statutory process would be required to implement this. If required, this would be separate to the current process to merge the two schools, and a separate consultation exercise would be required.

The disadvantages of not accepting this proposal include important issues, such as a significant reduction in pupil numbers over time, challenging financial pressures, the need to provide attractive post-16 education, the challenges in terms of providing a comprehensive curriculum as the

secondary school has two streams, the need to improve the quality of education, and difficulties in terms of appointing a permanent headteacher at both schools. These issues are critical and need a prompt response. This proposal responds well to these issues.

The proposer has outlined the current profound challenges faces by both schools, and the forecasts that are based on robust facts do not provide a valid solution for the future. This proposal's strengths outweigh the weaknesses consistently in nearly all considerations. However, further information would be needed by all stakeholders in order to ensure that the schools merge smoothly.

Educational aspects of the proposal

The proposer has given appropriate consideration to the quality of outcomes, provision, and leadership and management.

The proposer has suggested that there will not be much change for the pupils that currently attend both schools, as they will continue to receive their education in the same buildings. There will be better opportunities to use the facilities at both sites and using staff expertise will benefit pupils' educational experiences. The school would continue to provide a broad curriculum, from the foundation phase throughout all stages at the school.

Another feature of teaching and learning experiences is the fact that it will create an opportunity to re-design the curriculum that is provided in Llanfair Caereinion, in order to meet the requirements of the new curriculum. This is outlined in 'Our National Mission', which sets the ambition for all schools to develop as learning organisations. Pupils would benefit from closer links between the various stages of education, and the opportunity to access specialist teachers. Primary age pupils would also benefit from the opportunity to access specialist facilities that are located at Caereinion High School, which may include physical education, science and technology facilities.

In terms of the effect on 11-16 and post-16 provision, it is identified that learners will continue to be able to pursue a similar range of courses to those that are available at present. However, it is not clear in the proposals how it is intended to implement the Council's Strategic Aim to 'improve access to Welsh-medium provision across all key stages', the Council's Welsh in Education Strategic Plan, and the Welsh Government strategy to ensure a million Welsh speakers by 2050.

Another important consideration is the emphasis on the better professional learning opportunities that will result from increasing the opportunities for

cross-phase working, opportunities to develop middle leaders more effectively, and more opportunities to develop middle leaders.

In terms of leadership, there would be an opportunity for high quality, robust and permanent leadership across all key stages. This will provide better opportunities for the headteacher to distribute key leadership tasks to a greater number of staff across all phases of education and, as a result, the governing body would have an improved opportunity to have strategic oversight of education for pupils from 4-18 years old.

It is suggested that there would be no negative effect on pupils from other primary schools in the catchment area that would attend the all-age school in Year 7. There would be no unnecessary disruption and the transition process would be co-ordinated tightly and sensitively.

Overall, the proposer proposes that the standards and progress of all pupils across all departments, including those that belong to particular groups, will improve and will have a positive effect over time.

It is stated that the proposal complies with the Council's Welsh in Education Strategic Plan for 2017-2020, and provides continuous access to primary and secondary Welsh and English-medium education in Llanfair Caereinion. It is anticipated that Welsh-medium provision at the new school will be at least as good as existing provision at both schools, following the possibility of sharing resources, staff and specialist facilities between the key stages.

Implementing the proposal would also provide an opportunity to strengthen the linguistic continuum between educational phases and improve the secondary school's Welsh ethos. The challenge will be to ensure that the provision offers equal access to those pupils who wish to be educated through the medium of Welsh, not only in terms of the subject areas but also in terms of the ethos and the everyday life of the school.

The proposer states that the new governing body of the new all-age school would appoint a headteacher, and would then work with the headteacher to develop the leadership, management and staffing structures for the new school. As part of this process, there would be an opportunity for the governing body to 'ringfence' all teaching and associated staff posts to staff currently employed within the existing schools. A new staffing structure would be implemented in line with relevant Human Resources policies for all members of staff. However, there is insufficient rigorous information with a tight timescale about how this proposal will affect all staff, particularly teaching staff, namely whether they will need to apply for their own jobs in order to remain in their current posts.

The result of establishing an all-age bilingual school would be ensuring one budget that would be managed by one headteacher and one governing body.

This would enable the school to operate more effectively in comparison with the current arrangements, and this should lead to financial savings by sharing staffing and other resources.

It is suggested that no construction work will be needed in the short term, as pupils will be taught in the existing buildings. It is noted that new accommodation will need to be provided in Llanfair Caereinion as part of the 21st Century Schools Investment Programme. Therefore, the proposal is not dependent on capital investment. It is noted that the condition of both buildings is poor, which echoes the need for future investment.

In terms of transport, it is noted that the Home to School Transport Policy will remain in operation, and it is not anticipated that any changes or adaptations will be needed in order to implement this proposal. Home to school transport arrangements would continue to be in accordance with the Council's Home to School Transport Policy and the Learner Travel (Wales) Measure 2008.

Both schools are in the amber category in terms of support capacity. Estyn judged outcomes to be 'Good' (Llanfair Caereinion C.P. School) and 'Adequate' (Caereinion High School – November 2013). Caereinion High School was placed in the category of schools that are in need of significant improvement. Caereinion High School was removed from Estyn monitoring activity in May 2018.

6. ISSUES RAISED DURING THE CONSULTATION PERIOD

The following headings and tables list the issues raised during the consultation period, and provide the local authority's response to these issues.

1 IMPACT ON PUPILS

1.1. Positive impact on pupils / learning opportunities

1.1.1 Improved facilities and equipment

1	The proposal could lead to primary students being exposed to better technology, computers, labs and workshops, including improved facilities for all students, including primary students	The Council notes these comments which outline the positive impact the proposal could have on pupils currently attending the two schools in Llanfair Caereinion.
2	Primary school students could use the high school facilities for Science, Technology and Languages	As above
3	Investment in sports facilities would allow for more sports development.	As above
4	Investment in facilities would lead to wider community use	As above

1.1.2 Improved learning opportunities

1	The proposal could lead to primary students being exposed to different languages such as French and could help them learn languages easier	The Council notes these comments which outline the positive impact the proposal could have on pupils currently attending the two schools in Llanfair Caereinion, and on the school's ability to provide
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		education which meets the requirements of the new Curriculum for Wales.
2	The proposal could lead to a secure post 16 learning and improve the Post-16 offer	As above
3	The proposal might lead to pupils wanting to learn more	As above
4	The proposal will help to facilitate the new Curriculum for Wales	As above

1.1.3 Improved transition

1	I think that it also ensures a smooth transition up the school for those children attending since they can see the older children as they cope with the new challenges that those experiences bring.	The Council notes these comments which outline the positive impact the proposal could have on pupils currently attending the two schools in Llanfair Caereinion.
2	Primary pupils will transition easier to secondary school as they will be familiar with aspects, including the layout of the secondary school.	As above
3	Transition for Year 6 pupils is not easy due to differences in the work, amount of homework etc. Transition would be smoother in an all-age school as students would be working with the secondary phase before starting.	As above

1.1.4 Opportunities for pupils of all ages to mix

1	Having an event with the primary and high school pupils together will introduce role models from secondary school and inspire primary students	The Council notes these comments which outline the positive impact the proposal could have on pupils
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		currently attending the two schools in Llanfair Caereinion.
2	I think it is a good idea to have all ages of child in one school. It gives all children a greater understanding of what it is like to get on with children other than their peers	As above
3	There might be new opportunities to make new friends	As above

1.1.5 Opportunities for older pupils to help younger pupils

1	Sixth formers had looked after younger pupils at events, and this could be replicated where Sixth formers help primary pupils	The Council notes this comment which outlines the positive impact the proposal could have on pupils currently attending the two schools in Llanfair Caereinion.
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1.1.6 Improved Welsh language opportunities

1	The proposal will help with education in both the primary and secondary and will help with learning Welsh at a younger age	The Council notes these comments which outline the positive impact the proposal could have on opportunities to use the Welsh language.
2	Pairing or grouping older students with younger students to promote and support using the Welsh language naturally	As above
3	The proposal to move Year 6 pupils adjacent to the high school also gives primary aged children the opportunity to converse in Welsh with older students therefore possibly strengthening their tie with the Welsh language	As above

4	By establishing a strong bilingual school, I am of the opinion that there will be more opportunities for people to learn, speak and use Welsh.	As above

1.2 Concerns about possible negative impact

1.2.1 Concerns about older and younger pupils being part of one school

1	Unsure about having Year 1 pupils and Year 11 pupils together in one school.	<p>The proposal is to establish the new all-through school in the buildings currently occupied by Llanfair Caereinion C.P. School and Caereinion High School. Primary aged pupils would continue to attend the current site of Llanfair Caereinion C.P. School, whilst secondary aged pupils would continue to attend the current site of Caereinion High School. Therefore, it is unlikely that young children would find themselves surrounded by older children.</p> <p>One benefit of an all-age school is the ability for pupils from the primary sector to use facilities in the secondary school. Should the proposal be implemented, it is anticipated that there would be additional opportunities for primary aged pupils to use secondary facilities, however they would be fully supervised at all times.</p>
2	I prefer separation as older children will influence younger ones and there will be more scope for peer pressure, bullying, rough play and language use etc.	As above

3	It depends on how much primary pupils would be affected by secondary pupils. It could have a negative effect.	As above
4	Would we play on the same yard as Year 11?	As above

1.2.2 Concerns about bullying

1	There could be bullies	Should the Council proceed with the proposal to amalgamate the two schools, the new school would be responsible for ensuring the well-being of all pupils and to manage their behaviour. All schools are required to have a bullying policy, and the school would be required to operate in accordance with its bullying policy.
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1.2.3 Concerns about teaching and homework

1	Primary school students may have to learn more secondary school level work at a younger age	The Council notes these concerns. Should the proposal be implemented, primary aged pupils would continue to access primary provision on the current site of Llanfair Caereinion C.P. School, whilst secondary aged pupils would continue to access secondary provision on the current site of Caereinion High School. Whilst implementation of the proposal would provide additional opportunities for sharing of staff and resources across the school, the aim of this is to enhance the learning opportunities available to learners.
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2	The work might change and there might be more homework	As above
3	There might be different teachers in the school than we have already	As above

1.2.4 Concern about the impact on other feeder primaries

1	It is important to remember that the current high school serves a large geographical area, and lots of feeder primary schools	<p>The Council notes these comments regarding the possible impact of the proposal on pupils attending feeder primary schools other than Llanfair Caereinion C.P. School.</p> <p>The Council acknowledges on pages 28-29 of the Consultation Document that implementation of the proposal would impact on pupils attending other primary schools in the Llanfair Caereinion catchment as they would be transferring to an all-age school in year 7 rather than transferring to a high school. However, the Council does not anticipate that the impact on them would be negative.</p> <p>As indicated in the Consultation Document:</p> <p>'The transition arrangements for pupils attending other primary schools in the catchment area would need to be carefully managed, to ensure that the pupils are fully integrated into the school, and are not disadvantaged in any way compared with pupils that attended the primary phase of the all-age school.</p>
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		The proposal to establish a new all-age school in Llanfair Caereinion also provides an opportunity to strengthen the current relationship with other primary schools in the catchment area, in order to provide improved opportunities to pupils attending these schools, and to provide improved transition arrangements for these pupils.'
2	Other feeder primaries might be forgotten, and those students should still be able to access transition events.	As above
3	We have heard that the data suggests that it improves the transition from primary schools from Llanfair Caereinion, but what about the 2/3rds that don't come from the primary?	As above
4	I am not convinced that the 'improvement of transition links' can be used as a main 'strength', because I feel that the same opportunities should be afforded to all feeder schools as a matter of fairness, not just to the KS2 children in the new all-age school.	As above
5	There could be more details about including those pupils from other primary schools to ensure full inclusion.	As above

1.2.5 Concern about transition for pupils in the all-age school

1	When we move to Year 7 it won't be exciting as we will be in the same school	Comment noted.
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2 IMPACT ON STAFF

2.1 Queries about the impact on staff

1	If the school closes in 2022, what happens to the staff's contracts?	Arrangements for the appointment of staff to the new structure would be agreed by the Temporary Governing Body once established. All current members of staff appointed to posts within the new school would have their continuity of service protected.
2	We have heard that our contracts would be continuous, but what if our role isn't there anymore? What will happen then with contracts?	As above
3	Will staff have to re-apply for their jobs, within the new staffing structure?	As above
4	What would happen to the contracts of colleagues who were perhaps on maternity or sickness leave, in the transition between the current schools and the new all-through school?	Specific arrangements would be put in place for any members of staff who are absent from work during to sickness or maternity so that they can engage and participate in any staff consultation exercise during the transition period.
5	What would be the capacity of the all-through school, in terms of the number of staff? Would there be a similar capacity in terms of staff members, or would it be different?	The staffing structure for the new school would be agreed by the Temporary Governing Body, and would need to be within the budget available to the new school.
6	Is there Transformation funding available for the merging of the two schools, to safeguard jobs?	Transformation Funding is available to support the school with some aspects relating to the transition to a new school e.g. ICT arrangements, signage, to release some members of staff to work on transition

		to the new school. This funding would not be available to safeguard jobs.
7	Would staff specialism be protected – especially among teaching assistants?	This would be a decision for the Temporary Governing Body once it was established.
8	Would staff be expected to work on both sites?	This would be a decision for the Temporary Governing Body. However, whilst it is anticipated that teachers would undertake the majority of their teaching role teaching the age range they have qualified for, some “cross phase teaching” is envisaged as a development opportunity for staff, and to provide enhanced learning opportunities for pupils.
9	If you were a maths teacher for example, would it be that you teach in the primary phase, secondary phase, or both?	As above
10	I have already been through this process previously and I think we need to learn from the processes previously and what we have learned and could have been done better and what I find from the staff especially that the openness and honest approach is the best approach, especially with the staffing process as that is where the anxiety seems to be down to redundancy and if they are going to have a job.	Comment noted.

2.2 Additional opportunities for staff

1	I believe that staff will be able to share expertise in order to offer students the best possible learning experience.	Comment noted. The Council agrees that implementation of the proposal would provide
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		additional opportunities to share staff expertise, providing additional opportunities for staff and enhanced learning opportunities for pupils.
2	The proposal will be an opportunity to change the staffing structure to reflect the new curriculum and to share expertise across both schools.	As above
3	If there's not one already, there could be a programme in place for members of staff who are not completely fluent in Welsh to develop their Welsh language further.	Comment noted. The Council is keen to provide opportunities to any staff wishing to develop their Welsh language skills to do so, and will work with the temporary governing body of the new school to identify opportunities to enable staff to develop their Welsh language skills.

3 COMMENTS RELATING TO LEADERSHIP AND GOVERNANCE

3.1.1 Opportunity to improve leadership

1	The proposal will provide a permanent leadership structure providing solid continuity for the future and scope for secure future planning with an established team.	The Council notes these comments which outline the positive impact the proposal could have on leadership arrangements.
2	Improvements would hopefully result from a more secure management of the schools with a permanent headteacher.	As above

3.1.2 Impact of leadership on Welsh-medium provision

1	It will be necessary to ensure that staff members in leadership roles are bilingual or the use of English will be the norm. That would have a very negative effect on the school.	The Council notes these comments. Should the Council proceed with the proposal to establish an all-age school, a temporary governing body would be established which would be responsible for staffing arrangements at the new school, supported by the Council's Challenge Advisors.
2	Weak leadership would allow English language pupils to destabilise the desire and efforts of the Welsh language pupils and learners, in particular the primary pupils.	As above
3	If there is strong leadership and sufficient funding (in favour of the Welsh) it is possible to provide a comprehensive education over a wide range of subjects, and with the support of the Language Charter secure a strong Welsh language ethos.	As above
4	The Governors, Headteacher, Teachers and senior pupils need to provide strong leadership to ensure the development of Welsh-medium provision.	As above

3.1.3 Queries relating to the temporary governing body

1	I believe that the new Governing Body should represent the whole catchment area with representation from Welsh-medium primary schools and bilingual members.	Comments noted. Should the Council proceed with the proposal, the Council would be responsible for the establishment of the temporary governing body, which would be done in accordance with the Government of Maintained Schools (Wales) Regulations 2005.
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		The composition of the temporary governing body would be as per the table on page 30 of the Consultation Document.
2	Could we have a bit more detail on how the interim governing body is established?	As above

4 REFERENCE TO THE COMMUNITY

4.1 Impact on the community

1	It is an opportunity to include the wider community with the school at the heart of the area	Comments noted. Should the Council proceed with the proposal, the Council and Temporary Governing Body would ensure numerous opportunities for the community to be involved in establishing the new school to ensure that they are fully involved in this process.
2	Parents need to be part of the school community – that is, that they don't lose their connection with the school from the primary phase to the secondary phase.	As above
3	Such a proposal will support the school as a centre of excellence for sport, culture and the arts, offering increased opportunities for the whole community.	As above

4.2 Need to work with the community to develop bilingualism

1	Build upon and maintain the importance of Welsh to the community.	The Council notes these comments regarding the need to work with the community to develop bilingualism in the new school.
2	The new school's ethos and vision needs to be clear from the beginning. The majority of the community need to buy in to this. There needs to be a natural development but with a strong and clear emphasis on developing bilingualism.	As above
3	The bilingual ethos needs to develop naturally, with a continuous emphasis on developing Welsh-medium educational opportunities. Need to be careful regarding the community's readiness to accept a Welsh-medium secondary school immediately. 2 of the schools that feed the high school are English-medium.	As above
4	Careful promotion work is needed within the community on the benefits of bilingualism academically, socially and economically.	As above

4.3 Other

1	<p>In terms of the community, whilst in terms of primary it is geographically based, in terms of the high school it is much larger community, and it includes Newtown who represent quite a large percentage of the high school and need to be involved in this consultation and need to be engaged in the process as well to feel part of the community.</p> <p>There is a transportation issue with people in the wider community who don't naturally fall into the area we serve and if we are going to strengthen that then it needs to be something that is looked at as</p>	<p>Parents of pupils in all of Caereinion High School's feeder schools were informed about the consultation. All governing bodies of these feeder schools were also notified of the consultation.</p> <p>The current Home-to-School Transport Policy states that free home-to-school transport is provided to eligible learners 'to their nearest suitable or catchment school in their language of choice'. A new Policy comes into force in September 2021 which states, 'free home-to-school transport will be</p>
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	<p>soon as possible. We do have pupils who are missing out and I am concerned that we are failing those pupils now.</p>	<p>provided for eligible learners ‘to their nearest suitable or catchment school’ and states that ‘free home-to-school transport will be provided to learners wishing to have their education through the medium of Welsh’.</p>
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5 COMMENTS RELATING TO BUILDINGS

5.1 Issues with the current buildings / need for investment

<p>1</p>	<p>I am concerned that the quality of the buildings is poor – investment is needed so that the buildings can meet the requirements of the new curriculum.</p>	<p>The Council notes these comments regarding the current buildings in Llanfair Caereinion. The current proposal is to establish a new all-age school in the buildings currently occupied by Llanfair Caereinion C.P. School and Caereinion High School. However, the Council also acknowledges that there is a need to improve the quality of accommodation at both schools in the longer term.</p> <p>The Council has recently launched a new Transforming Education Strategy which includes an aspiration to develop new purpose-built all-age schools across Powys, that will not only provide state of the art facilities for teaching and learning, but also childcare and early years provision, community and leisure facilities, multi-agency areas that can provide support for learners and their families and SEN/ALN facilities of the highest quality.</p> <p>The Council’s long term aspiration is to ensure that these facilities are available to all Powys learners.</p>
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2	I believe the building condition of both sites needs major improvement. Any plan delivered should address this problem.	As above
3	Both schools would benefit from a new building as both the primary and high school are in poor condition - if not possible then they both need funding to improve the current buildings.	As above
4	The site and building of the secondary school, especially that of the original building, is particularly challenging to any pupil, parent or staff member with a physical disability.	As above
5	The yard needs full renewal, various leaks over the years. Some of the accommodation in the high school could also be improved - windows in need of repair in the gym, canteen. Various leaks - sports hall/leisure centre.	As above
6	This is an opportunity to invest in the buildings.	As above

5.2 Concerns about road safety

1	If the two buildings and two sites are to remain as they are, with children frequently accessing both sites, what measures will be taken to ensure the road safety of the children moving between both sites?	The Council will need to carry out a safeguarding assessment and will work with the temporary governing body to put in place appropriate measures to ensure children can move safely between both sites.
2	There is a through road that passes in between both schools and although there is traffic control during school pick up and drop off times, what safety measures will be put in place through the school day?	As above

3	There is inadequate parking for parents who drop off children at school and as vacant seat provision has been removed, how many more parents are transporting children to school daily – this increases risk to child road safety.	It is not expected that an all-age school would increase the numbers of parents transporting children to school.
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6 REFERENCE TO COUNCIL STRATEGIES

6.1 Transforming Education Strategy

1	The joining of these two schools does not cause any problems and partially answers Strategic Aim 1 of Powys' Transforming Education Strategy. However, it is unclear how this will develop any of the other aims noted in this document.	<p>The Council notes these comments regarding how the current proposal links with the Council's Transforming Education Strategy. The Council acknowledges that the current proposal for Llanfair Caereinion addresses Strategic Aim 1 – To improve learner entitlement and experience - in particular.</p> <p>In parallel to the current proposal for Llanfair Caereinion, other work is ongoing across Powys which addresses all of the Strategic Aims.</p> <p>The impact of the proposal on 14 - 19 provision is considered on pages 38-40 of the consultation document where it is noted that that implementation of the current proposal is unlikely to impact on the educational and training achievements of 16 – 19-year olds, the range of courses and qualifications available, or increase participation in learning amongst this age group. However, the Council is taking a county-wide approach to improving learner entitlement and experience for post-16 learners and</p>
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		<p>a separate workstream has been established to address this Strategic Aim.</p> <p>This proposal is to establish an all-age dual-stream school in Llanfair Caereinion. However, the Consultation Document clearly states the Council's intention regarding Welsh-medium provision: the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.</p>
2	It is not clear how the proposal will address Strategic Aims 2 and 3 of Powys' Transforming Education Strategy.	As above
3	Isn't Powys aiming to improve the opportunities and provision for post 14 and post 16? As there isn't much change for these age categories in this proposal.	As above
4	The Strategy for Transforming Education in Powys 2020-2030 has been launched and yet again Powys County Council are not using	Within Strategic Aim 1 – to improve learner entitlement and experience – there are two Strategic

	<p>the principles set out in this strategy to look at the small school provision issues in the Caereinion catchment and introduces changes sooner rather than later.</p>	<p>Objectives – the first relates to establishing all-age schools and the second is to reorganise and rationalise primary provision. Due to the significant number of primary schools within Powys, the Council is currently reviewing schools across several catchment areas across the county in order to bring forward proposals for consultation.</p>
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6.2 WESP (Welsh in Education Strategic Plan)

1	<p>Extremely disappointed that the Local Authority promise to create a 2B school in Caereinion by 2020 has not happened.</p>	<p>The Council notes this comment and accepts that it has not delivered a Category 2B School in Caereinion by 2020. However, the Consultation Document clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.</p>
2	<p>With the publication of Powys' Welsh in Education Strategic Plan in 2017, thought the dream to establish a Welsh-medium secondary school in Powys could be realised. However, this is not the case.</p>	<p>As above. Significant work is also ongoing within the Council to take forward Strategic Aim 3 of the new Strategy for Transforming Education in Powys, which</p>

		relates to Welsh-medium provision. This includes a formal consultation on the Council's first proposal to change an all-age school's language category, along with potential plans for an all-age Welsh-medium school in Mid Powys.
3	This "all-age" model will strengthen the status of the English language to the detriment of the Welsh language, thereby increasing the need for a designated secondary school in the Severn Valley area. This new school, (which was included in principle in the latest version of WESP), should meet the needs of the parents of children attending Welsh-medium schools in the catchment, thereby offering a sensible continuum to Welsh language education.	<p>The Council does not agree that an all-age model will strengthen the status of the English language to the detriment of the Welsh language – this has not been the case with the all-age school at Ysgol Bro Hyddgen and the Council is now formally consulting on changing its language category.</p> <p>However, the Council accepts that it has not delivered on the commitment made in its WESP 2017 – 2020 to develop a new designated Welsh-medium secondary school in the Severn Valley area but will be taking a phased approach to the development of Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.</p>

7 REFERENCE TO ESTYN

1	The authority has missed an opportunity to achieve one of Estyn's recommendations. Parents and pupils who have chosen Welsh-medium education will have lost fundamental rights and will have inferior treatment.	The Council notes these comments regarding Estyn's inspection of Powys Education Services which was carried out in 2019.
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		<p>In response to Estyn's findings, the Council has launched a new Strategy for Transforming Education in Powys, which includes a clear commitment to improving Welsh-medium provision in Powys.</p> <p>As required by the School Organisation Code, Estyn's response to the current proposal to establish an all-age school in Llanfair Caereinion is included on page 17 of this report.</p>
2	<p>Estyn in its report on Education Services in Powys in June 2019 states that "the authority's record in stimulating the growth of Welsh-medium education is weak" and that "as a result the proportion of pupils receiving their education through the medium of Welsh has remained static over recent years".</p> <p>In the same report Estyn states that "significant changes are needed to the Welsh-medium offer in Powys in order to reverse the trends of the last few years and ensure that all Powys learners can access comprehensive Welsh-medium provision throughout their educational careers".</p> <p>The current proposal is a very poor and limited response to the Estyn report on the authority.</p>	As above
3	<p>Powys has decided to ignore the advice of Estyn and is going ahead to do nothing of worth to improve the provision of educational standards with the intention of keeping the "status quo" in Llanfair Caereinion.</p> <p>Why does Powys think that it knows better than Estyn?</p>	As above

4	For many years, the proposals in relation to secondary Welsh education in Powys has been fragmented and unsettled and it was therefore no surprise that Estyn made a recommendation in its latest report of Summer 2019 to improve Welsh education throughout the county.	Comment noted.
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8. FINANCIAL QUERIES

8.1 Concerns that the proposal is being driven by finance/making savings

1	I think it's purely a financial decision and being driven in a bid to save money rather than to provide the best education for our children.	Whilst it is anticipated that implementation of the proposal would result in a small saving to the Council of approximately £12k per annum, the proposal is not a cost cutting exercise. The aim of the proposal is to improve educational opportunities for learners in Llanfair Caereinion.
2	I understand that the Council are in a difficult position and need to cut vast amounts of money. Estyn reports and Education in Powys are not great, things need to change. It's so difficult being such a rural spread-out area.	As above

8.2 Queries relating to budgets

1	I have concerns around the budget. The primary school is currently within budget and has made some very tough decisions around staffing to achieve this. The high school is in the red. Will the primary school's budget be protected?	If Cabinet agree to implement the decision, then the new school would be funded as one school. The school would have one governing body, one delegated budget and one staffing structure. The governing body would need to ensure that the
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		funding available was allocated in a way which would ensure the best possible learning opportunities for all pupils.
2	How will the budget work?	As above
3	Stakeholders need to have a much clearer picture on the proposed budgets for an all through school.	As above
4	In terms of the financial position in the first year will the schools start with a clean slate whether there is a surplus or deficit?	If Cabinet agree to implement the decision, then the new school will have one delegated budget and any deficits or surpluses from either Llanfair Caereinion C.P. School or Caereinion High School will not be carried over.

8.3 Queries relating to savings and closure of other schools

1	Budgets per pupil vary between £3,127 and £7,877 per pupil in the primary sector – is this fair? There are 33 small schools in Powys and 21 of them have fewer than 50 pupils – this is where the Council will make savings.	The Council notes these comments. The Council's new Transforming Education Strategy clearly identifies that there are too many schools in Powys and includes an objective to 'reconfigure and rationalise primary provision'.
2	Some primary schools have already been closed, do any more need to be closed in order to save money?	As above
3	From a cost/benefit analysis it would appear on considering the documentation provided that there is financial benefit in creating an all through school	Comment noted. As indicated in the Consultation Document in respect of this proposal, it is anticipated that the proposal to establish an all-age school in Llanfair Caereinion would result in a small saving to the Council of approximately £12k per annum, and

		would also provide additional opportunities for the school to operate more efficiently.
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8.4 Queries relating to transition funding

1	Would additional funds be available to support the transition, as well as the budget given from the formula?	Transformation Funding is available to support the school with some aspects relating to the transition to a new school e.g. ICT arrangements, signage, to release some members of staff to work on transition to the new school. This funding would not be available to safeguard jobs.
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9 COMMENTS RELATING TO THE ALL-AGE SCHOOL MODEL

9.1 Support for the all-age model

1	I am happy for the schools to merge and a new all-age school established provided it is kept bilingual – given the right education with proficient teachers both first and second language pupils can learn and will continue to speak Welsh.	The Council notes these comments which support the proposal to establish a dual stream all-age school.
2	For those pupils that gone through the medium of Welsh through primary school and are perhaps lacking confidence to continue their education through the medium of Welsh, the all-age school would support these pupils and they would also have the opportunity to go into the English stream, if the case arose.	As above

3	Given the steady decline in numbers for both institutions it is a chance to reverse this trend with a more robust organisation with shared strategic aims and pooled financial and physical resources.	As above
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9.2 Concerns about the all-age model

1	This seems a huge process which will have a negative impact on staff, pupils and parents for little benefit.	The Council notes these comments. As indicated in the Consultation Document in respect of this proposal, the Council's view is that there are many benefits associated with the proposal to establish a new all-age school in Llanfair Caereinion.
2	Don't agree with a new all-age school	As above
3	I think it would be important for the primary school to retain autonomy in the day to day running of the school, so that procedures/decisions about issues directly affecting the school do not have to go through extended processes to be addressed/ decided, even if this means separate governing body decision making/ subgroups etc.	<p>The Council notes these concerns about the possible impact of the proposal on primary provision in particular.</p> <p>If Cabinet agree to implement the decision, then the new school would have one governing body, one delegated budget, one staffing structure and one leadership team. The governing body and leadership team would need to ensure that the new school operates effectively, ensuring the best possible learning opportunities for pupils in all year groups.</p>
4	I feel that having shared leadership arrangement/ governing body between the two schools has the potential to remove a sense of autonomy from the day to day running of the primary school especially.	As above

10 COMMENTS ABOUT THE CURRENT PROVISION

10.1 General comments about the current provision

10.1.1 Negative comments about the current provision

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1	There isn't a problem in the primary school it's the high school that needs sorting.	Following a monitoring visit by Estyn in May 2018 Her Majesty's Chief Inspector of Education and Training in Wales removed Caereinion High School from the list of schools requiring significant improvement. This decision was based on the fact that the school had made significant progress on all five of the recommendations made by inspectors following the core inspection and had improved standards and attendance in 2017, bringing them broadly in line with similar schools nationally. Since then the school has continued to make progress in key areas including leadership and self-evaluation. In seeking to establish an all age school the local authority has confidence that the new school will benefit from the significant expertise which currently exists at both primary and secondary level and will ensure that all pupils who attend the new school will make good progress in the future.
2	They should concentrate on the high school bringing the standard up there. Making sure the teachers are adequate to teach the correct subject in the correct way.	As above
3	The school isn't providing my children with the support they need with their education. They don't listen to their concerns or address	As above

	problems they are having with the topics in lessons. My children also have been bullied for the day they started and 3 years on still nothing has been done about it. I feel that the problems the school has needs to be address, before more children and their needs are added to the mix.	
4	Focus should be on providing top class education in both schools. At the moment there is too much allowance for mediocrity.	As above

10.2 Comments about the current Welsh-medium provision

10.2.1 Positive comments about the current Welsh-medium provision

1	As a category 2B school, the only one in North Powys, there is a good selection of subjects to A level taught in both Welsh and English.	The Council notes these comments. The Consultation Document clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.
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2	The existing school already has a positive effect to the Welsh language and careful approach is needed to continue the organic growth.	As above
3	Caereinion Secondary School currently provides the best Welsh education in North Powys, and it is important that this continues.	As above
4	Caereinion High school has an excellent track record for providing Welsh education for all learners regardless of their 'home language'. This can be confirmed by the number of Welsh 2nd language students that have been offered to conduct their further education studies through the medium of Welsh.	As above

10.2.2 Negative comments about the current Welsh-medium provision

1	During the decades the Welsh language has not thrived, there are a number of reasons for this, but the main reason is that Llanfair Caereinion is too far from the population of Powys.	Comment noted.
2	Many children are leaving primary school, after learning Welsh for 6 years, are either going to Llanidloes high school or an English speaking high school because Llanfair Caereinion is so poor.	The Council note this comment. In contrast to other areas of Wales, there has been no growth in Welsh-medium pupil numbers in Powys over recent years. Significant changes are needed to the Welsh-medium offer in Powys to reverse the trend of the last few years and ensure that all Powys learners can access comprehensive Welsh-medium provision throughout their educational careers.
3	Currently pupils in the high school are not given opportunities to access all subjects through the medium of Welsh – how will this proposal ensure all pupils are provided with equal opportunities?	Should the Council proceed with the current proposal to establish an all-age school in Llanfair Caereinion, the temporary governing body will be key in

		establishing the ethos of the new school. The Council would work with the temporary governing body to ensure that the need to improve and enhance the Welsh-medium provision at the school will be a key consideration when establishing the new school.
4	Welsh medium education in primary schools is growing, but with many parents unhappy with Llanfair, they are not following it through to high school which is a massive disappointment, and also damaging to our Welsh language.	Should the Council proceed with the current proposal to establish an all-age school in Llanfair Caereinion, the temporary governing body will be key in establishing the ethos of the new school. The Council would work with the temporary governing body to ensure that the need to improve and enhance the Welsh-medium provision at the school will be a key consideration when establishing the new school.
5	A new Welsh medium high school is well overdue in our area, Llanfair Caereinion high school has let many children down in with regards to Welsh education choices.	The Consultation Document clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.

6	<p>At the moment, it appears that the range of subjects that are offered through the medium of Welsh are shrinking, and the range in its whole becoming more limited. In the schools as they currently are, on the school yard and outside Welsh lessons, it is the English language which is common. This is not true bilingualism.</p>	<p>The Council agrees with this statement, as outlined in the WESP 2017-20 as follows:</p> <p><i>'The authority agrees with the view of Welsh Government that pupils are more likely to become fully bilingual after attending Welsh-medium schools, particularly when they come from non-Welsh speaking homes, and acknowledges that designated Welsh-medium schools are the preferred model of delivery for Welsh-medium education. The authority acknowledges that a fundamental change is required to the method of delivering Welsh-medium education in Powys, to ensure that all learners can access high quality, robust provision from the early years onwards. In order to move towards a new delivery method, the authority is fully committed to establishing new designated Welsh-medium schools in both the primary and secondary sectors, and will direct capital investment to support this commitment, where appropriate. In addition, the authority will work in partnership with Mudiad Meithrin in order to provide access to high quality Welsh-medium early years provision.'</i></p> <p>This statement has recently been reiterated in the recently approved 'Vision for increasing the number of fully bilingual learners in Powys' that will underpin the development of a new WESP and recognises the limitations of the dual-stream model in developing fully bilingual learners.</p>
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7	Llanfair does not provide a fair language continuation to our pupils who speak Welsh.	The Council notes this comment.
8	In some subjects, the secondary school struggles to get Welsh teachers.	The Council recognises that there it is difficulty in recruiting Welsh-speaking teachers, not only in Powys but across Wales.

11. CRITICISM OF THE PROPOSAL / THE COUNCIL

11.1 Criticism of the proposal

1	The intention to create a lifelong school in Llanfair Caereinion will not solve any of failings (too many vacant places, lack of sufficient range of English-medium subjects and a wholly ineffective Welsh-medium provision) and it is therefore reasonable to ask what is the logic for this consultation which will not make any change for the better or respond to any of the above mentioned challenges. It is likely that its only intention is to keep a secondary school on the Llanfair site which is more important to councillors than the education of children.	<p>The Council notes these comments. The reasons for the proposal to establish an all-age school in Llanfair Caereinion are outlined in the consultation document.</p> <p>Whilst the Council acknowledges that the current proposal to establish an all-age school in Llanfair Caereinion will not address all challenges associated with the school, the Council's view is that implementation of the proposal would provide a more efficient structure for delivering education in Llanfair Caereinion, enabling improved learning opportunities to be offered to pupils.</p>
2	The proposal to establish a dual stream all-through school in Llanfair would hinder the aspiration and the need to establish a designated Welsh-medium secondary school to serve Welsh-speaking pupils in north-east Powys.	The Council notes these comments in respect of the language category of the proposed new school. The current consultation is focussed on merging the two current schools to establish a new all-age school in Llanfair Caereinion.

		<p>The Council has acknowledged the need to further develop Welsh-medium provision in Powys, both in the 'Strategy for Transforming Education in Powys' and in the newly launched 'Vision for increasing the number of fully bilingual learners in Powys', and will continue to work with key stakeholders in order to achieve this.</p> <p>The Consultation Document clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.</p>
3	It is disappointing to see that the proposal offers nothing new in the context of the language provision to pupils in the Llanfair Caereinion area. It does not strengthen the linguistic provision for pupils in the Llanfair Caereinion area, and neither does it diminish the risk of inconsistent and inferior provision. It does no justice to what pupils in Powys deserve and are entitled to.	As above
4	My main objection is to the recreation of a bilingual school with average expectations for the pupils.	As above

5	In both schools, there are more children in the Welsh stream than in the English stream – yet there are no plans in place to strengthen or to develop the Welsh aspect.	As above
6	The proposal will make the current failing system on language entrenched.	As above
7	The proposal will be detrimental in stopping progress of growing the Welsh language.	As above
8	This is a golden opportunity to change the school's medium of learning to Welsh. The consultation document provides numerous reasons for this to happen, but they have been ignored and this reflects the obvious lack of ambition by our County Council towards Welsh education.	As above
9	The proposal would mean that the status quo would continue, despite the Council being told for over a decade that Welsh provision needs developing in North Powys.	As above
10	The proposal to establish an all-age dual stream school in Llanfair does nothing more than keep the status quo and confine Welsh medium pupils in a school that can never be as effective as a Category 1 or 2A school in providing Welsh medium education.	As above
11	With 95% of Welsh-medium pupils coming from non-Welsh speaking families, they need to be immersed in a Welsh school, with everything through the medium of Welsh. This is the only way to ensure confident citizens. This proposal does nothing to change the current position. Indeed, there is no guarantee that the Headteacher's job will be advertised as Welsh essential.	The Council agrees that immersion in the Welsh language is the most effective way of supporting pupils from non-Welsh speaking families. However, as stated in the Consultation Document, the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium

		<p>provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision, and a Welsh-speaking Headteacher is essential to delivering this aspiration. However, the temporary governing body would be responsible for the recruitment of a headteacher, and the Council would strongly advise that, in order to meet the Council's aspirations for the new all-age school in Caereinion, the position should be advertised as Welsh essential.</p>
12	<p>All pupils are currently given many opportunities to use the Welsh language through many different activities - how is the proposal for a new all-age school going to make a difference?</p>	<p>Should the Council proceed with the current proposal to establish an all-age school in Llanfair Caereinion, the temporary governing body will be key in establishing the ethos of the new school. The Council would work with the temporary governing body to ensure that the need to improve and enhance the Welsh-medium provision at the school will be a key consideration when establishing the new school.</p>
13	<p>The proposal will not improve the provision for pupils in Newtown, where the number of pupils choosing Welsh-medium primary provision is increasing. Pupils are being "attracted" to more than one secondary school as there is no clear Welsh-medium pathway for them. This will not change following this proposal.</p>	<p>The Council agrees that the proposal to establish an all-age school in Llanfair Caereinion does not provide a clear Welsh-medium pathway for pupils receiving Welsh-medium primary provision in Newtown, as a designated Welsh-medium secondary school is not currently available in the area.</p> <p>However, the Consultation Document clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High</p>

		School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.
14	If staffing is to stay the same, how exactly will the Welsh language be developed?	Should the Council proceed with the current proposal to establish an all-age school in Llanfair Caereinion, the temporary governing body will be key in establishing the ethos of the new school. The Council would work with the temporary governing body to ensure that the need to improve and enhance the Welsh-medium provision at the school will be a key consideration when establishing the new school.
15	The proposal will not improve post 16 provision.	The impact of the proposal on post-16 provision is considered on pages 38-40 of the consultation document.
16	The proposal is not clear for the parents of pre-school children. This year for the first time, more pupils have attended other Welsh schools rather than the Welsh language stream at Ysgol Llanfair Caereinion.	The Council agrees that the proposal to establish an all-age school in Llanfair Caereinion does not provide a clear Welsh-medium pathway for the parents of pre-school children, as a designated Welsh-medium secondary school is not currently available in the area.

		Should the Council proceed with the current proposal to establish an all-age school in Llanfair Caereinion, the temporary governing body will be key in establishing the ethos of the new school. The Council would work with the temporary governing body to ensure that the need to improve and enhance the Welsh-medium provision at the school will be a key consideration when establishing the new school.
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11.2 Criticism of the Council

1	After years and years of Powys CC having no vision and afraid to move forward with educations the Welsh language is not increasing, and it is decreasing in social situations.	<p>The Council has recognised this as an issue in its new Strategy for Transforming Education in Powys, and has recently published a new Vision for Welsh-medium Education in Powys, which will underpin the new WESP:</p> <p>In contrast to other areas of Wales, there has been no growth in Welsh-medium pupil numbers in Powys over recent years. Significant changes are needed to the Welsh-medium offer in Powys to reverse the trend of the last few years and ensure that all Powys learners can access comprehensive Welsh-medium provision throughout their educational careers.</p>
2	What has happened to the authority's promise to establish a designated Welsh-medium secondary school by 2023 as promised by the portfolio holder for education in March 2018?	<p>The WESP 2017-20 included the following objective:</p> <ul style="list-style-type: none"> - <i>'Continue with the work to establish one or more category 2A schools in North Powys'</i>

		<p>along with the following Supporting Statement:</p> <ul style="list-style-type: none">- <i>'Since 2015, the council has been investigating the feasibility of establishing a category 2A school or schools in north Powys. This early feasibility work has identified Newtown and/or Welshpool as the most suitable location(s) to develop new category 2A provision, building upon the growth and planned growth in primary Welsh- medium pupil numbers in these two towns. The authority will now develop a detailed options analysis, in order to submit a business case for 21st Century Schools Funding (Band B)'</i> <p>In response to Estyn's criticism of the Council's Education Services, with regard to progress of school reorganisation in Powys and inability to deliver on a few key proposals in recent years, a new Strategy for Transforming Education in Powys was developed, after extensive engagement. This Strategy included, within Strategic Aim 1, a commitment to reconfigure provision across the county with an aspiration to develop an infrastructure of all-age schools within the 13 secondary school localities. The development of Welsh-medium provision will now be taken forward within the current infrastructure.</p> <p>However, if it is not possible to develop Welsh-medium provision in this way, then the Council will</p>
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		reconsider its plans to develop Welsh-medium provision within the Severn Valley. This will have a financial impact and a review of the current Strategy will need to take place.
3	It is not possible to move along the language continuum without the Council, which has failed on numerous occasions to establish Welsh education continuity in Powys, having specific targets. Without there being strong vision in support of promoting the Welsh language, this will also be a failure.	In its inspection of the Council's Education Service in 2019, Estyn criticised the Council's record on stimulating the growth of Welsh-medium education. The Council has recognised this in its new Strategy for Transforming Education in Powys 2020-30 and Cabinet recently approved a new Vision for Welsh-medium Education in Powys which will underpin the new WESP, which will also be a ten-year plan.
4	It is clear to everyone that the policy of dual stream schools has failed to achieve the expectations hope for over the last 30 years. As there is no suggestion in the documents that the policy is going to change, the consultation is a farce and Powys education authority should be ashamed that it has wasted time and damaged the life chances of pupils by pretending to be doing something.	The proposal is to establish a new all-age school in Caereinion. The Consultation Document clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.

5	The County Council should take a firm lead and make clear that a designated Welsh-medium school or schools will be established in Llanfair, or elsewhere, rather than expecting this to develop naturally over the years.	As above
6	At secondary level Powys continue to fail pupils who chose Welsh language education. A vision to rectify this issue is entirely inconsistent with the local authority's current approach	<p>The Council has recognised this in the WESP 2017-20:</p> <p><i>'The current method of delivering Welsh-medium education in Powys has led to a situation where access to this provision is a 'postcode lottery', where the type and level of provision available to pupils at each phase of their education varies significantly depending on where they live. This does not provide equality for Welsh-medium learners compared with English-medium learners. This lack of equality is exacerbated in the secondary phase, in particular in Key Stages 4 and 5'</i></p> <p>It is also recognised in the Strategy for Transforming Education in Powys 2020-30:</p> <p><i>'The size and proportion of the secondary streams varies considerably across the county, and the range of subjects available through the medium of Welsh also varies significantly. The curriculum offer is increasingly limited for Welsh-medium learners, and there is significant concern amongst the profession regarding the commitment of the authority to learners who study in Welsh.'</i></p>

7	A number of promises for improvements to provision all through the County have been given, with no plan bearing fruit with the hopes of parents and pupils being dashed time after time. Is this how Powys want the experiences of parents and children to continue?	In its inspection of the Council's Education Service in 2019, Estyn criticised the Council's record on stimulating the growth of Welsh-medium education. The Council has recognised this in its new Strategy for Transforming Education in Powys 2020-30 and Cabinet recently approved a new Vision for Welsh-medium Education in Powys which will underpin the new WESP, which will also be a ten-year plan.
8	The lack of political decision making at County level, has meant that the review of small schools in the Caereinion catchment area has been ongoing since January 2011.	The new Strategy for Transforming Education in Powys acknowledges that a historical lack of political decision making has hindered progress over the years.

12 COMMENTS ABOUT THE WELSH LANGUAGE

12.1 The proposal would have a positive impact on the Welsh language

1	As a first language Welsh speaker, I can only think that the effect of an all-through school on the Welsh language would only be a positive one, as there would be a higher uptake of Welsh in the classroom	The Council notes these comments which outline the positive impact the proposal could have on the Welsh language and opportunities to use Welsh at the new school.
2	The proposal would lead to a consistent approach to bilingual learning.	As above
3	All children from year one could have a greater input of Welsh and this could be carried on through the higher end of the school, not just as a GCSE subject but part of a bi-lingual school.	As above

4	Teaching of both languages for all ages, from the moment they join the school.	As above
5	The two institutions could align curriculum to develop Welsh language skills from early primary to year 11.	As above
6	Welsh could be developed to be at the core of school life, building on established good practice at both schools.	As above
7	Establishing a new all-age school in Llanfair Caereinion would have a positive effect on persons opportunities to use the Welsh language	As above
8	It will give people a better chance of learning the Welsh language from a young age when it will be easier to pick up.	As above

12.2 Don't think the proposal will have a significant impact on the Welsh language

1	Having read the information provided I don't think there will be a significant change in the use of Welsh Language other than perhaps from organic growth and increased confidence in using the Welsh Language. Both schools are already bi-lingual and have a strong commitment to the Welsh Language. It is for many the main reason why pupils attend the schools. The feeder primary schools have an excellent commitment to Siarter Iaith and Criw Cymraeg.	The Council notes these comments regarding the proposal's potential impact on the Welsh language and opportunities to use Welsh at the new school.
2	There should be no adverse effects on opportunities to use the Welsh language as Welsh is already a high priority in both schools.	As above
3	There will be no effect as nothing will change in relation to the education in the schools.	As above

12.3 Concern that the proposal would have a negative impact on the Welsh language

1	This proposal would lead to opportunities to use the Welsh language decreasing	The Council notes these comments which outline concerns about the possible impact of the proposal on the Welsh language.
2	I do not think there will be any positive effects on the Welsh language as I think the high school would take preference.	As above
3	<p>If the all-age school was established as a bilingual school, there would be no positive effects on the opportunities to use the Welsh language – there should be no more opportunities than currently exist.</p> <p>Any situation which has two languages side by side, the English language will naturally dominate, thereby having an unfavourable effect on the Welsh language.</p>	As above

12.4 Reference to ‘A million Welsh speakers’

1	If the Council is indeed supportive and wants to contribute towards Welsh Government’s vision of one million Welsh speakers, then it needs to put words into action.	Comment noted. The Council is committed to contributing to the Welsh Government’s vision to achieve one million Welsh speakers. The Council’s new Strategy for Transforming Education in Powys includes a clear commitment to develop Welsh-medium provision in Powys, and the Council has also recently launched a ‘Vision for increasing the number of fully bilingual learners in Powys’, which
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		further develops its vision for Welsh-medium provision.
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12.5 Need to provide Welsh language support for parents

1	More needs to be done to support English language parents so that they can support their children with Welsh language education.	The Council agrees that providing opportunities for parents who don't speak Welsh to develop their own Welsh language skills will be important in order to support the development of a fully bilingual ethos at the new school and will work with Welsh for Adults providers and the temporary governing body to ensure that such opportunities are available.
2	Need a programme to support parents who don't speak Welsh.	As above
3	Offer lessons to parents from the Foundation Phase onwards.	As above
4	What support would the Council give to the parents and community for people moving to the area, if the language category was changed?	The current proposal is to establish a new dual stream all-age school. Should the Council take forward a further proposal to change the school's language category in the future, consideration would be given to the type of support to be provided to parents and the community at that time.

12.6 Need to do more to promote Welsh

1	Need to change mindsets about the second language and first language labels – everybody is somewhere on the language journey	The Council notes these comments and agrees that there is a need to promote Welsh-medium education in order to raise awareness and to share information
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		<p>about the benefits of bilingualism, and is currently working with stakeholder to develop a promotional campaign in order to raise awareness across Powys.</p> <p>The need for locally targeted materials is also acknowledged. The Council would welcome the opportunity to work with the current schools in Llanfair Caereinion and the temporary governing body of the new school if the proposal is implemented in order to develop and implement a campaign focussed on the Llanfair Caereinion catchment area.</p>
2	It is important that staff, pupils, parents, children and the community understand the advantages and the importance of the Welsh language in order to create a system which treats both languages equally.	As above
3	There should be a common and joined up approach to promoting the Welsh language from 4-18 and there should be an opportunity for pupils from the age of 4-18 to have a common approach to the Welsh language and promoting its use in everyday life and in lessons	As above
4	Need to promote the message from a young age about the two languages existing side by side.	As above
5	There needs to be careful work done to overcome the prejudice which some sectors of the community have about the Welsh language. Build on the positive work which has already taken place. Use the experiences and the aspirations of pupils and former pupils. Use former pupils as an example of the success of Welsh-medium	As above

	education and bilingualism. Link this with promotional work and create a promotional programme that is personal for the area and not something generic.	
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12.7 Need to offer Welsh-medium pre-school provision

1	A 0-3 child provision would immerse learners in the language from the earliest possible age.	The Council agrees with this statement.
2	We will have to nurture the language from 0-4 as well as through the school.	The Council agrees with this statement.

12.8 Need to offer immersion provision

1	Immersion units in the primary school similar to neighbouring county councils. Also, why not for the secondary school? Why not offer language immersion to staff who want it as well?	The Council fully acknowledges the need to improve the opportunities for latecomers to access Welsh-medium provision in Powys through offering enhanced immersion provision. The Council's 'Strategy for Transforming Education in Powys' includes an objective to 'Develop immersion opportunities'. Since the Strategy was approved, the Council has been working to develop this provision, and virtual provision will start to be offered from January 2021.
2	Need to recognise this and offer an opportunity for rapid language development, including support and an immersion programme.	As above

12.9 Reference to the Siarter Iaith / opportunities to use Welsh

1	The Language Charter is useful and awareness of and respect to the Welsh language and its culture is central to the school plan.	The Council notes these comments regarding the Welsh language charter and the need to provide opportunities to use Welsh in social situations.
2	Implementation of the Welsh language charter – the idea of starting every conversation in Welsh to develop live bilingualism as is the norm in Europe.	As above
3	Need to develop opportunities outside school to socialise in Welsh	As above
4	Increasing opportunities with purposeful planning so that pupils are able to use Welsh formally in the school and socially.	As above
5	Encourage the use of Welsh in the community, even for those choosing to learn through the medium of English.	As above
6	Provide Welsh language social opportunities for staff, parents and pupils.	As above

13. REFERENCE TO WELSH-MEDIUM EDUCATION DELIVERY MODELS

13.1 Dual Stream

13.1.1 Support for the Dual Stream Model

1	The all-age school needs to be bilingual to reflect the community	The Council notes these comments which support the current proposal to establish a new dual stream all-age school in Llanfair Caereinion.
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		<p>However, the Council recognises the limitations of the dual-stream model in developing fully bilingual pupils, as outlined in the WESP 2017-20 as follows:</p> <p><i>'The authority agrees with the view of Welsh Government that pupils are more likely to become fully bilingual after attending Welsh-medium schools, particularly when they come from non-Welsh speaking homes, and acknowledges that designated Welsh-medium schools are the preferred model of delivery for Welsh-medium education. The authority acknowledges that a fundamental change is required to the method of delivering Welsh-medium education in Powys, to ensure that all learners can access high quality, robust provision from the early years onwards. In order to move towards a new delivery method, the authority is fully committed to establishing new designated Welsh-medium schools in both the primary and secondary sectors, and will direct capital investment to support this commitment, where appropriate. In addition, the authority will work in partnership with Mudiad Meithrin in order to provide access to high quality Welsh-medium early years provision.'</i></p> <p>This statement has recently been reiterated in the recently approved 'Vision for increasing the number of fully bilingual learners in Powys' that will underpin the development of a new WESP and recognises the limitations of the dual-stream model in developing fully bilingual learners.</p>
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2	By providing a dual stream all-age school, in my opinion, the area retains the use of the Welsh language, whilst giving those children, whose parents wish them to learn through the medium of English, a greater exposure to the Welsh language than they would have in an all English medium school.	As above
3	Fantastic opportunity for the dual stream education that is offered in both the primary and secondary school to have a more continuity by becoming a new all-aged school. Both Caereinion primary and secondary schools are great examples of producing students that learn through the medium of English but have a strong understanding of Welsh and are immersed within the Welsh language by being encouraged (through choice) to take part in Welsh activities such as the Urdd and Eisteddfod.	As above
4	Retaining the dual stream model will keep the community together.	As above
5	It is vital dual stream is retained.	As above
6	By continuing the dual stream education provision allows the Welsh language to strengthen and encourages the development of Welsh language skills for all pupils. Welsh first and second language students learn alongside each other to ensure the Welsh language culture, that is deeply embedded in Llanfair Caereinion community, continues to grow for many years to come. Segregating the Welsh first and second language pupils would remove access to the Welsh language for Welsh learners and would not support the Welsh Government strategy to achieve more Welsh speakers by 2050.	As above
7	Within our school there are still a large number of students learning in English and it is crucial to bring them with us on this journey. We don't want it to divide the community of Llanfair Caereinion.	As above

8	Llanfair Caereinion has always been (and I hope always will) a proud bilingual community where Welsh speakers and Welsh learners live side by side and support the Welsh ethos valued in the community. We don't want to endanger this and revert to the segregation displayed in Northern Ireland with their religious split. This segregation would not only impact on the education, but let's consider the community impacts where there would be substantially decreased support for community clubs like sports clubs, young farmers etc.	As above
9	The Welsh-medium provision is similar with 53% in primary and 54% in high school. As we all know the language stream intake numbers fluctuate every year, but this data clearly supports a dual stream education provision is required in Llanfair Caereinion and must continue.	As above
10	The dual stream provision also allows pupils to change from Welsh to English medium education or vice versa if their abilities require or allow.	As above

13.1.2 Criticism of the Dual Stream Model

1	In dual stream schools, both pupils and staff predominantly use English.	<p>The Council recognises the limitations of the dual-stream model in developing fully bilingual pupils, as outlined in the WESP 2017-20 as follows:</p> <p><i>'The authority agrees with the view of Welsh Government that pupils are more likely to become fully bilingual after attending Welsh-medium schools, particularly when they come from non-Welsh</i></p>
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		<p><i>speaking homes, and acknowledges that designated Welsh-medium schools are the preferred model of delivery for Welsh-medium education. The authority acknowledges that a fundamental change is required to the method of delivering Welsh-medium education in Powys, to ensure that all learners can access high quality, robust provision from the early years onwards. In order to move towards a new delivery method, the authority is fully committed to establishing new designated Welsh-medium schools in both the primary and secondary sectors, and will direct capital investment to support this commitment, where appropriate. In addition, the authority will work in partnership with Mudiad Meithrin in order to provide access to high quality Welsh-medium early years provision.'</i></p> <p>This statement has recently been reiterated in the recently approved 'Vision for increasing the number of fully bilingual learners in Powys' that will underpin the development of a new WESP and recognises the limitations of the dual-stream model in developing fully bilingual learners.</p>
2	In a dual stream school the Welsh is treated less favourably than the English most of the time, e.g. every school concert, staff and governor meetings is in English. This is unacceptable.	As above
3	There is plenty of evidence that the education in the secondary Welsh-medium streams is inferior, because of the restricted choice of subjects.	As above

4	Dual stream schools do not offer the same opportunities for both languages.	As above
5	Dual stream schools do not offer the same access when choosing subjects.	As above
6	In dual stream schools, English is the school yard language and for extracurricular activities despite attempts to hold some activities in Welsh.	As above
7	There is a risk that in dual stream education the Welsh will be seen as the language of the class only, with all the ethos and culture which stand side by side with the Welsh language being lost.	As above
8	Many believe that attending a dual stream school is synonymous to being bilingual. This is not true – an English stream is usually equal to a category 5/4 at best.	As above
9	There will be no additional positive benefit to the Welsh language. There is no evidence that pupils in the English streams at Caereinion (primary and secondary) are more capable in Welsh than any pupil in an English-medium school. The only pupils that can use Welsh and English with confidence in Llanfair Caereinion schools are those who are in the Welsh language streams.	As above
10	There is no evidence that children in English streams have better Welsh skills than children in English schools. The language of the school yard is more likely to be English and extracurricular activities are more likely to be in English as the children in the English streams will not understand Welsh sufficiently.	As above

11	Dual stream schools only provide for a watered down version of Welsh speaking/learning education. An all through mixed language school will not provide enough of a benefit to those wanting to become fluent Welsh speaking.	As above
12	The historic compromise (dual stream schools) has done nothing to contribute towards creating more Welsh speakers; there is no evidence that the Welsh skills of pupils educated in English streams is better than those of pupils in English-medium schools and there is indeed abundant evidence that the education in Welsh streams is defective in relation to the choice of subjects available.	As above
13	The dual stream model strengthens the position of the English language and therefore treats the Welsh less favourably.	As above
14	In a dual stream system, the Welsh language will have inferior treatment. English will always be dominant. Social pressure, especially amongst children, means that there is no confidence to be proud and use the Welsh language naturally. The tendency remains in dual stream schools to use English so that everyone is included.	As above
15	There would be fierce opposition in the Llanfair Caereinion community to a proposal for the school to become Welsh-medium. It is unfair to place the burden and pressure of realising such a plan on local staff, governors and parents, many of whom would be against it anyway.	As above
16	Dual stream schools are inefficient – the predicted number of pupils for this all through school are not sufficient to ensure a budget to employ sufficient staff to teach two separate streams.	As above

17	Some Welsh speakers in north Montgomeryshire will support the bilingual dual stream provision, seeing this as a historic compromise which pleases everybody. They do not properly see the benefits of Welsh education nor do they see that non-Welsh speakers were the backbone of Welsh schools all over Wales and that Welsh education is available to all. This has been the model used in numerous other communities throughout Wales.	As above
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13.2 Welsh-medium schools

13.2.1 Support for the Welsh-medium Model

1	Only a designated Welsh-medium school can achieve treating the Welsh language no less favourably than the English language.	<p>The Council recognises the limitations of the dual-stream model in developing fully bilingual pupils, as outlined in the WESP 2017-20 as follows:</p> <p><i>'The authority agrees with the view of Welsh Government that pupils are more likely to become fully bilingual after attending Welsh-medium schools, particularly when they come from non-Welsh speaking homes, and acknowledges that designated Welsh-medium schools are the preferred model of delivery for Welsh-medium education. The authority acknowledges that a fundamental change is required to the method of delivering Welsh-medium education in Powys, to ensure that all learners can access high quality, robust provision from the early years onwards. In order to move towards a new delivery method, the authority is fully committed to establishing new designated Welsh-medium schools in both the primary and secondary sectors, and will</i></p>
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		<p><i>direct capital investment to support this commitment, where appropriate. In addition, the authority will work in partnership with Mudiad Meithrin in order to provide access to high quality Welsh-medium early years provision.'</i></p> <p>This statement has recently been reiterated in the recently approved 'Vision for increasing the number of fully bilingual learners in Powys' that will underpin the development of a new WESP and recognises the limitations of the dual-stream model in developing fully bilingual learners.</p>
2	A Welsh-medium school is the only way to ensure that Welsh-medium pupils can access a curriculum which is equal to English medium provision.	As above
3	In a Welsh school, the children will of course learn English as a language, literature and culture, but there is need to ensure that every other subject is available through the medium of Welsh, including mathematics and the sciences.	As above
4	Both languages should be treated equally – designated Welsh and English schools is the only way to achieve this.	As above

13.2.2 Criticism of the Welsh-medium Model

1	Segregating the Welsh first and second language pupils would remove access to the Welsh language for Welsh learners and would not support the Welsh Government strategy to achieve more Welsh speakers by 2050.	The Council disagrees with this statement.
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14 REFERENCE TO EQUALITY OF OPPORTUNITY / WELSH LANGUAGE BEING TREATED LESS FAVOURABLY THAN ENGLISH

14.1 Reference to inequality in terms of subject choice

Tudalen 141

1	<p>Courses would have to be run mainly in English, with only very few GCSE and A level courses being taught in Welsh, which means Welsh is treated less favourably.</p>	<p>The Council notes this statement and has recognised this in the WESP 2017-20: <i>'The current method of delivering Welsh-medium education in Powys has led to a situation where access to this provision is a 'postcode lottery', where the type and level of provision available to pupils at each phase of their education varies significantly depending on where they live. This does not provide equality for Welsh-medium learners compared with English-medium learners. This lack of equality is exacerbated in the secondary phase, in particular in Key Stages 4 and 5'</i></p> <p>It is also recognised in the Strategy for Transforming Education in Powys 2020-30: <i>'The size and proportion of the secondary streams varies considerably across the county, and the range of subjects available through the medium of Welsh also varies significantly. The curriculum offer is increasingly limited for Welsh-medium learners, and there is significant concern amongst the profession regarding the commitment of the authority to learners who study in Welsh.'</i></p> <p>However, the Consultation Document clearly states the Council's intention to continue dialogue with</p>
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		representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.
2	You can study 100% of subjects through the medium of English in Powys schools at KS3, GCSE and A levels, but far less in Welsh, and therefore Welsh is treated less favourably.	As above
3	No positive effects. To the contrary, the effect would be negative as North Powys pupils living in the Caereinion catchment (which is vast) would continue to have only about 70% of their lessons in Welsh medium at KS3 and far less option subjects taught in Welsh medium classes at GCSE and A Level.	As above
4	A decrease in Welsh-medium options to pupils, therefore failing to meet Strategic Aims 2 and 3 of Powys County Council. Category 2C education will continue to be provided in Caereinion for the majority of Welsh-medium Key Stage 3 and Key Stage 4 pupils instead of developing it.	As above
5	Currently, even though there are more pupils in the Welsh stream than the English stream of the existing secondary school, far more subject choice is available through the medium of English in comparison to Welsh – is there any confirmation that this will change?	As above.

14.2 Concern that the proposal will have a negative impact on the Welsh language / Welsh-medium provision

1	The proposal strengthens the status quo and therefore the status of the English language. It will reinforce the status quo of the English language because the language of the school yard will be even more likely to be English, similarly extracurricular activities, e.g. sport and other activities which have an influence on language use.	The proposal is to establish a new all-age school in Caereinion. The Consultation Document clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.
2	Unless there are clear guidelines from the County, with specific expectations, targets and standards to support using Welsh, the language could deteriorate further. Leaving the Welsh language provision to chance and postcode lottery is not acceptable. There must be in place a strategy where Welsh education is central.	A new Vision for Welsh-medium Education in Powys has recently been approved by the Cabinet - this will underpin the Council's new WESP which will be a ten-year strategy.

14.3 Other

1	With Welsh still being a minority language, which is suppressed by the dominance of English language in society / culture (both locally and nationally), we should not be simply seeking to treat the languages equally. Instead, the Welsh language needs to be encouraged / supported much more proactively and, in some ways,	The Council notes this comment.
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	treated more favourably than English. We won't have a truly bilingual school if we do not do this.	
2	The Welsh and English languages should be treated equally.	The Council notes this comment.
3	Welsh is being treated less favourably as there is no clear pathway for pupils throughout their education in the area. Is there an opportunity to establish a Welsh-medium secondary school in the county? Cylchoedd meithrin feed a large number of primary schools in the area, with no direct lifelong pathway in Welsh-medium education (this is different to every other Local Authority in Wales)	The Consultation Document clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.
4	By its very nature, the proposal treats the Welsh less favourably, because it's based on the misapprehension that both Welsh and English are equal. The worldwide dominance of the English language cannot be compared with the Welsh language, which is a minority language, perpetually under threat.	The Council notes this comment.

15 CONCERN ABOUT THE IMPACT ON ENGLISH-MEDIUM PUPILS / PROVISION

1	It's already the English language/streams who are treated worse.	The Council notes this comment.
2	The English language will be treated worse than Welsh.	The Council notes this comment.

3	English speakers in the school already have their needs put second to the Welsh speakers.	The Council notes this comment.
4	I would say from experience that the Welsh language is favoured over the English language within the dual stream ethos of the schools.	The Council notes this comment.
5	The Welsh and English languages should be treated equally.	The Council notes this comment.

16 COMMENTS RELATING TO THE CONSULTATION DOCUMENTATION

Tudalen 145	1	I have concerns that this consultation document is biased, it appears to be singularly for the promotion of the development of a single language school system. The questions in the consultation does not give the option to discuss anything other than language.	<p>The consultation document is not biased. The consultation is on a proposal to establish a dual stream all-age school in Llanfair Caereinion, and the consultation document considers the likely impact of this proposal.</p> <p>The questions in the response form include:</p> <ol style="list-style-type: none"> 1. Do you agree with the current proposal to establish a new all-age school in Llanfair Caereinion? 2. Do you think that the Council should be considering any other options for Llanfair Caereinion instead of the proposal to establish a new all-age school? <p>Plus:</p>
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		<p>Impact on the Welsh language (a requirement of the Welsh Language Standards)</p> <p>Impact on people with protected characteristics (a requirement of Equalities legislation)</p>
2	<p>The proposal also does not address the ‘challenges’ facing the council as outlined in the consultation document, such as the proportion of small schools, decreasing pupil numbers, high school surplus places, building condition, financial pressures, inequality in access to Welsh medium education and limited post 14 and 16 choices.</p>	<p>The ‘challenges facing the council’ have been included in the consultation document in order to provide strategic context to the current proposal to establish an all-age school in Llanfair Caereinion, and to outline the reasons why change is needed in respect of education provision in Powys.</p> <p>The consultation document does not claim that the proposal to establish an all-age school in Llanfair Caereinion would address all of these challenges. The reasons for the proposal and the anticipated benefits of the proposal are clearly outlined in the consultation document.</p>
3	<p>The documentation that I have read, which attempts to explain the rationale behind the proposal in the context of Strategic Aims, does not contain enough justification to support how the wholly important strategic aims will be improved by merging the schools.</p>	<p>In the consultation document, the Council explains that the one of the objectives in the Council’s Strategy for Transforming Education in Powys is to ‘Develop a network of all-age schools based around the 13 current secondary school location.’ This is one of the objectives outlined within Strategic Aim 1, ‘We will improve learner entitlement and experience’ of the Council’s Strategy for Transforming Education in Powys.</p>
4	<p>I see no explanation or reasoning in the documentation to support the creation of a lifelong school in Llanfair, primarily because the</p>	<p>The reasons for the current proposal to establish an all-age school in Llanfair Caereinion are listed on</p>

	proposal will not have any effect in overcoming the problems facing Powys which need to be addressed. Powys has already created lifelong schools in Llanfyllin and Llanidloes and it was obvious to parents that the only reason for this was so that Powys could be seen to be doing something without changing anything.	page 24 of the Consultation Document, and the potential advantages of the proposal are listed on page 25.
5	I am very concerned that the case for the change to an all-age school has not been proven at all.	<p>As indicated on page 23 of the consultation document, all-age schools are becoming increasingly popular in Wales, particularly in rural areas where they are seen as a way of ensuring the continued provision of education.</p> <p>The reasons for the current proposal to establish an all-age school in Llanfair Caereinion are listed on page 24 of the Consultation Document, and the potential advantages of the proposal are listed on page 25.</p>
6	Indicating there will be more changes in the future and this proposal is the first step, is very short sighted and inefficient.	<p>The current proposal relates to merging Llanfair Caereinion C.P. School and Caereinion High School to establish a new dual stream all-age school operating from the current buildings of the two schools.</p> <p>Being part of one school reorganisation proposal does not mean that the school cannot be part of another proposal in the future, and it is possible that there will be further proposals in the future which would affect the schools in Llanfair Caereinion. Should this be the case, a further consultation process would be carried out, providing the opportunity for all stakeholders to give their views.</p>

7	The document states that the secondary school is Category 2B. Is this a statement of hope by the authority because I have never seen any evidence that Llanfair reaches the standard of a Category 2B school in Key Stages 3 and 4?	The information about Caereinion High School provided on My Local School (https://mylocalschool.gov.wales) states that the language category of Caereinion High School is 'Bilingual (Type B)'
8	<p>The Welsh impact assessment of the consultation notes in its conclusion at 5.4 "Whilst the proposal would not change the current language category of the two schools, it is anticipated that amalgamating the two schools would lead to enhanced opportunities to use and promote the Welsh language within the new school."</p> <p>No further information is given in the document and this therefore poses the question what exactly would these opportunities be?</p>	The Council is keen to provide opportunities to any staff wishing to develop their Welsh language skills and will work with the temporary governing body of the new school to identify opportunities to enable staff to develop their Welsh language skills.

17 COMMENTS RELATING TO THE PROCESS

17.1 Concerns about the consultation process

1	I do not consider that this form constitutes a robust 'consultation process'. Stakeholders have not been given sufficient background information.	The consultation has been carried out in accordance with the requirements of the School Organisation Code (2018). A consultation document was prepared in accordance with the requirements of the Code, which provided a wide range of information for stakeholders.
2	I would like to question whether there is a true consultation process	The consultation has been carried out in accordance with the requirements of the School Organisation Code (2018), providing the opportunity for all stakeholders to give their views on the proposal.

3	I believe that the decision has already been made and that this consultation is a sham	The consultation has been carried out in accordance with the requirements of the School Organisation Code (2018). No decision has yet been made on whether or not to proceed with the proposal.
4	We do find ourselves undertaking this consultation at this very strange time, how are you ensuring that the community as a whole isn't disadvantaged in being engaged in this consultation?	The consultation has been carried out in accordance with the requirements of the School Organisation Code (2018). Information about the consultation has been circulated to stakeholders as required by the School Organisation Code.
5	It needs to be clear to the community that this is a consultation on the establishment of the all-age school not the linguistic provision.	<p>The current proposal relates only to the establishment of an all-age dual stream school in Llanfair Caereinion.</p> <p>The Council is not currently proposing any changes to the language category of the two current schools. Any changes to the school's language category would be subject to another statutory process.</p>
6	There seems to be a plan to rush through an all through school and an attempt to by the authority to fully address bilingual secondary education.	As above
7	I am not necessarily against establishing a lifelong school in Llanfair, but rather the timing of the consultation process and the use of the scant resources and time of the officers of the education department of Powys County Council.	Comment noted. The reasons for the current proposal to establish an all-age school in Llanfair Caereinion are listed on page 24 of the Consultation Document, and the potential advantages of the proposal are listed on page 25.

8	The schools have sent the information out to the parents but is there normally consultation meeting which they would attend?	There is no requirement for consultation meetings to be held as part of school reorganisation proposals.
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17.2 Reference to Driver v Rhondda Cynon Taf

1	The judgment of Mr Justice Fraser in <i>Driver v Rhondda Cynon Taf County Borough Council [2020] EWCH 2071 (Admin)</i> needs to be carefully considered when planning secondary education, and the effect of the proposal on the linguistic progression of education from primary to secondary – generally within the county and specifically in the context of this consultation for the pupils of Llanfair Caereinion and north east Powys.	The Consultation Document includes an assessment of the impact of the proposal on many factors, as required by the School Organisation Code. The draft Impact Assessment also considers the impact on the Welsh language.
2	The Pont Sion Norton judicial review judgment (<i>Driver v Rhondda Cynon Taf</i>) argues the importance of ensuring progression from primary to secondary. Powys County Council needs to be satisfied that the proposal as it stands is legally robust. I would assert that it is not, and that the lack of progression to the 600 of pupils who receive their primary education through the medium of Welsh is legally vague. What about the expectation in the new curriculum that there is “sufficient progression” available locally?	The proposal is to establish an all-age school in Llanfair Caereinion. The Consultation Document clearly states the Council’s intention to develop Welsh-medium provision at the school in a phased approach. If the outcome of this is the need to change the school’s language category, a further statutory process would be required to implement this.
3	Please note the findings of this year’s Pont Sion Norton judicial review (<i>Driver v Rhondda Cynon Taf</i>). What is being offered by Powys County Council means that the current proposal is not legal.	The Council disagrees with this comment.

18. IMPACT ON PROTECTED CHARACTERISTIC GROUPS

18.1 Positive impact

1	I also feel the children will be exposed to a larger number of children with different backgrounds i.e. multi race, religion etc	The Council notes these comments regarding the proposal's potential impact on pupils belonging to the protected characteristic groups.
2	For children with additional learning needs, I think the main benefit would be ensuring that the support received during the primary phase, continues seamlessly into KS3, with intervention measures (including Basic Skills language and maths resources) being used to bridge the gap.	As above
3	I think it would have a very positive impact on our school and wider community.	As above

18.2 Concern about possible negative impact

1	Age range is too vast which could have an impact on pupils belonging to the protected characteristic groups	<p>Should the proposal be implemented, a new dual stream all-through school would be established, and all pupils currently attending Llanfair Caereinion C.P. School and Caereinion High School would be able to attend the new school. The aim of the proposal is to improve the educational opportunities available to all pupils in Llanfair Caereinion, including any pupils belonging to the protected characteristic groups.</p> <p>Pupils will continue to be taught within their cohorts and there is no reason to believe that the proposed</p>
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		new school would be unable to meet the needs of pupils belonging to the protected characteristic groups that would be affected, including pupils with Additional Learning Needs, pupils belonging to Ethnic Groups other than White British, EAL pupils, pupils eligible for Free School Meals and Looked After Children. The aim of the proposal is to improve the educational opportunities available to all pupils, including pupils belonging to protected characteristic groups.
2	I think it is important that children with additional learning needs in the lower age groups at the moment continue to have input from very experienced teaching assistants and this time is protected.	The Council notes this comment. The aim of the proposal is to improve educational opportunities for all.
3	High school currently does not meet the requirements of the Equality Act 2010 - there is no proposal to modernise or re shape either school, so how is this proposal going to meet the needs and raise standards to comply to this Act?	The Council will undertake an assessment of the school premises to understand what is required to make it compliant with the Equality Act 2010.
4	Every single child aged between 11 and 18, who fits any of the protected characteristics is currently not being treated as equal if they live in Newtown, where you haven't provided them with the opportunity to study through the medium of Welsh.	The Council acknowledges that a designated Welsh-medium school is not currently available to pupils in the Newtown area, however these pupils do have the opportunity to study through the medium of Welsh, currently in Caereinion High School and, should the proposal be supported, at the new all-age school in Llanfair Caereinion.
5	There is a lack of secondary ALN provision for pupils whose first language is Welsh.	The Council notes this comment. A new ALN/SEN Strategy is currently being implemented in Powys which recognises that there is insufficient support for Welsh-medium pupils with ALN/SEN.

19 OTHER OPTIONS

19.1 Retain the status quo

1	I am not convinced that the strengths outlined for the proposed Option 3 warrant the necessity for merging the two schools.	<p>The Status Quo is considered as an option in the consultation document, however a number of weaknesses are identified in respect of this option. In addition, the option only met 1 of the Critical Success Factors against which all three options were assessed.</p> <p>The Consultation Document also outlines the reasons for the current proposal, and the anticipated benefits of the proposal.</p> <p>The aim of the proposal is to improve the educational opportunities for all pupils in Llanfair Caereinion.</p>
2	Don't think it's needed. Why fix something that isn't broken. The primary school is doing well. It's the high school that needs sorting. Why ruin one school by joining with another when the problem lies there.	As above
3	The primary school's most recent Estyn inspection was 'good' in all areas. Why can't it continue as it currently is like all the other primary schools in the cluster? Why aren't they being looked at?	As above

19.2 Options involving the whole cluster

1	<p>The all-age school provision for the entire Caereinion catchment would be the most viable option put forward. This proposal would also support the Welsh ethos and it would meet all the critical success factors.</p>	<p>A cluster approach to all-age education may be a possibility in future. However, it was not possible to take this forward currently due to the current mix of school types in the catchment and the requirements of the School Organisation Code. The catchment currently has a combination of school types: Welsh-medium, dual-stream, English-medium. Church in Wales and Community Primary Schools. The School Organisation Code states: '<i>Proposals should ensure that the balance of school provision reflects the balance of demand. This means that where school provision is being reduced or removed, alternative school provision of the same nature (language category or, if relevant, religious character), wherever possible, should remain available and accessible to pupils in the local area</i>.'</p> <p>The Code goes on to state that '<i>in some areas it may not be compatible with the cost-effective provision of education to continue to maintain access to schools of the same nature.</i>'</p> <p>It must also be recognised that a new school has only recently been opened in Ysgol Cwm Banwy following the closure of Ysgol Llanerfyl and Ysgol Dyffryn Banw.</p>
2	<p>The council must consider option 4 – a dual stream all-age school for the whole Caereinion catchment area that would close and merge Caereinion High school and Llanfair primary school with Meifod, Pontrobert, Cwm Banwy and Castle Caereinion primary</p>	<p>As above.</p>

	schools and reopen one all through school on the current school sites in Llanfair Caereinion.	
3	The closure of the smaller schools in the catchment and amalgamation into one all through school would increase numbers to 820 approx., pupils aged 4-18. This proposal would also increase the opportunity of attracting capital investment or annual cost savings could be reinvested into current school estates across the primary and secondary campuses. Caereinion high school is fortunate to have sufficient area within its grounds to allow for any potential expansion. Capital investment is required to update the current estate and its buildings to fulfil the requirements of the Equality Act 2010, and cost savings realised from this proposal can be reinvested to all these to be met. The potential proceeds of sales from redundant sites, could also result in capital receipts being made available to reinvest in new school buildings. I appreciate the figures shown above are purely estimates but a potential cost saving of £4 million pounds over 10 years must be considered. With the ongoing pandemic and its financial implications, the devolution settlement will be reduced and in turn the current financial pressures the council is facing will inevitably be increased.	As above.
4	Consideration needs to be given to feeder schools in the catchment area, their size their funding per pupil and finally how they will integrate with the proposed all-age school.	The Council acknowledges that there are several small schools with high cost per pupil within the Caereinion catchment. If the all-age school is established, then all schools within the cluster will be expected to collaborate closely, and opportunities provided to those pupils in the feeder schools to participate in activities at the all-age school.

19.3 Closure of Post-16 provision

1	Further options that need to be considered could be the closure of the post 16 provision. The current post 16 offer and lack of pupils is an increasing drain on the school's financial budget.	Whilst the current proposal does not propose any changes to the post-16 provision in Llanfair Caereinion, improving learner entitlement and experience for post-16 learners is one of the Strategic Aims in the Council's Strategy for Transforming Education in Powys. A workstream has been established in order to address this Strategic Aim, which is looking at post-16 across Powys, with the aim of improving post-16 provision across the county.
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19.4 Closure as part of a comprehensive review

1	Why does the consultation not include the possibility of closing the Llanfair site as part of a comprehensive review? One county councillor explained that councillors had instructed officials that the secondary site was not to close. If this is true, one cannot take this consultation as proof that the authority is taking education seriously, but is rather more ready to continue to disregard pupils' needs.	The Council's Strategy for Transforming Education in Powys includes a strategic objective to 'Develop a network of all-age schools based around the 13 current secondary school locations.' The current proposal to establish an all-age school in Llanfair Caereinion meets this objective.
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19.5 Federation

1	There should have been an option to consider a federation between the two schools	Federation of Llanfair Caereinion C.P. School and Caereinion High School has been considered as an option within this process.
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2	Potential federation of the all-age school with Ysgol Rhiw Bechan	The current proposal is focussed on options for Llanfair Caereinion C.P. School and Caereinion High School, therefore options involving other schools in the catchment area have not been considered. Should the Council proceed with the process to establish an all-age school in Llanfair Caereinion, there is no reason why the new school could not federate with Ysgol Rhiw Bechan or any other school in the area.
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19.6 Alternative Welsh-medium options

19.6.1 Establish dedicated Welsh-medium secondary provision at Caereinion

1	Make the all-age school a Welsh language school.	The Council notes these comments regarding the language category of the proposed new school. The current proposal is to establish a dual stream all-age school in Llanfair Caereinion, should the Council wish to change the school's language category, a further statutory process would be required.
2	I feel that Llanfair Caereinion is missing an opportunity here to establish a Welsh-medium secondary school for the catchment. This would be an ideal opportunity to do this, in a central location which is within a reasonable distance for children from the Caereinion (and Dyffryn Banw) area, Llanfyllin, Newtown and Welshpool.	As above
3	Llanfair Caereinion would be an ideal site for a Welsh-medium secondary school. This is the most Welsh school in the area and the current Welsh stream is already bigger than the English stream. Geographically, it would make sense as pupils from Ysgol Dafydd	As above

	<p>Llwyd and Ysgol Gymraeg y Trallwng travel to Llanfair Caereinion already, as well as pupils from areas such as Welshpool, Meifod and Dyffryn Banw.</p> <p>If a Welsh-medium school was established in Newtown, pupils wouldn't travel from some areas such as Dyffryn Banw and Meifod to Newtown. Llanfair is a much more central and natural location for them.</p>	
4	As Powys has now decided not to develop a Welsh medium school in Newtown, the Caereinion site could be the solution for developing Welsh medium education in North Powys.	As above
5	If a Welsh school was established in Newtown, as previously mentioned, pupils would not travel the same distance from areas such as Dyffryn Banw and Meifod, all the way to Newtown. Llanfair is a far more central and natural location for this	As above
6	It is not possible unless the lifelong school is a Welsh one. There has been talk of changing Caereinion school to a "natural" Welsh school for decades. We do not believe that this will ever happen.	As above
7	We would wish to see a continuation of Welsh-medium education from the Cylch to the primary school and to the secondary school, as happens in other areas of Wales.	As above
8	This is an excellent opportunity to ensure that the primary school moved to be a Welsh-medium school and the high school ensures that as much as possible of the education is provided in Welsh in order to eventually become a Welsh-medium school. Welsh-medium experiences and education should be the main consideration, not finance.	As above

9	There is a need to ensure that the school is a Welsh school. Otherwise it will be an English school with some use of Welsh.	As above
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19.6.2 Establish dedicated Welsh-medium secondary provision in a different location e.g. Newtown

1	<p>According to the report there is a reduction in pupil numbers in both schools. The pupil population increase is in other parts of the County, e.g. the Severn Valley. Therefore, the provision of Welsh-medium secondary education should happen first in the Severn Valley, and only then should consideration be given to the future of Llanfair schools.</p>	<p>The Council notes these comments about establishing a Welsh-medium school in another area.</p> <p>The WESP 2017-20 included the following objective:</p> <ul style="list-style-type: none"> - <i>‘Continue with the work to establish one or more category 2A schools in North Powys’</i> <p>along with the following Supporting Statement:</p> <ul style="list-style-type: none"> - <i>‘Since 2015, the council has been investigating the feasibility of establishing a category 2A school or schools in north Powys. This early feasibility work has identified Newtown and/or Welshpool as the most suitable location(s) to develop new category 2A provision, building upon the growth and planned growth in primary Welsh- medium pupil numbers in these two towns. The authority will now develop a detailed options analysis, to submit a business case for 21st Century Schools Funding (Band B)’</i> <p>In response to Estyn’s criticism of the Council’s Education Services, about progress of school reorganisation in Powys and inability to deliver on a</p>
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		<p>few key proposals in recent years, a new Strategy for Transforming Education in Powys was developed, after extensive engagement. This Strategy included, within Strategic Aim 1, a commitment to reconfigure provision across the county with an aspiration to develop an infrastructure of all-age schools within the 13 secondary school localities. The development of Welsh-medium provision will now be taken forward within the current infrastructure.</p> <p>However, if it is not possible to develop Welsh-medium provision in this way, then the Council will reconsider its plans to develop Welsh-medium provision within the Severn Valley. This will have a financial impact and a review of the current Strategy will need to take place.</p>
2	Establish a Welsh medium all through school in Newtown	As above
3	The all-age school needs to be a Welsh-medium school immediately. As that will not happen, the only option is to establish a Welsh-medium secondary to serve the catchment in Newtown.	As above
4	It is obvious that the answer is to establish provision on a site near to the Welsh primary Ysgol Dafydd Llwyd in Newtown. This would mean a journey of 40 minutes for my own children to that school, but the provision would be centralised to answer the need in Welshpool, Newtown, Dyffryn Banw, Caersws and nearby areas.	As above
5	It's clear that the solution is to establish provision on a site near to Ysgol Dafydd Llwyd in Newtown, which would centralise provision to	As above

	meet the needs of Welshpool, Newtown, Tregynon, Dyffryn Banw, Caersws and other nearby areas.	
6	Establish a Welsh medium school in the catchment area in Powys where there is the greatest demand for it.	As above
7	You need to be look more strategically on the Welsh-medium education requirements in North East Powys – and undertake to establish a designated Welsh Secondary school first of all.	As above

19.6.3 Other comments relating to establishing dedicated Welsh-medium provision

1	There is a need to establish a Welsh school, where English is an important part of the education provided.	<p>The Council notes these comments relating to the need for dedicated Welsh-medium secondary provision in this area.</p> <p>The current consultation is on a proposal to establish a dual stream all-age school in Llanfair Caereinion. The Consultation Document clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the</p>
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		school's language category, a further statutory process would be required to implement this.
2	There is clear demand for Welsh-medium secondary provision, as can be seen in the numbers choosing Welsh medium provision in the Primary sector and from Powys CC originally planning on opening a new Welsh school in Newtown.	As above
3	There is a need to provide situations and locations (such as a Welsh-medium school) where the Welsh language can thrive and be a common language for all.	As above
4	We ask that Powys County Council establishes a Welsh-medium secondary school in a central and accessible location to provide progression for Welsh-medium primary learners in the north east of the County. There is a need to invest in development to expand on the current designated Welsh-medium primary school year by year, so that the secondary provision can be established as soon as possible and grows year on year to ensure financial sustainability and careful curriculum planning, expanding the county's Welsh-medium workforce gradually and robustly. There are many examples across Wales of starting high schools with a single year, the most recent is Ysgol Caer Elen in Pembrokeshire. Powys could also lead on an innovative development which would be a new model to develop Welsh-medium education in Wales. This would be a golden opportunity for Powys to transform the provision for learners in the area for ever, so that they finally have the opportunities they deserve and which will "improve access to Welsh-medium provision across all key stages".	As above
5	There is a need for a Welsh-medium school, which sets high expectations for each child, where English is part of the system, but	As above

	not the start and end point of all communication. There is a need for a school which places an emphasis on Welsh, instead of seeing the language as an occasional factor. There is a need to ensure that pupils have a wide range of Welsh-medium subjects, in contrast to the gradual disappearance of studying sciences and maths in Welsh. The huge effort that would be needed to promote the language could be a way to promote expectations of a higher standard of education more generally.	
6	A designated Welsh-medium secondary school is needed in north east Powys to serve the area, which will offer continuity for designated Welsh-medium primary schools in the area. In the same way, English-medium provision which will provide choice for all parents and equal opportunities for pupils.	As above
7	There is a need for a Welsh-medium all-age school, to be equal to the English-medium ones that will also be established during the period of Transforming Education in Powys. Then, there will be a choice of English-medium, dual stream (already exists in Llanfyllin) or Welsh-medium all-age schools in North Powys.	As above
8	A category 2a or 1 school is needed in North Powys so that Welsh-medium pupils can receive the same opportunities as other pupils across Wales. This needs to be done urgently, this can't wait until 2030.	As above
9	It is noted on page 9 of the consultation document that we will have to wait for a further consultation to designate the language medium of the school: "If the outcome of this is a need to change the school's language, a further statutory process would be needed to implement this." We wish to make it clear that both parents and	As above

	pupils of the area have waited far too long already. A solution is needed soon, followed by decisive implementation.	
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7. FURTHER ASSESSMENT AND CONCLUSION

7.1 Further assessment of the proposal and alternatives

Following consultation, the proposal and each of the alternatives have been further assessed to consider any further information that has come through the consultation or otherwise on the:

- i) Likely impact on quality and standards in education
- ii) Likely impact on the community and
- iii) Likely effect of different travelling arrangements.

There are no changes to the earlier assessment outlined in the 'proposal paper' i.e. Appendix A Options Appraisal Caereinion, Cabinet Report 29th September 2020.

7.2 Further reasonable alternatives

Other alternatives have been suggested and can be found in section 19 of this report, including the Council's response to these alternative options. They include:

- 19.1 Retain the Status Quo
- 19.2 Whole cluster approach
- 19.3 Closure of post-16
- 19.4 Closure as part of a comprehensive review
- 19.5 Federation

Whilst the proposal that was subject to consultation is to establish a bilingual all-age school in Llanfair Caereinion, many respondents commented on Welsh-medium provision, the Council's approach to the development of Welsh-medium provision in the proposed all-age school and a number of alternative Welsh-medium options were also suggested:

- 19.6.1 Establish dedicated Welsh-medium secondary provision at Caereinion
- 19.6.2 Establish dedicated Welsh-medium secondary provision in a different location e.g., Newtown
- 19.6.3 Other comments relating to establishing dedicated Welsh-medium provision

7.3 Conclusion

It is confirmed that implementation of the proposal is the most appropriate response to the reasons identified for the proposal, as outlined below:

- a) To improve educational outcomes

- a. More opportunities for staff to move between key stages, to further develop expertise in specific areas
 - b. Opportunities for pupils in all key stages to benefit from staff expertise in specific subject areas
 - c. Improved curricular and extra-curricular opportunities for pupils in all key stages
- b) To improve educational provision
- a. Opportunities to develop a broader curriculum to meet the needs of pupils in all key stages
 - b. Opportunity to improve the range and quality of facilities and learning resources available to the benefit of pupils in all key stages
 - c. Improved opportunities for continuity of support for vulnerable groups of pupils
 - d. Improved opportunities for more able and talented pupils
- c) To improve leadership and management
- a. Opportunity for high quality, robust leadership across all key stages
 - b. Improved opportunities for the headteacher to distribute key leadership tasks to a greater number staff across all phases of education
 - c. Improved opportunities for the governing body to have strategic oversight of education for pupils from 4 – 18
- d) To improve efficiency in the delivery of education
- a. Potential for the school to operate more efficiently through more efficient deployment of staff
 - b. Potential for sharing of resources across all key stages
- e) To provide more seamless transition between key stages

It is also acknowledged that a significant number of comments were received to the consultation in respect of the language category of the proposed new all-age school. These included comments which expressed a view that the current proposal was not ambitious enough in respect of the language category of the proposed new school, as well as comments which supported the proposal to retain the current dual stream provision in Llanfair Caereinion.

Whilst a number of respondents took the opportunity to comment on the Council's approach to developing Welsh-medium provision at Caereinion, it must be noted that there is a strong response in favour of establishing designated Welsh-medium provision to serve the Llanfair Caereinion/Severn Valley area – there are primary schools in both areas that are currently feeder schools of Caereinion High School.

The Council will continue with its approach as outlined in the Consultation Document:

'The Consultation Document clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision. The Council's intention is to take this forward using a phased approach with continued dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.'

However, the Council will accelerate the dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion, and will also include all feeder schools in this dialogue.

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

Appendix C – Minutes of meetings with Staff, Governors and School Councils

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**Consultation meeting with staff of Llanfair Caereinion C.P. School and
Caereinion High School**

9th November 2020

Present

Staff:

Llanfair Caereinion C.P. School:

Laura Jones
A Evans
A Haslam
G Jones
Nia Ellis
S Chapman
E Davies
O Tudor-Thomas
S Tudor
R Huxley
N Perks
A Owen
F Williams
G Edwards
D Owen
M Jones

Caereinion High School:

Phil Jones
Michael Humphreys
Ed Baldwin
Mollie Corfield
Gwyneth Phillips
Pryderi Jones
Rhian Mills
Sam Andrew
Beryl Roberts
Ceri Harris
Chris Davies
Delyth Roberts
Elwyn Davies
Emma Fitzgerald
Greg Parker
Iain Messenger

Jan Allen
Louise Morris
Lowri Williams
Osian Davies
Vickie Faulkner
Janet Roberts
Sian Pugh
Pryderi Jones
Sioned Myles
Shan Hughes
Gemma Davies

Officers:

Geraint Rees, Strategic Lead, Schools Service
Marianne Evans, Senior Manager Education Services
Richard Williams, Programme Officer, Transforming Education
Sarah Christoforou, HR Business Partner (Schools)
Amy Jones, Transformation Finance Business Partner

Bryony Rees, Programme Co-ordinator, Transforming Education (minutes)

Geraint Rees welcomed everyone to the meeting, explaining that the consultation is part of the proses of establishing a new all-age school for pupils aged 4-18, in Llanfair Caereinion. This gives those who are going to be affected by the proposal, a chance to respond and have their say on the matter before it goes through to cabinet. The consultation period began on the 14th October and ends on the 24th November 2020. The documentations from the consultation can be found on the Council's website.

Geraint Rees explained that minutes will be logged during the meeting, and we commit to coming back to any unanswered questions if it is not possible to answer them during the meeting. Geraint then went on to introduce the staff who are working on the project and detailed what everyone's job roles are within the Schools Transformation, including members from finance and HR.

Marianne Evans began the presentation and gave a quick insight into the background of the proposal, as the main objective for the meeting was for the staff to gain answers from any questions they had. The information provided was that Estyn investigated Powys' Education services in summer 2019 and believed there was some concerns within the Education services. One of Estyn's recommendations was to ensure that the provision for Post 16, Welsh-medium, and secondary education met the needs of the pupils in Powys. With this recommendation coming forward, it resulted in a new strategy for transforming Education in Powys, including an objective of creating all-age schools within Powys.

It was then in September 2020, that Cabinet approved for Schools Transformation to carry out the consultation process for Llanfair Caereinion. Marianne Evans began to explain in detail what exactly the proposal is for Ysgol Llanfair Caereinion, which was the following. 'To close Llanfair Caereinion C.P School, and Llanfair Caereinion High school, and establish a new all age Bilingual school for pupils aged 4-18, on the current sites of both schools.' In the consultation documents, there were explanations on reasons for why this has been proposed, which were presented to everyone. They feel that by carrying out this proposal, it will improve learners' Educational outcomes and provision, leadership and management, provide seamless transition between key stages and also improve efficiency in delivering education.

There is also a section within the documents based on the Welsh-medium provision, Marianne Evans explained that currently there are no proposals to change the language categories of the schools. However, the Council will continue to explore ways to develop the Welsh-medium provision in Llanfair Caereinion.

To finish the presentation, Marianne Evans gave an overview on the next steps ahead. Once the consultation is completed, the Transformation team will analyse the responses that have come in and create a report, which will outline how they will proceed. The paper will then be given to Cabinet, for their approval, with 28 days for people to submit their objections. The aim is for Cabinet to have made a final decision by spring 2021.

Staff were then invited to ask any questions, and the following questions were asked:

Member of staff: 'If the school closes in 2022, what happens to the staff's contracts?'

Sarah Christoforou: 'Because of school closes on the 31st August, there is another whole process on staffing for the new school, which only gets agreed once the consultation goes ahead. The staffing structure would be set up in conjunction with the temporary shadow governing body. If we go through the process, and a member of staff finishes work on the 31st August, and begins work in the new school in September, there will be continuity of service.'

Member of staff: 'Sut mae'r bwriad yma yn fitio mewn efo newid y cyngor i gael Ysgol Uwchradd gymraeg, yn y Sir?'

Geraint Rees 'Mae ganddo ni gyfres o cynigion, does ddim dwy waith fod na darpariaeth cyfrwng Cymraeg, ym Phowys, mae'n hanesyddol fod angen i ni datrys fo. Mae na trafodiaethau sy wedi fod, gyda'r Llywodraethau fewn Llanfair Caereinion. Rydym ni'n chwilo am amrwymiad I gwthio y'r agenda Llanfair Caereinion i fod yn ddarpawyr i cyflawni cynnig cwricwlwm Cymraeg.'

Member of staff: 'What would be the capacity of the all-through school, in terms of recruiting staff? Would there be a similar capacity in terms of staff members, or would it be different?'

Marianne Evans: ‘The capacity would be roughly the same as what we have already. It is noted in the consultation document, that the staffing structure would be based on the curriculum plan, that new governing body creates. This would all come through with clearer clarity as the process goes on, if the proposal is approved by Cabinet.’

Sarah Christoforou: ‘There is obviously a need to create a different staffing structure for an all-through school, it wouldn’t be exactly the same. However, if this proposal is approved, the first thing we would do is set up the temporary shadowing Governing body to formulate the staffing structure. We would then consult with all of the current staff about the structure, which is then when information such as what posts, grades and hours will be discussed.’

Geraint Rees: ‘There has been significant research project going on which is led by Swansea University, which all age schools have been involved with, which compares everything that all-through schools do from well-being, curriculum planning and staffing. I think if we were to move ahead with this proposal, the one thing we would want to do is that Powys all-through schools become a part of the wider dialog around Wales. For the Welsh approach, we need to see what works best, which will hopefully become an exciting opportunity for staff.’

Member of staff: ‘Is there Transformation funding available for the merging of the two schools, to safeguard jobs?’

Marianne Evans: ‘There is Transformation funding available that we provide for every school merger that takes place. This usually is to release the Head teacher, to work on the staffing structures, planning etc. We also provide additional funding for ICT, signs, and all other essential needs for the school. We do not normally provide transition support to safeguard jobs as part of this process.’

Member of staff: ‘We have heard that our contracts would be continuous, but what if our role isn’t there anymore? What will happen then with contracts?’

Sarah Christoforou: ‘As I described earlier, the temporary Governing body would create a staffing structure, which we would then consult with the staff. In previous mergers, we also agreed a set of principles with the governing body of the current schools and the shadow body. This looks at ring fencing all positions, which is a decision in which current governing bodies can take. However, if the new staffing structure does have changes, we would go through the normal management of change process during the consultation process. During the consultation process of the staffing structure, all options are looked at for each individual.’

Member of staff: ‘Will staff have to re-apply for their jobs, within the new staffing structure?’

Sarah Christoforou: ‘At the point where we consult on the staffing structure, it depends what the temporary Governing body want in terms of jobs. The answer to this is that there may be a mixture, some jobs may be the same in the new structure as they are in the current structure. Where there is potentially a need for an interview process with some jobs, it would be in cases where the jobs are substantially

different or different management arrangements. It may be that some people have to apply, and some people do not.'

Member of staff: 'If you were a maths teacher for example, would it be that you teach in the Primary school or the High school, or both?'

Geraint Rees: 'In some schools, they have kept the primary teaching and the high school teaching separate, and in some they have mixed. It is something that the shadowing temporary Governing body would need to decide.'

Member of staff: 'What would happen to the contracts of colleagues who were perhaps on maternity or sickness leave, in the transition between the current schools and the new all-through school?'

Sarah Christoforou: 'Anybody that is off on sickness or maternity, has the same right as anybody else. If they were off during the staffing consultation, they would be sent all of the paperwork and we would discuss with them how they would like to engage.'

Member of staff: 'What evidence is there that this model works?'

Geraint Rees: 'First of all, there are successful education systems where this is a normal part of school arrangements. The initial evidence is that at worst, there is no detriment, and at best it transforms the well-being agenda for the students, it broadens the professional opportunities for staff, such as curriculum planning. It also creates career routes that are new. There is a whole range of indicators that suggest strongly that there are genuine benefits for staff to make schools work better for children.'

Member of staff: 'Is one of the aims for Powys to improve the opportunities and provision for post 14, and 16? As we aren't speaking about much change for these age categories here.'

Geraint Rees: 'The question on how does this benefit the education for post 16, In itself it doesn't, but it creates a focus on a school re energising and re framing itself. However, post 14 and 16 is part of a broader agenda reliant on improvement of technology, and also stronger collaboration with other schools. It is a separate discussion in a way, but as the new Llanfair Caereinion defines itself, it will need to focus on the post 14 and 16 education.'

Member of staff: 'Why aren't other schools in the cluster included in this transformation model?'

Marianne Evans: 'The Caereinion catchment has a wide range of different schools, so we felt it was important to focus this merge on the two schools within the town. It does not mean that at a later stage we cannot have a look how these schools could fit into this movement as well. At this time, we felt that this was the right approach.'

Member of staff: 'Thinking of budgets, are some all-through schools in deficit budgets from this transformation, and if so, how does this impact on the future of the education in these schools?'

Geraint Rees: 'In terms of budgets, we have already gone through tweaking of county formula for school budgets, and we will be looking to have an on-going review of the formula to ensure that the schools we have are all able to function properly. If a school is an all-through age school, it is a priority that the formula is appropriate for it.'

Marianne Evans: 'Every time we establish an all-through school, we get asked this question. If you look at the consultation document, the saving is very small. Establishing an all-through school is not meant to be a saving to the council and we need to stress it's only a small saving. However, it provides improvement for learning.'

Member of staff: 'With the development of the Welsh language if it was an avenue to go down, what support would the council give to the parents and community for people moving to the area etc?'

Geraint Rees: 'In different parts of Wales, we have different models around immersion provision for learners when they arrive. There is always an opportunity in many parts of Wales for a child to begin an immersion experience so that they can join a Welsh-medium school. We are aware that in Powys we have not had an improvement in the number of new students coming into Welsh-medium education. It is important that across Powys we have these opportunities for students to begin immersion classes, and if Llanfair Caereinion were to go down the Trochi / immersion route, we would be happy to support.'

Marianne Evans went on to explain that in these meetings the questions that are asked are mainly with regards to the impact it would have on staff personally, so Sarah Christoforou is available to attend the school over the next few weeks for anyone who would like to gain more information or ask questions relating to the proposal.

Geraint Rees asked whether there were any other matters that anyone wanted to discuss and thanked everyone for joining the meeting.

**Consultation meeting with governors of Llanfair Caereinion C.P. School and
Caereinion High School**

4th November 2020

Present

Governors:

Llanfair Caereinion C.P. School:

Ann Watkin
Laura Jones
Ruth Bates
C Francis
Brownen Burns
A Evans
Sian Jones
Eleri Mills

Caereinion High School:

Terry Phillips
Phil Jones
Allyson Whitticase
Cllr Gareth Jones
Bryn Francis
Cllr Myfanwy Alexander
Sian Pugh
Katherine Gilmour
Glyn Lloyd
Michael Humphreys
Sharon Nutting
Llyr Ap Dafydd
Eleri Mills
Jen Wilde, Clerk to the Governing Body

Officers:

Councillor Phyl Davies, Portfolio Holder for Education and Property
Lynette Lovell, Interim Chief Education Officer
Geraint Rees, Strategic Lead, Schools Service
Marianne Evans, Senior Manager Education Services
Richard Williams, Programme Officer, Transforming Education
Amy Jones, Transformation Finance Business Partner
Delyth Jones, Challenge Advisor

Glyn Whiteford, Challenge Advisor

Angharad Morgan, Programme Co-ordinator, Transforming Education (minutes)

Marianne Evans welcomed all to the consultation meeting. All officers introduced themselves. Two governing bodies are in the meeting tonight and there will be a brief presentation with an opportunity for discussion, comments, and questions for the officers.

Marianne explained that part of the new transformation programme is a key objective to develop a network of all age schools based on the 13 high schools. Caereinion is the first proposal to be taken forward as an all through school for the programme.

Marianne clarified that the proposal is to close Llanfair Caereinion C.P. School and Caereinion high school and to establish a new bilingual all age school on both sites.

Marianne noted that all governors should have had a copy of the consultation documents and there is additional information in the consultation documents regarding the reasons for the proposal which will be discussed later in the meeting.

Marianne stated that whilst this proposal does not specifically have any proposals to change the language category of either school, it has been identified that Caereinion is essential to the councils aspiration to provide access to enhanced Welsh-medium provision. There has been discussion over several years, and this will be taken forward to stakeholders to explore how to develop the Welsh-medium. However, it is noted that it is not part of this process and if the outcome of the discussion with stakeholders is evident it will be part of a different consultation process.

Marianne stated the consultation started on the 13th of October and ends on the 24th of November. All the information is on the website and on the screen is the multiple ways on how to respond to the consultation

Marianne gave an overview that will complete the process. The officers in the team will start analysing the feedback received which will be included into the consultation response document that will be taken to cabinet in January/ February. If cabinet decide to continue after the consultation, a statutory notice will be published and there is a period of 28 days for the public to object. A further report is prepared from any objections that will go to cabinet and then a final decision will be made, there are key decision-making points in the timescale going forward.

Marianne has asked for any comments, questions, or observations.

Lynette Lovell wanted to note that officers are here, and the portfolio holder Cllr Phyl Davies is within the meeting. Cllr Phyl stated he is here to listen to the views of all.

Governor: I think it is exciting at this stage, I am Ann Watkins, current chair of governors in Llanfair Caereinion. It is positive that we are at this stage and as the governing body we are keen to work with you. There is a question that we would like some clarification on, firstly we do find ourselves undertaking this consultation at this very strange time, how are you ensuring that the community as a whole isn't disadvantaged in being engaged in these consultation? The schools have sent the information out to the parents but is there normal consultation meeting which they would attend? Secondly there could be a danger here that we are conflating two issues, it needs to be clear to the community that this is a consultation on the establishment of the all-age school not the linguistic provision. It needs to be careful that we are not conflating the two issues. I was just keen to learn about that you are taking forward the discussions regarding the language in parallel with this work and I would just like to understand the mechanism in how this is going to be carried out?

Marianne Evans: When we discussed the issues back in the summer, we did discuss whether at that stage was the language going to be a part of the proposal or not. It was discussed to bring it in at a later stage and that we would want to carry on discussions with yourselves and wider stakeholders in what opportunities would be available to develop the Welsh language within the Caereinion Area. Once this consultation has ended a working group would be established with yourselves and wider stakeholder to discuss what opportunities can be taken forward. Some of the cluster schools would be brought in, at this stage that is the only form of mechanisms that have been discussed.

It does need to be clear that the consultation is about the establishment of the all age school and not the language, however there is very little time to improve the Welsh-medium and it needs to move forward.

Geraint Rees: Essentially, there is nothing hidden here, everybody knows. There was a general disquiet about the opportunity for learners, the system itself raises questions about whether we are serving learners well. Now Llanfair Caereinion is one of the strongest providers for provision in Welsh and there are opportunities here to work on how to develop that. Let us not conflate the two and ensure how to develop the Welsh-medium by separating out the two issues and following the statutory process regarding the all-through school.

Governor: I think that is really helpful and provides some clarity, we don't want to conflate the issues but need to be mindful and clear what was the forum to which we would bring forward discussions on the language.

Marianne Evans: In terms of the consultation and making sure the public are aware and having a staff meeting this afternoon via Teams, it is a strange time. In terms of getting the message out to wider community, the way it is being done is using all the publicity tools we have. All we can ask is that if you can pass that message on to the wider community as well. There is a two-pronged approach to reach out to everybody and in this time that is the best that can happen.

Governor: I agree I think it is an exciting and it will provide some certainty and sustainable education from both primary and secondary. However, being someone who is not an expert of different models, I would appreciate hearing from you about the pros and cons of different all through schools' models. For example, I am aware we have in Llanidloes we have a federation and in Llanfyllin an all through school. As a parent governor for me to advocate this as a benefit it would be good to hear from you what makes an all through school attractive and even more attractive than a federation, if you could share your knowledge regarding this?

Geraint Rees: There has been an extensive bit of research throughout Wales on this. There are now about 30 schools and Welsh government have invested into the research of this to look at what are the benefits from this and what are the characteristics of schools that make this work. Swansea university have been leading on this. We feel it is important here that before decision is taken it is to gather the evidence around this. What has come back from the research so far, to start with the learner around the transition period, there is significant evidence of it being far easier for learners, the relationship between the primary and secondary become very different, they have two? shared INSET days of the year and the opportunities to develop the process of teaching and learning in the transition of year 6 to 7. There is evidence that for pupils with additional learning needs, the continuity of being in the environment that they comfortable with, with people who they see along the journey getting the planning of staffing right, can actually help transform that. You'll notice that I haven't raised cost or efficiency, as those are not the primary drivers. There is evidence then around planning the new curriculum, the schools who are working heavily with the primary and secondary whether they are all age or not. All-age schools are managing to get to grips with the new curriculum very efficiently and a benefit in the approaches to teaching and learning are good practice there. In terms of staffing some schools have seen teachers classed as all age teachers, some schools have kept them separate with some transitioning in teachers in year 6 and 7. Some schools see science as a secondary aspect from year 5 onwards. The network across Wales in the all-age schools is becoming a powerful one, the research is just part of that. The rest is the sharing of the development of workforce, curriculum and the wellbeing programme. We are happy that that can be an area of development prior to cabinet taking a view and we are fortunate that there is a growth available in the research. Crucially, by the time the governing body is in place to plan the future I think we could make sure we could facilitate the engagement with that networks, it will give you some confidence. Although you are free to complete it yourself there are some bodies who are willing to engage and aid in the facilitation of the all-age school.

Lynette Lovell: Is there anything else you would wish to add?

Governor: I don't think so, it was very comprehensive answer thank you. I think the key is it is still quite a new model and the shared learning and practice is really important to engage on so the young people, teacher and governors are paving the

way what the school will bring to the curriculum. With that it is new that the question mark is, is it going to be better than what we currently have for our learners and staff. It seems to be an unknown but you have reassured me that for the learners point of view and learners with additional needs it seems to be of a benefit for their learning experience.

Geraint Rees: I should have said something. The leading influencer regarding parental influence in learning is work that there is growing evidence that as pupils go through an all-age school, parents are more engaged in primary than secondary. The evidence now seems that parents are less likely to drop their interest past 11 in an all-age school as there is a continuity of leadership and teaching. If the staffing is deployed in a clever way, then there is a clever way of continuity of interface with teachers. A researcher would be happy to join and discuss with you regarding the parental influence.

Governor: Yes, I want to agree with the governor really, I have already been through this process previously and I think we need to learn from the processes previously and what we have learned and could have been done better and what I find from the staff, especially that the openness and honest approach is the best approach, especially with the staffing process as that is where the anxiety seems to be down to redundancy and if they are going to have a job. Also to learn from Bro Hyddgen's regarding the new all-Welsh all-through school there and to be honest that it could be in Llanfair Caereinion future, not to put it in this consultation but to be honest and open that it would be a possibility.

Lynette Lovell: Certainly, yes, from your perspective you have been through this process in the Welshpool area and it is a time that for staff it is about working together and being open and in the staff meeting earlier HR support has offered to come and meet the staff socially distanced next week to talk to staff regarding those anxieties. I think it is a very open process with the governing body and the appointment of the head. Once the appointment of the head then they are engaged with the staffing structure. In terms of the Bro Hyddgen's situation I will bring in Marianne regarding this.

Marianne Evans: We merged the school back in 2013 and looking back at the cabinet papers that we state quite clearly in there that the next stage is to consider the language category of the school due to pupil numbers etc. it has taken 7 years to get to this point and I wouldn't want it to take that long and that is a paper going to cabinet next week to start the process of consultation to change the language category to Welsh-medium. That is the first proposal of the language category since we established Ysgol Gymraeg y Trallwng in Welshpool.

Governor: We have heard that the data suggests that it improves the transition from primary schools from Llanfair Caereinion, but what about the 2/3rds that don't come from the primary?

Geraint Rees: They have to look at the different learners from different setting. How are you going to manage the transition from pupils from other schools and how they don't feel like they have got to the party late in the all age schools; the planning is the relationships with the primaries and the all-age schools. There are places that are working well through some schools in Wales, there are all sorts of things that can be done. The thing this proposal offers Llanfair Caereinion is that it provides a secondary provision in this area We know in Powys we could operate with far fewer secondary schools in Powys. There is a provision to provide new facilities across the whole sector. There is a new building Brecon and Bro Hyddgen's will go ahead in a matter of months. It is noted that a whole generation has gone between the opening of the last brand-new facility and the opening of the new Brecon high school in an era where Wales's approach was renewal. Cabinet have committed an ambition for a wholesale renewal which will give a facility in Llanfair Caereinion that serves the wider community. In the new relationships with primary and secondary and the new all age school, the opportunity for those facilities and resources who are not in the all-age arrangement necessarily the facilities need to be available for 4-18 and for the wider community. How children who are not part of the all-age school relate to the all-age school is important. This and facilities can play a huge part in providing with opportunities they otherwise will not have in small schools. Creative relationship building and effective planning is the way forward. Bro Hyddgen cluster are making that work, as are Llanfyllin, with the challenge advisors working with those schools that we learn from what they are doing and learning from elsewhere also. It is not one size fits all.

Governor: I am just concerned that it about 2/3rds of our students which aren't coming from the primary school and how we have to adapt and what are the benefits for them.

Governor: Could we have a bit more detail on how the interim governing body is established?

Marianne Evans: The interim governing body is established; it is the first thing that happens once the final decision is taken by cabinet. We put an expression of interest for the temporary governing body. What is key is to have an array of skills on that governing body, so the transition is as effective as possible. If we have more applications than places, that is when we look at the skills and experience. One thing, the final decision of the governing body lies with the portfolio holder.

Governor: Thank you that is great and I would just like to note that I am really pleased to hear it is not driven by cost and efficiency savings.

Governor: I just want to make the general point in discussion of the community. In terms of the community, in perhaps the terms of primary it is geographically based and in terms of the high school it is much larger community and it includes Newtown who represent quite a large percentage of the high school and need to be involved in this consultation and need to be engaged in the process as well to feel part of the

community. There is a transportation issue with people in the wider community who don't naturally fall into the area we serve and if we are going to strengthen that then it needs to be something that is looked at as soon as possible. We do have pupils who are missing out and I am concerned that we are failing those pupils now. Just wanted to make a general point.

Geraint Rees: The question of who my community it is important. Whilst there is an English stream in Welshpool, we must make it that Ysgol Dafydd Llwyd and Ysgol Gymraeg y Trallwng are part of that community in Caereinion and that is key to ensure how to break down the barriers. We have got a worrying trend at the moment from those schools where year 6's are not continuing in Welsh-medium as the choices are not available for the learners and I think Llanfair can play a key role to provide that service. Even with this proposal, Dafydd Llwyd and Gymraeg y Trallwng is where they key transition needs to be worked on.

Governor: No, it is just the transportation and I think Ysgol Caereinion is losing people due to that. It is an issue that has not been resolved. I do feel some of our pupils are losing out on that basis.

Marianne Evans: It is a transport and defining a catchment issue where lines and boundaries have gotten blurred. Once we have defined the catchment then we will look at the transport policy in relation to that.

Governor: I want to come back to the point governors made previously, there is far more experience out there will all through school and we can learn from so many examples and working with colleagues to make it a smoother transition. Finally, the catchment definition is crucial to this as well and it needs to be resolved.

Lynette Lovell: Many thanks, are there any other comments?

Governor: I'm head of Ysgol Rhiw Bechan, we are one of the main feeders to Caereinion, our Welsh stream has grown successfully, the parents are very loyal to Caereinion high school, I think they want the reassurance they are going to be part of this process. I think it is crucial that we have got confirmation that we are not going to lose secondary education in this area, and it is exciting to be part of this project. I think as feeder schools if we can be part of the process then it is quite positive.

Lynette Lovell: Thank you for your comments.

Cllr Myfanwy Alexander: I just think that in this discussion we need to know about it being something better but can we hear more about the new curriculum and the way an all though school can meet those needs in a way a standalone school wouldn't?

Geraint Rees: I think the question is to do with mind set as well as organisation. throughout Wales. First of all I think we need to say that there are expanding

examples across Wales of primary and secondary schools who collaborate very deeply around pedagogy, professional learning and developing leadership where it is pretty seamless across the primary and secondary. There are examples where many of primary heads are saying that transition was patchy, and it varies massively from secondary school to secondary school how open they were to having an engagement on the basis of equals, with their primary partners. Now, an underpinning issue for an all-age school is that of equality, the recognition that whoever teaches, rising three and a half, four year old is, making this valuable contribution as the A' level physics teacher, it's different people doing a different job for equal human beings. You do not need to have an all-age school to make that work. And to make it clear, the minute you have an all-age school, the leadership has a responsibility for every child from the day they arrive at reception to the day they leave school wherever that is. It is that sense of responsibility for leaders having to make those inclusive and lifelong decisions for that child and with their families, is something I think probably can't happen outside this organisational system. It does mean that if a school is badly led, you're damning a child's progress and education from the age of four to 18. I think that's where it's absolutely essential that the Local Authority is a good functioning education community that the school is in a broader partnership and the governing body is very clear about its responsibilities from children just out of cradle to becoming standalone adults making their own way in life. It's imperative that everyone does their job well for an all-age school to function well. I think it's a reasonable challenge to throw to professionals who earn the professional salary for it both in the local authority and in the school, to be accountable for it.

The research base is around the new curriculum is, and because of the new curriculum, the new curriculum isn't necessarily age related or state related, you're actually looking at the learning of individuals as they grow through. And therefore, to be in a position where you say well you know in year seven and I don't care what you learned already but this is what I have to teach you, becomes an entire new curriculum that just won't work because it's about building their skills, their competencies and their aptitudes and giving them a curriculum that helps them move to the next stage all the time.

The strength of a strong primary, secondary relationship there is priceless. And the respect, then that it needs between teachers at all ages to make sure that they pull together to make it work. To be blunt about it, it still exists across Wales, we still have secondary teachers who say, I don't listen to what the primary scores on the doors are when they move up. But everybody has to make that work, and the local authority needs to be on its toes to facilitate and support that that's all I'd say.

Governor: just a very brief point, in terms of the financial position in the first year will the schools start with a clean slate whether there is a surplus or deficit?

Lynette Lovell: Yes, that is the case.

Geraint Rees: The commitment made by cabinet to adopt the transformation education programme will be a long-term goal. Discussions with school neds to have for the financial management, there are already plans for schools in the public domain their discussion while the investment programme matches. That invest programme can only be given if schools do not run up a debt for the council to cover.

Governor: Just wanted to double check and understand that the council will be scrutinising the budgets, and I understand that there will be no additional funds to ease the transition, only the budget given from the formula?

Geraint Rees: With the change there is very little that will commend in the budget and can be gradually implemented with the vision and governing body. If there were individual things that need to change prior to implementation change then there can be further discussions. The formula is needed to be reviewed and will be done with headteacher and governing representation.

Governor: Am I right in saying that there will be no difference in the budget at this moment in time, that they will have both those budgets?

Geraint Rees: I believe there is no change in the budget, am I right Marianne?

Marianne Evans: That is right, there is transition funding, there is a cost to establish an all through schools. We do provide additional support in funding to release the head teacher a day a week to concentrate on the staffing structure. We also provide costs from ICT, telephony and signs that are needed for the new school. We do recognise that there is a cost for the new school, and we would fund those.

Amy Jones: I was going reiterate what Marianne said about the transition fund. And just to respond that the funding would be about £12,000 less that the budget of both the schools.

Governor: I am pleased to hear about the confirmation of money and planning effectively means you delivery effectively. I am pleased to hear that the resource is available. It is useful and an exciting proposal and to have ambition in providing top education in the area. We have had a lot of language discussion this evening and I want all members to be aware about the sensitive discussion. Within our school there is still a large amount of students learning in the school in English and it is crucial to bring this through on our journey with this organisation and I don't want it to divide the community of Llanfair Caereinion.

Governor: Quick question about the budget, does the buildings and maintenance get surveyed before, and the buildings are quite old and some work might need to be done, is that in mind?

Marianne Evans: Yes, we do fund some building work if it is essential to the transition. It all depends on the school itself and what the governors decide is a

priority, how they want to present the school and what changes are required. It would be supported if there was a strong case.

Governor: for me it was more of the health and safety aspect and to ensure the building is fit for purpose

Marianne Evans: Yes, that is completed as part of a normal process.

Governor: I would just like to say that I agree with everything that has been said so far with the questions raised and responses. The current year 7 intake is exactly 50/50 and I would like to thank all the officers for this meeting. Are you going to be holding another meeting once all consultation responses have been analysed and issued to cabinet?

Marianne Evans- Yes, we can have informal discussion once the consultation response document is with cabinet.

Lynette Lovell: it has been a really useful meeting now and given the opportunity for discussion and look forward to working with you for this process and Marianne could you explain the next steps:

Marianne Evans: 24th of November the consultation closes, we have had very few responses so far and would be grateful if yourselves could respond to the consultation. On to cabinet January/ February and if it is approved, we will be in the objection period and hope to get the final decision to be done by the end of March.

Lynette Lovell: Diolch Marianne, thank you for your time this evening and hopefully some way through this process we can meet in person again. Have a lovely evening.

Minutes of the meetings with Llanfair Caereinion C.P. School

11th November 2020

Present: Huw Foster-Evans, Sarah Astley, and Richard Williams

Officers from Powys County Council met virtually via Microsoft Teams with representatives from the School Council of Llanfair Caereinion C.P. School to discuss the consultation to establish a new all-age school in Llanfair Caereinion.

The session was held with 12 pupils from the school council. The group were all Year 6 students.

The officers explained the proposals for the merging of Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School

The pupils were asked several questions and their responses are summarised below:

What do you like about your current school?

- It's welcoming
- It has good grounds and good playgrounds
- Pupils liked the size; it was not too big or not too small
- Pupils like the headteacher
- The teachers are polite and helpful
- Pupils didn't feel too grown up and they don't get too much homework
- Nice food
- Not too many other children, not a massive school where all cramped together
- Pupils liked that the primary school is spread out
- Behaviour is good

What do you not like about school?

- Not allowed to play cat and mouse
- More pupil voice, getting to decide more things
- Pupils thought they act older than they actually are sometimes
- Football yard as it's concrete
- Crowded when they can't use the field – use more grounds

What do you think would be different if proposal went ahead?

- The work might change and there might be more homework
- Playing with older children might be rougher

- Pupils thought they might act older than they are
- How would Year 11 and Year 1 pupils be together
- Would we play on the same yard as Year 11
- When we move to Year 7 it isn't exciting and we are in the same school
- There might be different teachers
- Mixture of age groups

What are you most excited about moving to high school?

- Learn more subjects like French and Science
- More freedom and more responsibilities
- Get more homework
- Having more space
- Harder work as opposed to spellings
- The food available

What would be better for the primary school if you were part of one school?

- Make new friends
- Want to learn more
- Use the high school facilities for French, Science and Technology

Is there anything which concerns you about one school?

- Will things change a great deal
- Will we be separated from our brothers and sisters
- Year 11s could be mean to the younger pupils
- There could be bullies
- Some people would not like it

General Questions

- Would there be a new uniform?
- What uniform would you like – shorts, blazer, own clothes, not shirt and tie, if we did wear shirt and tie it would look smarter
- Would the uniforms be different between primary and secondary?
- Would we be separated from their friends?
- Would the primary school have the same choices as secondary for food/drink?

To conclude the session, the officers explained the next steps in the consultation process. It was explained that the consultation would close on the 24th November, and the pupils were encouraged to send any further comments to the Transforming Education Team using the contact details on the pupil version of the consultation document, or by speaking to their teacher.

Minutes of the meetings with Caereinion High School

11th November 2020 and 18th November 2020

Present: Huw Foster-Evans, Sarah Astley, Marianne Evans, and Richard Williams

Officers from Powys County Council met virtually via Microsoft Teams with representatives from the School Council of Caereinion High School to discuss the consultation to establish a new all-age school in Llanfair Caereinion.

Two sessions were held, with a total of 10 pupils from the school council. One session consisted of 4 pupils all from either Year 12 or Year 13, and the second session consisted of 6 pupils all from Year 9.

The officers explained the proposals for the merging of Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School

The pupils were asked several questions and their responses are summarised below:

What would be the advantages of the proposal?

- It would retain education in the Llanfair Caereinion area.
- It would allow the schools to share resources, which could be seen as an advantage or disadvantage if the resources are stretched too thin.
- Transition for Year 6 pupils is not easy due to differences in the work, amount of homework etc. Transition would be smoother in an all-age school as students would be working with the secondary phase before starting.
- It is a good idea for younger pupils to have the opportunity to use specialist facilities. This would allow younger pupils to have an understanding in subjects such as Science.
- There is already some school to school working, for example, one of the students went to the primary school and did Football Coaching for their Welsh Baccalaureate Community Challenge.
- The proposal will help with education in both the primary and secondary and will help with learning Welsh at a younger age
- Primary school students will transition easier to secondary school as they will be familiar with aspects, including the layout of the secondary school
- The proposal will help students learn languages easier

What would be the disadvantages of the proposal?

- Primary school students may have to learn more secondary school level work at a younger age

- Other feeder primaries might be forgotten and those students should still be able to access transition events.
- The school should remain bilingual and dual stream. There is not enough pupils who speak Welsh to justify the change. The school would lose 50% of staff and pupils who do not speak Welsh.

What balance of choice currently exists between both language streams

- Welsh Stream there isn't the same vocational courses as offered to English Stream
- The Welsh Stream does not offer the same number of vocational courses as is offered to the English Stream
- There is already a lot of focus on Welsh for students in the English Stream
- Having a bilingual school would guarantee more exposure for English Stream students to the Welsh Language

What improvements need to be made to facilities

- The Sixth Form facilities are poor compared to other sixth forms.
- An increase this year in the numbers studying at Sixth Form means that the Sixth Form can no longer fit into the Sixth Form room.
- There should be AstroTurf pitch to replace the redgra pitch.
- Investment in sports facilities would allow for more sports development.
- Investment in facilities would lead to wider community use.

Opportunity for younger children to work with high school children

- Examples were discussed where sixth formers had looked after younger pupils at events, and this could be replicated where sixth formers help primary pupils
- Being in Year 7 could be scary and exciting, but pupils may be apprehensive to meet new people and older children working with them could ease their apprehensions

General comments/questions

- The proposal could lead to primary students being exposed to better technology, computers, labs and workshops
- The proposal could lead to primary students being exposed to different languages such as French
- Lot of young athletes getting into rugby, football and other sports which gives opportunities for younger pupils to integrate into these sports
- More space in the high school for pupils
- Having an event with the primary and high school pupils together will introduce role models from secondary school and inspire primary students

- Would the 4-18 all-age school have one headteacher?
- Are there opportunities for children aged 0-4 to also be included in the future?

To conclude the session, the officers explained the next steps in the consultation process. It was explained that the consultation would close on the 24th November, and the pupils were encouraged to send any further comments to the Transforming Education Team using the contact details on the pupil version of the consultation document.



Proposal to establish an all-age School in Llanfair Caereinion

Updated Impact Assessments

January 2020

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Proposal to establish an all-age School in Llanfair Caereinion

Updated Impact Assessments

1. Introduction

Powys County Council has consulted on proposals to establish a new all-age school for pupils aged 4-18 in Llanfair Caereinion. The proposals are as follows:

- To close Llanfair Caereinion C.P. School and Caereinion High School
- To establish a new bilingual all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School

In line with the Council's policy, an Integrated Impact Assessment has been carried out which incorporates the Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management.

In addition, the Welsh Government's School Organisation Code (2018) requires local authorities to carry out an Equality Impact Assessment and Community Impact Assessment in relation to all school reorganisation proposals. For proposals which affect teaching through the medium of Welsh, local authorities are also required to carry out a Welsh Language Impact Assessment.

Draft impact assessments were prepared and published with the consultation documentation. These impact assessments have now been updated to reflect issues raised during the consultation period.

2. Integrated Impact Assessment

The Impact Assessment (IA) below incorporates Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Service Area	Schools Service	Head of Service	Lynette Lovell	Portfolio Holder	Cllr Phyl Davies
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Proposal
To amalgamate Llanfair Caereinion C.P. School and Caereinion High School to create a new all-age school in Llanfair Caereinion. This will be achieved by closing Llanfair Caereinion C.P. School and Caereinion High School and opening a new all-age school providing education for pupils aged 4-18 on the current site of the two schools.

Outline Summary / Description of Proposal
The Council carried out consultation on proposals to establish a new all-age school for pupils aged 4-18 in Llanfair Caereinion. The proposals are as follows: <ul style="list-style-type: none"> - To close Llanfair Caereinion C.P. School and Caereinion High School - To establish a new bilingual all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School.

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

Version	Author	Date
1	Developed at a workshop attended by the following: <ul style="list-style-type: none"> - Sarah Astley, Programme Manager, Transforming Education Team - Richard Williams, Programme Officer, Transforming Education Team - Glyn Whiteford, Challenge Advisor - Delyth Jones, Challenge Advisor - Bedwyr Fychan, Welsh Language Officer 	03/09/2020

	- Bets Ingram, Strategic Planning and Risk Officer	
2	Sarah Astley, Programme Manager, Transforming Education Team	04/01/2020

2. Profile of savings delivery (if applicable)

2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
£	£	£6,996.50	£4,997.50	£	£11,994

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	Consultation has taken place in accordance with the requirements of the School Organisation Code.

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 and Corporate Parenting?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY	
Adult Services	<input type="checkbox"/>
Children's Services	<input checked="" type="checkbox"/>
Commissioning	<input type="checkbox"/>
Digital Services	<input checked="" type="checkbox"/>
Education	<input checked="" type="checkbox"/>
Finance	<input checked="" type="checkbox"/>
Highways, Transportation and Recycling	<input type="checkbox"/>
Housing and Community Development	<input type="checkbox"/>

Legal and Democratic Services	✓
Property, Planning and Public Protection	✓
Transformation and Communications	✓
Workforce and OD	✓

Data Protection Impact Assessment

Will the proposal involve processing the personal details of individuals? Yes ✓ No

Is Powys County Council the data controller? Yes ✓ No

If you have answered yes to either of the above you will be required to complete, as a minimum, the screening questions on the data protection impact assessment.

For further advice please contact the Data Compliance Team.

4a Geographical Locations

What geographical area(s) will be impacted by the proposal? (Chose all those applicable)

Powys	<input type="checkbox"/>
North	<input type="checkbox"/>
Mid	<input type="checkbox"/>
South	<input type="checkbox"/>
Brecon	<input type="checkbox"/>
Builth and Llanwrtyd	<input type="checkbox"/>
Crickhowell	<input type="checkbox"/>
Hay and Talgarth	<input type="checkbox"/>
Knighton and Presteigne	<input type="checkbox"/>

Llandrindod and Rhayader	<input type="checkbox"/>
Llanfair Caereinion	<input checked="" type="checkbox"/>
Llanfyllin	<input type="checkbox"/>
Llanidloes	<input type="checkbox"/>
Machynlleth	<input type="checkbox"/>
Newtown	<input type="checkbox"/>
Welshpool and Montgomery	<input type="checkbox"/>
Ystradgynlais	<input type="checkbox"/>

5. How does your proposal impact on Vision 2025?

Council's Well-being Objective	How does the proposal impact on this Well-being Objective?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No impact	Neutral		
Health and Care We will lead the way in providing effective, integrated health and care in a rural environment	No impact	Neutral		
Learning and skills	The proposal would provide a more sustainable model for delivering primary and secondary education in Llanfair Caereinion, and would have	Good		

We will strengthen learning and skills	a positive impact on the quality of education provided to pupils.			
Residents and Communities We will support our residents and communities	The proposal would have a positive impact on residents in the Llanfair Caereinion area as it would provide a more sustainable model for delivering primary and secondary education in the town. In addition, it would provide enhanced opportunities for primary aged pupils to access community facilities located on in the secondary school.	Good		

Source of Outline Evidence to support judgements
Initial meetings with governing bodies, consultation responses / report

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

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 a more positive impact or to mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> 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	No impact	Neutral		

generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.				
<p>A resilient Wales:</p> <p>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).</p>	No impact	Neutral		
<p>A healthier Wales:</p> <p>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:</p> <p>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 would have a positive impact on learners in Llanfair Caereinion.</p> <p>In particular, it would enable primary aged pupils to access specialist facilities at the high school, including community and sports facilities located on the site, resulting in a positive impact on learner well-being and physical & mental health.</p>	Good		
<p>A Wales of cohesive communities:</p> <p>Attractive, viable, safe and well-connected Communities.</p>	<p>The proposal would lead to the establishment of one all-age school in Llanfair Caereinion, which would bring the two existing school communities in the town together.</p> <p>It is anticipated that this would lead to improved cohesion between primary and secondary parents and learners, both in the town of Llanfair Caereinion and across the wider Caereinion catchment area.</p>	Good		

<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>	No impact	Neutral		
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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.

Incorporating requirements under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards

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 a more positive impact or to mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> 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>	<p>The proposal is to amalgamate two dual stream schools in order to establish a new dual stream all-age school.</p> <p>Whilst the proposal would not change the current language category of the two schools, it is</p>	Neutral	The Council will accelerate dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion, and will include all feeder schools in this dialogue.	Neutral

	<p>anticipated that amalgamating the two schools would lead to enhanced opportunities to use the Welsh language throughout the school, for example by providing opportunities for older pupils to act as Welsh advocates within the school, increased opportunities for participation in Welsh language extra-curricular opportunities and involvement in the Urdd.</p> <p>Implementation of the proposal would also result in the establishment of a new governing body and staffing structure, who would be responsible for embedding a vision for the Welsh language across the whole school, and for ensuring consistency across both phases of education.</p> <p>It is not anticipated that the proposal would lead to the Welsh language being treated less favourably than the English language, however some comments were received in the consultation responses which suggested that the Welsh language is currently being treated less favourably than English, in particular due to differences in subject choice for Welsh-medium pupil. Concern was also expressed in the consultation responses that the proposal to establish a new dual stream all-age school in Llanfair Caereinion is not ambitious enough.</p> <p>Whilst the current consultation does not propose a change to the current language category, the Consultation Document clearly states the Council's intention to develop Welsh-medium provision at the school in a phased approach.</p>			
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<p>Opportunities to promote the Welsh language</p>	<p>The proposal is to amalgamate two dual stream schools in order to establish a new dual stream all-age school.</p> <p>Whilst the proposal would not change the current language category of the two schools, it is anticipated that amalgamating the two schools would lead to enhanced opportunities to promote the Welsh language within the school, for example:</p> <ul style="list-style-type: none"> - By having one 'Siartr Iaith' (Welsh Language Charter) across the whole school - By having one 'Cryw Cymraeg' working to promote the Welsh language throughout the school and the wider community - Improved transition opportunities for Welsh-medium pupils, between Key Stage 2 and 3 in particular - Increased opportunities for school to school working in order to promote the Welsh language - Improved opportunities to provide Welsh language cluster activities. <p>Some concerns were raised in the consultation responses received which expressed concern about the current Welsh-medium provision at Caereinion High School, and that the proposal to establish a new dual stream all-age school is not ambitious enough. Whilst the current</p>	<p>Neutral</p>	<p>The Council will accelerate dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion, and will include all feeder schools in this dialogue.</p>	<p>Neutral</p>
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	consultation does not propose a change to the current language category, the Consultation Document clearly states the Council’s intention to develop Welsh-medium provision at the school in a phased approach.			
<i>People are encouraged to do sport, art and recreation.</i>	The proposal would lead to increased opportunities for learners in the primary phase to use specialist facilities currently available at Caereinion High School, including sports facilities, as well as art, music, cookery, technology.	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).

Incorporating requirements under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and the Social Economic duty (2020).

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 a more positive impact or to mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<i>Age</i>	The proposal would provide improved educational opportunities for all school aged pupils in Llanfair Caereinion, regardless of their age.	Good		
<i>Disability</i>	The proposal would provide improved educational opportunities for all school aged pupils in Llanfair Caereinion, including any pupils with disabilities.	Good		

	<p>The proposal would amalgamate the two schools in their existing accommodation, therefore there would be no change in terms of access for disabled pupils in accordance with requirements under the Equality Act 2010. Some comments were received to the consultation expressing concern that Caereinion High School's current building does not meet the requirements of the Equality Act 2010.</p> <p>It is anticipated that the proposal would provide improved provision for pupils with additional learning needs, as they would be part of one school throughout their time in school, enabling consistent support to be provided to them.</p>			
<i>Gender reassignment</i>	No impact.	Neutral		
<i>Marriage or civil partnership</i>	No impact.	Neutral		
<i>Race</i>	The proposal would provide improved educational opportunities for all school aged pupils in Llanfair Caereinion, regardless of their race.	Good		
<i>Religion or belief</i>	The proposal would provide improved educational opportunities for all school aged pupils in Llanfair Caereinion, regardless of their religion or belief.	Good		
<i>Sex</i>	The proposal would provide improved educational opportunities for all school aged pupils in Llanfair Caereinion, regardless of their sex.	Good		

Sexual Orientation	The proposal would provide improved educational opportunities for all school aged pupils in Llanfair Caereinion, regardless of their sexual orientation.	Good		
Pregnancy and Maternity	No impact.	Neutral		
Socio-economic duty	The proposal would contribute to the educational outcomes of specific groups, e.g. learners eligible for Free School Meals. It is anticipated that the proposal would at least sustain or improve outcomes for these groups of learners.	Neutral		

Source of Outline Evidence to support judgements

Initial meetings with governing bodies, PLASC 2019/2020, consultation responses / report

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

Sustainable Development Principle (5 ways of working)

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 a more positive impact or to mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Long Term: Looking to the long term so that we do not compromise	The proposal would provide a more sustainable model of delivering education in Llanfair	Good		

<p><i>the ability of future generations to meet their own needs.</i></p>	<p>Caereinion, enabling education to be delivered more efficiently, therefore safeguarding the provision of primary and secondary education in Llanfair Caereinion.</p>			
<p>Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>This proposal has been developed in collaboration with the governing bodies of Llanfair Caereinion C.P. School and Caereinion High School.</p> <p>There is already a strong commitment to cluster and collaborative working at both Llanfair Caereinion C.P. School and Caereinion High School. Implementation of the proposal would enable opportunities for collaboration within Llanfair Caereinion to be maximised. In addition, the new school would be expected to continue to collaborate with other schools, including other primary schools in the Llanfair Caereinion catchment area and other secondary and all-age providers across Powys and beyond, in order to maximise the opportunities available to pupils.</p>	<p>Good</p>		
<p>Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them including:</i></p> <p>Unpaid Carers:</p>	<p>The proposal has been developed in discussion with the governing bodies of Llanfair Caereinion C.P. School and Caereinion High School.</p> <p>Consultation has been carried out with stakeholders in accordance with the School Organisation Code which has provided an opportunity for all interested parties to give their views. A consultation report has been produced which summarises the findings of the consultation, which will be considered by Cabinet</p>	<p>Good</p>		

<i>Ensuring that unpaid carers views are sought and taken into account</i>	when determining how to proceed. This impact assessment has also been updated to reflect any feedback received.			
<p>Prevention: <i>Understanding the root causes of issues to prevent them from occurring including:</i></p> <p>Safeguarding:</p> <p><i>Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</i></p>	<p>The intention is that establishing a new all-through school to serve the town would provide a more efficient delivery model, which would safeguard the provision of primary and secondary education in Llanfair Caereinion.</p> <p>The proposal would result in a larger school community, both in terms of number of learners and number of staff. Having a larger number of staff contributes positively to creating a safe environment.</p> <p>The secondary sector usually has more staffing roles which are dedicated to well-being and safeguarding learners. Should the proposal be implemented, it is anticipated that these roles would be replicated in the new all-age school, which would have a positive impact on the safeguarding arrangements for primary aged pupils.</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>	Good		
Integration: <i>Taking an integrated approach so that public bodies look at</i>	No impact.	Neutral		

<p><i>all the well-being goals in deciding on their well-being objectives.</i></p>				
<p>Powys County Council Workforce:</p> <p>What Impact will this change have on the Workforce?</p>	<p>The proposal would impact on all current staff at Llanfair Caereinion C.P. School and Caereinion High School.</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, supported by the relevant LA teams (e.g. HR). This would include consultation with staff, which would ensure that they had an opportunity to give their views on the recommendation.</p> <p>Should the recommendation be implemented, the new school's temporary governing body would agree a new staffing structure would be produced for the new school, and the management of change process would take place. It is possible that there would be a change in the number of positions available at the new school. There would be an opportunity for staff to apply for positions in the new school, and an opportunity for any staff who do not secure a post in the new school to be redeployed.</p> <p>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.</p>	<p>Neutral</p>	<p>Ensure that processes are carried out as swiftly as possible to minimise the period of uncertainty.</p>	<p>Neutral</p>

	As the new school would be an all-age school with a larger team of staff, it is anticipated that the proposal would have a positive impact on staff in the longer term, through enhanced opportunities for collaboration with colleagues, increased opportunities for staff development, and more leadership opportunities.			
Payroll: How will this impact salary, any overtime/enhanced payments etc? Does this affect any particular group of employees? E.g. Male/Female dominated workforce. Does this proposal comply with the Councils Single Status Terms and Conditions?	Should the proposal be implemented, the new school would be allocated to a new school group for the purposes of leadership pay. The new school group is anticipated to be higher than the current school group for Caereinion High School, which could result in a higher level of pay for senior leadership roles.	Neutral	Ensure that should the proposal go ahead, all staff are fully consulted with and are aware of any impact on their particular terms and conditions.	Neutral
Welsh Language impact on staff	Implementation of the proposal would provide more opportunities for all staff, including Welsh-speaking staff and staff who are learning Welsh, as a result of being part of a larger organisation.	Good		
Apprenticeships: Has consideration been given to whether this change impacts negatively, or positively on Apprenticeships within the service?	No impact.	Neutral		

Source of Outline Evidence to support judgements

Initial meetings with governing bodies, consultation responses / report

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

Communities	How does the proposal impact on residents and community?	<u>IMPACT</u> See impact definitions in guidance document	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> See impact definitions in guidance document	Source of Outline Evidence to support judgement
Llanfair Caereinion	The proposal would have a positive impact on residents in the Llanfair Caereinion area as it would lead to an increase in use by the primary phase of facilities available and provide a more sustainable model for delivering primary and secondary education in the town.	Minor			

9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating Impact X Likelihood (See Risk Matrix in guidance document)	Mitigation	Residual Risk Rating Impact X Likelihood (See Risk Matrix in guidance document)
Parents don't want their children to attend an all-through school, so move them to alternative schools	Low		
Lack of support for the proposal from other primary schools in the Llanfair Caereinion catchment area	Low		

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	Ensure that processes are carried out as swiftly as possible to minimise the period of uncertainty.	Low
Changes resulting from other developments as part of the Council's Transforming Education programme e.g. ALN transformation, Post-16 transformation and Welsh-medium transformation	Medium	Support to be provided to the two schools during the transition period	Low

10. Overall Summary and Judgement of this Impact Assessment?

Overall, it is anticipated that the proposal to establish an all-age school in Llanfair Caereinion would provide improved educational opportunities for all school aged pupils in the town. Implementation of the proposal would provide a more sustainable model of delivering education in Llanfair Caereinion, ensuring that education could be delivered more efficiently, therefore safeguarding the provision of primary and secondary education in Llanfair Caereinion.

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

What additional evidence and data has informed the development of your proposal?

Initial meetings with governing bodies, PLASC, consultation responses / report

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

The Transforming Education Programme Board will continue to monitor impact over time.

Please state when this Impact Assessment will be reviewed.

This impact assessment will be reviewed at each stage of the process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sarah Astley		
Head of Service:	Lynette Lovell		
Portfolio Holder:	ClIr Phyl Davies		

14. Governance

Decision to be made by	Cabinet	Date required	12 th January 2021

3. Equality Impact Assessment

Powys County Council

Equality Impact Assessment (EqIA)



Proposal	To establish a bilingual all-age school for pupils aged 4-18 in Llanfair Caereinion
Service Area	Schools Service
Date of Assessment	September 2020 Updated January 2021
Lead Person undertaking the assessment	Richard Williams / Sarah Astley
Relevant Head of Service who has agreed this assessment	Lynette Lovell

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The Equality Act 2010, requires that public sector organisations in the exercise of their functions, pay due regard to the following 'general duty':

- (a) Eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;**
- (b) Advancing equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;**
- (c) Fostering good relations between persons who share a relevant protected characteristic and persons who do not share it.**

The protected characteristics include: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, marriage and civil partnership, sex and sexual orientation. This assessment also includes a consideration of impact upon people and communities whose language of choice is Welsh.

The specific regulations for Wales [Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011] require public sector bodies to monitor relevant policy and practises and then assess and report on the impact based upon an analysis of relevant data and evidence.

1. AIM or PURPOSE

Briefly describe the aim or purpose of the change proposal being assessed.

The Council has consulted on proposals to establish a new all-age school for pupils aged 4-18 in Llanfair Caereinion. The proposals are as follows:

- To close Llanfair Caereinion C.P. School and Caereinion High School
- To establish a new bilingual all-age school for pupils aged 4-18 on the current sites of Llanfair Caereinion C.P. School and Caereinion High School

2. OBJECTIVES

Please state the current business objectives of the change proposal.

The Council is proposing to establish a new bilingual all-age school in Llanfair Caereinion for the following reasons:

- To improve educational outcomes
 - More opportunities for staff to move between key stages, to further develop expertise in specific areas
 - Opportunities for pupils in all key stages to benefit from staff expertise in specific subject areas
 - Improved curricular and extra-curricular opportunities for pupils in all key stages
- To improve educational provision
 - Opportunities to develop a broader curriculum to meet the needs of pupils in all key stages
 - Opportunity to improve the range and quality of facilities and learning resources available to the benefit of pupils in all key stages
 - Improved opportunities for continuity of support for vulnerable groups of pupils
 - Improved opportunities for more able and talented pupils
- To improve leadership and management
 - Opportunity for high quality, robust leadership across all key stages
 - Improved opportunities for the headteacher to distribute key leadership tasks to a greater number staff across all phases of education
 - Improved opportunities for the governing body to have strategic oversight of education for pupils from 5 – 18
- To improve efficiency in the delivery of education
 - Potential for the school to operate more efficiently through more efficient deployment of staff

- Potential for sharing of resources across all key stages
- To provide more seamless transition between key stages
 - Opportunity to provide seamless progression between each phase of education
 - Improved opportunities for continuity of support for vulnerable groups of pupils throughout their school careers

3. BENEFITS and OUTCOMES

i) What are the intended benefits or outcomes from the change proposal?

The benefits of the proposal are:

- Retention of primary and secondary provision in Llanfair Caereinion
- There would be no additional transport costs
- Would enable staff expertise and good practice to be shared across all key stages
- Would improve transition between each key stage
- Minimal disruption for pupils and parents
- Would improve the ability to provide an appropriate curriculum to all pupils
- Would enable the school to run more efficiently through shared staffing, shared resources etc.
- One governing body which would have strategic overview over the provision for pupils/learners in all key stages
- One leadership team which would have strategic overview over the provision for pupils/learners in all key stages
- Small financial saving to the Council
- No detrimental impact on the local community from loss of provision

4. CORPORATE RELEVANCE

How does this change proposal relate to Vision 2025?

Learning and Skills is one of the four priorities outlined in Corporate Improvement Plan 2020-25: Vision 2025. Within this priority, the Plan includes a commitment to 'Improve our schools infrastructure'.

5. DATA USED

5.1. What data has been used to conduct this assessment?

Tick/shade boxes as appropriate.

Profiling of service users, providing a breakdown of who uses the service by the protected characteristics.	✓
Service user satisfaction rates, broken down by the protected characteristics.	
Qualitative data (analysed against the protected characteristics) which provides evidence about current services users experience accessing the service.	
Qualitative data gathered from those that are not currently using the service.	
Complaints monitoring against the protected characteristics.	
Wider research reports and findings.	
Relevant service based Equality Impact Assessment.	

5.2. Are there any gaps in the data?

Yes ✓

Please state the gaps:

- No qualitative data is currently available
- How will the gaps be addressed going forward?
- Qualitative data will be collected as part of the forthcoming consultation process.

No □

6. DATA ANALYSIS

<u>6.1 Quantitative</u>	<u>PLASC January 2020</u>
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Summarise the key quantitative data analysis results, providing key headline statistics.

Include data that relates to existing provision and also data relating to proposal. E.g. statistics generated from a consultation questionnaire.

Key questions:

- i) Are certain groups currently underrepresented in service user figures? Will a change affect this?
- ii) How do satisfaction levels compare across the protected characteristic groups? How will a change affect this?

Llanfair Caereinion C.P. School

Based on the information provided in the school's PLASC return in January 2020, the following pupils belong to the protected characteristic groups:

- Free school meals: 14.5% of pupils are eligible for Free School Meals
- ALN: 21.1% of pupils have special educational needs. Of these, 25 pupils are on School Action, 10 pupils are on School Action Plus and 0 pupils have statements
- Disabilities: 21.1% of pupils have additional learning needs
- English as an Additional Language: 0.0% of pupils are identified as EAL pupils.
- Ethnicity: The ethnic group of 84.3% of pupils in the school is White British. 4.2% of pupils belong to ethnic groups other than White British.
- Looked after Children: 0.0% of pupils are looked after.

Caereinion High School

Based on the information provided in the school's PLASC return in January 2020, the following pupils belong to the protected characteristic groups:

- Free school meals: 7.4% of pupils are eligible for Free School Meals
- ALN: 21.0% of pupils have special educational needs. Of these, 64 pupils are on School Action, 30 pupils are on School Action Plus and 0 pupils have statements
- Disabilities: 21.0% of pupils have additional learning needs
- English as an Additional Language: 0.2% of pupils are identified as EAL pupils.
- Ethnicity: The ethnic group of 98.0% of pupils in the school is White British. 2.0% of pupils belong to ethnic groups other than White British.
- Looked after Children: 0.4% of pupils are looked after.

This information shows that a proportion of pupils that belong to the protected characteristic groups will be affected by this proposal. In particular:

	<ul style="list-style-type: none"> - 14.5% of pupils at Llanfair Caereinion C.P. School are eligible for Free School Meals. This is higher than the Powys average for primary schools (12.7%) - 21.1% of pupils at Llanfair Caereinion C.P. School have additional learning needs. This is higher than the Powys average for primary schools (18.8%) - 21.0% of pupils at Caereinion High School have additional learning needs. This is higher than the Powys average for secondary schools (20.1%) <p>In addition, there are a proportion of pupils belonging to ethnic groups other than White British at both schools, as well as a proportion of EAL pupils and a small number of Looked after Children.</p> <p>The proposal to establish a bilingual all-age school in Llanfair Caereinion would impact on all pupils currently attending Llanfair Caereinion C.P. School and Caereinion High School, including those pupils belonging to protected characteristic groups. However, the aim of the proposal is to improve the educational opportunities available for all pupils in Llanfair Caereinion, including any pupils belonging to the protected characteristic groups.</p>
<p>6.2 Qualitative Summarise the key qualitative data analysis, providing key themes or patterns. Include data that relates to existing provision and also data relating to proposal. E.g. protected characteristics focus group on the proposal.</p> <p>Key questions:</p> <p>i) Do certain groups have a different service user experience? How will a change affect this?</p> <p>ii) Have any areas for improvement been communicated by particular groups? Will a change have an impact upon these views?</p>	<p>Consultation has been carried out on the proposal to establish an all-age school in Llanfair Caereinion, which included meetings with pupils at Llanfair Caereinion C.P. School and Caereinion High School.</p> <p>The following issues were raised regarding the proposal's impact on pupils belonging to the protected characteristic groups:</p> <p><u>Age</u>: Some concerns were raised about the impact of younger pupils attending the same school as older pupils.</p> <p><u>Additional Learning Needs</u>: Concern was expressed about the Welsh-medium provision for pupils with ALN. It was also noted that continued support was needed for younger pupils with ALN, and that the High School building does not comply with the requirements of the Equality Act 2010. It was also suggested that implementation of the proposal could have a positive impact on pupils with ALN through ensuring seamless support for pupils from the primary phase into KS3 and beyond.</p>

<p>iii) What are the reasons behind some groups not using the service? How will a change affect this position?</p> <p>iv) What has consultation on your proposals revealed about impact on the protected characteristics?</p>	
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7. EqIA RESULT

Based on an analysis of the available qualitative and quantitative data, please tick/shade the appropriate box opposite to provide the EqIA assessment result.

<p>The proposal does not present any adverse impact on equality. [Proceed to question 10]</p>	
<p>The proposal presents some adverse impact on equality. [Proceed to question 8]</p>	✓
<p>The proposal presents significant impact on equality [Proceed to question 8]</p>	

8. AREAS for IMPROVEMENT

<p>Please provide detail of weak or sensitive areas of the proposal identified by the assessment.</p> <p>i) Which protected characteristic groups are particularly affected?</p> <p>ii) Will people on low incomes be affected?</p>	<p>i) The proposal will impact on a number of pupils with additional learning needs, pupils that belong to ethnic groups other than White British, have English as an Additional Language or are Looked After Children.</p> <p>ii) 14.5% of pupils attending Llanfair Caereinion C.P. School and 7.4% of pupils attending Caereinion High School are eligible for Free School Meals.</p> <p>iii) Llanfair Caereinion C.P. School and Caereinion High School are both dual stream schools, therefore the proposal will affect Welsh speakers. As required by the Welsh Government's School Organisation Code, a separate Welsh Language Impact Assessment has been carried out.</p>
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iii) Will Welsh speakers be affected?	
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9. EQUALITY IMPROVEMENT

<p>9.1 Having identified problematic aspects to the proposal, how will this now be addressed?</p> <p><i>i.e. Are you able to involve (in some capacity) people from protected characteristic groups, Welsh Speakers, people on low incomes, to assist you in this process?</i></p> <p>i) Can the impact be mitigated, and how will this be done?</p> <p>ii) Does the proposal require modification to reduce or remove this impact?</p> <p>iii) Should the proposal be considered for removal, owing to the degree of impact it is likely to have?</p>	<p>Should the proposal be implemented, a new dual stream all-through school would be established, and all pupils currently attending Llanfair Caereinion C.P. School and Caereinion High School would be able to attend the new school. The aim of the proposal is to improve the educational opportunities available to all pupils in Llanfair Caereinion, including any pupils belonging to the protected characteristic groups.</p> <p>There is no reason to believe that the proposed new school would be unable to meet the needs of pupils belonging to the protected characteristic groups that would be affected, including pupils with Additional Learning Needs, pupils belonging to Ethnic Groups other than White British, EAL pupils, pupils eligible for Free School Meals and Looked After Children. The aim of the proposal is to improve the educational opportunities available to all pupils, including pupils belonging to protected characteristic groups.</p> <p>Comments were received during the consultation period relating to the proposal's impact on pupils with Additional Learning Needs, including concern about Welsh-medium provision for pupils with ALN, the need for continued support for younger pupils with ALN, and that the High School building does not comply with the requirements of the Equality Act 2010. Responses to these issues are provided in the Consultation Report. It was also suggested that implementation of the proposal could have a positive impact on pupils with ALN through ensuring seamless support for pupils from the primary phase into KS3 and beyond.</p> <p>Comments were also received which expressed concern about primary aged pupils attending the same school as secondary aged pupils, however as the proposal is to establish the new school on the current sites of Llanfair Caereinion C.P. School and Caereinion High School, it is unlikely that there would be any significant change compared with the current position.</p>
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	Many comments were received during the consultation period relating to the Welsh language / Welsh-medium education. These concerns are addressed in the Consultation Report itself, the Welsh Language Impact Assessment and the Integrated Impact Assessment.
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9.2 Will the management of the impact as outlined in 9.1, be included in the Service Improvement Plan?

<p>Yes <input type="checkbox"/></p> <p>Date added.....</p> <p>Reference.....</p>	<p>No <input checked="" type="checkbox"/></p> <p>If no, please explain why not: Need was not identified at time of writing Service Strategy</p>
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4. Community Impact Assessment

4.1 Llanfair Caereinion C.P. School

i) Information on the proportion of pupils from the catchment area that attend the school

Welsh-medium Stream

The closest Welsh-medium provider for pupils attending the Welsh-medium stream at Llanfair Caereinion C.P. School in January 2020 was as follows:

School	% of Pupils
Llanfair Caereinion C.P. School	74.7%
Ysgol Cwm Banwy	2.4%
Ysgol Rhiw Bechan	4.8%
Ysgol Pontrobert	6.0%
Ysgol Dafydd Llwyd	1.2%
Ysgol Gymraeg y Trallwng	7.2%
Ysgol Carno	3.6%

This suggests that 74.7% of pupils attending the school's Welsh-medium stream were attending their closest Welsh-medium provider, whilst 25.3% of pupils attending the school's Welsh-medium stream live closer to other Welsh-medium providers.

English-medium Stream

The closest English-medium provider for pupils attending the English-medium stream at Llanfair Caereinion C.P. School in January 2020 was as follows:

School	% of Pupils
Llanfair Caereinion C.P. School	85.5%

Castle Caereinion C. in W. School	8.4%
Ysgol Rhiw Bechan	1.2%
Welshpool C. in W. School	4.8%

This suggests that 85.5% of pupils attending the school's English-medium stream were attending their closest English-medium provider, whilst 14.4% of pupils attending the school's English-medium stream live closer to other English-medium providers.

ii) After-school clubs and extra-curricular activities provided by the school

The school provides the following after-school clubs and extra-curricular activities:

- Sports – football, netball, hockey and cross country
- Urdd Club – practicing for the Urdd Eisteddfod. This includes singing, choir, disco dancing and folk dancing
- Arts and Craft Club
- Lego Club
- Computer Coding Club
- Gardening Club

iii) Any other facilities or services the school accommodates or services the school provides

The school accommodates or provides the following other facilities or services:

- After School Club

iv) Other use by the community of the school building

The school building is not used by the community for any other activities.

v) Other links between the school and the community

- Links with the chapel and churches
- Local Eisteddfods
- Instrumental lessons – piano, guitar, drums, flute and brass
- Links with the high school for concerns and Eisteddfod
- Library visits
- Arts Connect

- Visits by emergency services e.g. police, fire service, nurses

vi) If accommodation, facilities or services are provided by a school, where would they be provided in the event of closure?

Should the proposal be implemented, a new bilingual all-age school would be established on the current sites of Llanfair Caereinion C.P. School and Caereinion High School, therefore the current Llanfair Caereinion C.P. School site would continue to be available.

vii) Distance and travelling time involved in attending an alternative school of the same language category

Should the proposal be implemented, a new bilingual all-age school would be established on the current sites of Llanfair Caereinion C.P. School and Caereinion High School, therefore pupils would be able to continue to access Welsh-medium and English-medium provision at the same location. There would be no impact on distance and travelling time.

viii) How parents' and pupils' engagement with the alternative school and any facilities it may offer could be supported

Should the proposal be implemented, a new bilingual all-age school would be established on the current sites of Llanfair Caereinion C.P. School and Caereinion High School, therefore pupils would be able to continue to access Welsh-medium and English-medium provision at the same location. It is not anticipated that there would be a significant impact in terms of parents' and pupils' engagement with the new school.

During the transition period, it is anticipated that there would be opportunities for parents and pupils to be involved in the process of establishing the new school, including opportunities for some parents to be part of the new school's temporary governing body, as well as opportunities to be involved in identifying a name / logo / branding for the new school.

ix) Any wider implications e.g. impact on public transport provision, wider community safety issues

It is not anticipated that implementation of the proposal to establish an all-age school would impact on public transport provision or community safety.

4.2 Caereinion High School

i) Information on the proportion of pupils from the inside and outside the catchment area that attend the school

Welsh-medium Stream

The closest Welsh-medium provider for pupils attending the Welsh-medium stream at Caereinion High School in January 2020 was as follows:

School	% of Pupils
Caereinion High School	88.7%
Ysgol Llanfyllin	6.9%
Llanidloes High School	4.4%

This suggests that 88.7% of pupils attending the school's Welsh-medium stream were attending their closest Welsh-medium provider, whilst 11.3% of pupils attending the school's Welsh-medium stream live closer to other Welsh-medium providers.

English-medium Stream

The closest English-medium provider for pupils attending the English-medium stream at Caereinion High School in January 2020 was as follows:

School	% of Pupils
Caereinion High School	60.3%
Welshpool High School	8.0%
Ysgol Llanfyllin	4.5%
Newtown Campus, Newtown High School	24.1%
Llanidloes High School	1.0%

Mary Webb School & Science College (Out of County)	0.5%
The Marches School (Out of County)	1.5%

This suggests that 60.3% of pupils attending the school's English-medium stream were attending their closest English-medium provider, whilst 39.7% of pupils attending the school's English-medium stream live closer to other English-medium providers.

ii) After-school clubs and extra-curricular activities provided by the school

The school provides the following after-school clubs and extra-curricular activities:

- Sports – rugby, hockey, football, netball, rounders, athletics, squash, badminton, and weight training
- Urdd
- Drama Club
- Science Club
- Computer Coding Club
- Music – choir, instrumental, band, concert practice & Urdd auditions
- Study groups across the curriculum plus Homework Club

iii) Any other facilities or services the school accommodates or services the school provides

The school accommodates or provides the following other facilities or services:

- After School Club
- A strong bilingual community has and will continue to be represented through the bilingual Music and Drama concerts and involvement in the Urdd.

iv) Other use by the community of the school building

The school building is also used by the community for the following:

- Welsh Classes in the evenings provided by Aberystwyth University
- Llanfair Caereinion Community Partnership Group

v) Other links between the school and the community

- The school is linked with the Llanfair Caereinion Community Group, which has 60 individuals representing businesses, tourist attractions, town council, primary schools and local sporting clubs e.g. Dyffryn Banwy FC, Cobra Rugby, Llanfair Caereinion FC, Llanfair Ladies Hockey Club, Library, EvaBuild, Cast-Alum and Welshpool & Llanfair Light Railway.

vi) If accommodation, facilities or services are provided by a school, where would they be provided in the event of closure?

Should the proposal be implemented, a new bilingual all-age school would be established on the current sites of Llanfair Caereinion C.P. School and Caereinion High School, therefore the current Llanfair Caereinion C.P. School site would continue to be available.

vii) Distance and travelling time involved in attending an alternative school of the same language category

Should the proposal be implemented, a new bilingual all-age school would be established on the current sites of Llanfair Caereinion C.P. School and Caereinion High School, therefore pupils would be able to continue to access Welsh-medium and English-medium provision at the same location. There would be no impact on distance and travelling time.

viii) How parents' and pupils' engagement with the alternative school and any facilities it may offer could be supported

Should the proposal be implemented, a new bilingual all-age school would be established on the current sites of Llanfair Caereinion C.P. School and Caereinion High School, therefore pupils would be able to continue to access Welsh-medium and English-medium provision at the same location. It is not anticipated that there would a significant impact in terms of parents' and pupils' engagement with the new school.

During the transition period, it is anticipated that there would be opportunities for parents and pupils to be involved in the process of establishing the new school, including opportunities for some parents to be part of the new school's temporary governing body, as well as opportunities to be involved in identifying a name / logo / branding for the new school.

ix) Any wider implication e.g. impact on public transport provision, wider community safety issues

It is not anticipated that implementation of the proposal to establish an all-age school would impact on public transport provision or community safety. However, the school has noted that there is a need to consider improving pathway access to the site.

4.3 Issues raised during the consultation period

Some comments relating to the community were received in the consultation responses. The majority of comments suggested that the proposal provides an opportunity to develop and enhance links with the community, and emphasised the need to work with the community in order to develop bilingualism in the school. Comments were also received to reflect that Caereinion High School serves a wider community than the immediate Llanfair Caereinion catchment, as it is also the Welsh-medium provider for Newtown and Welshpool.

4.4 Conclusion

As the proposal would see the retention of primary and secondary Welsh-medium and English-medium provision in Llanfair Caereinion in the buildings currently occupied by Llanfair Caereinion C.P. School and Caereinion High School, it is not anticipated that the proposal would have a negative impact on the community.

It is anticipated that implementation of the proposal would provide enhanced opportunities for pupils across all age ranges, and enhanced opportunities to establish and develop links with the community.

5. Welsh Language Impact Assessment

This Welsh Language Impact Assessment should be read in conjunction with the Integrated Impact Assessment and Equality Impact Assessment earlier on in this document.

5.1 Llanfair Caereinion C.P. School

i) Standards in the Welsh language

Language, literacy and communication skills in Welsh (LCW)

Foundation Phase

	Number of Year 2 pupils	No. Outcome 5+	% Outcome 5+	No. Outcome 6+	% Outcome 6+
2017	11	11	100%	6	54.5%
2018	13	13	100%	2	23.1%
2019	11	10	90.9%	1	9.1%

No Teacher Assessment in 2020 due to Covid-19

Welsh First Language

Key Stage 2

	Number of Year 6 pupils	No. Level 4+	% Level 4+	No. Level 5+	% Level 5+
2017	11	11	100%	6	54.5%
2018	10	10	100%	5	50%
2019	15	15	100%	6	46.7%

No Teacher Assessment in 2020 due to Covid-19

Welsh Second Language

Key Stage 2

	Number of Year 6 pupils	No. Level 4+	% Level 4+	No. Level 5+	% Level 5+
2017	16	13	81.3%	4	25.0%
2018	16	15	93.8%	6	37.5%
2019	10	10	100%	4	40%

No Teacher Assessment in 2020 due to Covid-19

ii) After school / extra-curricular activities which provide additional opportunities for pupils to use Welsh

All of the after-school clubs provided by the school provide opportunities for pupils to use their Welsh, either as a first or second language. These include the following:

- Sports – football, netball, hockey and cross country
- Urdd Club – practicing for the Urdd Eisteddfod includes singing, choir, disco and folk dancing
- Arts and Craft Club
- Lego Club
- Computer Coding Club
- Gardening Club

iii) Opportunities provided by the school for members of the community to learn Welsh, or undertake activities through the medium of Welsh

The school has provided Welsh lessons for parents in the past, but these have had very small uptake.

iv) Other links between the school and the Welsh language community

- Visits and performances at the Welsh Chapel at Harvest and Christmas
- Participation in local and regional Eisteddfods – Cylch a Talaith
- School representatives support the Urdd committee
- Visits to the local library
- The school contributes to the local Plu'r Gweunydd magazine.

5.2 Caereinion High School

i) Standards in the Welsh language

Welsh First Language

End of Key Stage 3

	Number of Year 9 pupils	No. Level 5+	% Level 5+	No. Level 6+	% Level 6+

	assessed in Welsh 1 st lang				
2017	58	56	96.6%	45	77.6%
2018	39	37	94.9%	24	61.5%
2019	42	42	100.0%	26	61.9%

No data in 2020 due to Covid-19

End of Key Stage 4

	Total number of GCSE Welsh 1 st lang. entries	Number of pupils that achieved grades A* - C	% of pupils that achieved grades A* - C
2017	46	40	87.0%
2018	50	43	86.0%
2019	55	48	87.3%

No data in 2020 due to Covid-19

Welsh Second Language

End of Key Stage 3

	Number of Year 9 pupils assessed in Welsh 2 nd lang	No. Level 5+	% Level 5+	No. Level 6+	% Level 6+
2017	25	24	84.4%	14	50.0%
2018	34	29	94.4%	21	61.1%
2019	33	31	85.7%	19	60.0%

No data in 2020 due to Covid-19

End of Key Stage 4

	Total number of GCSE Welsh 2 nd lang. entries	Number of pupils that achieved grades A* - C	% of pupils that achieved grades A* - C
2017	25	24	96.0%
2018	25	24	96.0%
2019	24	20	83.3%

No data in 2020 due to Covid-19

ii) After school / extra-curricular activities which provide additional opportunities for pupils to use Welsh

The following after school / extra-curricular activities provide additional opportunities for pupils to use Welsh:

- Urdd
- Drama Group
- Music
- Educational sessions
- Ysgol Theatr Maldwyn

iii) Opportunities provided by the school for members of the community to learn Welsh, or undertake activities through the medium of Welsh

The school provides opportunities for school staff and members of the community to learn Welsh, these include the following:

- Welsh classes in the evenings provided by Aberystwyth University
- After school Welsh lessons for school staff

iv) Other links between the school and the Welsh language community

The school has hosted Eisteddfod planning meetings.

5.3 Other considerations

i) Whether it might be appropriate to provide additional after school facilities at any alternative school to further secure standards in the Welsh language

Should the proposal be implemented, a new bilingual all-age school would be established on the current sites of Llanfair Caereinion C.P. School and Caereinion High School.

It is anticipated that implementation of the proposal would provide enhanced opportunities for pupils across all age ranges, including opportunities to take part in Welsh language activities, which could include after school activities.

ii) How parents' and pupils' engagement with any alternative school and any specific language enhancement it offers could be supported

Should the proposal be implemented, a new bilingual all-age school would be established on the current sites of Llanfair Caereinion C.P. School and Caereinion High School, therefore pupils would be able to continue to access Welsh-medium and English-medium provision at the same location. It is not anticipated that there would be a significant impact in terms of parents' and pupils' engagement with the new school.

During the transition period, it is anticipated that there would be opportunities for parents and pupils to be involved in the process of establishing the new school, including opportunities for some parents to be part of the new school's temporary governing body, as well as opportunities to be involved in identifying a name / logo / branding for the new school.

It is anticipated that implementation of the proposal would provide enhanced opportunities for pupils across all age ranges, including opportunities to take part in Welsh language activities. In addition, there would be an opportunity to develop enhanced opportunities for families to take part in Welsh language activities, and to further develop links with Welsh language organisations.

iii) Observations provided by the local authority's Welsh medium Education Forum

The following is a summary of observations provided by the local authority's Welsh-medium Education Forum at a meeting held on the 24th September 2020:

'The Welsh-medium Education Forum acknowledges that merging the schools in Llanfair Caereinion to establish an all-age school is the first step of the journey, and acknowledges that the Council's vision is to improve access to Welsh-medium education across all key stages, and to move schools along the language continuum. The Forum supports this aim, and considers this to be a natural and important step for education in the Caereinion area.

However, the Forum is very disappointed that the current proposal for the schools in Llanfair Caereinion is not more ambitious with regard to the language medium of the new school. Historically, secondary Welsh-medium provision in Powys has been too reliant on dual stream schools. This hasn't provided clarity to pupils and parents about the provision available. There is a risk that continuing to rely on Welsh-

medium streams in the secondary sector will not provide clarity on the provision available, and will not ensure that the best possible provision is available to learners.

If the proposal to establish an all-age school in Llanfair Caereinion is implemented, the Welsh-medium Education Forum would be more than happy to work with the new school, to support the school to move along the language continuum, to ensure that the best possible opportunities are offered to Powys pupils by providing Welsh-medium provision which will create bilingual citizens.'

iv) How does the proposal fit with the authority's Welsh in Education Strategic Plan

The Council's Welsh in Education Strategic Plan (WESP) for 2017-20 sets out the Council's aim to provide equality of provision for Welsh-medium learners in Powys, and its commitment to developing 'an infrastructure that will enable all pupils to access full provision in either Welsh or English throughout all stages of education'.

Implementation of the proposal would ensure continued access to Welsh-medium education in Llanfair Caereinion. It is anticipated that the Welsh-medium provision in the new school would be at least at the same level as the current provision in Llanfair Caereinion C.P. School and Caereinion High School, and would also provide improved opportunities for sharing resources between educational phases, sharing of staff and sharing of specialist facilities, and improved opportunities for pupils to use the Welsh language throughout the school.

Implementation of the proposal would also provide an opportunity to strengthen the linguistic continuum between the educational phases.

v) Any future actions that will be needed in consequence of the change to continue to comply with the scheme or meet targets in the scheme.

The current process is focussed on creating an all-age governance structure in Llanfair Caereinion, and does not propose any change to the current language categories of Llanfair Caereinion C.P. School and Caereinion High School.

However, the Council recognises the strength of Welsh-medium provision in this area, and that in particular, the secondary Welsh-medium provision at Caereinion is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision.

Alongside this consultation, the Council will accelerate its constructive dialogue with representatives of Llanfair Caereinion C.P. School and Caereinion High School, in order to continue to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion, and will also include all feeder schools in this dialogue. This would contribute to the implementation of the Council's Welsh in Education Strategic Plan (WESP) and the Welsh Government's Strategy to achieve a million Welsh speakers by 2050.

If the outcome of this is a need to change the school's language category, a further statutory process would be required to implement this. If required, this would be separate to the current process to merge the two schools, and a separate consultation exercise would be required.

5.4 Issues raised during the consultation period

A number of comments received during the consultation period related to the Welsh language. These included comments expressing concern about Welsh-medium provision in general and concern about the proposal, as well as comments which suggested that the proposal offered opportunities to impact positively on the Welsh language. These comments and the Council's response are listed in full in the consultation report published in respect of this proposal, however a summary is provided below:

i) Impact on pupils

- Improved Welsh language opportunities

ii) Reference to the community

- Need to work with the community to develop bilingualism

iii) Comments about the current provision

- Positive comments about the current Welsh-medium provision
- Negative comments about the current Welsh-medium provision

iv) Comments about the Welsh language

- The proposal would have a positive impact on the Welsh language
- Don't think the proposal will have a significant impact on the Welsh language
- Concern that the proposal would have a negative impact on the Welsh language

- Reference to 'A million Welsh speakers'
- Need to provide Welsh language support for parents
- Need to do more to promote Welsh
- Need to offer Welsh-medium pre-school provision
- Need to offer immersion
- Reference to the Siartr Iaith / opportunities to use Welsh

v) Reference to Welsh-medium education delivery models

- Support for the dual stream model
- Criticism of the dual stream model
- Support for the Welsh-medium model
- Criticism of the Welsh-medium model

vi) Reference to equality of opportunity / Welsh language being treated less favourably than English

- Reference to inequality in terms of subject choice
- Concern that the proposal will have a negative impact on the Welsh language / Welsh-medium provision

vii) Other options

- Establish dedicated Welsh-medium secondary provision at Caereinion
- Establish dedicated Welsh-medium secondary provision in a different location e.g. Newtown
- Other comments relating to establishing dedicated Welsh-medium provision

5.5 Conclusion

Implementation of the proposal would see the retention of primary and secondary Welsh-medium and English-medium provision in Llanfair Caereinion. Whilst the proposal would not change the current language category of the two schools, it is anticipated that amalgamating the two schools would lead to enhanced opportunities to use and promote the Welsh language within the new school.

It is also anticipated that implementation of the proposal would result in improved transition between key stages, which could lead to improvements in the proportion of pupils continuing to access Welsh-medium provision on transfer from the primary sector to the secondary sector.

Implementation of the proposal would result in the establishment of a new governing body and staffing structure, who would be responsible for embedding a vision for the Welsh language across the whole school, and for

ensuring consistency across both phases of education, which could lead to enhancing the Welsh-medium provision available.

During the consultation period, a number of comments were received which related to the Welsh language. These included comments expressing concern about Welsh-medium provision in general and concern about the proposal, as well as comments which suggested that the proposal offered opportunities to impact positively on the Welsh language. All comments received are noted, and whilst the current consultation is on a proposal to establish a dual stream all-age school in Llanfair Caereinion, the Consultation Document that was published clearly states that the Council recognises the strength of Welsh-medium provision in the Caereinion area, and that the Welsh-medium provision at Caereinion High School is central to the Council's aspiration to provide access to enhanced Welsh-medium secondary provision.

Recognising the comments received, the Council will now accelerate the dialogue with representatives of the two schools and the community to explore ways to develop and enhance the Welsh-medium provision in Llanfair Caereinion, and will also include all feeder schools in this dialogue. If the outcome of this is the need to change the school's language category, a further statutory process would be required to implement this.



Learning and Skills Scrutiny Committee

Scrutiny Observations to Cabinet on:

Call-In of Cabinet Decision – Llanfair Caereinion C.P. School and Caereinion High School.

The Learning and Skills Scrutiny Committee met on 1st February, 2021 and considered the following documents:

- Llanfair Caereinion C.P. School and Caereinion High School.

The Learning and Skills Scrutiny Committee thank the Portfolio Holder for Education and Property and officers for attending scrutiny.

Scrutiny make the following observations:

- Scrutiny are concerned about the educational viability of the school following the amalgamation of the two schools, with the new remaining dual stream this will leave it with approximately 200 pupils in each stream. This raises significant concerns about the ability of the school to deliver a comprehensive offer at post 14 and post 16 in either language;
- The Committee welcome the acknowledgement by officers that this decision is a progress step in the transformation process, and that this decision does not preclude the school being subject to further transformation or linguistic changes in the future. However, we note that this is not explicitly stated in the cabinet report. Scrutiny has concerns that this may be taken as an indication that this is a settled position which could then be exploited in future consultations. Moreover, Scrutiny are concerned that this will create uncertainty over the schools future so would have expected to see more clarity as the roadmap for the school at this time.
- The Committee questioned whether as this was a short term measure, there would be sufficient benefit arising from the amalgamation on the short term basis prior to the full review of the area would take place during 2022-23.
- The Committee expressed concern and urge Cabinet to undertake clear consideration of:
 - Whether that, in the absence of a public meeting, the engagement process sufficiently included input from all the feeder schools rather than just the two schools concerned. As indicated in the papers the combining of the schools has benefits for transition for pupils of the primary school that will not be afforded to other local schools so the decision clearly affects those feeder schools. So for the council not to offer a digital meeting for those parents does raise questions as to how fully the impacts have been explored and full consultation achieved.
 - That the proposal creates a continuum of upheaval within the school that could have been avoided by a decision that showed more ambition in respect of the transformation process. Officers identified that the wider cluster review will take place 2022-3 with a likely implementation date of Sept 24 or 25. This could result in pupils and staff at the schools being subject to the uncertainty of two processes should the school become part of any wider federation model or further merger that could have been avoided had there been wider consultation and transformation at this time.

- That the proposal does not align with the Council's current WESP 2017-2022 which identifies the establishment of a Welsh medium school in the Newtown area and would not in the Committee's view progress the Council's aims in developing Welsh Language provision in North Powys. The committee are specifically concerned that the separation of the change of language categorisation will require a further process and the commitment to moving along the language continuum in the report is weak and lacking in clear guarantee. Scrutiny notes that proposals for post 16 and Welsh language policy have still to be presented to Cabinet and therefore have concerns that the establishment of an all through school in the absence of this policy may be detrimental to the wider aims of both the current and evolving WESP and would urge caution in making a decision in the absence of these policies.
- As previously noted the proposal would not in any way address the size of the cohorts entering the high school or contribute the aims of the transformation program to reduce excess capacity within the wider education system particularly at KS3 and above. As such we have to question whether the proposal would assist in the long term develop both Welsh Medium and English Medium education in Llanfair Caereinion.
- That as a short term measure the proposal would be unsettling for staff, parents and pupils instead of delay and a comprehensive review this could have an ongoing impact over 3 to 5 years of constant change and uncertainty with an impact on the educational performance of pupils.
- That the current overspend by the high school (£47k) which would be written off by the Council if the proposal proceeded would in effect take 4 years to be paid based on the proposed saving of £12k per year by the amalgamation of the two schools a timescale in which further changes are likely.
- That the proposal would not achieve the aims set out in the report to the Cabinet such as improving the building condition, addressing reductions in pupil numbers, challenging financial pressures, providing attractive post 16 education and providing a comprehensive curriculum in a small school where every year group is bilingual.

Following discussion the Scrutiny Committee decided to refer the decision back to the Cabinet for further consideration due to the concerns expressed above.

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)
1 That the decision regarding Llanfair Caereinion C.P. School and Caereinion High School be referred back to the Cabinet for further consideration for the reasons set out above.	Accept. Cabinet will reconsider the decision to establish an all-age school in Caereinion on the 16 th February 2021.		

<p>2. In addition, we would make the following recommendations in respect of the ongoing transformation agenda.</p>			
<p>(a) That a virtual/physical meeting is convened specifically for parents and governors within the cluster where a change to a high school may impact upon cluster primaries</p>		<p>Partially accept. The consultation process, as outlined in the School Organisation Code, provides opportunity for all stakeholders to participate in the consultation without the need for specially convened meetings. However, the authority will consider if virtual/public meetings with cluster feeder schools provides further opportunities for stakeholders to participate in the consultation process.</p> <p>The requirements of the Code are outlined below:</p> <p><i>'There is no requirement for proposer to hold consultation meetings although there will be circumstances where proposers will consider that meeting with certain groups of consultees will assist greatly in the dissemination of information and provide a suitable platform for the consultees to make their views known'.</i></p> <p><i>The local authority must publish a</i></p>	

		<i>consultation document in hard copy and electronically on their website, and the Code outlines the list of stakeholders who must be advised by letter or email of the availability of the consultation document. The consultation document must include details of how people can make their views known and details of how people can ask further questions about the proposals or suggest alternatives to the proposals.</i>	
(b) That the council bring forward the remaining policy papers that will underpin the wider transformation including but not limited to the Welsh language and Post 16 as a matter of urgency so that all proposals can be evaluated by scrutiny in respect of those			Reject Reports in respect of post-16 and the WESP are already scheduled to be brought to Cabinet by May 2021
(c) that the decision if reapproved should be modified to include a clause making it clear that the new school may be involved in future transformations.	Accept The original proposal paper to establish an all-age school in Llanfair Caereinion that was considered by Cabinet on the 29 th September 2020 included the following sentence which will be added to the report of 16 th February 2021		

	<p>3.9 <i>It must be noted that the establishment of a new school does not preclude that school from being a part of future reorganisation proposals.</i></p>		
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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 Cabinet meeting i.e. by 09-04-2021

Membership of the Learning and Skills Scrutiny Committee on 01-02-2021:

County Councillors:

P. Roberts, B. Davies, D. Jones, L. Roberts, G. Thomas, K. Roberts-Jones, S. Davies, M. Weale.

A. Davies, S. Davies, M. Evitts, G. Robson (Co-opted Members)

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

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE
16th February 2021

REPORT AUTHOR: County Councillor Rosemarie Harris
Leader of Council

REPORT TITLE: 2021 Annual Review of Vision 2025 Our Corporate Improvement Plan, including our Strategic Equality Objectives 2020-2024

REPORT FOR: Decision

1. Purpose

1.1 The purpose of this report is to present an **update of Vision 2025: Our Corporate Improvement Plan (CIP)** for consideration and to get Cabinet approval for a number of amendments to the plan for the 2021/22 financial year onwards. The proposed amendments (outlined in Appendix A) follow an in-depth review of the current CIP activities and performance measures during quarter 3 of 2020/21.

1.2 The council took the decision to integrate its Strategic Equality Objectives into the 2020 update of the CIP that was published last April. A review of the actions and measures supporting these objectives has also been undertaken and are included in Appendix A.

2. Background

2.1 Vision 2025: Our Corporate Improvement Plan 2018-2023 was first published in April 2018, setting out a series of public commitments for how the council will deliver its Vision, which is, “**By 2025 Powys will be widely recognised as a fantastic place in which to work, live and play**”. To help deliver the vision and improve outcomes for residents and communities, the council set four priority ‘Well-being Objectives’, these are:

- We will develop a vibrant economy
 - We will lead the way in providing effective, integrated health and care in a rural environment
 - We will strengthen learning and skills
 - We will support our residents and communities.
- *We also have an internal facing objective called Making it Happen.*

2.2 We review Vision 2025: Our CIP annually, reflecting on the progress we have made and updating our plans to ensure that we are on track to deliver the commitments contained within it and to achieve the Well-being objectives we set in 2018. Given the challenges that Powys residents, the council and our partners have faced during 2020, never has it been so important to review our plans for the future and ensure they are reflective of the things that matter most to our communities. Therefore, during quarter 3 of 2020/2021, in line with our strategic planning and budget setting process, each service has undertaken an in-depth review of the objectives they are responsible for. In doing so, they have considered:

- Current performance and expected progress in delivering the objectives and targets for 2020-21
- Views from consultation and engagement exercises
- Covid-19 Impact Assessment
- Resources
- Risk Register
- Statutory duties
- Future Generations Commissioner's Future Generations Report 2020
- Coronavirus Recovery Strategy
- Findings from the work of our regulators

2.3 The current environment means planning is more challenging than in previous years, with a great degree of uncertainty about the immediate future. However, it is intended that the CIP Update 2021 will provide an ambitious vision for the coming year, setting out commitments the Council will seek to deliver, whilst also continuing to respond to the pandemic. As a result of the review, services have proposed some changes to the planned activities to ensure we focus on the biggest priorities and those that we can realistically afford.

2.4 The CIP Update 2021 details the revised activities that will be undertaken from April 2021 up to 2025 to deliver our Well-being objectives, within the context of the current Covid-19 pandemic and the council's Recovery Strategy. Reviewing and publishing our CIP for the start of the next financial year, will ensure we meet our statutory obligations in the Well-being of Future Generations (Wales) Act 2015. This requires the council to implement well-being objectives in accordance with the 5 Ways of Working and show how it will maximise its contribution to the 7 Well-being goals. The CIP Update 2021 also ensures that the Council meets its statutory obligations under the Local Government (Wales) Measure 2009 (Part 1) and the Equality Act 2010 (including the Specific Public Sector Equality Duties for Wales). The forthcoming Local Government and Elections (Wales) Bill is currently progressing through the Senedd and will also place similar duties on Local Authorities from 2021, as part of the performance provisions.

2.5 The objectives and improvement targets within the CIP Update 2021 will be included in relevant Service Integrated Business Plans for 2021-2024. These plans set out the detailed actions that will be taken to achieve each objective and the resources required.

3. Advice

3.1 It is proposed that the recommended changes to the activities and performance measures within Vision 2025: Our CIP (outlined in Appendix A) are approved for publication in the CIP Update 2021, and are implemented and reported from 1st April 2021.

3.2 Annually reviewing the activities and measures in the CIP ensures that they are still the most relevant for delivering improved outcomes for Powys residents and communities as well as ensuring the plan remains realistic and achievable within the current financial climate.

3.3 During Quarter 2 2020-2021, and as part of the Council's Recovery Planning approach, the council reviewed its Vision 2025 Outcomes. As a result, the original 40 outcomes in the CIP have been replaced with five specific outcomes that will ensure the Council maintains a clear focus and has an achievable Vision.

3.4 The recommended changes to the CIP, ensures that objectives are aligned to the five new outcomes. They will also aim to ensure that the CIP is streamlined going forward, that it focusses on key transformation and improvement activity, rather than business as usual and that it removes duplication in terms of reporting.

3.5 It is advised that the council continues to integrate its Strategic Equality Objectives into the CIP, to ensure that equality is integral to how we plan and act and provides the basis for delivering the Vision 2025 outcomes.

3.6 The CIP should also remain aligned to the Powys Public Service Board Well-being Plan and the Regional Partnership Board Area Plan to ensure that partners are working towards the same outcomes for the people of Powys.

4. Resource Implications

4.1 The development of the Integrated Business Plans for each service ensures that the financial and workforce requirements for the delivery of each CIP activity are identified and considered. This ensures that resources are prioritised to deliver the objectives of the CIP and the Vision 2025 outcomes.

4.2 The Section 151 Officer can support the recommendations on this basis.

5. Legal implications

5.1 Legal: The recommendation can be supported from a legal point of view.

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

6. Comment from local member(s)

6.1 N/A

7. Integrated Impact Assessment

7.1 An Impact Assessment of the CIP Update 2021 has not been undertaken. However, each service is required to undertake an Impact Assessment of the individual activities within the CIP, as part of developing their Integrated Business Plan.

8. Recommendation

8.1 It is recommended that the proposed amendments to Vision 2025: Our CIP (as outlined in Appendix A) are approved for publication in the CIP Update 2021, with implementation from April 2021.

8.2 The recommendations above will ensure:

- Vision 2025: Our CIP has a clear delivery plan and that all activity is focussed on delivery of the intended outcomes.
- That the council meets its statutory obligations as outlined in the Well-being of Future Generations (Wales) Act 2015, Local Government (Wales) Measure 2009 (Part 1) and the 2010 Equality Act and more specifically, the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

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Head of Service: Emma Palmer, Head of Transformation and Communications

Corporate Director:



Corporate Improvement Plan 2021-25

Vision 2025

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

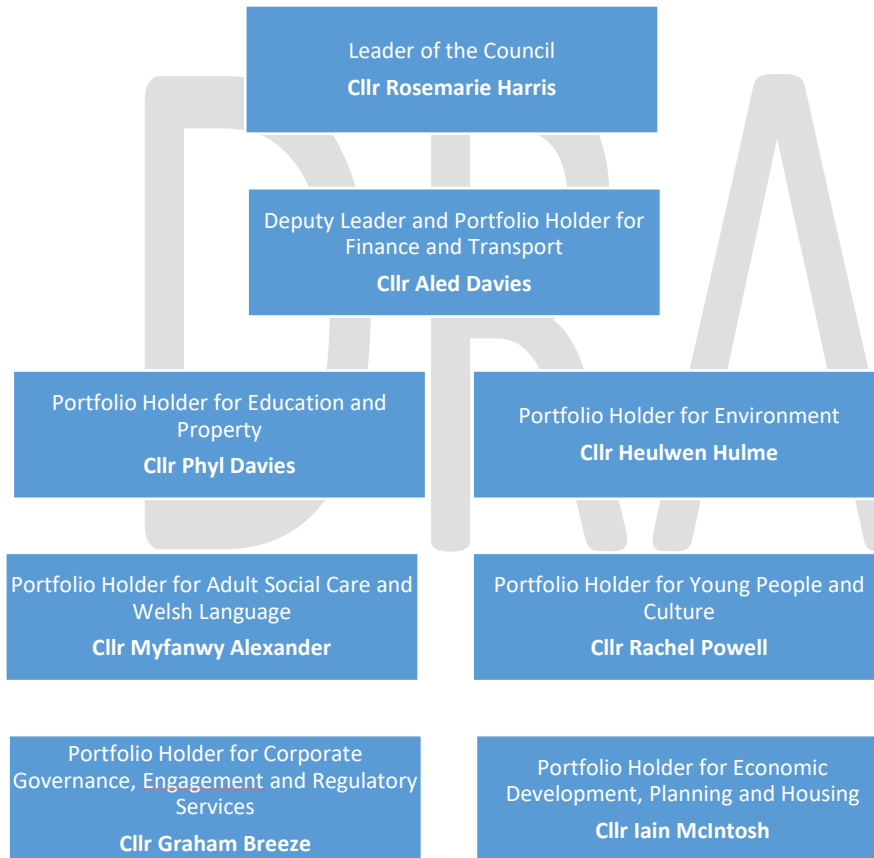
Published April 2021



About Us

The Cabinet: Powys County Council's Cabinet is made up of the Leader of the Council and seven other county councillors, called Cabinet Members, who are appointed by the Leader. Each Cabinet Member looks after an individual area of responsibility, called a portfolio. They make decisions on how your money is spent and how services are delivered. The Cabinet drives forward Vision 2025: Our Corporate Improvement Plan and oversees its delivery. A full list of all Powys County Councillors, including information about how to find your local Councillor, is available on our website: <https://en.powys.gov.uk/findmycouncillor>

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Powys County Council

- We serve a population of 132,435 residents, 16% of which are 16 and under and 27% are over 65. Powys' projected population in 2039 is 133,516, an increase of 1%. 98% of the population of Powys are white (Wales: 94%). Powys also has a mix of other ethnicities, with the highest BME populations living in Brecon and Newtown. The predominant religion is Christianity (62%) but there are small areas where other religions are more represented. Although there is no Powys specific data for sexual orientation, a large majority of the population identify as Heterosexual (around 97%) and 1-2% of people identify as Gay/Lesbian or Bisexual. In Powys, we have more than triple the rate of people with a registered disability compared to Wales; in 2018, Powys' average rate per 1,000 population was 35.67 (Wales 9.17).
- There are 59,862 households in Powys, with 33% being one-person households.
- 25.5% of Powys residents are Welsh speakers. However, Welsh language proficiency varies widely across the county, for example 51% of residents in Glantwymyn lower super output area (LSOA*) can speak, read and write in Welsh compared to 3% of people in Churchstoke LSOA.

'Ystradgynlais 1' LSOA ranks lowest in Powys on the Welsh index of multiple deprivation (WIMD) and there are known pockets of deprivation throughout Powys. In 2017-18 it was estimated that 17% of all households in Wales were fuel poor.

The Council's gross annual revenue expenditure is approximately £269.44 million (for 2020/21). We employ around 5,750 staff including 2,900 school staff, all of whom provide a large range of services to meet the needs of local people. The Council has 73 elected Councillors representing 73 council wards with a male/female split of 69% / 31% respectively. County Councillors play a key role in determining future plans and representing the residents' voice. One of the key ways they do this is through scrutiny committees and working groups. As corporate parents all Councillors also have a collective responsibility to ensure that Children Looked After and care leavers can have the outcomes every good parent would want for their children.

*Definition of a Lower Super Output Area (LSOA): An LSOA is a geographical area designed to improve the reporting of small area statistics. The minimum population is 1000 and the mean population is 1500 people. The Office for National Statistics produce output areas based on postcodes.

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Section 1: Introduction

Our vision:

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

Our Well-being and Equality objectives:

- We will develop a vibrant **ECONOMY** (Well-being Objective 1)
 - We will enable people with a disability to have improved opportunities for valued occupation including paid employment (Equality Objective 1)
 - We will ensure equality of opportunity for all our staff and take action to close the pay gap (Equality Objective 2)
- We will lead the way in providing effective, integrated **HEALTH AND CARE** in a rural environment (Well-being Objective 2)
 - We will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations (Equality Objective 3)
 - We will help people to get the support they need to prevent homelessness (Equality Objective 4)
- We will strengthen **LEARNING AND SKILLS** (Well-being Objective 3)
 - We will improve opportunities and outcomes for children living in poverty (Equality objective 5)
- We will support our **RESIDENTS AND COMMUNITIES** (Well-being Objective 4)
 - We will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life (Equality Objective 6)

Our COVID-19 recovery priorities:

During 2020-2021 we set three priorities for managing the way we respond to and recover from the COVID-19 pandemic. We will continue to deliver these priorities, alongside our well-being and equality objectives, as we adapt to the changes and challenges ahead.

Responding to COVID-19: Understanding the impact of the COVID-19 pandemic on the Council and the county, and working with partners to develop and implement a robust recovery plan for the county.

Keeping our communities safe: Minimising the risk to the population and Council staff from COVID-19, and supporting communities and businesses to recover from the impact of 2020 emergencies (i.e. COVID-19 and flooding).

Running the Council: Co-ordinating the recovery of services and identifying appropriate changes to our traditional ways of working.

Our Values:

Professional: Whatever role we play in the council, we act with professionalism and integrity

Positive: We take a positive attitude in all we do

Progressive: We take a proactive and responsible approach to planning for the future

Open: We keep each other informed, share knowledge and act with honesty and integrity

Collaborative: We work constructively and willingly on joint initiatives

Our approach:

We are an open and enterprising council:

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

Our Guiding Principles¹

Long-term - Balancing short-term needs with the need to safeguard the ability to also meet long-term needs

Prevention - Putting resources into preventing problems occurring or getting worse

Integration (cross-cutting) - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies

Collaboration - Working together with other partners to deliver our priorities

Involvement (communications and engagement) - Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area

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¹ Our guiding principles are based on the Well-being of Future Generations (Wales) Act 2015 sustainable development principles

A message from the Council Leader

Welcome to the 2021 update of our Corporate Improvement Plan, one of the Council's most important documents, which sets out our long-term vision for improving well-being in Powys:

Vision 2025: “By 2025 Powys will be widely recognised as a fantastic place in which to work, live and play”

As a council, we need to be at the heart of our communities, and we are confident that the well-being objectives set out in this plan will enable us to deliver better outcomes for Powys residents as well as contribute to the wider well-being goals for Wales. There are many positive ways in which we plan to make a difference, from supporting economic projects such as the Mid Wales Growth Deal, to making the county ready for the digital economy and helping our vulnerable residents and supporting businesses to get back on their feet.

As with communities up and down the country, the coronavirus pandemic (COVID-19) has hit Powys hard, and we now need to ensure that we prioritise helping our businesses and residents by giving them as much support as we can so they can recover from this unprecedented situation. Councils across Wales have been on the front line of the COVID-19 response, alongside our partners in the health board, police, and voluntary services. I am very proud of the resilience, responsiveness and flexibility of the Council's workforce during this time and want to build on the innovation that has been displayed to ensure we can continue to provide sustainable services that our residents rely on. In 2020, we had to deliver services very differently due to the global pandemic, focusing resources on providing essential services and protecting vulnerable residents. As an open and enterprising council, we have embraced new ways of working and delivering services and we are committed to work with communities, residents, businesses and partner organisations to future-proof Powys.

During 2020, we invoked the Council's Business Continuity Plan, which meant that we had to put aspects of our improvement plan (Vision 2025) on hold. We have since reviewed our Corporate Improvement Plan to check whether our current objectives are still relevant or whether we need to focus on new priorities until 2025. We have considered the impacts of COVID-19 and the challenges and opportunities that it may present, including working towards a sustainable recovery and incorporating new ways of working and delivering our services. As a council, our finances have been seriously affected. The estimated cost of responding to the pandemic in additional spend and lost income during the first six months of the 2020-21 financial year will be close to £10 million. Emergency funding has been needed, for example to care for older and vulnerable people, while at the same time income has been lost from many areas. We are currently running at a deficit which could create a funding gap as high as £0.75 million. We are also likely to need to make savings of at least £ 37.3 million over the next five years so that we can balance our budget in the medium term.

As part of our recovery, we remain committed to promoting equality and diversity and improving our services and employment practices to meet the different needs of our residents and employees. In doing so, we aim to contribute towards improving outcomes for those who experience disadvantages in life. During 2020 we focused on six key equality objectives which included: improving outcomes for children living in poverty,

preventing homelessness, enabling people with a disability to gain valued occupation, and improving the availability of accessible homes. 2021 sees the introduction of the Socio-Economic Duty across Wales to reduce the inequalities of outcome for people who suffer socio-economic disadvantage. To prepare for the introduction of the Duty and support its implementation within the Council we have integrated it within our impact assessment process.

Our plan is ambitious, but we have the commitment to achieve real change and believe in the spirit of partnership working and supporting each other to have a council everyone can be proud of. Since the start of our plan in 2018 we have:

- Received nearly a thousand independent living queries through AskSara (<https://asksara.dlf.org.uk/?auth=powys>). Ask Sara is an award-winning online self-help guide providing expert advice and information on products and equipment for carers, older and disabled adults.
- Prescribed technology enabled care to more than 1,500 unique individuals (between April 2018 to September 2020).
- Vacated Neuadd Maldwyn freeing up the building to provide much-needed extra care facilities as part of the North Powys Wellbeing Programme.

Tudalen 256 Started work on 100 new Council owned homes, including 32 at Heol y Ffynon (Cradoc Close) in Brecon, 7 in Sarn, 26 at the Bowling Green site in Newtown, 22 on the site of the old cattle market in Llanidloes and 13 in Clyro.

Made substantial progress from working with Care Inspectorate Wales over the last three years and enhanced monitoring arrangements are no longer required.

Developed and approved a new Strategy for Transforming Education in Powys.

Opened the county's first new build secondary school in Brecon with another £20 million+ investment.

- Developed Y Lanfa/The Wharf, which is the new co-located library and Powysland museum in Welshpool.
- Spent nearly £100 million with local businesses as part of our Powys Pound initiative
- Achieved £22.9 million cost reductions by becoming more efficient

Over the next year I am looking forward to continuing to work with my Cabinet, our dedicated workforce, and our partners to make further progress on our transformation and improvement journey. A decade of austerity has taken its toll on council services and our financial position. The Council will continue to balance its budget while at the same time investing in vital services, as we continue to ensure that our most vulnerable children and adults are safe.

We hope you find our plan inspiring and exciting and that you will work with us to achieve our shared vision for Powys in 2025. We would welcome your views about how we can deliver a plan that matters to you.

Councillor Rosemarie Harris, Leader of Powys County Council

Chief Executive's Introduction

2020-21 has been a uniquely challenging year, which saw the county face the COVID-19 pandemic with the rest of UK. However, it was reassuring to see how well communities, residents, and partners responded, and I am grateful for the collaborative relationships with the Council that have enabled our most vulnerable to be supported. Each year we look back and review our progress in the previous year to learn what has worked well and what could be improved. We listen to what our residents, members, regulators, and workforce are telling us, and we review our services and financial performance. The extraordinary challenges presented by COVID-19 forced the Council, residents, and businesses of Powys to adapt quickly and make significant changes to the way many of us worked and lived. In March 2020, the Council invoked its Business Continuity Plan, which meant that a range of services were either adapted, suspended or, in some instances, established for the first time.

To help us better understand the immediate and long-lasting impacts of the pandemic on our communities we undertook a COVID-19 Impact Assessment in July 2020. This told us that our economy would undoubtedly be affected, with an increase in people claiming Universal Credit, and a sizeable number of people within Powys being furloughed. It was also projected that the services sector, including accommodation and food, arts, entertainment, and recreation industries, would be particularly impacted by lockdowns and social distancing requirements. Unfortunately, the assessment indicated that we may see a rise in homelessness, in the need for additional community food bank support, and in the number of children that are eligible for free school meals. Throughout the pandemic the number of referrals to Adult Social Care have increased, and while there have been no significant increases in the number of Children Looked After or on the Child Protection Register, it is anticipated that this may increase in the long term due to the wider socio-economic impact of COVID-19.

During 2020 we also carried out engagement and consultation with residents and businesses in Powys to gather their views about the pandemic and what additional support may be needed. As a result of feedback received from our online business survey, conducted in June/July 2020, key actions provided additional support to the Powys economy, including processing over £50 million in grant support to local businesses, introducing free parking over the summer, free planning advice for tourism and hospitality businesses, and campaigns to #SupportLocalPowys and #DiscoverPowys. In December 2020 we launched our month-long engagement exercise 'Future-Proofing Powys', and welcomed feedback from residents that will help shape the longer-term vision for the Council.

COVID-19 has caused huge changes in the way we all work and, for some of us, the location from which we work. We used staff surveys to ask council staff to share how they felt about the situation, their well-being, the challenges, and the opportunities since they had started working from home and responding to the pandemic. The shift to a more digital way of working brought about huge changes throughout the Council, and we are using the feedback to ensure we can best support our staff and deliver our services in the future.

We have used the findings of the assessment together with surveys and resident feedback to help inform the annual review of our Corporate Improvement Plan. As a result of the review, we have changed some aspects of Vision 2025: Our Corporate Improvement Plan to ensure we remain on course to deliver our well-being and equality objectives within the resources that we expect to be available to us.

Looking forward, our key goals include effective budget planning in an uncertain economy, and key transformation and improvement objectives, with a focus on our five new outcomes, which are:

- The Powys economy is thriving and sustainable
- Powys residents start well, live well and age well
- Powys residents are capable, confident and fulfilled
- Powys communities are vibrant, resourceful and connected
- Powys County Council is high performing and well run

Why is this plan important for our residents, employees and partners?

Vision 2025 is the overarching plan for the Council, setting out our vision for the future of Powys, the well-being and equality objectives we need to priorities and the activities we will take to get us there. It lets our stakeholders know where we plan to invest our resources and what improvements they can expect to see when our plans are delivered. It provides a vision for the workforce from which service plans and individual objectives can be drawn to ensure that as an organisation we are all working towards the same outcomes. And, it sets out our commitment to work with partners to deliver programmes and projects aligned to Vision 2025 through the Powys Public Service Board Well-being Plan (Towards 2040) and Regional Partnership Board's Health and Care Strategy (Healthy, Caring Powys).

Vision 2025 is supported by the Council's Medium-Term Financial Strategy and is underpinned by our workforce and digital strategies. The Plan is translated into service area operational integrated business plans for 2021-24. It does not include everything the Council does but focusses on the things that matter most to our residents and actions that we believe will have the greatest impact.

Informing you of our plans is important to us, as is ensuring that it shows how we will meet our duties under the following legislation:

- **Well-being of Future Generations (Wales) Act 2015** which requires the council to publish well-being objectives and a supporting statement by the beginning of each financial year to show how it will contribute to the seven national well-being goals set out in the Act. The council's four well-being objectives contribute to one or more of the well-being goals that will help us improve Powys now and over the long term. We must also demonstrate how we are adopting the 'sustainable development' principle in the way we plan and deliver our objectives.
- **Local Government and Elections (Wales) Bill provides for the establishment of a new and reformed legislative framework for local government elections, democracy, governance and performance. Under part 6 of the Bill, which relates to performance and governance, the Council must:**
 - keep its performance under review to the extent to which:
 - it is exercising its functions effectively

- it is using its resources economically, efficiently, and effectively
- its governance is effective for securing the above
- consult local people etc. on performance
- report on its performance
- arrange panel performance assessment
- respond to report of panel performance assessment
- respond to Auditor General’s recommendations

- **Equalities Act 2010 (including the Socio-Economic Duty)** which places a general duty on public sector organisations to have ‘due regard’ to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - Foster good relations between persons who share a relevant protected characteristic² and persons who do not share it
- **The Specific Public Sector Equality Duties for Wales** which requires the council to: set equality objectives and publish a Strategic Equality Plan; engage with people in relation to the protected characteristics; collect and publish information relevant to compliance with the General Duty; carry out equality impact assessments and publish the results; annually publish employment monitoring information; promote knowledge and understanding of the General Duty amongst staff and provide training; set a gender pay equality objective where a gender pay difference is identified and establish relevant conditions to meet the general duty in procurement processes.

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Our transformation journey

To successfully achieve the aspirations in Vision 2025, fundamental changes are needed in key areas. That’s why we have established a transformation programme which brings together nine key projects for transforming Powys.

²Technically, everyone is protected under the Equality Act. However, the General and Specific Public Sector Equality Duties refer to people who have particular ‘protected characteristics’. This is the term used to identify the types of things that affect how people could be treated and the law is designed to protect people who are discriminated in relation to these characteristics: Sex – being male or female; Age – being a certain age; but often being younger or older; Disability – all disabled people, both physically and mentally; Race – being a particular colour, ethnic origin, national origin or nationality; Gender Reassignment – people who change their gender from the one assigned at birth; Religion or Belief – having a recognised religion or belief, or a lack of belief; Sexual Orientation – how people feel as well as act, in respect of people of the same sex, people of the opposite sex, or both sexes; Pregnancy and Maternity – woman who are pregnant or on maternity leave; and Marriage and Civil partnership – being in a marriage or civil partnership



You will find more detail about each project in section 2 of this plan, as well as other activities we have planned to help achieve our vision.

With continuing financial pressures, there's no doubt that the council of the future will be smaller, more agile, with a greater emphasis on performance and delivery. It will be very different from the Council of the past, but I am confident we can deliver the outcomes our residents expect and deserve.

Dr Caroline Turner, Chief Executive

Section 2: Our plans for 2021 onwards

Well-being objective 1: We will develop a vibrant economy

What outcome are we aiming to achieve?

The Powys economy is thriving and sustainable

Strengthening the economy of Powys is at the heart of Vision 2025. A strong, vibrant, enterprising economy will provide high quality jobs, create and nurture our local companies, attract inward investment and encourage people of all ages to work and live in Powys.

Between 2021 – 2025 we will:

Provide support for businesses to grow

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
By 2022, we will develop business units at the Abermule business park for local businesses to establish and expand (subject to design measures).	By 2022, we will have developed nine business units at the Abermule Business Park (subject to design measures).	9 business units	Not Applicable	Not Applicable	Not Applicable
We will support businesses with recovery and the growth of new and established businesses.	Number of businesses assisted by the Council's Economic Development Team or referrals to partner organisations.	50 businesses	60 businesses	70 businesses	80 businesses
By 2025 we will ensure our policies and processes make it easier for local private and third sector companies to become suppliers to the council.	By March 2025 we will have increased in real terms the total amount spent with Powys based suppliers year on year from 2021 by 0.5% each year (this was 38% at the end of 2019-20).	0.5% increase on 2020-21 actual. 10% increase on	0.5% increase on 2021-22 actual.	0.5% increase on 2022-23 actual.	0.5% increase on 2023-24 actual.

	<p>By March 2025, we will have increased the number of local suppliers engaged in the council's procurement process (from 526 in 2019-20).</p> <p>We will monitor the number of Community Benefits and social value targets set and included in contracts worth more than £2 million (this will be reliant on the number of capital projects and other procurement being taken forward in any one year).</p>	<p>2019-20 actual.</p> <p>Baseline to be established.</p>	<p>5% increase on 2020-21 actual.</p> <p>To be agreed.</p>	<p>5% increase on 2021-22 actual.</p> <p>To be agreed.</p>	<p>5% increase on 2022-23 actual.</p> <p>To be agreed.</p>
<p>By March 2022, a procurement strategy will be put in place for the next 4 years, to deliver the Council Vision and objectives and embrace the requirements of the Well Being of Future Generations (Wales) Act 2015.</p>	<p>By March 2022, a procurement strategy will be drafted, together with an action plan and indicators to measure progress against the strategy.</p>	<p>Strategy drafted.</p>	<p>Actions / indicators dependant on agreed strategy.</p>	<p>Actions / indicators dependant on agreed strategy.</p>	<p>Actions / indicators dependant on agreed strategy.</p>

By March 2022

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Transformation Project: Mid Wales Growth Deal

We will work in partnership with Ceredigion County Council, the private sector, Welsh Government, UK Government and other partners to develop a Mid Wales Growth Deal to help drive transformational economic growth in the region over the next decade.

This transformation will achieve:

- An investment programme over 10-15 years that delivers focused, transformational economic growth which is strategically aligned, innovative, additional and unique to the mid Wales region.

The proposed Growth Deal themes are:

- Agriculture, food and drink
- Advanced research and innovation
- Tourism
- Energy
- Supporting Enterprise
- Transport
- Skills and employment
- Digital

How we will know we are succeeding:

- By March 2022 we will have developed a Portfolio Business Case for regional submission to secure Final Deal Agreement.
- From March 2021, we will develop a series of initial Programme/Project Business Cases (This will be implemented as a rolling programme over the next 15 years and dates will be added when the Council is in position to do so)
- Following Final Deal Agreement in March 2022 we will start to deliver interventions, as identified (This will be implemented as a rolling programme over the next 15 years and dates will be added when the Council is in position to do so)

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What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will support the development and promotion of Powys as a tourism destination.	Total number of visitor days to Powys for tourism purposes (as measured by STEAM annual survey)	4.5 million visitor days	5 million visitor days	5.5 million visitor days	5.8 million visitor days

Improve the availability of affordable and sustainable housing

Transformation Project: Affordable Housing

We will ensure there is an increased range of affordable housing, so people have greater variety of where to live and stay in their communities.

This transformation will achieve:

- Increased and better-quality output of affordable homes
- Increased housing that meets need at affordable, social rent levels
- Homes that make significant contributions to the lives and well-being of their occupants
- New homes will be energy efficient, and where possible, use locally sourced materials and locally based tradespeople in their construction

*** This project also contributes to our Equality Objective 3.**

How we will know we are succeeding:

- By the end of 2025 we will have built 250 new council-owned homes (dependant on availability of WG grant funding) (50 during 2021-22, 50 during 2022-23, 75 during 2023-24, and 75 during 2024-25).
- The number of additional affordable housing units delivered per 10,000 households will be 29 in 2021-22, 23 in 2022-23, 46 in 2023-24, and 36 in 2024-25 (at the end of 2019-20 this was 12.4).

Improve our infrastructure to support regeneration and attract investment

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options and improve road safety.	Secure £1 million in grant funding for transport infrastructure Capital projects, of which 95% will be spent annually.	95% Spend	95% Spend	95% Spend	95% Spend
We will secure, implement and claim grant revenue and capital funding for flood alleviation schemes.	Secure £500,000 in grant funding for flood alleviation Capital projects, of which 95% will be spent annually.	95% Spend	95% Spend	95% Spend	95% Spend
We will support the delivery of improved digital connectivity and encourage businesses and communities to take advantage of technology.	Number of communities and industrial estates supported to gain access to good quality reliable broadband.	4	2	6	7
We will look for opportunities to secure external grant funding to support economic development and regeneration initiatives.	Number of funding applications submitted to support Powys communities and the local economy.	5 applications	5 applications	5 applications	5 applications
We will work with Ceredigion County Council, the Welsh Government Energy Service, and regional stakeholders to develop a delivery plan for implementing the Mid Wales Energy Strategy.	Measures to be determined once the strategy has been finalised.	Not applicable	Not applicable	Not applicable	Not applicable

Improve skills and support people to get good quality jobs

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
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We will help support people into work and better paid employment opportunities.	Number of people progressing to employment as a result of taking part in employability activities.	50 people	50 people	50 people	50 people
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Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment.

Why is this objective important and how will it support people with protected characteristics?

- Disabled people’s employment rate is less than half that for non-disabled people and disabled people are less likely than non-disabled people to work in managerial or professional occupations, which tend to have higher pay.
 - UK-wide research indicates that employment rates for disabled people vary considerably according to the type of disability or health condition, and that people with mental health conditions and those with learning difficulties have the lowest rates (Brown and Powell, 2018).
- Disabled people are more likely to live in poverty and experience severe material deprivation than non-disabled people. Median hourly earnings were higher in 2016/17 for non-disabled (£10.67) than for disabled (£9.72) employees, a disability pay gap of 8.9%.
- As well as helping disabled people to become independent, self-sufficient and feel valued, paid employment will provide social opportunities and support them to live full and productive lives.
- Findings from our regional engagement showed that the groups rated as having the worst experiences of work, compared with the population as a whole were disabled people and older people.

What we will do

- By March 2022, we will explore commissioning options to ensure that people have optimum opportunity to gain employment.
- By March 2023, we will use strengths-based approaches to ensure that supported employment converts to independent employment where possible.
- By March 2022, we will create a work, leisure and learning partnership (including citizens and carers) to lead to the development of employment opportunities.

How we will know we are succeeding

Number of Adults with a disability being supported to undertake employment. Information recording mechanisms being developed and will be used to baseline appropriate targets when available.

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Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap.

Why is this objective important and how will it support people with protected characteristics?

- Women continue to earn less than men on average. The council’s mean gender pay gap in hourly pay for males is £13.34 and females £12.04, a difference of £1.31 (for full time relevant employees). The underlying reasons for this are often quite complex and not necessarily addressed through processes such as Job Evaluation which do promote like-for-like pay but do not address other issues such as part time and flexible working. According to the ‘Is Wales Fairer- The State of Equality and Human rights Report 2018’, seven out of 10 mothers in Wales have had a negative or possibly discriminatory experience during pregnancy or maternity leave, or on returning from maternity leave.
- The council believes in creating a diverse and gender balanced workforce which reflects the residents and communities we serve. We believe in job opportunities for everybody regardless of gender and will challenge ourselves to be more inclusive as a public organisation.
- Findings from our regional engagement showed that the groups rated as having the worst experiences of rates of pay than the population as a whole were younger people, disabled people, females and pregnant women or those who had recently given birth. Males and Welsh speakers are perceived to have better experiences of rates of pay in comparison to the wider population.

What we will do

During 2021-2024, we will ensure that all interview panels have a member who is safer recruitment trained.

During 2021-2024, we will continue to review the gender pay gap and action plan. The action plan can be found in Appendix B.

During 2021-2024, we will collect and identify information about differences in pay and their causes between employees who have a protected characteristic and those who do not.

By December 2021, we will establish an Equality workforce forum.

By March 2022, we will promote Leadership and Development training for all staff.

By March 2024, we will maintain and develop a range of workplace flexibilities for all staff and ensure our Senior Leadership Team role model flexible working.

By March 2024, we will promote and advertise jobs to encourage all applicants, whether part-time, job-share or full-time.

How we will know we are succeeding

- Monitor recruitment panels and ensure that at least one member of the panel has received safer recruitment training. (Recruitment Team will check interview paperwork to check the safer recruitment officer has signed paperwork and chaired the interview), (Baseline to be established in 2021-2022).
- Each year we will continue to reduce the gender pay gap.
- We will seek views and feedback from the Equality Workforce Forum on relevant equality and diversity issues, annually.
- Having introduced leadership and management development programmes from ILM2 to ILM7 in 2020/2021 we are aiming to encourage 40 learners to start the programmes in 2021/2022

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Recruitment

- An increasing number of staff being deployed in flexible working arrangements and / or working from home on a regular basis (Baseline to be established in 2021-2022).
- An increasing number of visible adverts and promotions of the availability of flexible working in the Council (Baseline to be established in 2021-2022).

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Well-being objective 2: We will lead the way in providing effective, integrated health and care in a rural environment

What outcome are we aiming to achieve?

Powys residents start well, live well and age well

High quality health and care services are a priority for all of us and we are committed to working with our partners in the NHS and the third sector to provide seamless health and social care services at the right time and in the right place. We will continue to do all we can to provide as many caring services within the boundaries of Powys, whilst using a strengths-based approach to promote independence and self-care wherever possible.

During 2021 – 2025, we will:

Ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
Promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.	<ul style="list-style-type: none"> 70% of children, young people and their families will report that they achieve their family goal through accessing Early Help. 75% of audits will demonstrate that the child's voice is evidenced in the child's plan. Feedback using the Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people. 	70%	70%	70%	70%
		75%	75%	75%	75%
		75%	75%	75%	75%

<p>Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm.</p>	<ul style="list-style-type: none"> • 85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely. • 75% of audits will demonstrate that the child's voice is evidenced in the child's plan. • 75% of young people who used the Intervention and Prevention services demonstrate positive progression. • 85% of children who the Intervention and Prevention Service work with around placement stability will remain in placement • The proportion of young people using the Child Exploitation Service that are stepped out because of improved outcomes 	<p>85%</p> <p>75%</p> <p>75%</p> <p>85%</p> <p>Baseline to be established</p>	<p>85%</p> <p>75%</p> <p>75%</p> <p>85%</p> <p>Baseline to be established</p>	<p>85%</p> <p>75%</p> <p>75%</p> <p>85%</p> <p>Baseline to be established</p>	<p>85%</p> <p>75%</p> <p>75%</p> <p>85%</p> <p>Baseline to be established</p>
<p>'Work with' children, young people and their families rather than 'do to', to co-produce plans which will bring about the change's children need as quickly as possible.</p>	<ul style="list-style-type: none"> • 75% of audits will demonstrate that the child's voice is evidenced in the child's plan. • 90% of statutory visits for Children Looked After will be carried out on time. • Feedback using the Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people. 	<p>75%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>90%</p> <p>75%</p>
<p>Provide and commission a flexible and affordable mix of high-quality placements for children who are looked after to meet the</p>	<ul style="list-style-type: none"> • Percentage of Children Looked After placed out of County, with Independent 	<p>Target measured against</p>	<p>Target measured against</p>	<p>Target measured against</p>	<p>Target measured against</p>

<p>diverse range of their needs and circumstances, keeping children as close to home as possible.</p>	<p>Fostering Agencies or residential placements will be lower than 2020-21.</p> <ul style="list-style-type: none"> • There will be an increased number of Powys foster carers (as at the end of quarter 4 there were a total of XX full time foster carers). • Increase the proportion of 16+ young people in accommodation in county. 	<p>previous reporting period</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>previous reporting period</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>previous reporting period</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>previous reporting period</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>
<p>Achieve the best possible outcomes for those children in our care by providing good corporate parenting, specialist support and early planned journeys through care into adulthood</p>	<ul style="list-style-type: none"> • 75% of audits will demonstrate that the child's voice is evidenced in the child's plan. • The number of Children Looked After who have had 3 or more placement moves during the year. • 90% of statutory visits for Children Looked After will be carried out on time. • Feedback using Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people. 	<p>75%</p> <p>10%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>10%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>10%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>10%</p> <p>90%</p> <p>75%</p>
<p>Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant</p>	<ul style="list-style-type: none"> • The number of qualified social worker vacancies will be lower (than the Q4 figure XX). 	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>

<p>with the legislative framework and in line with best practice.</p>	<ul style="list-style-type: none"> Percentage of Powys childcare providers offered business support by Childrens Commissioning Childcare Business Support Team. Grow our own: increase in the number of staff undertaking the social worker qualification (Open University Year 1 and Year 2 and the MA route). Audit: Increase the proportion of audits that are graded 'good'. 	<p>Baseline to be established</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>Baseline to be established</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>Baseline to be established</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>Baseline to be established</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>
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Ensure that Powys adults are safe, resilient, fulfilled and have their voices heard, valued and acted on

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
<p>Front Door – Adult Social Care operate an effective front door which provides information, advice and signposting which enables residents to make informed choices in relation to their care and well-being. A service which focuses on resolution at the earliest opportunity for the resident.</p>	<ul style="list-style-type: none"> • We will establish the percentage of new contacts who are referred to or receive: <ul style="list-style-type: none"> • Information and advice • Percentage of adult safeguarding enquiries completed within statutory timescales. 	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>
<p>Hospital - To work with NHS Partners to have in place a set of arrangements that allow for the speedy transfer of people home from hospital, to achieve the best possible outcomes for those people.</p>	<ul style="list-style-type: none"> • The number of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment. • The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over. 				
<p>Community - There is timely, targeted and effective use of reablement, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.</p>	<p>We will establish:</p> <ul style="list-style-type: none"> • The percentage of adults who complete a period of reablement and have a reduced package of care and support six months later. • The percentage of adults who complete a period of reablement and have no package of care and support six months later. 				

<p>Long Term Care - People with long-term care needs have a care and support plan with a focus on achieving the maximum possible independence (as is realistic and possible for their individual circumstances) and delivers the desired outcome. Plans are regularly reviewed based on outcomes achieved.</p>	<ul style="list-style-type: none"> • The number of unique adult clients supported in their own home through assistive technology will be higher. <i>(This measure also supports Equality Objective 6.)</i> • The number of adults receiving direct payments. 				
<p>Workforce – The workforce is fully trained and supported to work with people needing social care which fits with the ethos and principles of the organisation.</p>	<ul style="list-style-type: none"> • Number of staff supported by the Local Authority to commence a vocational health and social care qualification in Adult Services. 				

Tudalen 275

Transformation Project: Extra Care

We will work with partner housing associations to secure the development of extra care housing schemes across the county

What we will do.	How we will know we are succeeding.
<p>This transformation will achieve:</p> <ul style="list-style-type: none"> • Improved range of accommodation options available to older people across Powys. • Reduced council's reliance on the provision of residential care for vulnerable older people. • In time, enable the council to review spend on residential care provision. • Significant investment in the communities where extra care housing is proposed. 	<ul style="list-style-type: none"> • New extra care facilities are open and utilised by mid-2023 with 66 additional apartments in use • Reduction in admissions into residential care • Delayed admissions into residential care (increasing average age on admission)

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Work with our partners through the Regional Partnership Board and continue to play our part in delivering the priorities set out in the Joint Area Plan:

- Focus on well-being*
- Develop a workforce for the future*
- Digital solutions*
- Providing joined up Care*
- Innovative environments*
- Working in partnership*

Tudalen 276

Transformation Project: North Powys Well-being Programme

Aim to transform Health and Well-being services through a new integrated model of Care and Well-being along with further progressing the development of a Rural Regional Centre and Community Well-being Hub.

What we will do.	How we will know we are succeeding.
<p>This transformation will achieve:</p> <ul style="list-style-type: none"> • Acceleration of change to support pandemic and recovery response including: <ol style="list-style-type: none"> 1. Well-being, early help and support and collaborative working for children and young people. Building on the success of existing projects Powys together (children’s first), Bach a lach, Repatriation of children looked after 2. Development of an Integrated Community model to keep people out of hospital and in their own home whilst reducing the demand on long term service needs. 	<ul style="list-style-type: none"> ▪ Improved accessibility to services and community infrastructure that meet the needs of the population. ▪ Improved integration of services, partnership working and confidence in leadership. ▪ Increased focus on prevention and health promotion. ▪ Increased emotional and behavioral support for families, children and young people to build resilience and support transition into adulthood.

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| <ul style="list-style-type: none"> 3. Rehabilitation - focus on pre-rehab and digital opportunities to promote self-care. 4. Outpatients modernisation -enhance the use of virtual clinics and bring care closer to home with key focus on respiratory and ophthalmology. • Complete the detailed service design for the multiagency Wellbeing campus <ol style="list-style-type: none"> 1. Service Demand, Capacity and Financial modelling. 2. Health and Social pathway re-design. 3. Service plans and evidence base. 4. Revenue Business case. • Capital Business Cases. <ol style="list-style-type: none"> 1. Programme Business case. 2. Strategic Outline Case, Outline Business case - Education, Health and Care, Infrastructure, Housing and Community. • Underpinning whole system change <ol style="list-style-type: none"> 1. Co-production with key stakeholders. 2. Partnership arrangements 3. Workforce, and organisational development. 4. Programme Assurance, Benefits, Evaluation, Monitoring. ▪ PSB Step 11
Implement more effective structures and processes that enable multiagency community focused response to wellbeing, early help and support. ▪ PSB Step 12
Develop our organisations' capacity to improve emotional health and well-being within all our communities. | <ul style="list-style-type: none"> ▪ Strengthen peoples ability to manage their own health and wellbeing and make healthier choices. ▪ Increased independence and participation within communities. ▪ Improve the opportunity for people to access education, training and learning opportunities. |
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Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations

Why is this objective important and how will it support people with protected characteristics?

- Disabled people face a shortage of accessible and adaptable homes and long delays in making existing homes accessible.
- Powys is recording a high number of applicants that are in need of appropriate accommodation due to a medical need or a disability and whose existing home is not appropriate.
- The Equality and Human Rights recent housing inquiry showed that disabled people are demoralised and frustrated by the housing system and living in homes that do not meet their right to live independently.
- Disabled people can experience serious deterioration in their mental wellbeing due to living in unsuitable accommodation. Nearly three times as many disabled people report poor mental health than non-disabled people. By providing disabled people with suitable accommodation, we aim to reduce the number of disabled people reporting poor mental health.
- Findings from our regional engagement showed that the groups rated as having the worst experiences of accessing housing than the population as a whole were, younger people and disabled people. Other groups were seen to have an approximately neutral experience of housing.

What we will do

Between 2021 and 2024, the 'Fit for Life' programme will improve access arrangements to 500 homes.

Between 2021 and 2024 the Disabled Facilities Grants programme will improve the quality of homes for 40 households each year.

We will ensure there is an increased range of affordable housing, so people have greater variety of where to live and stay in their communities.

How we will know we are succeeding

- By March 2022, 168 homes will benefit from the Fit for Life programme, followed by 168 by March 2023, and 164 by March 2024.
- We will deliver aids, adaptations and disabled facility grant funded works within 130 calendar days.
- By the end of 2025 we will have built 250 new council-owned homes (dependant on availability of WG grant funding) (50 during 2021-22, 50 during 2022-23, 75 during 2023-24, and 75 during 2024-25). *(This measure also supports the Affordable Housing Transformation Project.)*

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Equality Objective 4: By 2024, we help people to get the support they need to prevent homelessness

Why is this objective important and how will it support people with protected characteristics?

- Rough sleeping has increased, and levels of homelessness remain a concern. Between February 2019 and January 2020, 697 people across Powys have sought advice and assistance with regards to homelessness. 515 (74%) of these are age 25+ and 182 (26%) are aged 16-24.
- Anyone might be at risk of being homeless, however the young, single men, single females and single females with children are more likely to be in need. The top two reasons for being at risk of homelessness in Powys were a breakdown in relationship, followed by parents no longer able, or willing to accommodate their children.
- Findings from regional engagement showed that the group rated as having the worst experience of accessing housing were younger people, reflecting the difficulties of young people finding affordable housing.

What we will do	How we will know we are succeeding
<p>Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation.</p>	<ul style="list-style-type: none"> • Total number of people who received Housing Related Support in the quarter. <i>(This will be Housing Support Grant and Homelessness Prevention Grant funded activity).</i> • Total number of service users no longer requiring support and/or who have moved on from their current support services. • Quarterly reports on the causes and incidence of homelessness, and the impact of work to prevent people becoming homeless.
<p>Develop housing options for people with special accommodation needs (including young people, those with learning disabilities, people experiencing domestic or sexual abuse and people with disabilities and sensory impairment).</p>	<ul style="list-style-type: none"> • Total number of service users no longer requiring support and/or who have moved on from their current support services.
<p>Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours impairment).</p>	<ul style="list-style-type: none"> • Total number of people who received Housing Related Support in the quarter. <i>(This will be Housing Support Grant and Homelessness Prevention Grant funded activity).</i> • Total number of service users no longer requiring support and/or who have moved on from their current support services. • Quarterly reports on the causes and incidence of homelessness, and the impact of work to prevent people becoming homeless.

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Well-being Objective 3: We will strengthen learning and skills

What outcome are we aiming to achieve?

Powys residents are capable, confident and fulfilled.

Learning and skills is a cornerstone of our vision, providing high quality educational opportunities for all our learners. We need to embrace the challenges of being a large rural organisation and use technology to improve access for all.

Objectives and measures marked with a star (*) below may not be reported during 2021-22 due to the impact of the COVID-19 pandemic on normal educational assessments, for example exam results.

During 2021 – 2025 we will:

Improve educational attainment of all pupils

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will improve pupil outcomes in secondary schools particularly Capped 9 scores and A-A*. (Not reportable during 2021-22)	<p>By July 2023, 70% of secondary schools will have an average capped 9-point score above 385 (this was 27% in July 2019) and 40% will have an average score above 400 (this was 9% in 2019). (Not reportable during 2021-22)</p> <p>Through increased challenge and support from the council, nine secondary schools will have above 20% of pupils with 5A*-A GCSEs (this was 4 schools in 2019), eight secondary schools above 22% pupils with 5A* - A GCSEs (this was one in 2019) and two secondary schools above 25% by July 2024. (Not reportable during 2021-22)</p>	<p>Not reportable</p> <p>Not reportable</p>	<p>>2019-20</p> <p>Not applicable</p>	<p>70% >385 40% >400</p> <p>Not applicable</p>	<p>Not applicable</p> <p>9 schools >20%, 8 schools >22%, 2 schools >25%</p>

We will support all schools to improve pupil attendance rates.	Improve attendance rates in secondary schools from 94% (2018/19) to 95%^ and in primary schools from 95.1% (2018/19) to 95.5% by July 2023.	Not applicable	Not applicable	>95% (secondary) >95.5% (primary)	Not applicable
We will ensure that secondary school aged young people have access to high-quality counselling services to support their emotional health and wellbeing.	By March 2022, all young people are able to access a counselling service within 4 weeks of making contact.	100%	Not applicable	Not applicable	Not applicable

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Improve the evaluation, planning and coordination of provision for learners with special educational needs and other pupils who may require extra support

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
<p style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin: 0;">Key Strategic Theme</p> <p>We will implement a joined-up system for supporting children and young people with Special Educational Needs (SEN)/ Additional Learning Needs (ALN) to improve their experiences and outcomes by 2024.</p>	<ul style="list-style-type: none"> In 2021-22 a baseline will be established so that we can work to decrease reports of service dissatisfaction from the public. Increase head teacher satisfaction with the quality of guidance and support provided to schools by 2023-2024. 	Baseline to be established	>baseline	>baseline	Not applicable

Improve our school's infrastructure

Transformation Project: Transforming Education (21st Century Schools)	
What we will do.	How we will know we are succeeding.
<p>We will improve learner entitlement and experience by:</p> <ul style="list-style-type: none"> - Developing a network of all-age schools based around the 13 current secondary school locations. - Reconfiguring and rationalise primary provision. 	<ul style="list-style-type: none"> • By March 2025, we will establish 8 new all-age schools in the county. • By March 2025, we will reduce the number of primary schools in the county by 20 schools.
<p>We will improve learner entitlement and experience for post-16 learners by:</p> <ul style="list-style-type: none"> - Implementing short-term improvements (outlined in the Cabinet report of 18th September 2019), including improved marketing, roll out of digital learning, and enhanced partnership working. - Reorganising sixth form provision across the county by developing sixth form centres that deliver a wide range of provision across all subject areas. 	<ul style="list-style-type: none"> • By May 2021, we will develop and publish a new approach to sixth form provision in Powys. • By May 2021, we will engage with pupil representatives from all Powys sixth forms about our plans to transform post-16 education in Powys. • By March 2022, all learners in Powys sixth forms will be offered a laptop to ensure they are digitally equipped to carry out their studies. <i>(100% of incoming year 12 learners will be able to apply for a laptop. Uptake of the offer will be measured).</i>
<p>We will implement our Strategy for Transforming Education in Powys 2020-30 by:</p> <ul style="list-style-type: none"> - Improving access to Welsh-medium provision across all key stages. - Moving schools along the language continuum i.e., to provide more Welsh-medium provision. - Developing new primary and secondary school provisions - Working with Mudiad Meithrin to establish new early years provision. 	<ul style="list-style-type: none"> • By March 2025, 6 schools will have moved along the language continuum. • By March 2025, we will have established 2 new Welsh Medium provisions. • The number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year.

<p>- Developing immersion opportunities i.e., a model of education that supports children and young people who may not have any Welsh language abilities to develop a level of proficiency in the language.</p>	<ul style="list-style-type: none"> • Year on year, the number of learners continuing from Year 11 into a Powys sixth form will increase by 2% (<i>the baseline is 44% average retention</i>).
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalen 283</p> <p>We will implement our Strategy for Transforming Education in Powys 2020-30 by:</p> <ul style="list-style-type: none"> - Improving the provision for learners with Special Educational Needs / Additional Learning Needs (SEN/ALN). - Developing a new county-wide network of specialist SEN/ALN provision, including post-16. 	<ul style="list-style-type: none"> • By May 2021, the newly developed Early Intervention model will be well established across Powys and draft proposals will have been developed for the future of the four pre-school centres. • By May 2021, will have clear plans and feasibility studies to improve Pupil Referral Unit (PRU) accommodation. • By May 2021, we will have reviewed the current training offer and planned the training offer for 2021-2022 (academic year). • By July 2021, nurture programmes will have been piloted and evaluated in at least one geographical area. • By August 2021, we will have developed firm proposals for the future of the specialist centres. • By September 2021, we will have developed a satellite of one of the special schools. • By July 2022, schools will have begun converting all current Individual Educational Plans (IEPs) into Individual Development Plans (IDPs) using the electronic IDP system, and the Council will have begun converting all statements of Special Educational Need into IDPs using the electronic IDP system. • By August 2022, 14 teachers in Powys should have completed a post-graduate diploma in an area of SEN/ALN.

<p>We will implement our Strategy for Transforming Education in Powys 2020-30 by:</p> <ul style="list-style-type: none"> - Implementing a major capital investment programme in schools 	<ul style="list-style-type: none"> • By March 2025, we will have increased the number of new school builds in Powys in 'condition A/B' by 8 schools. • By March 2025, we will have sought Welsh Government approval of another 4 Full Business Cases for new school builds
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Improve the skills and employability of young people and adults

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
<p>We will improve routes to employability into the Council through an apprenticeship scheme, promoted to schools and people who want to return to employment across the County, as part of this we will strengthen work based learning across the council and provide opportunities for work experience and employment / development in apprenticeship roles.</p>	<p>By March 2024, the Council will employ a further 27 apprentices as part of a new programme due to commence during 2021-22.</p>	<p>10 Apprentices employed</p>	<p>12 Apprentices employed (total of 22 apprentices in the Council)</p>	<p>15 Apprentices employed (total of 27 in the council. The 10 employed in 2021-22 will have completed their apprenticeship)</p>	<p>To be agreed.</p>
<p>We will support all schools to improve routes to employability and further education.</p>	<p>By March 2025, the percentage of 16 years olds who are NOT in education, employment or training will be maintained below 2% (this was 1.7% in 2018/19).</p> <p>By July 2025, all Powys schools will have maintained a transition rate of above 70% between upper sixth and University, where the university course is completed in full.</p>	<p><2%</p> <p>>70%</p>	<p><2%</p> <p>>70%</p>	<p><2%</p> <p>>70%</p>	<p><2%</p> <p>>70%</p>

Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.

Why is this objective important and how will it support people with protected characteristics?

- Poverty has increased and a quarter of adults and a third of children are now living in poverty in Wales. In 2015/16 one in three (34.1%) children in Wales was living in poverty.
- In 2016, 9% of households across Wales were classified as ‘food insecure’. Evidence from food banks suggests their use continues to rise. In 2017/18, the Trussell Trust’s network of food banks in Wales provided 98,350 three-day emergency food supplies to people in crisis compared with 85,656 in 2015/16, an increase of 13%
- A survey of Trussell Trust food bank users across Britain found that certain groups may be more affected by food poverty. Single male households were the most common household type (38%), followed by female lone parents with children (13%).
- Features of socio-economic disadvantage are complex and are often interlinked. Early adverse life experiences, such as community or family poverty, have a detrimental effect on young adults’ social economy attainment, such as income, assets and job quality.
- As part of developing our equality objectives, targeted focus groups were run with some mother and toddler groups and feedback from these confirmed that this should be a priority area for the council.

What we will do

During 2021 to 2024 we will support effective use of the Pupil Development Grant (PDG) to improve literacy and numeracy skills. This will include:

- Working with our schools to appropriately target the PDG and undertake an annual evaluation of the effectiveness / impact.

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How we will know we are succeeding

- The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2023.
- The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2023.
- The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2023.
- The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2023.

During 2021 to 2024 we will support schools to ensure all children in Powys are able to attend school without the associated financial costs, leading to equality of opportunity. This will include:

- Between 2021 and 2025, an increased number of children that are entitled to Free School Meals will take up the service.
- Increased number of pupils using the School Holiday Enrichment Programme (SHEP) over the summer holidays

savings scheme (and work to establish the scheme in 2022-23).

- By March 2022, we will trial a programme of youth outreach and virtual support.
- By March 2023, we will ensure that the Welsh Government's Period Dignity programme is fully supported in all our schools.
- By March 2024, we will raise awareness of Free School Meals entitlement and our Income and Awards department will identify children who are entitled to free school meals and target advice to encourage take up.
- By 2024, we will increase the number of schools that participate in the School Holiday Enrichment Programme (SHEP).
- We will continue to provide Pupil Development Grant Access grants to eligible parents for school uniform, other clothing worn at school such as sports kits, equipment for out-of-school-hours trips (including outdoor learning) and equipment for activities within the curriculum such as design and technology.

During 2021 to 2024 we will provide families with support and advice to help them reduce costs of living. This will include:

- By March 2022, we will provide Financial Hardship support through a Council Tax scheme.
- By 2022, we will provide Housing Support through a Discretionary Housing Payment Scheme.
- We will undertake a fuel poverty take up exercise with NEST by March 2024.
- We will explore providing additional support by reducing council tax for foster carers.
- We will support families who are in 'in work' poverty in individual cases through debt / budgeting / benefits optimisation and fuel support.

which benefits their health & wellbeing. *(This objective also supports Well-being Objective 4.)*

- Between 2021 and 2025, we will report on the value of Pupil Development Grant Access grants provided.

- Between 2021 and 2025, we will identify the number of families that receive financial (debt / budgeting / benefits) advice from the Council.

Well-being Objective 4: We will support our residents and communities

What outcome are we aiming to achieve?

Powys communities are vibrant, resourceful and connected.

We want communities to feel supported, have a say in what is provided for them locally and feel they play a key role in local service delivery, which is why this objective centres on engaging and working with our community and third sector partners to promote and strengthen community relationships, development and resilience.

During 2021 – 2025 we will:

Strengthen community development and resilience

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
By March 2025, we will improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the 'Love Where You Live' tenancy sustainability strategy.	In the 2021-2022 STAR survey, overall tenant satisfaction with the housing services provided by the Council will exceed 75%, and in the 2023-24 survey tenant satisfaction will increase to 81%.	75%	Not applicable as survey undertaken every other year.	81%	Not applicable as survey undertaken every other year.

Strengthen our relationship with residents and communities

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
<p>We will work with partners and organisations to support and deliver a range of opportunities for culture and leisure throughout Powys, with a focus on the health and well-being agenda.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalen 288</p>	<ul style="list-style-type: none"> At least 2% more people are physically active throughout Powys per year as a result of participating in the range of schemes on offer. Attendance (footfall) at libraries and museums (includes virtual visits for libraries) Participation in arts & cultural events; activities; workshops Attendance at arts and cultural events; performances; exhibitions (including virtual) Increased number of pupils using the School Holiday Enrichment Programme (SHEP) programme over the summer holidays which benefits their health & wellbeing. 	1,573,134	1,604,596	1,636,688	1,669,421
		200,000	210,000	220,000	230,000
		8,500	8,500	8,500	8,500
		Libraries: 1,000 Arts: 150,000	Libraries: 1,100 Arts: 150,000	Libraries: 1,200 Arts: 150,000	Libraries: 1,300 Arts: 150,000
		400 pupils (10 schools)	600 pupils (15 schools)	800 pupils (20 schools)	1,000 pupils (25 schools)

Safeguard and enhance the natural environment for residents and communities

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will implement steps to actively maintain and enhance biodiversity when delivering our services, to comply with our duties under Section 6 of the Environment (Wales) Act 2016.	By March 2022, we will prepare a greenspace improvement strategy for Housing Services owned sites.	Strategy prepared	To be agreed	To be agreed	To be agreed
Meet Welsh Government recycling rates and contribute Towards Zero Waste outcomes; sustainable and prosperous society.	<ul style="list-style-type: none"> The percentage of waste reused, recycled or composted, meeting the Welsh Government Statutory target. 	64%	64%	64%	70%
We will aim to become a zero carbon Council by 2030.	<ul style="list-style-type: none"> % change in the Council's carbon emissions against baseline. 	% change in the Council's carbon emissions against baseline	To be agreed.	To be agreed.	To be agreed.

Equality Objective 6: By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life.

Why is this objective important and how will it support people with protected characteristics?

- Those who are considered “digitally excluded” are not able to enjoy the benefits of being online and use technology confidently to improve their day-to-day lives.
- Digital is unavoidable in our daily lives. Digitally excluded people miss out on the social and economic benefits the internet provides.
- With increasing digitalisation of services and communication, being older, a disabled person, having no qualifications, low income or living in social housing remain risk factors for digital exclusion, particularly in rural areas of Wales. The proportion of older people who use the internet was 22% in 2012/13 increasing to 40% in 2016/17. In 2016/17 they remained the age group with the lowest proportion of internet users.
- In Wales, households in social housing were less likely to have access to the internet in 2016/17 (72%) compared with those in privately rented or owner-occupied housing (88% and 87%).
- Findings from our regional engagement survey showed that the groups rated as having the worst experiences of access to information and digital services than the population as a whole were older People, disabled people and BME people. Younger people were perceived to have a much greater positive experience of accessing information and digital services.

What we will do	How we will know we are succeeding
Through the Hwb programme we will enable safe smart technology in schools and give pupils equitable access, through improved network infrastructure by March 2022.	<ul style="list-style-type: none"> • By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.
By March 2022, we will implement integrated telephony and web channels to improve accessibility and user experience when contacting the Council.	<ul style="list-style-type: none"> • Measures to be determined.

How do our well-being objectives contribute to the Seven Well-being goals?

A prosperous Wales	Economy	Providing effective support and suitable premises will enable existing businesses to grow, generating wealth and jobs. Supporting vocational training and apprenticeships will provide opportunities for people to develop their skills and meet local business needs. Supporting the delivery of improved digital connectivity and helping businesses to take advantage of the technology will generate greater economic opportunities. Transport improvements is a key driver for the economy, especially in Mid-Wales which is a rural county with many Small and Medium-sized Enterprises (SMEs) across the county. Transport relies on good infrastructure and a high standard of frequent transport services.
	Health and care	Our health and care services will provide local job opportunities. Children and young people will be supported to have the best start in life, laying the foundations for good qualifications and securing employment.
	Learning and skills	Providing effective learning interventions will support schools to improve and produce well-qualified individuals, more able to contribute to the prosperity of the county. Good education is a key driver in removing the negative impact of poverty on young people's life chances.
A resilient Wales Tudalen 29	Health and care	Using new technology enabled care (telecare and telehealth) we aim to reduce the need for carers to travel, reducing the impact on the environment.
	Learning and skills	We are committed to modernising our schools to provide sustainable, low-carbon buildings with high quality educational environments fit for the 21 st Century.
	Residents and communities	Through implementation of our Section 6 Plan, we will look for opportunities to maintain and enhance biodiversity.
A healthier Wales	Economy	Using our influence to develop a healthy and enterprising economy with good quality job opportunities and good quality housing will be major contributors to improving social and mental well-being.
	Health and care	Working with our partners in Powys Teaching Health Board to provide an integrated approach to health and care will enable people to make healthier choices, feel supported and connected to health and care providers.
	Learning and skills	Through implementation of the new education curriculum, we will support improvement of good quality, targeted education which will allow individuals to make more informed healthy life choices throughout their lives.
A more equal Wales	Economy	Encouraging the growth of businesses and jobs in the county will provide better job opportunities and increased wage rates, which in turn will reduce deprivation and in-work poverty.
	Health and care	Providing integrated health and care will help to reduce health inequality and ensure services meet individual needs.

	Learning and skills	We are committed to ensuring our learners have equitable access to education provision regardless of their background or where they live.
	Residents and communities	Retaining valued local services such as culture and leisure facilities will ensure they are more accessible to the communities they serve.
A Wales of cohesive communities	Economy	Supporting local events and festivals will help to strengthen communities and bring cultures together.
	Health and care	Helping people to stay healthier for longer will enable them to contribute to their communities in a range of ways. Providing suitable accommodation will ensure that people can remain within their communities and stay connected to family and friends. Carers feel valued and supported as a vital part of their community.
	Learning and skills	Where possible, the council will work to ensure the co-location of council services and other services on school sites, as part of new build projects so that they are central to community life.
	Residents and communities	Working with communities will increase community engagement, capacity building and cohesion. As part of this work we will support our communities to develop the skills, capabilities and confidence necessary to be able to 'do things for themselves'. We will also support communities to have a voice and feel confident they are listened to.
A Wales of vibrant culture and thriving Welsh language	Health and care	We will improve the Welsh language offer across health and social care services to improve equity. We are committed through our early intervention and prevention approach to encourage participation in arts, sports and recreation.
	Learning and skills	Implementing our Welsh in Education Strategic Plan will improve equality of access to Welsh medium education and provide the best possible opportunities for our children and young people.
	Residents and communities	Building on the arts and cultural opportunities available will encourage participation by all and contribute to the local economy.
A globally responsible Wales	Economy	Better access to improved digital connectivity will provide global market opportunities for Powys businesses.
	Residents and communities	Through the Love Where You Live project, the council and Powys residents will be focused on looking after and maintaining their environment.

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Making it happen

What outcome are we aiming to achieve?

Powys County Council is a high performing and well-run council.

Our well-being and equality objectives set out how we plan to deliver our vision for Powys, but we recognise that in order to make our vision happen, there are key building blocks we must have in place to transform how we work, find innovative ways to improve and reduce our costs.

To help make our plans happen, during 2021 – 2025 we will:

Engage and communicate - Listen, share information and build trust with our residents, communities and staff

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will ensure the reputation of the council is protected and enhanced by proactively providing positive professional communication, engagement, and Welsh Language information in support of the council's Vision 2025 and transformational projects.	<ul style="list-style-type: none"> Number of positive news stories published in appropriate local media as result of proactive news release. Percentage of media enquiries responded to within deadline. Number of engagement and consultation activities undertaken to engage residents and staff - (30 done in 2019/20 and 23 in 2020-21 (up to Dec 2020)). 	320 media releases	330 media releases	To be agreed	To be agreed
		96%	97%	97% or above	97% or above
		30 or more	30 or more	30 or more	30 or more
We will promote and increase the use of services provided in Welsh by the Council and ensure the Welsh language is considered in Council decisions.	<ul style="list-style-type: none"> Increase in the percentage of staff able to provide a service in Welsh, to help facilitate providing the Active Offer (10.9% as at December 2020). 	6.3%	7%	8%	8%

	<ul style="list-style-type: none">• Increase the number of staff undertaking Welsh language training courses, to develop their Welsh language skills for the workplace (the provisional figure for 2020-21 is 92 people having completed or enrolled on a course).	60 or above	60 or above	60 or above	To be agreed
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Strengthen leadership and governance - *Our staff and members work together with our partners, using the right systems and information to make sure the council is well-run*

Transformation Project: Workforce Futures

This transformation will:

- To support the development of a confident, capable and healthy workforce which invests its talents and energy into transforming and improving the services the Council delivers to the people and communities of Powys.
- To develop a leadership style based on a collaborative and compassionate approach, adopting a range of developmental opportunities to encourage and support the workforce to adopt this approach.

How we will know we are succeeding:

- Improved number of employees who are proud to work for Powys County Council (this was 77% in 2019).
- Improved number of employees who feel valued by the Council and their team (84% felt valued by their teams and 81% felt valued by the council in 2019).
- Increased number of staff who report they know why they did what they did (this was 78% in 2019).
- Increased number of staff who report they enjoy their job (this was 79% in 2019).
- Reduction in the total number of working days/shifts per full time equivalent employee lost due to sickness absence (12-month cumulative). (this was 8.7 days at the end of October 2020).

Change how we work – *Make best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county’s residents and communities*

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will review and re-design our services to ensure that they are more efficient and focus on our customers’ requirements, including re-designing via digital solutions.	<ul style="list-style-type: none"> • By March 2023, the value of efficiencies identified through reviewing and re-designing our services, including through digital solutions will be greater than or equal to £783,000 by 2021-22 and £633,000 by 2022/23. 	£783,000	£633,000	To be agreed	To be agreed

	<ul style="list-style-type: none"> By March 2023, customer satisfaction will improve in the services we have reviewed and re-designed through digital solutions. 	Increased satisfaction rates after re-design of services, compared to before.	Increased satisfaction rates after re-design of services, compared to before.	Increased satisfaction rates after re-design of services, compared to before.	Increased satisfaction rates after re-design of services, compared to before.
<p>We will continue to embed a Performance Management and Quality Assurance Framework to ensure we have a robust and timely way of monitoring and measuring performance against our strategic plans.</p>	<ul style="list-style-type: none"> An increase in the percentage of CIP objectives delivered to plan. Number of staff successfully completing the Strategic Planning and Performance Management Online Training. Increase the number of report views within the Power BI Service (a tool used by the council to report and assess data). 	57%	60%	65%	To be agreed
		Baseline to be established	To be agreed	To be agreed	To be agreed
		Baseline to be established	To be agreed	To be agreed	To be agreed
<p>We will implement and oversee an effective Appraisal and Mandatory Training process for all staff to ensure they are meeting expected objectives and outcomes, are able to carry out their roles safely and effectively; are working according to the council's values and behaviours and are supporting the council to become high performing and well run.</p>	<ul style="list-style-type: none"> % of Staff Annual appraisals completed, including a discussion on values and behaviours. Number of posts completing Mandatory Training as part of their role will increase to 80% by 2022. The cumulative average days sickness per full time equivalent employee will be 9 days or less (end October 8.7 days). 	90%	>90%	>90%	>90%
		80%	90%	90%	100%
		<9 days	<9 days	<9 days	<9 days

	<ul style="list-style-type: none"> Year on year reduction in the number of corporate complaints the council receives (in 2019/20 there were 575 complaints and between April and November 2020 there were 205). 	Decrease on 2020-21 actual	Decrease on 2021-22 actual	Decrease on 2022-23 actual	Decrease on 2023-24 actual
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Transformation Project: Digital Powys

- We will implement our Digital Powys strategy, which includes ambitious projects to ensure residents can access council services using multi channels (including face to face and telephony) and those that have a broadband or mobile signal can access information and services 24 hours a day. Our projects are focussed on delivering:
 - A digital workforce
 - Digital infrastructure and systems
 - Customer Centred; Digital Solutions - **Under this workstream we will develop digital solutions to promote independent living, which is an activity that will also support our equality objective 5.**
 - Information Excellence
 - Digital Places – **Under this workstream we will support communities to gain digital skills, which is an activity that will also support our equality objective 5.**

This transformation will:

- Ensure our processes and interactions are designed around our customers and what they need through their preferred method (e.g., digital, face to face or on the telephone)
- Develop our capability and capacity - creating leaders that are digitally focussed and developing the digital capability in our workforce and our communities
- Provide a fit, robust and safe infrastructure to support digital capability and an agile workplace
- Use digital capabilities in decision making to enable value-driven choices, working closer with our partners, and making our information open and accessible wherever possible
- Create location-specific digital services across Powys to connect and support businesses, communities and individuals
- Maximise joint digital opportunities and improve data sharing capacity and capability for the benefit of our businesses, communities and citizens.

How we will know we are succeeding:

- By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.
- By March 2022, we will improve open access to data regularly sought through Freedom of Information requests by improving our Powys Well-being Information Bank from our current 36 dashboards (2019) to 100.
- The number of automated processes available to our customers will have increased from 17 to 73 by March 2022 and 93 by March 2023.
- The number of residents with a My Powys Account will have increased from 28,000 to 45,000 by March 2022 and 50,000 by March 2023.
- By March 2023, the percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%.
- By March 2023, we will create the capability to share data with our partners where this can improve customer outcomes.
- By March 2025, broadband take-up for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) will improve from 53% to 67% by March 2022, 70% by March 2023, 73% by March 2024 and 75% by March 2025.

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Transformation Project: Integrated Business Planning

- We will make evidence-based decisions underpinned by accurate information; focus our service, financial and workforce planning on the outcomes the Council has committed to achieve instead of activity; and make the best use of resources by improving productivity and continually improving customer satisfaction.

This transformation will:

- Develop a single plan that connects the council's Corporate Improvement Plan/statutory obligations to service area operational plans, budget and workforce plans
- Develop and implement a model using Outcomes Based Budgeting to allocate resources to achieve the council's key priorities
- Make best use of the Council's financial and workforce resources by investing available funding and staff time in activities that will have the greatest impact on the outcomes we are seeking to achieve while also delivering our statutory obligation
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- How we will know we are succeeding:
- By March 2022, the Council will have integrated performance, finance and workforce ICT systems using Power BI
- By March 2024, the Council will have set an outcome-based budget for the whole council for the year 2024/25. For each of the next three years we will introduce a phased approach and introduce outcome based budgets using pilot schemes with services, until the whole Council budget is set as an outcome based approach

Section 3: Financial Strategy (*NOTE: updated information won't be available until February 2021*)

Background

The Council sets out how it will develop its financial plans and manage its finances over the short to medium term in its Medium-Term Financial Strategy. This is supported by an approach that allocates resources as part of the Integrated Business Planning process. This ensures that limited resources are prioritised on securing outcomes that matter most to our residents and informs the overall Council's Budget Plan, defining the key vision and objectives of each service and highlights its key roles and responsibilities in supporting the Councils Vision 2025. There is also a significant transformation programme, with over £2 million committed to delivering change and improvement that will bring substantive benefits to citizens and communities as well as to the way the council works.

The financial year of 2020-21 has been unprecedented, and the pandemic has created a significant impact on the financial position of the Council. Without additional support from the Welsh Government the Council would have been able to remain financially sustainable for the current financial year.

The Council continues to respond to the ongoing demands of the pandemic as they arise, some services continue to deal with the specific challenges of the pandemic, others have continued with varying degrees of service delivery and many are now planning for further restrictions over the coming weeks. The need to review and reassess the council's finances in line with the changes imposed is critical to understand and manage the impact on our budget and to consider what action may be needed to protect our financial position.

Even with Welsh Government support the Council is facing a deficit and corrective action has been taken with an aim to balance the budget at year end, utilising it effectively, limiting the use of reserves, and importantly reducing the financial pressure on future years to ensure the sustainability of the Council. Our Medium Term Financial Strategy is already extremely challenging with significant budget gaps over the next 4 years. We can only expect this challenge to be greater as future financial settlements come under more pressure as a result of Government spending to support the pandemic

There is a need to plan carefully in challenging and uncertain times, and for the first time in a decade Powys has received a much welcome improvement in the funding that it receives from Welsh Government. This will go some way to ease the pressure on council services. However, the Council's budget remains under significant pressure as service demand, our costs and investment requirements continue to rise.

Revenue Budget

Figures and narrative to be provided a.s.a.p.

The Chart below allocates the revenue budget across the Vision 2025 priorities (*to be provided a.s.a.p.*)

Capital Budget

Figures and narrative to be provided a.s.a.p.

Table 2

The chart below allocates the capital budget across the Vision 2025 priorities *(to be provided a.s.a.p.)*

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Section 4: Planning, Monitoring and Review

How we set our objectives

To help us set our well-being objectives we used the information from the [Powys Public Services Board's Well-being Assessment](#) which gave us a clear picture of our assets, opportunities and challenges. Key findings included:

- Powys has a high proportion of micro businesses, but they don't tend to develop into larger ones. Those that do grow often move out of county
- Powys is the 6th most expensive local authority in Wales to buy a house, based on a ratio of full-time earnings compared to Land Registry house prices.
- Older people want to live independently for as long as possible and need a good choice of accommodation options. At the moment, provision is available but not necessarily in the right place
- There is not enough consistency in the quality and breadth of provision across our High Schools making it difficult for some pupils to achieve their full potential.
- Powys has one of the most challenging remits in Wales in terms of access to services, in particular access to areas by foot or public transport is poor.

We listen to feedback from residents through an ongoing programme of engagement and consultation. We also act on feedback from our key regulators and work in partnership with them to ensure our plans and objectives focus on the required service improvements. We also use information in the Welsh Government's Future Trends report to inform whether our well-being objectives need to be refined.

Similarly, our equality objectives were developed using evidence from research conducted by the Equality and Human Rights Commission (EHRC), published in their 2018 report called "is Wales Fairer?". This looked at people's experiences of important areas of life such as health, education, work, justice and individuals' role in society. Where possible, we also captured Powys level data to identify areas of greatest need. We used feedback received from residents via a partnership survey conducted with colleagues from councils, health boards, the police and fire service across Powys, Ceredigion, Carmarthenshire and Pembrokeshire. Views were sought on whether certain groups of people were likely to receive a better or worse outcome in key service areas like education, housing and social care. The survey also asked about employment and community cohesion. Powys residents who responded to the survey told us that in their view:

- disabled and older people had a worse experience in trying to gain employment than the other groups listed in the survey.
- young, old and single people had much more difficulty in obtaining suitable housing
- the increase in the digital information channels excludes certain sections of society and the biggest division relates to age and disability.

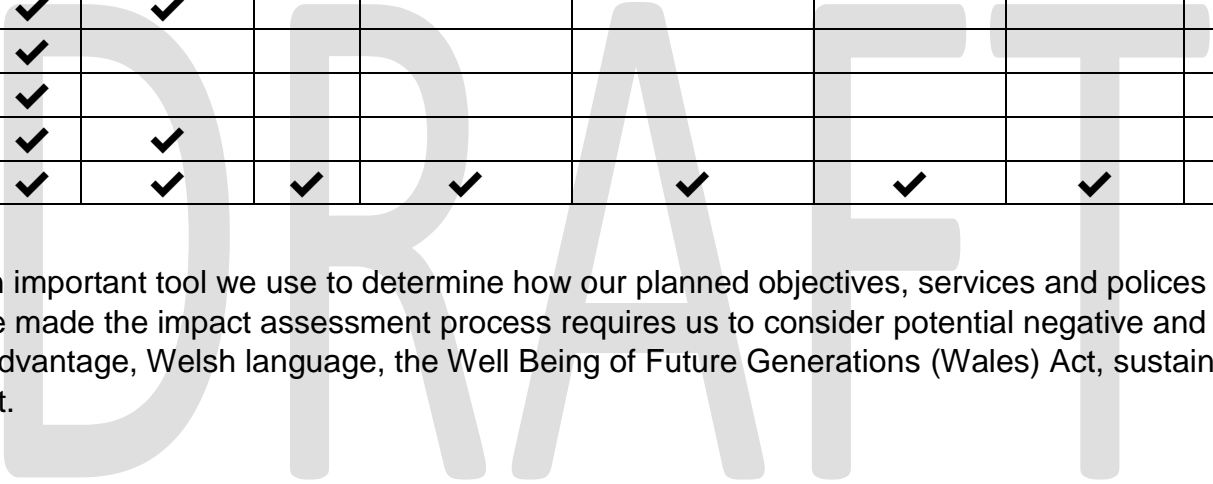
We also asked for resident's views on our draft equality objectives through an online survey and a series of face-to-face engagement sessions, targeting groups who may be affected by the proposals.

The survey helped to clarify and check if residents supported the draft equality objectives, and actions being put forward or if they had any concerns or alternative ideas. Objective two is an internal objective for the council and as such was not featured in the public consultation. The findings told us:

- Most respondents were supportive of all objectives. There were slightly more respondents agreeing strongly with Objective 4 and 5.
- Fewer respondents felt strongly about Objective 6 but overall, all five were supported. One or two residents disagreed with each of the objectives however after considering all the engagement feedback the council feels these are the right priorities.
- 84% of respondents agreed that **“improving the availability of accessible homes”** should be a priority.
- 91% of respondents felt similarly regarding the objective to **“improve outcomes for children living in poverty.”**
- 93% of respondents agreed that **“preventing homelessness”** should be a priority.
- 73% of respondents felt that **“enabling communities in Powys to become more digitally inclusive”** was an important objective.
- 87% of respondents agreed that **providing disabled residents with paid employment** was a priority objective.
- Some supporting actions were altered as a result of the engagement and a new one created.

We have not taken the approach of setting an individual objective for each protected characteristic but have set overarching objectives based on the needs and issues that people with protected characteristics face. Where a specific protected characteristic is particularly disadvantaged, we have recorded this in the 'Why is this objective important and how will it support people with protected characteristics?' The issue of 'equality' as a whole is now much more focused on fairness for people and communities, rather than individual 'equality strands'. The table below shows which of our objectives aims to positively impact which protected characteristics.

Objective	Sex	Age	Disability	Race	Gender reassignment	Religion/Belief	Sexual Orientation	Pregnancy and Maternity	Marriage & civil partnership
1			✓						
2		✓	✓						
3	✓	✓							
4		✓							
5		✓	✓						
6	✓	✓	✓	✓	✓	✓	✓	✓	✓

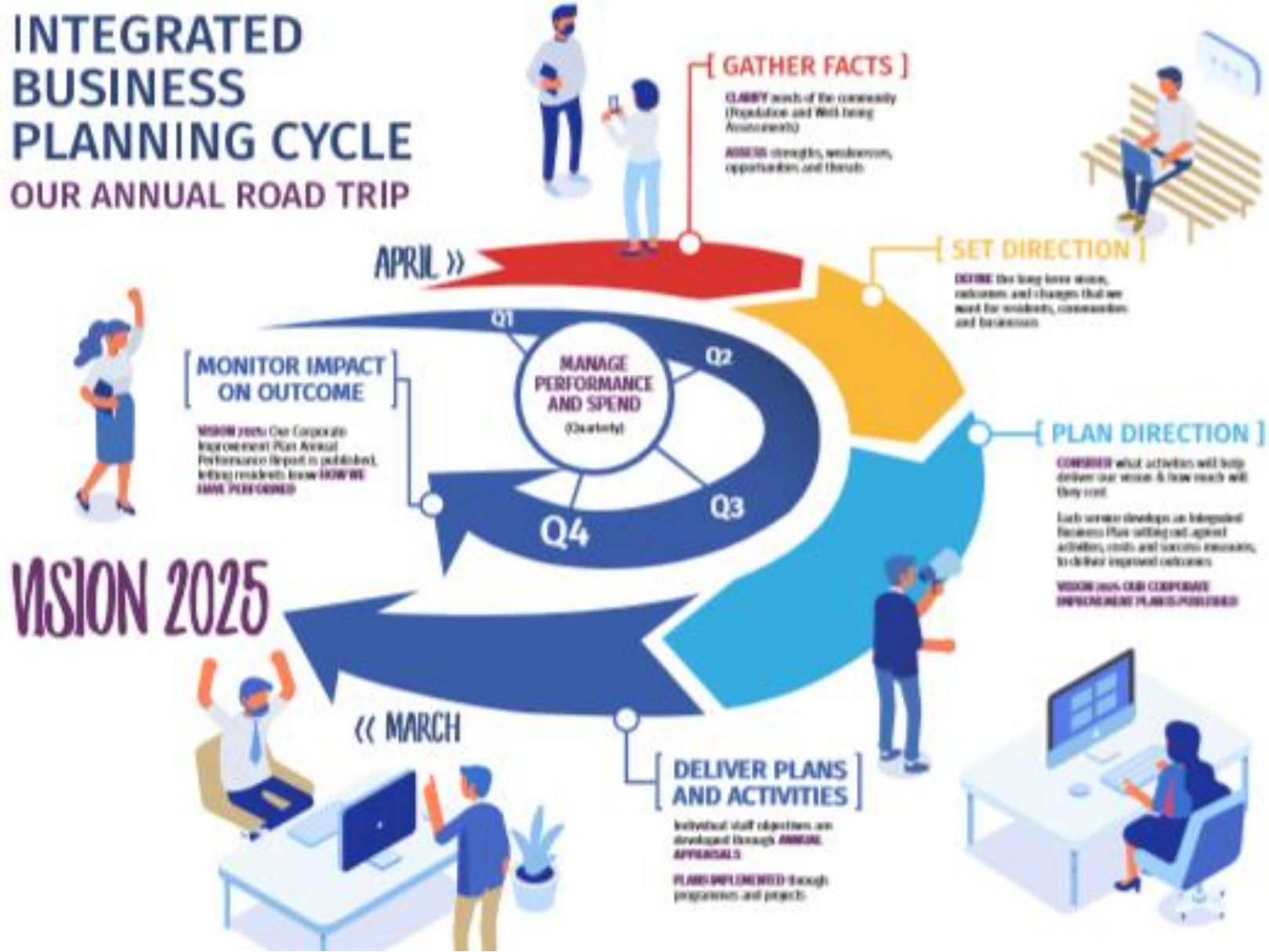


Impact Assessments are also an important tool we use to determine how our planned objectives, services and policies impact upon different types of people. Before key decisions are made the impact assessment process requires us to consider potential negative and positive impacts including equalities, Socio-economic disadvantage, Welsh language, the Well Being of Future Generations (Wales) Act, sustainable development principles, communication and engagement.

We are committed to supporting the Welsh language in the area and are committed to delivering our Welsh language promotion strategy, which is available in [English](#) and [Welsh](#).

The purpose of this Strategy is to develop and build on this work, and to establish an infrastructure that will ensure that more people are able to speak Welsh; to make it easier and normal for people to use the Welsh language; and to provide more opportunities to use the Welsh language. We will ensure the Welsh language is considered fully in the development of policies and services and that people are aware of their rights to receive services through the medium of Welsh, and that they can have confidence in the services provided through the medium of Welsh. The council appreciates the importance of the maintenance of Welsh as a community language and will work to support the areas linguistic status.

The diagram below shows the key steps in the council's annual business planning cycle, which is used to set and review our objectives.



Tudalen 305

How will we work more sustainably?

The Well-being of Future Generations (Wales) Act 2015 places a duty on local councils to consider how it can work more sustainably to achieve the seven well-being goals. This means, thinking more about the **long term**, **collaborating** better with people, partners and communities, **involving** people and other stakeholders in decision making, trying to **prevent** problems occurring or getting worse, and taking a more **integrated** approach. The council made a commitment to adopt these five ways of working as its overarching guiding principles and continues to look for opportunities to be more innovative and forward thinking.

In May 2020, the Future Generations Commissioner published her first Report, which analyses the progress of all public bodies in implementing the Well-being of Future Generations (Wales) Act. The report sets out a vast number of recommendations for public bodies to focus on over the next five years, representing substantial opportunities to work towards the kind of Wales we all wish to see in the future. However, we are keen to manage expectations and know we cannot try and do everything at once. As a council we have decided to focus on the recommendations that we believe are most significant to delivering our well-being objectives and in future proofing Powys. The table below outlines the recommendations we will focus on in the short term and how these will support us to work more sustainably.

Well-being Goal/ Priority	Future Generations Commissioner Recommendation	Sustainable Development Principle				
		Long-term	Integration	Involvement	Collaboration	Prevention
A More Equal Wales	Enabling people to develop the skills and knowledge to be fulfilled	✓				✓
	Actively encouraging leaders and senior managers to have an equity mindset which permeates through their teams.		✓	✓	✓	✓
	Focusing on prevention of inequalities, including through education and harnessing the skills and resilience of people who have lived experience of relevant issues.			✓		✓
A Prosperous Wales	Adopting repair and re-use targets to incentivise circular economy over recycling.	✓				✓
	Work with others to support the development of skills for the future.		✓			

Well-being Goal/ Priority	Future Generations Commissioner Recommendation	Sustainable Development Principle				
		Long-term	Integration	Involvement	Collaboration	Prevention
A Resilient Wales	Align their actions and reporting on this goal with their commitment under section 6 duty of the Environment (Wales) Act (2016).					
	Seek to improve water and air quality, making the environment healthier for both wildlife and people.	✓				✓
	Seek to maintain and enhance the natural environment through managing land and sea appropriately to create healthy functioning biodiverse ecosystems and encourage others to do the same.	✓				✓
Tudor Wales of Cohesive Communities 307	Enable people to be active in their communities by creating the conditions where they can do the things that matter to them.			✓	✓	
	Building on their work to help tackle loneliness and isolation and mainstream approaches like these within their service delivery. This requires taking a longer-term, preventative approach.	✓				✓
	Continue to build on the work they are doing and ensure they involve a wide range of people, organisations and service users in their communities to help inform and shape their services.			✓		
A Wales of Vibrant Culture and Thriving Welsh Language	Go beyond statutory requirements when setting objectives relating to culture and Welsh language.	✓				✓
COVID-19 Supplementary	Invest in better ways to connect and move people through improving digital connectivity, active travel and public transport.	✓				

Well-being Goal/ Priority	Future Generations Commissioner Recommendation	Sustainable Development Principle				
		Long-term	Integration	Involvement	Collaboration	Prevention
Tudalen 808	Invest in nature and prioritise funding and support for large-scale habitat and wildlife restoration, creation and connectivity throughout Wales –including for natural flood defences, to implement the new national forest, and to ensure land use management and agriculture supports secure local food chains and distribution.	✓			✓	✓
	Invest in the industries and technologies of the future, and support for businesses that will help Wales to lead the low carbon revolution and lock wealth and jobs into local areas with investment in the foundational economy.	✓			✓	✓
Decarbonisation	Prioritising local sustainable and active travel schemes.	✓				
Housing	Embedding values of kindness compassion in their work on housing and ensure these values are embraced by their workforce.			✓		
Land Use Planning and Place Making	Ensure resources and training are provided by planning authorities to improve involvement in the design of their local plans.			✓		
Skills for the Future	Develop skills, promote our culture, heritage and status as a bilingual nation particularly as creativity will be one of the most attractive skills for the future.	✓				
	Recognise the different skill sets that we will need to meet our targets to reduce carbon emissions and exploit opportunities in a 'green' and circular economy; with renewable energy, less waste and more responsible businesses.	✓			✓	

Well-being Goal/ Priority	Future Generations Commissioner Recommendation	Sustainable Development Principle				
		Long-term	Integration	Involvement	Collaboration	Prevention
	Collaborating with other public, private and voluntary sector organisations to support teaching and learning, provide work experience opportunities and apprenticeships.				✓	✓
	Putting in place mechanisms to support and encourage lifelong learning, workforce learning, apprenticeships and work experiences.	✓				✓
	Undertake their own workforce audits and skills gap analyses, looking through the lens of the seven well-being goals, including Welsh language skills needs, to identify any gaps to be filled.		✓			✓
The Role of the Public Sector in Wales	Put in place arrangements to ensure staff understand how and why the Act should be applied.			✓		
Transport	Prioritising the development of active travel infrastructure from the onset of all new developments.	✓	✓			

TSD/ALN/309

What are our key equality principles?

Gathering data and sharing information

We aim to collect effective quantitative and qualitative equality data and information to inform our decision making and service delivery, as it is important that our plans are based on sound evidence. To determine where inequality exists over time, we need to continually gather relevant equality information and data for analysis. This means services need to ensure systems are in place to capture, analyse and share appropriate data and decide how best to use that information to design and deliver services to meet users' needs. We will continue collecting workforce data to embed equality-related evidence into our employment policies and practices. The well-being of our future generations needs to be considered in the design of our services. To enable this our data must look at trends over time along with information from our service users to understand future requirements. This will enable us to plan for future scenarios to meet the needs of our service users in the future.

Publishing information

To ensure that we are treating people fairly and fulfilling the requirements of the General Duty in our employment practices, we will conduct equalities monitoring and analysis of staff, and those who apply for positions. We will publish an employment information report at the end of each financial year based on the figures as of the 31 March which can be found on our website: www.powys.gov.uk/equalities.

Promoting knowledge, awareness and training

It is important that all our staff and elected members are aware of the general and specific duties of the Equalities Act and its impact on their work, considering equalities when setting strategic direction and policy, reviewing performance and ensuring good governance. In order to achieve this, we need to communicate our equality objectives throughout the organisation and ensure that learning and development resources are targeted towards enabling individuals to fulfil their roles. Learning and development opportunities are available to all with equality and diversity being a core part of corporate learning and development and e-learning.

How we monitor and scrutinise our performance

In order to know whether we are achieving the outcomes and objectives set out in this plan, we must have a robust and timely way of monitoring and measuring performance against them.

We have in place a [Performance Management and Quality Assurance Framework](#) under which we operate a regular reviewing cycle that effectively monitors our performance and helps us to learn from what is working, and what is not. Self-evaluation is an important part of our performance framework. It allows us to effectively evaluate our work and provides assurance to our regulators and residents that we are doing the right thing. Performance information allows us to direct resources to the right areas to improve outcomes.

To ensure we give sufficient challenge to service improvement we also have in place scrutiny arrangements that:

- continuously ask whether we are doing what we set out to do, and whether we are doing it well
- Are member-led, including the views of the public, partners and regulators
- Balance community concerns with issues of strategic risk and importance
- Are well communicated allowing the voice of citizens to be heard in the decision-making process

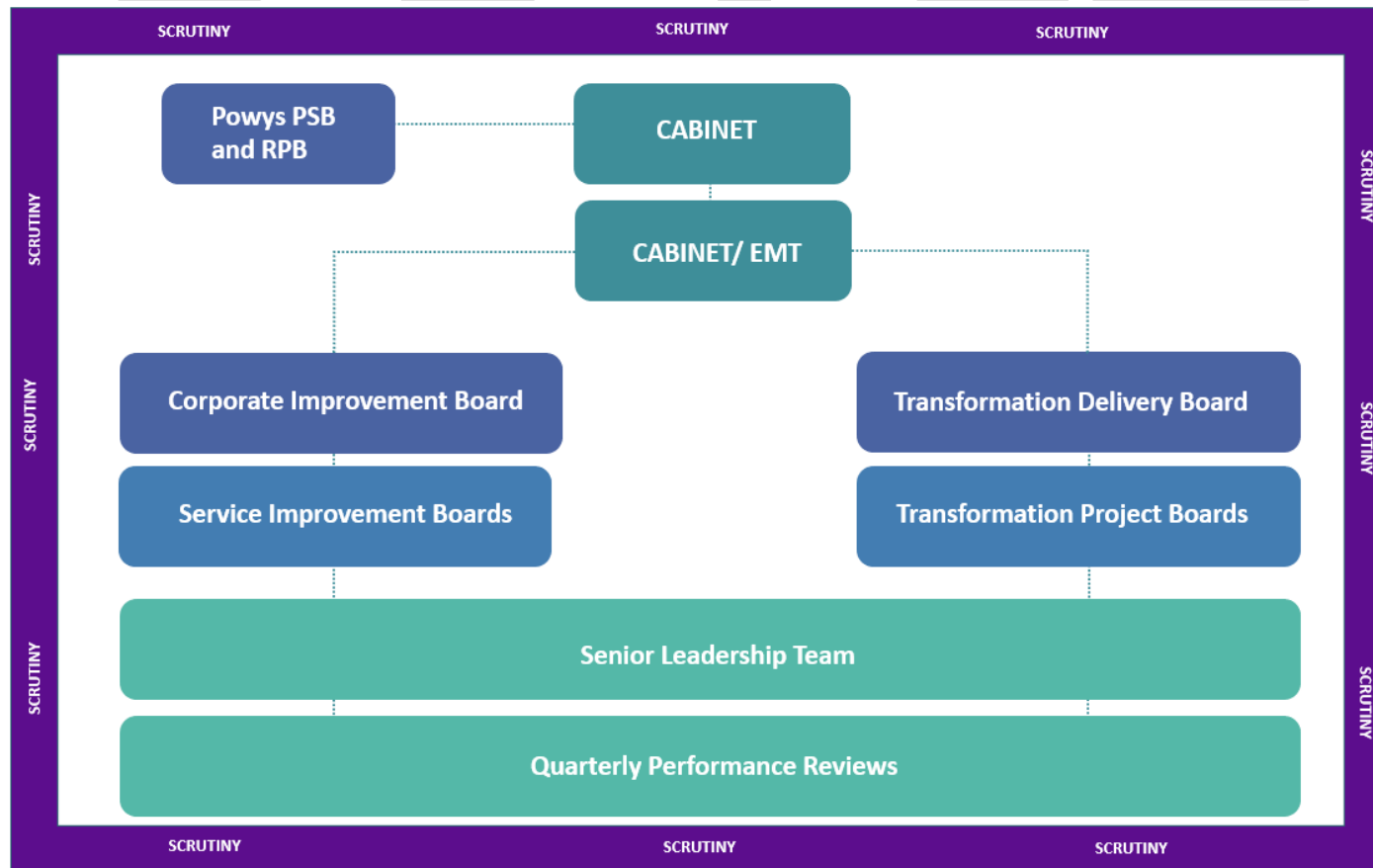


How we govern the delivery of our plan

It is important that we are held to account on the delivery of our plan, and that is why we have a clear governance framework in place for its implementation, monitoring and reporting. The framework sets out the different roles and responsibilities of individuals/ groups in delivering the objectives in Vision 2025, as well as other key service improvements.

During 2020, we have strengthened our governance arrangements to ensure a more robust framework for managing delivery of our Transformation Programme and key Service Improvements in Social Services, Education, Housing and Highways, Transport & Recycling. The diagram below sets out the different boards that we currently have in place to manage delivery of key objectives and to improve performance.

Tudalen 312



- **Powys Public Services Board (PSB):** This is the statutory partnership body required under the Well-being of Future Generations (Wales) Act 2015. The PSB is responsible for developing the Well-being plan for Powys in response to the well-being assessment. The council is accountable for delivery of steps within the Well-being Plan.
- **Regional Partnership Board (RPB):** This is the statutory partnership required under the Social Services and Well-being (Wales) Act 2014 whose role is to manage and develop services to secure strategic planning and partnership working between local authorities and local health boards and to ensure effective services, care and support are in place to best meet the needs of their respective population.
- **Cabinet:** The Cabinet is accountable for delivery of Vision 2025 and receives quarterly overview of performance information to provide assurance against its delivery. The Cabinet is responsible for making strategic decisions to manage delivery of agreed outcomes.
- **Transformation Delivery Board:** This board will manage the delivery of cross cutting transformation projects within Vision 2025 to ensure the outcomes identified are realised.
- **Transformation Project Boards:** Each transformation project within the overarching programme has its own board, who's responsibility is to manage the day to day running of the project and ensure the agreed outputs and outcomes are delivered to timescale. Each project has a Project Lead and Senior Responsible Owner. The projects report into the overarching Transformation Delivery Board.
- **Corporate Improvement Board (CIB):** The CIB is responsible for providing leadership as a lever for improvement, with focus on the Council's improvement plans (Social Services, Education, Housing and Highways, Transport and Recycling). The role of the Corporate Improvement Board is to engage in strategic dialogue, to progress issues and opportunities regarding collective impact.
- **Service Improvement Board:** The council currently has four service improvement boards responsible for the four key improvement plans (Social Services, Education, Housing and Highways, Transport and Recycling). The role of the boards is to assist the organisation in driving forward the required change and improvement needed within the services with effective Corporate support.
- **Senior Leadership Team:** This is a team made up of the councils Chief Executive Officer, Corporate Directors and Heads of Service, who are accountable for ensuring effective action plans and resources are put in place to deliver the council's well-being objectives. They are also responsible for evaluating and challenging the performance of their individual teams' performance against delivery of strategic outcomes.
- **Quarterly Service Performance Reviews:** Each quarter, all council services hold a review meeting. The meetings are attended by the Head of Service, Corporate Director and Portfolio Holder(s) who's role is to evaluate performance and quality assurance against the services agreed standards and objectives, to ensure activities and performance improvement is on track.

How we work in partnership

Powys Public Service Boards Vision 2040

The council is a key partner of the Powys Public Service Board – a partnership responsible for delivering improvements for local people and communities by combining their knowledge and resources.

PSB partners have made a commitment to work together to deliver 'Towards 2040 – The Powys we want'. This identifies long term well-being objectives for improving the social, economic, environmental and cultural well-being of Powys:

- People in Powys will experience a stable and thriving economy
- People in Powys will enjoy a sustainable and productive environment
- People in Powys will be healthy, socially motivated and responsible
- People in Powys will be connected by strong communities and a vibrant culture

The council is currently leading on delivery of four out of the 12 PSB well-being steps, which are aligned to the activities in this plan. More detail can be found in [Towards 2040, The Powys Well-being Plan](#).

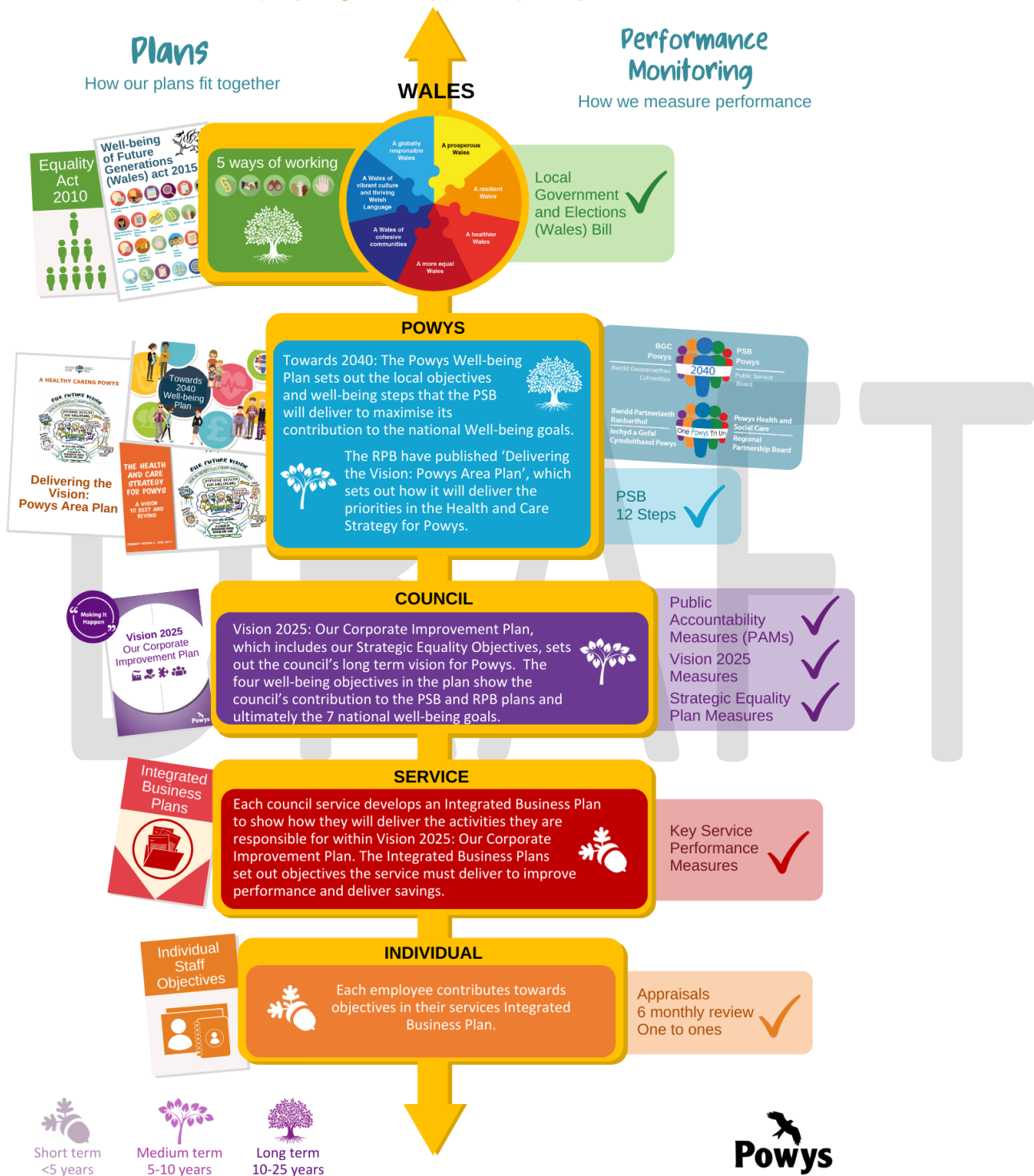
Powys Regional Partnership Board

The council is also a key partner of the Powys Regional Partnership Board - its key role is to identify key areas of improvement for care and support services in Powys. The Board has also been legally tasked with identifying integration opportunities between Social Care and Health.

We will continue to play our part in delivering the priorities set out in the RPB Joint Area Plan. More detail about these priorities can be found here <https://en.powys.gov.uk/article/1741/Powys-Regional-Partnership-Board>

We have ensured that our own well-being objectives are aligned to achieving our shared long-term vision for Powys. The Golden Thread below shows how our plans fit together.

The Golden Thread

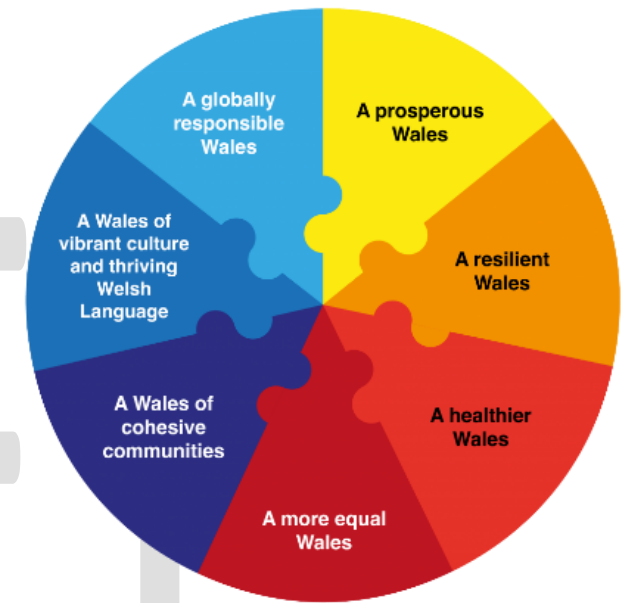


Appendix A

The Well-being of Future Generations (Wales) Act 2015

Seven Well-being goals:

- A prosperous Wales - An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
- A resilient Wales - A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
- A healthier Wales - A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
- A more equal Wales - A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio- economic background and circumstances).
- A Wales of cohesive communities - Attractive, viable, safe and well-connected communities.
- A Wales of vibrant culture and thriving Welsh language - A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
- A 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.



Appendix B

Powys County Council - Gender Pay Action Plan 2021 / 2022

	Issue	Action	Status / Outcome / Achievement	Success criteria / measurement	Lead officer	Delivery date
Tudalen 317	Ensure that PCC is an attractive place for all employees to work and appeals equally to all genders.	Ensure all job adverts are free from bias (gender neutral)	Reviewed, discussions taken place with communications, and all job adverts are free from bias	Nil complaints	Recruitment Manager - Organisation Design and Development	Ongoing. Constant check per recruitment advert / campaign.
		Write case studies and publish on the jobs pages that will appeal gender, where roles are currently dominated by one gender.	Case studies have been completed – need to ensure they are continually updated and published	Publish Case studies online. Positive news stories in press. Declaring gender is not mandatory on application form, therefore cannot accurately set KPI.	Recruitment Manager - Organisation Design and Development	Ongoing. Constant review and ensure case studies are updated.
		Promotion at Career Fairs using examples of all employees given the opportunity to flourish in a typically gender dominated areas. e.g., HTR female apprenticeship gaining permanent roles	Constant review and ensure case studies are updated.	Increase in school leaver applications, attracting female/males to dominated roles. Gender nor date of birth is not mandatory on application form, therefore cannot accurately set KPI	Recruitment Manager - Organisation Design and Development	March 2022
		Introduce work experience / Apprenticeships programmes to attract to ensure all roles are attractive, regardless of gender	Work with Service Area to identify roles where apprenticeships / work experiences are possible. New apprenticeship programmes launched – apprenticeship pool where all apprentices are given the same opportunity to apply for a job role, regardless of gender.	Increase in number of apprenticeships	Training & Skills Business Development Manager	March 2024


		Review exit questionnaires, with particular focus on understanding reasons why employees leave PCC.	Leavers (excluding dismissals) are sent exit questionnaires to complete. Now been reviewed and are available as an electronic document	Retention of staff, skills – less job turnover etc. Staff survey for Perception of working for Council increases. Staff feeling valued	HR & Recruitment – Employee Relations Case Worker & Recruitment Advisor	Ongoing review as exit interviews are completed.
Career Progression Tudalen 318	Need to understand barriers to career progression	Explore our employment data and the experience of staff through appropriate surveys to identify if and what barriers may exist.	Evaluating the results of the survey and to revisit the actions and measure in light of this.	Understand barriers to ensure retention of staff.	Head of Workforce and Organisation	March 2022
	Increase the proportion of internal promotion opportunities	Correlating the TNA and workforce planning information to identify internal succession planning opportunities	We are currently evaluating this from the current IBP / WP process and in particular reviewing the succession planning activities in each.	An increasing number of staff being recruited to / promoted form within the Council.	Organisational Design and Development Manager	December 2020 - annual Cycle. (TNA completed July 2019; Workforce Plans November 2019; IBP September 2019)
Retention	Support part-time and flexible working	Ensure part- time and flexible working is built into all posts (where possible) and advertised accordingly. Encourage managers to consider flexible working / job share posts.	We challenge managers when all jobs are advertised (is it hard to fill, would they consider job share) and have secured staff in more flexible roles over the past year.	Staff survey, employee satisfaction	Recruitment Manager - Organisation Design and Development	June 2021
	Support all returners to PCC	Enable returners to register for refresher training e.g., former teachers/social workers	Continue to raise at HoS level, forms part of some Service Area recruitment strategies.	Increase numbers of returners in their professions	Organisational Design and Development Manager	August 2021

		Offering work shadowing opportunities in areas of interest Audit and review training available in the workplace – professional areas for refresher training	Being discussed at CSC meetings but needs to be discussed wider in the authority. The response to the pandemic has encouraged ex health and social care workers to undertake refresher training and to return to service during the crisis.			
	Review Family Friendly and Work-life balance policies to ensure best opportunities	Continual policy review to ensure policies encourage best practice.	Policy Schedule of Work to ensure policies are continually reviewed or created where required – reported through Achievements, Issues and Actions.	Link to policy review re: Agile Working Pulse surveys – increase Reduction in staff turnover Reduction in absence levels Exit questionnaires	Professional Lead - Human Resources Management and Development	December 2021

Tudalen 319

DRAFT

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

	Powys County Council			
	2021 UPDATE to Vision 2025: Our Corporate Improvement Plan (2018-2023)			
	Outlined below are proposed changes to the CIP Activities and Measures for April 2021 onwards.			
The Economy: We will develop a vibrant economy				
What difference do we plan to make? (Outcomes)				
• The Powys economy is thriving and sustainable				
Responsible Service	REFERENCE	CIP Activity	Proposal	Reason for proposed changes
Provide support for businesses to grow:				
PPPP		We will develop business units at the Abermule business park for local businesses to establish and expand. By 2022 we will develop business units at the Abermule business park for local businesses to establish and expand (subject to design measures).	Change	To provide clarification on the target date number of units.
Digital		We will continue to provide a signposting and advice service to support new and established businesses in the county. We will support businesses with recovery and the growth of new and established businesses.	Change	Amended to reflect the support that will be offered.
Finance		By 2025 we will ensure our policies and processes make it easier for local private and third sector companies to become suppliers to the council.	Change	End date of the objective has been changed from 2020 to 2025 to show continuation of this objective.
Finance		By March 2022, a procurement strategy will be put in place for the next 4 years, to deliver the Council Vision and objectives and embrace the requirements of the Well Being of Future Generations (Wales) Act 2015.	New	It is proposed to add in a new objective around development of a procurement strategy to meet the expectations of the WBFG Act.
Digital		We will take all opportunities to work with neighbouring Local Authorities on regionally important economic development projects and programmes.	Remove	This has been superseded by the focus on the Mid Wales Growth Deal and other work - HoS to confirm.
Promote Powys as a place to live, visit and do business:				
Nigel Brinn, Corporate Director (Economy and Environment)		Transformation Project: We will work in partnership with Ceredigion County Council, the private sector, Welsh Government, UK Government, and other partners to develop a MID WALES GROWTH DEAL. Transformation Project: Mid Wales Growth Deal - We will work in partnership with Ceredigion County Council, the private sector, Welsh Government, UK Government and other partners to develop a Mid Wales Growth Deal to help drive transformational economic growth in the region over the next decade.	Change	Amended to better reflect the long-term commitment and scope.
Digital		We will support the development and promotion of Powys as a tourism destination	New	To promote a sustainable recovery
Improve the availability of affordable and sustainable housing:				
HCD		Transformation Project: Affordable Housing: We will ensure there is an increased range of AFFORDABLE HOUSING, so people have greater variety of where to live and stay in their communities.	Continue	
Improve our infrastructure to support regeneration and attract investment:				
HTR		We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options, road safety and flood alleviation. We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options and improve road safety.	Change	Updated to expand and clarify (flood alleviation has been removed)
		We will support the delivery of improved digital connectivity and encourage businesses and communities to take advantage of technology.	Continue	Addition of 'communities' in the objective.
Digital		We will look for opportunities to secure external grant funding to support investment in economic development and community regeneration projects. We will look for opportunities to secure external grant funding to support economic development and regeneration initiatives.	Change	Updated to better reflect the aim.
HTR		We will secure, implement and claim grant revenue and capital funding for flood alleviation schemes.	New	New measure to ensure flood alleviation activity is visible.
Digital / Nigel Brinn		We will work with Ceredigion County Council, the Welsh Government Energy Service, and regional stakeholders to develop a delivery plan for implementing the Mid Wales Energy Strategy.	New	
Improve skills and support people to get good quality jobs:				
HCD		Help address barriers to employment by supporting people into work and better paid opportunities. We will help support people into work and better paid employment opportunities	Change	Revised wording to clarify that support is being offered.
SEP OBJECTIVE 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment.				
Adults		Explore commissioning options to ensure that people have optimum opportunity to gain employment. By March 2022, we will explore commissioning options to ensure that people have optimum opportunity to gain employment	Change	Amended to include the timescale.
Adults		Use strengths-based approaches to ensure that supported employment converts to independent employment where possible. By March 2023, we will use strengths-based approaches to ensure that supported employment converts to independent employment where possible.	Change	Amended to include the timescale.
Adults		Create a work, leisure and learning partnership (including citizens and carers) to lead to the development of employment opportunities.	Change	Amended to include the timescale.
SEP OBJECTIVE 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap.				
WOD		Ensure that all interview panels are equality and diversity trained. During 2021-2024, we will ensure that all interview panels have a member who is safer recruitment trained.	Change	Amended to include the timescale and define the intention.
WOD		Continue to review the gender pay gap and action plan. The action plan can be found in Appendix B. During 2021-2024, we will continue to review the gender pay gap and action plan. The action plan can be found in Appendix B.	Change	Updated to include the timescale.


WOD		Collect and identify information about differences in pay and their causes between employees who have a protected characteristic and those who do not. During 2021-2024, We will collect and identify information about differences in pay and their causes between employees who have a protected characteristic and those who do not.	Change	Clarify wording and timescales.
WOD		To promote Leadership and Development training for all staff. By March 2022, we will promote Leadership and Development training for all staff.	Change	Updated to include the timescale.
WOD		Explore developing/establishing a range of workforce forums, e.g. women's, disability, LGBT. By December 2021, we will establish an Equality workforce forum.	Change	Amended to move from exploring to establishing.
WOD		Identify and promote return-to-work opportunities, ensure that the recruitment processes are returner friendly.	Remove	
WOD		Identify funded training opportunities to encourage returners.	Remove	
WOD		Maintain and develop a range of workplace flexibilities for all staff. By March 2024, we will maintain and develop a range of workplace flexibilities for all staff and ensure our Senior Leadership Team role model flexible working.	Change	Expanded to better reflect the intention.
WOD		Promote and advertise jobs to encourage all applicants, whether part-time, job-share or full-time. By March 2024, we will promote and advertise jobs to encourage all applicants, whether part-time, job-share or full-time.	Change	Updated to reflect the timescale.
WOD		Ensure our Senior Leadership Team role model flexible working.	Remove	This measure is superseded by the objective 'By March 2024, we will maintain and develop a range of workplace flexibilities for all staff and ensure our Senior Leadership Team role model flexible working.'
Responsible Service	REFERENCE	CIP Measures		
		By March 2021 working in partnership with key agencies we will have engaged with and informed at least 400 businesses across the county.	Remove	The objective has been reviewed and this measure is no longer relevant.
Digital		Number of businesses assisted by the Council's Economic Development Team or referrals to partner organisations	New	New measure to support the revised objective of: We will support the growth of new and established businesses.
PPPP		By 2022 we will have developed at least two business units at the Abermule Business Park By 2022 we will have developed nine business units at the Abermule Business Park (subject to design measures)	Change	Increased the number of units in support of the revised objective: By 2022 we will develop business units at the Abermule business park for local businesses to establish and expand (subject to design measures)
Finance		By March 2025 we will have increased in real terms the total amount spent with Powys based suppliers year on year from 2021 by 0.5% each year	Continue	
Finance		By March 2025, we will have increased the number of local suppliers engaged in the council's procurement process (from 526 in 2019-20). and will increase the number of tenders awarded to local suppliers	Change	Is is proposed to remove the second part of the measure which monitors number of tenders awarded, as the council is unable to directly influence this. However, as part of reporting, this figure will still be made available.
Finance		We will monitor the number of Community Benefits and social value targets set and included in contracts worth more than £2m (this will be reliant on the number of capital projects and other procurement being taken forward in any one year).	New	It is proposed to add this new measure to support the objective on increasing local spend.
Finance		By March 2022 a procurement strategy will be drafted, together with an action plan and indicators to measure progress against the strategy.	New	This is a new measure/ milestone to support the new objective above re: Development of a Procurement Strategy.
Nigel Brinn		In 2020-21 we will have secured a Mid-Wales Growth Deal	Remove	To be replaced with a new, more relevant measure
Nigel Brinn		By 2030 we will have increased Gross Value Added* across the Mid-Wales	Remove	To be replaced with a new, more relevant measure
Nigel Brinn		By March 2022, we will have developed a Portfolio Business Case for regional submission to secure Final Deal Agreement.	New	Introduced to better reflect the upcoming Growth Deal work
Nigel Brinn		From March 2021, on we will develop a series of initial Programme/Project Business Cases (This will be implemented as a rolling programme over the next 15 years and dates will be added when the Council is in position to do so).	New	Introduced to better reflect the upcoming Growth Deal work
Nigel Brinn		Following Final Deal Agreement in March 2022 we will start to deliver interventions, as identified (This will be implemented as a rolling programme over the next 15 years and dates will be added when the Council is in position to do so).	New	Introduced to better reflect the upcoming Growth Deal work
HCD		By the end of 2023 we will have built 250 new council homes, let at social rents on secure tenancies, in areas where they are most needed across the county. By the end of 2025 we will have built 250 new council-owned homes (dependant on availability of WG grant funding) (50 during 2021-22, 50 during 2022-23, 75 during 2023-24, and 75 during 2024-25). (This is being used to report against our SEP Objective 3 - See Health and Care)	Change	Updated to reflect the new timeline and that the measure supports reporting against SEP Objective 3. Supports the Transformation Project: Affordable Housing - We will ensure there is an increased range of affordable housing so people have a greater variety of where to live and stay in their communities.
HCD		The number of additional affordable housing units delivered per 10,000 households will be 29 in 2021-22, 23 in 2022-23, 46 in 2023-24, and 36 in 2024-25 (at the end of 2019-20 this was 12.4).	New	Introduce 'PAM/036 'Number of additional affordable housing units delivered per 10,000 households' to support the Affordable Housing Transformation Project. Note: future targets are 29 in 2021-22, 23 in 2022-23, 46 in 2023-24, and 36 in 2024-25.
HTR		By March 2021 we will have completed the brief, design or construction phases for the: @ Transport Interchange Improvements at Machynlleth, and Welshpool @ Pedestrian and Cycle Links from Crickhowell to Llangattock and at Newtown-Severn Crossing	Remove	New, more relevant, measures have been included.
Digital		By March 2021 we will have supported more than three communities through advice and assistance regarding community broadband solutions. (three communities were supported during 2018-19 and two communities have been supported during April to December 2019). Number of communities and industrial estates supported to gain access to good quality reliable broadband	Change	Reworded to better reflect the aim. Supports the objective: We will support the delivery of improved digital connectivity and encourage businesses to take advantage of technology.
Digital		By March 2021 we will have supported the submission of at least ten relevant funding applications to support Powys Communities and the economy (we supported eight applications in 2018/19) Number of funding applications submitted to support Powys communities and the local economy	Change	Updated to support the amended objective: We will look for opportunities to secure external grant funding to support economic development and regeneration initiatives.

WOD		By 2022, more than 150 people will have progressed to employment as a result of taking part in employability activities (34 were supported into work in 2018/19 and a further 20 from April to December 2019) Number of people progressing to employment as a result of taking part in employability activities	Change	Updated to better supported the amended objective: We will help support people into work and better paid employment opportunities
Digital		% change in the Council's carbon emissions against baseline	New	To support the new objective: We will aim to become a zero carbon Council by 2030.
Digital		Total number of visitor days to Powys for tourism purposes (as measured by STEAM annual survey)	New	To support the new objective: We will support the development and promotion of Powys as a tourism destination
HTR		Secure £1 million in grant funding for transport infrastructure Capital projects, of which 95% will be spent annually.	New	This supports the revised objective: We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options and improve road safety. variety of where to live and stay in their communities. The target is 95% spend each year.
HTR		Secure £500,000 in grant funding for flood alleviation Capital projects, of which 95% will be spent annually.	New	This supports the new objective: We will secure, implement and claim grant revenue and capital funding for flood alleviation schemes. The target is 95% spend each year.
Digital / Nigel Brinn		Measures to be determined once the strategy has been finalised.	New	(Mid Wales Energy Strategy)
		SEP 1 MEASURES (By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment.)		
Adults		Each year we will see an increase in the number of people with disabilities in paid employment in the county Number of Adults with a disability being supported to undertake employment	Amend	Amend: Number of Adults with a disability being supported to undertake employment
Adults		Each year we will see an increase in the number of people receiving social-service support to access employment	Remove	The new measure combines both metrics and in county is not seen as wholly relevant
		SEP 2 MEASURES (By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap.)		
WOD		By March 2021, we will have increased the number of people who have been trained in equality and diversity (e-learning).	Remove	This measure will have been achieved by March 2021.
WOD		Each year we will continue to reduce the gender pay gap (this was 8.25% in 2018-19)	Continue	
WOD		Each year we will obtain feedback from staff in relation to this objective, from survey(s) and/ or focus group(s). We will seek views and feedback from the Equality Workforce Forum on relevant equality and diversity issues, annually	Change	Amend to reflect representatives and timescales.
WOD		Having introduced leadership and management development programmes from ILM2 to ILM7 in 2020/2021 we are aiming to encourage 40 learners to start the programmes in 2021/2022	New	Included to monitor the new training programmes.
WOD		Monitor recruitment panels and ensure that at least one member of the panel has received safer recruitment training. (Recruitment Team will check interview paperwork to check the safer recruitment officer has signed paperwork and chaired the interview).	New	Included to monitor safer recruitment.

	Powys County Council		
	2021 UPDATE to Vision 2025: Our Corporate Improvement Plan (2018-2023)		
	Outlined below are proposed changes to the CIP Activities and Measures for April 2021 onwards.		
Health and Care: We will lead the way in providing effective, integrated health and			
What difference do we plan to make? (Outcomes)			
Service	REFERENCE	CIP Activities	Proposal Reason for proposed changes
Ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on			
Children's		Promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.	Continue
Children's		Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm.	Continue
Children's		'Work with' children, young people and their families rather than 'do to', to co-produce plans which will bring about the change's children need as quickly as possible.	Continue
Children's		Provide and commission a flexible and affordable mix of high quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.	Continue
Children's		Achieve the best possible outcomes for those children in our care by providing good corporate parenting, specialist support and clearly planned journeys through care into adulthood	Change
Children's		Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant with the legislative framework and in line with best practice.	Continue
Ensure that Powys adults are safe, resilient, fulfilled and have their voices heard, valued acted on			
Adults		Front Door – Adult Social Care operate an effective front door which provides information, advice and signposting which enables residents to make informed choices in relation to their care and well-being. A service which focuses on resolution at the earliest opportunity for the resident.	Continue
Adults		Hospital - To work with NHS Partners to have in place a set of arrangements that allow for the speedy transfer of people home from hospital, to achieve the best possible outcomes for those people.	Continue
Adults		Community - There is timely, targeted and effective use of reablement, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.	Continue
Adults		Long Term Care - People with long-term care needs have a care and support plan with a focus on achieving the maximum possible independence (as is realistic and possible for their individual circumstances) and delivers the desired outcome. Plans are regularly reviewed based on outcomes achieved.	Continue
Adults		Workforce – The workforce is fully trained and supported to work with people needing social care which fits with the ethos and principles of the organisation.	Continue
Adults		Transformation Project - Extra Care: We will work with partner housing associations to secure the development of EXTRA CARE HOUSING SCHEMES across the county	Continue
Adults		Transformation Project - North Powys Well-being Programme: We are looking at the options for developing a RURAL REGIONAL CENTRE in Newtown to address the issues around older buildings, ensuring we support future population needs and provide services in north Powys. Aim to transform Health and Wellbeing services through a new integrated model of Care and Wellbeing along with further progressing the development of a Rural Regional Centre and Community Wellbeing Hub	Change
SEP OBJECTIVE 3: By 2024, we will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations			
HCD		During 2020 to 2022 we will be on site in six locations developing new council dwellings. During 2020 to 2022 we will be on site in six locations developing new council dwellings.	Remove
HCD		Through our Housing Revenue Account, we will invest £9,650,000 in our Fit for Purpose Housing Programme during 2020-2024. Through our Housing Revenue Account, we will invest £7,000,000 in our Fit for Purpose Housing Programme during 2021-22 through to 2024-25.	Remove
HCD		Between 2021 and 2024, the 'Fit for Life' programme will improve access arrangements to 500 homes.	New
HCD		We will allocate £1.3 million for the disabled facility grant. We will allocate £1.3 million for the disabled facility grant on an annual basis.	Remove
HCD		Between 2021 and 2024, the Disabled Facilities Grants programme will improve the quality of homes for 40 households each year.	New
HCD		We will ensure there is an increased range of affordable housing, so people have greater variety of where to live and stay in their communities.	New
SEP OBJECTIVE 4: By 2024, we will help people to get the support they need to prevent homelessness			
Adults		Develop a system of continuous learning and improve the effectiveness of locality-based support in preventing homelessness and social isolation. Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation	Change
Adults		Increase the number of localities where support is based to be accessible to people according to demand.	Remove
Adults		Develop a system of support to prevent the risk of eviction of people who hoard. Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours.	Change
Adults		Develop housing options for young people (including a Housing First project) and people experiencing domestic abuse. Develop housing options for people with special accommodation needs (including young people, those with learning disabilities, people experiencing domestic or sexual abuse and people with disabilities and sensory impairment).	Change
Adults		Learning and improving the housing and support options for people with learning disabilities.	Remove
Adults		Improve the access to services for people with disabilities and sensory impairment.	Remove
Adults		Develop intelligence and partnership working across localities for the prevention of homelessness.	Remove
Adults		Develop a Housing First approach.	Remove
Responsible Service	REFERENCE	CIP Measures	

Children's		By March 2021: The number of Children Looked After per 10,000 population will be lower than the number in 2019/20 and the Wales average (this was 99 at the end of 2018/19 year compared to the Wales average of 109 and was 97.37 at the end of December 2019).	Remove	Removal of this measure as it is not wholly relevant in understanding performance, as if a child is at risk, we have a duty to provide care, irrespective of qualifying a performance measure. Also, due to the impact of Covid-19 and delays in national data being released, attempting to appropriately target this would be impossible.
Children's		By March 2021: The number of children subject to child protection plans per 10,000 population will be lower than the Wales average (this was 58 at the end of 2018/19 year compared to the Wales average of 45 and was 47.84 at the end of December 2019)	Remove	Removal of this measure as it is not wholly relevant in understanding performance, as if a child is at risk, we have a duty to provide care, irrespective of qualifying a performance measure. Also, due to the impact of Covid-19 and delays in national data being released, attempting to appropriately target this would be impossible.
Children's		By March 2021: The number of children subject to child protection plans per 10,000 population will be lower than the Wales average (this was 58 at the end of 2018/19 year compared to the Wales average of 45 and was 47.84 at the end of December 2019) 85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely.	Change	New measure: "85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely" This considers the wider work of I&P Service
Children's		There will be an increased number of children at Edge of Care who do not become a Child Looked After (from June 2019 to the end of Dec 2019 the Edge of Care Service worked with 239 children. Of these, 131 were at Edge of Care, 12 of these became looked after and 119 were prevented from coming into care).	Remove	New measure: "85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely" This considers the wider work of I&P Service
Children's		The number of qualified social worker vacancies will be lower (as at 01-01-2020 there were 32 qualified social worker vacancies) The number of qualified social worker vacancies will be lower.	Change	Remove baseline figure. Looking to measure trend rather than target.
Children's		The number of children out of county, placed with Independent Fostering Agencies or residential placements will be lower than the number in 2019/20 (as at 5-02-2020, there are 54 out of county placements) Percentage of Children Looked After placed out of County, with Independent Fostering Agencies or residential placements will be lower than the 2020-21 figure of x%	Change	New measure: "Percentage of Children Looked After placed out of County, with Independent Fostering Agencies or residential placements will be lower than the 2020-21 figure of x%" Repositioning of metric to allow for variance in terms of CLA numbers as a result of Covid.
Children's		70% of children, young people and their families will report that they achieve their family goal through accessing Early Help	Continue	
Children's		75% of audits will demonstrate that the child's voice is evidenced in the child's plan.	Continue	
Children's		There will be an increased number of Powys foster carers (as at the end of January 2020 there were a total of 75 full time foster carers)	Change	Figure to be amended to latest available figure. Looking to measure trend rather than target.
Children's		90% of statutory visits for Children Looked After will be carried out on time (this was 89% at the end of 2018/19 year and 96% at the end of December 2019) 90% of statutory visits for Children Looked After will be carried out on time	Change	Amendment: 90% of statutory visits for Children Looked After will be carried out on time
Children's		Feedback from 75% of young people demonstrates satisfaction with the service for children and young people Feedback using the Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people.	Change	New measure: Feedback using Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people
Children's		75% of young people who used the Intervention and Prevention services demonstrate positive progression	New	A new measure to provide distinction from satisfaction monitored using the Distance Travel Tool, and which focuses on prevention.
Children's		Increase the proportion of 16+ young people in accommodation in county	New	Links to commissioning objective and supporting care leavers corporate parenting metric, and evidence by numerous projects.
Children's		The number of Children Looked After who have had 3 or more placement moves during the year	New	Used to evidence stability and permanence for CLA, also evidences the quality of the commissioning service in placement matching.
Children's		Percentage of Powys child care providers offered business support by Childrens Commissioning Childcare Business Support Team	New	New measure to monitor the offer of support.
Children's		Grow our own: increase in the number of staff undertaking the social worker qualification (Open University Year 1 and Year 2 and the MA route).	New	To monitor 'Grow our own'.
Children's		Audit: Increase the proportion of audits that are graded 'good'.	New	To monitor audits.
Children's		The proportion of young people using the Child Exploitation Service that are stepped out because of improved outcomes	New	To monitor Child Exploitation outcomes.
Adults		During 2020-2021 we will establish the percentage of new contacts who are referred to or receive: - Information and advice - Community Connector support We will establish the percentage of new contacts who are referred to or receive: - Information and advice	Change	Amend to remove the 2020-21 element
Adults		By March 2021 100% of adult safeguarding enquiries will be completed within statutory timescales (this was 97.2% at the end of December 2019) Percentage of adult safeguarding enquiries completed within statutory timescales.	Change	Amend: Percentage of adult safeguarding enquiries will be completed within statutory timescales MG has removed target element as more interested in trend as previously discussed.
Adults		By March 2021, the number of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment will be lower than in 2019/20 (this was 1.36 at the end of December 2019) The number of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment.	Change	Amend: The number of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment
Adults		By March 2021, the rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over will be lower than in 2019/20 (this was 1.13 at the end of December 2019) The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Change	Amend: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over
Adults		During 2020-2021 we will establish: The percentage of adults who complete a period of reablement and have a reduced package of care and support six months later The percentage of adults who complete a period of reablement and have a reduced package of care and support six months later.	Change	Amend to be remove the 2020-21 element
Adults		During 2020-2021 we will establish: The percentage of adults who complete a period of reablement and have no package of care and support six months later The percentage of adults who complete a period of reablement and have no package of care and support six months later.	Change	Amend to be remove the 2020-21 element
Adults		By March 2021, the number of adult clients supported in their own home through assistive technology will be higher than in 2019/20 (from April 2019 to December 2019, 510 individuals were supported) (This measure will also be used to report progress against our Equality Objective 6). The number of unique adult clients supported in their own home through assistive technology will be higher.	Change	Amend: The number of unique adult clients supported in their own home through assistive technology will be higher

Adults		By March 2021, the number of adults receiving direct payments will increase (this was 472 at the end of December 2019)	Change	Amend: The number of adults receiving direct payments
Adults		The number of adults receiving direct payments.		
Adults		During 2020-2021 we will establish the number of social workers/Occupational Therapists who have qualified as a result of training supported by the local authority within the financial year	Change	Amend: Number of staff supported by the Local Authority to commence a vocational health and social care qualification in Adult Services Rationale: This also considers apprenticeships
Adults		Number of staff supported by the Local Authority to commence a vocational health and New extra care facilities are open and utilised by the end of 2022 with 60+ additional apartments in use	Remove	Remove as will not be reportable until 2022.
Adults		Reduction in admissions into residential care Number of New Admissions to Residential Care.	Change	Amend: Number of New Admissions to Residential Care Whilst this is an important one to monitor, it is a proxy measure and a reduction in admissions is not reflective of an aging population. This measure is used to measure Equality Objective 3.
Adults		Delayed admissions into residential care (increasing average age on admission)	Remove	Remove as there are a number of factors outside of control of Service.
Children's		Improved health outcomes and reduced health inequalities for children in deprived communities in north Powys	Remove	Remove and replace with more appropriate measures outlined in row 73.
Adults		Reduced out of county travel through more integrated pathways and greater utilisation of digital	Remove	Remove and replace with more appropriate measures outlined in row 73.
Adults		More people remaining at home and a reduction in unnecessary admissions to hospital or care.	Remove	Remove and replace with more appropriate measures outlined in row 73.
Adults		More information on anticipated activity changes can be found in the North Powys Well-being Programme Draft Model of Care Narrative.	Remove	Remove and replace with more appropriate measures outlined in row 73.
Adults		North Powys Well-being Programme Success Measures: Improved accessibility to services and community infrastructure that meet the needs of the population. Improved integration of services, partnership working and confidence in leadership. Increased focus on prevention and health promotion. Increased emotional and behavioral support for families, children and young people to build resilience and support transition into adulthood. Strengthen peoples ability to manage their own health and wellbeing and make healthier choices. Increased independence and participation within communities. Improve the opportunity for people to access education, training and learning opportunities	New	New measures to better align with current plans.
Responsible Service	REFERENCE	SEP 3 MEASURES (By 2024, we will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future		
HCD		We will deliver adaptations within 130 calendar days (at the end of December 2019, the average number of calendar days to deliver adaptations was 136 days)	Change	Specifies the works that will be completed within 130 days.
		We will deliver aids, adaptations and disabled facility grant funded works within 130 calendar days		
HCD		SEE ECONOMY - this measure is being used to report against SEP Objective 3: By the end of 2025 we will have built 250 new council homes, let at social rents on secure tenancies, in areas where they are most needed across the county (dependant on availability of Welsh Government grant funding). SEE ECONOMY - this measure is being used to report against SEP Objective 3: By the end of 2025 we will have built 250 new council-owned homes (dependant on availability of WG grant funding) (50 during 2021-22, 50 during 2022-23, 75 during 2023-24, and 75 during 2024-25).	Change	Updated the date to reflect the timeline of 2025. Supports the objectives: During 2020 to 2022 we will be on site in six locations developing new council dwellings and Through our Housing Revenue Account, we will invest £7,000,000 in our Fit for Purpose Housing Programme during 2021-22 through to 2024-25.
HCD		The measures for our Affordable Housing and Extra-Care Transformation projects will also be used to monitor progress of this equality objective	Remove	Remove this statement in favour of inputting the actual detail of the measures
HCD		By March 2022, 168 homes will benefit from the Fit for Life programme, followed by 168 by March 2023, and 164 by March 2024.	New	
Responsible Service	REFERENCE	SEP 4 MEASURES (By 2024, we will help people to get the support they need to prevent homelessness)		
Adults		During 2020-21, we will establish baselines for the following success measures: Number of people supported directly and indirectly	Remove	New measures have been introduced to support the revised objectives for 2021-22 onwards.
Adults		During 2020-21, we will establish baselines for the following success measures: Percentage of times people are on an even keel at the end of each support session	Remove	New measures have been introduced to support the revised objectives for 2021-22 onwards.
Adults		During 2020-21, we will establish baselines for the following success measures: The amount of demand	Remove	New measures have been introduced to support the revised objectives for 2021-22 onwards.
Adults		During 2020-21, we will establish baselines for the following success measures: The amount / percentage of failure demand	Remove	New measures have been introduced to support the revised objectives for 2021-22 onwards.
Adults		During 2020-21, we will establish baselines for the following success measures: During 2020-21, we will establish baselines for the following success measures: Barriers to preventing homelessness / social isolation are removed successfully	Remove	New measures have been introduced to support the revised objectives for 2021-22 onwards.
HCD		Total number of people who received Housing Related Support in the quarter. (This will be Housing Support Grant and Homelessness Prevention Grant funded activity).	New	Supports the revised objectives: Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation and Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours impairment).
Adults		Total number of service users no longer requiring support and/or who have moved on from their current support services.	New	Supports the revised objectives: Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation and Develop housing options for people with special accommodation needs (including young people, those with learning disabilities, people experiencing domestic or sexual abuse and people with disabilities and sensory impairment and Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours
HCD		Number of Homelessness status at the start of the quarter, and number of Homelessness status at the end of the quarter	New	Supports the revised objectives: Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours. impairment and Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation

	Powys County Council			
	2021 UPDATE to Vision 2025: Our Corporate Improvement Plan (2018-2023)			
	Outlined below are proposed changes to the CIP Activities and Measures for April 2021 onwards.			
Learning and Skills: We will strengthen learning and skills				
What difference do we plan to make? (Outcomes) • Powys residents are capable, confident and fulfilled				
Responsible Service	REFERENCE	CIP Activity	Proposal	Reason for proposed changes
Improve educational attainment of all pupils:				
Education		We will improve pupil outcomes in secondary schools particularly Capped 9 scores and 5A*-A GCSEs.	Continue	This aligns with PAM/032, so retain existing wording
Education		We will support all schools to improve pupil attendance rates.	Continue	This aligns with PAM/007 & PAM/008, so retain existing wording.
Education		We will develop a new Welsh in Education Strategic Plan, and ensure that proposals are brought forward at pace to deliver the priorities in that plan	Remove	This objective has been removed, as the supporting measure best sits under the 'Transforming Education' Transformation Project.
Education		We will ensure that secondary school aged young people have access to high-quality counselling services to support their emotional health and wellbeing	New	New wellbeing measure to support the emotional health young people.
Improve the evaluation, planning and coordination of provision for learners with special educational needs and other pupils who may require extra support:				
Education		We will implement a joined-up system for supporting children and young people with Special Educational Needs (SEN)/ Additional Learning Needs (ALN) to improve their experiences and outcomes by 2023. We will implement a joined-up system for supporting children and young people with Special Educational Needs (SEN)/ Additional Learning Needs (ALN) to improve their experiences and outcomes by 2024.	Change	The objective achievement date has been revised to reflect that it is targeted for the 2023/24 year.
Support Children and Families to have the best start in life:				
Education		We will ensure that the planning of provision for early years settings meets the needs of the children and their families.	Remove	The provision of early years settings is now business as usual.
Children's Services		We will work with partners to support parents by building a strong bond / attachment with their children and promote social, emotional and academic development, and to support children to transition effectively into school	Remove	It is no longer appropriate to measure this school readiness indicator in this way due to the Powys school intake moving from 3 times a year to once every Sept. The Incredible Years programme continues to run but the training programme has been revised to reflect this change in process.
Improve our schools infrastructure:				
Education		Transformation Project – Schools Transformation (21st Century Schools): 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 primary, secondary, post-16 and Welsh-medium language provision.	Remove	The objective has been replaced by new Transforming Education and 21st Century Schools objective that better aligns to the Schools Transformation Strategy and four strategic aims.
Education		Transformation Project – Schools Transformation (21st Century Schools): Our school buildings will be transformed through delivery of a £114m capital investment scheme. We will ensure that our new and re-furnished schools provide modern environments that are fully equipped for 21ST CENTURY LEARNING and are central to community life. We will complete the first round of capital investment by 2020 (Band A) and second round (Band B) by 2025.	Remove	The objective has been replaced by new Transforming Education and 21st Century Schools objective that better aligns to the Schools Transformation Strategy and four strategic aims.
Education		Transformation Project - Transforming Education: We will improve learner entitlement and experience by: - Developing a network of all-age schools based around the 13 current secondary school locations. - Reconfiguring and rationalise primary provision.	New	This objective is one of five new objectives that support the Transforming Education and 21st Century Schools transformation project to better align to the strategy and aims.
Education		Transformation Project - Transforming Education: We will improve learner entitlement and experience for post-16 learners by: - Implementing short-term improvements (outlined in the Cabinet report of 18th September 2019), including improved marketing, roll out of digital learning, and enhanced partnership working. - Reorganising sixth form provision across the county by developing sixth form centres that deliver a wide range of provision across all subject areas.	New	This objective is one of five new objectives that support the Transforming Education and 21st Century Schools transformation project to better align to the strategy and aims.
Education		Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by: - Improving access to Welsh-medium provision across all key stages. - Moving schools along the language continuum i.e to provide more Welsh-medium provision. - Developing new primary and secondary school provisions - Working with Mudiad Meithrin to establish new early years provision. - Developing immersion opportunities i.e. a model of education that supports children and young people who may not have any Welsh language abilities to develop a level of proficiency in the language.	New	This objective is one of five new objectives that support the Transforming Education and 21st Century Schools transformation project to better align to the strategy and aims.
Education		Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by: - Improving the provision for learners with Special Educational Needs / Additional Learning Needs (SEN/ALN). - Developing a new county-wide network of specialist SEN/ALN provision, including post-16.	New	This objective is one of five new objectives that support the Transforming Education and 21st Century Schools transformation project to better align to the strategy and aims.
Education		Transformation Project - Transforming Education: (21st Century Schools): We will implement our Strategy for Transforming Education in Powys 2020-30 by: - Implementing a major capital investment programme in schools	New	This objective is one of five new objectives that support the Transforming Education and 21st Century Schools transformation project to better align to the strategy and aims.
Improve the skills and employability of young people and adults:				
WOD		We will improve routes to employability by: Strengthening work-based learning across the council, providing opportunities that encompass a diversity of formal, non-formal and informal arrangements including apprenticeships, work experience and informal learning on the job for all age groups by 2025.		
Education		We will improve routes to employability by: Working with our partners to provide high quality careers advice and guidance on further / higher education, to support students with their future career pathways / Working with our partners to deliver adult community learning activities. Continued identification and planned roll out of short term improvements for post-16 provision. We will support all schools to improve routes to employability and further education.	Change	This objective has been merged with the 'employability and further education' objective.. The wording of the objective has been updated to reflect current circumstances and the skills agenda, as Post-16 sits under the Transforming Education Programme, and Adult and Community Learning and careers advice is not led by the Council. The NEET measure (which is a PAM) will be included against this objective.

Education		By 2020 we will ensure that we have effective systems in place to improve the identification and support for young people who are at risk of disengagement	Remove	This objective is no longer standalone, and the supporting measure has been included within the 'Improving Employability' measure.
SEP OBJECTIVE 5: By 2024, we will improve opportunities and outcomes for children living in poverty:				
Education		Appropriately target the Pupil Deprivation Grant grant and annual evaluation of the effectiveness / impact.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Housing and Community Development		We will deliver the School Holiday Enrichment Programme (SHEP).	Remove	New objective aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Education		Ensure that the Welsh Government's Period Dignity programme is fully supported in all of our schools.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Education		Ensure that Governing Bodies give due consideration to the statutory guidance from Welsh Government on school uniform as affordability and financial impact on families is a key element.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Education		Our Income and Awards department will identify children who are entitled to free school meals and target advice in order to encourage take up.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Housing and Community Development		Our Schools Service and Catering department will raise awareness of Free School Meal entitlement and provide information to parents through Parent Pay and parents evenings.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will provide clothing grants for children at the start of primary and secondary school education.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will support families who are 'in work' poverty in individual cases through; debt / budgeting / benefits maximisation and fuel support.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will undertake a fuel poverty take up exercise with NEST (Welsh Government energy efficiency scheme).	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will look at the provision of additional support by reducing council tax for foster carers.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will complete additional support for reducing council tax for care leavers.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will provide Financial Hardship support through a Council Tax Scheme	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will provide Housing Support through a Discretionary Housing Payment Scheme	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Education		Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills	New	This new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Education		All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity.	New	This new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Responsible Service	REFERENCE	CIP Measures		
Education		By July 2023, 70% of secondary schools will have an average capped 9-point score above 385 (this was 27% in July 2019) and 40% will have an average score above 400 (this was 9% in 2019).	Continue	
Education		Through increased challenge and support from the council, nine secondary schools will have above 20% of pupils with 5A* - A GCSEs (this was four schools in 2019), eight secondary schools above 22% pupils with 5A* - A GCSEs Through increased challenge and support from the council, nine secondary schools will have above 20% of pupils with 5A* - A GCSEs (this was 4 schools in 2019), eight secondary schools above 22% pupils with 5A* - A GCSEs (this was one in 2019) and two secondary schools above 25% by July 2024.	Change	Amendment to the achievement date, which is required as a result of COVID-19.
Education		By July 2021, attendance rates in secondary schools will increase from 94% (2018/19) to 95% and will increase in primary schools from 95.1% (2018/19) to 95.5% Improve attendance rates in secondary schools from 94% (2018/19) to 95% and in primary schools from 95.1% (2018/19) to 95.5% by July 2023.	Change	Slight amendment to the wording and a change of date to reflect the impact of COVID-19.
Education		By July 2021, the number of pupils educated through the medium of Welsh in Year 1 will increase by 1% (2020/21). The total number of Year 1 Powys pupils in 2019/20 is 1293, of these 270 pupils in Year 1 are educated through the medium of Welsh (20.89%). The number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year.	Change	Wording amended to reflect that the number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year. This measure will now support a 'Transforming Education' Transformation Project objective.
Education		By March 2022, all young people are able to access a counselling service within 4 weeks of making contact.	New	
Education		During 2020-2021 we will establish the satisfaction level of Head Teachers, regarding the ALN service. By September 2021 we improve the satisfaction level In 2021-22 a baseline will be established so that we can work to decrease reports of service dissatisfaction from the public.	Change	This measure has been replaced to reflect the revised timeline for establishing a baseline and a new measure has been added to target improving satisfaction.
Education		Increase head teacher satisfaction with the quality of guidance and support provided to schools by March 2024	New	This measure clarifies the intention to improve head teacher satisfaction once a baseline (separate measure) has been established.
Education		By March 2021, all early years children will have access to 10 hours funded education in an Early Years setting within their cluster through a medium of their choice.	Remove	The provision of early years settings is now business as usual.
Children's Services		By March 2021, the number of families accessing the Incredible Years programme will increase from 50 in 2018/19 to 160	Remove	It is no longer appropriate to measure this school readiness indicator in this way due to the Powys school intake moving from 3 times a year to once every Sept. The Incredible Years programme continues to run but the training programme has been revised to reflect this change in process.
Education		By March 2021, the number of primary schools that are categorised as an overall condition standard of A and B will increase from 46 in 2019/20 to 49	Continue	
Education		By March 2021, 100% of Powys schools will have the digital infrastructure in place to enable learners, teachers and staff to embrace the digital learning options that improved Wi-Fi, broadband and improved speeds bring. (This measure will also be used to report progress against our Equality Objective 6).	Remove	This measure is targeted for achievement by 31 March 2021.
Education		By March 2021, the curriculum offer available to learners through the medium of English in Year 12 in Powys school sixth forms will improve. In 2019/2020 there were 177 courses across the county. Our target is 275 (based on the legislative requirement for all learners under the Learning and Skills Measure 2009).	Remove	This measure has been superseded by an update to Transforming Education.
Education		By March 2021, the curriculum offer available through the medium of Welsh to learners in Year 12 in Powys schools will improve. In 2019/20 there were 48 courses across the county. Our target is 48 (based on a core offer of eight subjects)	Remove	This measure has been superseded by an update to Transforming Education.

WOD		By March 2021, the number of apprentices employed by the council will increase to 65 (at the end of 2018/19 the number of apprentices employed totalled 51).		
Education		By March 2021, we will establish the perceptions of students on the quality of careers advice they receive and will aim to increase satisfaction thereafter.	Remove	New measures will be introduced to better reflect post-March 2021 targets.
Education		By March 2021, the percentage of all learning activities through the Powys Adult Community Learning Partnership will be maintained at 94% or above. (During 2018/19, 1460 learners benefitted from adult learning programmes)	Remove	New measures will be introduced to better reflect post-March 2021 targets.
Education		By July 2025 all Powys schools will have maintained a transition rate of above 70% between upper sixth and University, where the university course is completed in full.	New	New measure introduced to demonstrate further education outcomes for Powys pupils.
Education		By March 2021, the percentage of 16 years olds who are NOT in education, employment or training will be maintained below 2%. By March 2025, the percentage of 16 years olds who are NOT in education, employment or training will be maintained below 2%.	Change	This measure has been moved to align to the new objective about routes to employability and further education, and the target date has been amended.
Education		By March 2025, we will establish 8 new all-age schools in the county.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience by:
Education		By March 2025, we will reduce the number of primary schools in the county by 20	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience by:
Education		By March 2022, all learners in Powys sixth forms will be offered a laptop to ensure they are digitally equipped to carry out their studies. (100% of incoming year 12 learners will be able to apply for a laptop. Uptake of the offer will be measured).	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience for post-16 learners by:
Education		Year on year, the number of learners continuing from year 11 into a Powys sixth form will increase by 2% (the baseline is 44% average retention).	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience for post-16 learners by:
Education		By May 2021, we will develop and present publish a new approach to sixth form provision in Powys.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience for post-16 learners by:
Education		By May 2021, we will engage with representatives from all Powys sixth forms about our plans to transform post-16 education in Powys.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience for post-16 learners by:
Education		By March 2025, 6 schools will have moved along the language continuum	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve access to Welsh-medium provision across all key stages
Education		By March 2025, we will have established 2 new Welsh Medium provisions	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve access to Welsh-medium provision across all key stages
Education		The number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve access to Welsh-medium provision across all key stages
Education		By May 2021, the newly developed Early Intervention model will be well established across Powys and draft proposals will have been developed for the future of the four pre-school centres..	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By July 2021, nurture programmes will have been piloted and evaluated in at least one geographical area.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By May 2021, will have clear plans and feasibility studies to improve Pupil Referral Unit (PRU) accommodation.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By September 2021, we will have developed a satellite of one of the special schools.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By August 2021, we will have developed firm proposals for the future of the specialist centres.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By May 2021, we will have reviewed the current training offer and planned the training offer for 2021-2022 (academic year).	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By August 2022, 14 teachers in Powys should have completed a post-graduate diploma in an area of SEN/ALN.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By July 2022, schools will have begun converting all current Individual Educational Plans (IEPs) into Individual Development Plans (IDPs) using the electronic IDP system, and the Council will have begun converting all statements of Special Educational Need into IDPs using the electronic IDP system.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By March 2025, we will have increased the number of new school builds in 'condition A/B' in Powys by 8 schools.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: (21st Century Schools): We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By March 2025, we will have sought Welsh Government approval of another 4 Full Business Cases for new school builds.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: (21st Century Schools): We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Responsible Service	REFERENCE	SEP 5 Measures (By 2024, we will improve opportunities and outcomes for children living in poverty)		
Education		The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2020. The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2023.	Change	Date amended to better reflect realistic target. This measure now supports the new objective 'Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills'.
Education		The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2020. The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2023.	Change	Date amended to better reflect realistic target. This measure now supports the new objective 'Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills'.
Education		The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2020. The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2023.	Change	Date amended to better reflect realistic target. This measure now supports the new objective 'Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills'.
Education		The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2020. The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2023.	Change	Date amended to better reflect realistic target. This measure now supports the new objective 'Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills'.
Education		By 2024, we will work with our schools to appropriately target the PDG and undertake an annual evaluation of the effectiveness / impact	New	Measure aligned to new objective (Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills).
Education		By March 2022, we will trial a programme of youth outreach and virtual support	New	New measure, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.

HCD		By 2024 we will increase the number of schools that participate in the School Holiday Enrichment Programme (SHEP)	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
HCD		Our Schools Service and Catering department will raise awareness of Free School Meal entitlement and provide information to parents through Parent Pay and engagement with parents.	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Education		By March 2023 we will ensure that the Welsh Government's Period Dignity programme is fully supported in all of our schools	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Education		By March 2023, we will ensure that our Governing Bodies give due consideration to the Statutory Guidance from Welsh Government on school uniform as affordability and financial impact on families is a key element	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		By March 2024, our Income and Awards department will identify children who are entitled to free school meals and target advice in order to encourage take up.	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		We will continue to provide PDG Access grants to eligible parents for: * school uniform *other clothing worn at school such as sports kits *equipment for out-of-school-hours trips (including outdoor learning) *equipment for activities within the curriculum such as design and technology.	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		We will support families who are 'in work' poverty in individual cases through debt / budgeting / benefits optimisation and fuel support	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		We will undertake a fuel poverty take up exercise with NEST by March 2024	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		We will explore providing additional support by reducing council tax for foster carers	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		By March 2022, we will provide Financial Hardship support through a Council Tax scheme	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		By 2022, we will provide Housing Support through a Discretionary Housing Payment Scheme	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Education		During 2021-22 we will undertake an engagement exercise with schools and pupils about the establishment of a schools savings scheme (and work to establish the scheme in 2022-23)	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Education		By March 2022, we will trial a programme of youth outreach and virtual support	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.

	Powys County Council			
	2021 UPDATE to Vision 2025: Our Corporate Improvement Plan (2018-2023)			
	Outlined below are proposed changes to the CIP Activities and Measures for April 2021 onwards.			
Residents and Communities: We will support our residents and communities				
What difference do we plan to make? (Outcomes) • Powys communities are vibrant, resourceful and connected				
Responsible Service	REFERENCE	CIP Activity	Proposal	Reason for proposed changes
Strengthen community development and resilience				
HCD		<p>We will continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the 'Love Where You Live' tenancy sustainability strategy.</p> <p>By March 2025, we will improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the 'Love Where You Live' tenancy sustainability strategy.</p>	Change	Amended wording to include the target date for improvement.
Strengthen our relationship with residents and communities				
HCD		We will work with partners and organisations to support and deliver a range of opportunities for culture and leisure throughout Powys, with a focus on the health and well-being agenda.	Continue	
Safeguard and enhance the natural environment for residents and communities				
HTR		<p>We will develop steps to actively maintain and enhance biodiversity when delivering our services and comply with our duties under Section 6 of the Environment (Wales) Act 2016.</p> <p>We will implement steps to actively maintain and enhance biodiversity when delivering our services, to comply with our duties under Section 6 of the Environment (Wales) Act 2016.</p>	Change	We have moved on from the stage 'Developing' to 'Implementing'
HTR		Meet Welsh Government recycling rates and contribute Towards Zero Waste outcomes; sustainable and prosperous society.	New	To reflect recycling as a priority
Digital		We will aim to become a zero carbon Council by 2030.	New	To support the Council's declaration of a Climate Emergency
SEP OBJECTIVE 6 (By 2024, we will improve opportunities for our residents and communities to become more digitally including, enabling them to easily access the services they need and participate fully in everyday life.				
Digital		Improve accessibility for our residents by providing training to our staff in how to make information more accessible and easier to view on our website	Remove	Objective achieved in 2020-21
Digital		Promote Powys's version of 'Ask Sara', an online self-help guide providing expert advice and information on products and equipment for older and disabled adults and children.	Remove	This objective has become business as usual.
Digital		Through the Hwb programme enable safe smart technology in schools and give pupils equitable access, through improved network infrastructure.	Continue	
Digital		<p>Inspire and encourage our local digital economy to use the transformative power of technology and encourage engineers and developers to build the next wave of inclusive technology for people with disabilities.</p> <p>By 2024, we will understand how to inspire and encourage our local digital economy to use the transformative power of technology and encourage engineers and developers to build the next wave of inclusive technology for people with disabilities, by research to understand the gap in provision.</p>	Change	The objective has been changed to be more specific around what will be achieved by 2024.
Digital		By March 2022, we will implement integrated telephony and web channels to improve accessibility and user experience when contacting the Council.	New	This is a new objective, to reflect the next steps following the engagement with residents (see row below).
Digital		Engage with our residents to understand how contact with the Council could be improved for those with accessibility issues where digital could be a barrier.	Remove	Objective achieved in 2020-21
Responsible Service	REFERENCE	CIP Measure	Proposal	Reason for proposed changes
HCD		<p>By March 2022, the levels of tenant satisfaction with the quality of their neighbourhood will be higher than in 2019/20. (Overall, 66% of respondents to the STAR survey were satisfied with services provided by the council's Housing Services).</p> <p>In the 2021-2022 STAR survey, overall tenant satisfaction with the housing services provided by the Council will exceed 75%, and in the 2023-24 survey the tenant satisfaction will increase to 81%.</p>	Change	To reflect the targeted satisfaction levels for the next survey.
HCD		<p>By March 2021: At least 2% more people will be physically active throughout Powys as a result of participating in the range of schemes on offer (there was an increase of 2% in 2018/19)</p> <p>At least 2% more people are physically active throughout Powys per year as a result of participating in the range of schemes on offer</p>	Change	Updated wording to better reflect yearly targets.
HCD		<p>By March 2021: Attendance at arts and cultural events; performances; exhibitions will be higher than in 2019/20 (this was 260,303 in 2018/19)</p> <p>Attendance at arts and cultural events; performances; exhibitions (including virtual)</p>	Change	Updated to better reflect the impact of COVID-19 and to target past 2021.
HCD		<p>By March 2021: Attendance (footfall) at libraries and museums (includes virtual visits for libraries) will be higher than in 2019/20.</p> <p>Attendance (footfall) at libraries and museums (includes virtual visits for libraries)</p>	Change	Updated to better reflect the impact of COVID-19 and to target past 2021.
HCD		<p>By March 2021: Participation in arts and cultural events; activities; workshops will be higher than in 2019/20 (this was 39,155 in 2018/19)</p> <p>Participation in arts & cultural events; activities; workshops</p>	Change	Updated to better reflect the impact of COVID-19 and to target past 2021.

HCD		By March 2021: Attendance at events and activities held in libraries, museums, festivals will be higher than in 2019/20 (this was 20,286 in 2018/19)	Remove	Removed due to COVID-19 impacts.
HCD		By March 2021: The percentage of pupils using the SHEP programme over the summer holidays will increase, benefiting their health and well-being (average attendance in the 2019 summer holidays was 64.6% Increased number of pupils using the School Holiday Enrichment Programme (SHEP) programme over the summer holidays which benefits their health & wellbeing	Change	Amended to target an increasing % past 2021.
PPPP		By July 2020, council, partner and community needs will be identified.	Remove	A decision has been made to remove the Brecon Place Based Project from the Transformation Programme and CIP.
PPPP		By July 2020, office and front-line service accommodation requirements will be clearly defined.	Remove	
PPPP		By July 2020, a delivery programme will be prepared	Remove	
HTR		By March 2022, we will prepare a greenspace improvement strategy for Housing Services owned sites.	New	Measure to support objective: We will implement steps to actively maintain and enhance biodiversity when delivering our services, to comply with our duties under Section 6 of the Environment (Wales) Act 2016). (Replaces placeholder measure 'Our success measures will be developed as part of developing the Section 6 Plan.)
HTR		The percentage of waste reused, recycled or composted, meeting the Welsh Government Statutory target.	New	New measure to support the new objective: Meet Welsh Government recycling rates and contribute Towards Zero Waste outcomes; sustainable and prosperous society.
SEP MEASURES 6 (By 2024, we will improve opportunities for our residents and communities to become more digitally including, enabling them to easily access the services they need and participate fully in everyday life.				
Digital		By March 2021, 100% of Powys schools will have the digital infrastructure in place to enable learners, teachers and staff to embrace the digital learning options that improved Wi-Fi, broadband and improved speeds bring. By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.	Change	The measure has been updated to reflect that the original measure will have been achieved by March 2021.
Adults		The number of unique adult clients supported in their own home through assistive technology will be higher.	Remove	The objective that this supported has been removed, as it is now business as usual.

	Powys County Council			
	2021 UPDATE to Vision 2025: Our Corporate Improvement Plan (2018-2023)			
	Outlined below are proposed changes to the CIP Activities and Measures for April 2021 onwards.			
Making it Happen				
What difference do we plan to make? (Outcomes) • Powys County Council is high performing and well run				
Responsible Service	REFERENCE	CIP Activity	Proposal	Reason for proposed changes
Engagement and communication				
T&C		We will implement our new digital engagement platform to enable residents to be heard and engage in ongoing communication and dialogue with our communities to inform decision making. We will ensure the reputation of the council is protected and enhanced by proactively providing positive professional communication, engagement, and Welsh Language information in support of the council's Vision 2025 and transformational projects.	Change	The New engagement platform has now been implemented, therefore the objective has been updated to better reflect the council's approach moving forward.
T&C		We will promote and increase the use of services provided in Welsh by the Council and ensure the Welsh language is considered in Council decisions.	New	
Leadership and governance/ workforce				
WOD		We will remodel our staffing structure to embed changes in culture. Workforce Futures: To support the development of a confident, capable and healthy workforce which invests its talents and energy into transforming and improving the services the Council delivers to the people and communities of Powys. To develop a leadership style based on a collaborative and compassionate approach, adopting a range of developmental opportunities to encourage and support the workforce to adopt this approach.	Change	Change the objective to better reflect the objectives in the Workforce Futures Project Plan.
Changing how we work				
Digital		We will review and re-design our services to ensure that they are more efficient and focus on our customers' requirements. We will review and re-design our services to ensure that they are more efficient and focus on our customers' requirements, including re-designing via digital solutions.	Change	Change the wording of the objective to better align with the workstreams of the Digital Powys Strategy.
T&C		We will continue to embed a Performance Management and Quality Assurance Framework to ensure our decisions are underpinned by accurate information which is aligned to the council's vision and priorities. We will continue to embed a Performance Management and Quality Assurance Framework to ensure we have a robust and timely way of monitoring and measuring performance against our strategic plans.	Change	Change the wording of the objective to better reflect the outcomes being sought.
T&C		The Local Authority Trading Company will explore the opportunities for greater income generation as well as a significant drive to reduce council expenditure on a case by case basis.	Remove	It is proposed that the Objective regarding the LATC is removed for April 2021 onwards as the company remains dormant at this time.
WOD		We will continue to embed the council's values and guiding principles (5 ways of working) into strategic and service planning and staff appraisals to encourage staff to think differently, act differently and therefore deliver differently. We will implement and oversee an effective Appraisal and Mandatory Training process for all staff to ensure they are meeting expected objectives and outcomes, are able to carry out their roles safely and effectively; are working according to the council's values and behaviours and are supporting the council to become high performing and well run.	Change	Change the objective to align with the council's priorities around improving corporate health of the organisation.
Digital		Transformation Project: Digital Powys - We will implement our Digital Powys strategy, which includes ambitious projects to ensure residents can access council services using multi channels (including face to face and telephony) and those that have a broadband or mobile signal can access information and services 24 hours a day.	Continue	
Finance		Transformation Project: Integrated Business Planning - We will make evidence-based decisions underpinned by accurate information; focus our service, financial and workforce planning on the outcomes the Council has committed to achieve instead of activity; and make the best use of resources by improving productivity and continually improving customer satisfaction.	Continue	
Responsible Service	REFERENCE	CIP Measures	Proposal	Reason for proposed changes
T&C		By March 2021, the Powys Citizens Panel will be established on the 'My Powys Account'.	Remove	Measure achieved.
T&C		By March 2024, we will have undertaken a Residents Survey.	Remove	No current plans to undertake a residents survey, therefore recommend this is removed.
T&C		Number of engagement and consultation activities undertaken to engage residents and staff will be maintained.	Continue	
T&C		By March 2021, Microsoft Office 365 Welsh translation will be widely used by services as the main source for internal translation and first draft external translation.	Remove	Measure achieved.
T&C		By March 2021 we will have engaged residents and third sector partners using existing networks facilitated by Powys Association of Voluntary Organisations.	Remove	Measure achieved.
T&C		Number of positive news stories published in appropriate local media as result of proactive news release	New	
T&C		Percentage of media enquiries responded to within deadline	New	
WOD		Increase in the percentage of staff able to provide a service in Welsh, to help facilitate providing the Active Offer (10.9% as at December 2020)	New	To support the new objective.
WOD		Increase the number of staff undertaking Welsh language training courses, to develop their Welsh language skills for the workplace (the provisional figure for 2020-21 is 92 people having completed or enrolled on a course)	New	To support the new objective.
WOD		Improvement in the number of employees who are proud to work for Powys County Council.	Continue	
WOD		Improved number of employees who feel valued by the Council and their team (84% felt valued by their teams and 81% felt valued by the council in 2019)	New	
WOD		Increased number of staff who report they know why they did what they did (this was 78% in 2019)	New	
WOD		Increased number of staff who report they enjoy their job (this was 79% in 2019)	New	
WOD		Reduction in the total number of working days/shifts per full time equivalent employee lost due to sickness absence (12-month cumulative).	Continue	

WOD		Increase in the percentage of staff who have completed an annual appraisal and the percentage of staff that have completed a 6-month review (at the end of December 2019, 51% of staff had completed an annual appraisal). % of Staff Annual appraisals completed, including a discussion on values and behaviours	Change	Amended to focus on the percentage of completions.
WOD		Number of posts completing Mandatory Training as part of their role will increase to 80% by 2022.	New	
WOD		Year on year reduction in the number of corporate complaints the council receives (in 2019/20 there were 575 complaints and between April and November 2020 there were 205).	New	
T&C		By March 2021, the value of efficiencies identified through reviewing and re-designing our services will be greater than or equal to £250k. By March 2023, the value of efficiencies identified through reviewing and re-designing our services, including through digital solutions will be greater than or equal to £783k by 2021/22 and £633k by 2022/23	Change	Amended to reflect the revised date and targets.
T&C		By March 2021, customer satisfaction will improve in the services we have reviewed and re-designed. By March 2023, customer satisfaction will improve in the services we have reviewed and re-designed through digital solutions	Change	Amendment to the date.
Finance		By March 2021, all council services will have a 3-year integrated business plan	Remove	
		By March 2021, there will be an increase in the proportion of positive assessments we receive from our external regulators (during 2018/19, 25 recommendations or proposals for improvement were received)	Remove	
T&C		An increase in the percentage of CIP objectives delivered to plan	New	
T&C		Number of staff successfully completing the Strategic Planning and Performance Management Online Training.	New	
T&C		Increase the number of report views within the Power BI Service (a tool used by the council to report and assess data)	New	
T&C		By March 2021, the Local Authority Trading Company will have considered a minimum of four business cases, for potential development (e.g. housing) of council owned land.	Remove	It is proposed that the measure regarding the LATC is removed for April 2021 onwards as the company remains dormant at this time.
WOD		By 31 May 2020 at least 80% of staff will have had an annual appraisal including a discussion on values and behaviours	Remove	This measure was duplicated in the current plan.
WOD		By 31 March 2021 a new behaviour competency framework will have been developed and will be used to evaluate staff performance in 2020-21.	Remove	Measure achieved.
Digital		By March 2023, the number of automated processes available to our customers will have increased from 17 to 93.	Continue	
Digital		By March 2023, the number of residents with a My Powys Account will have increased from 28,000 to 50,000.	Continue	
Digital		By March 2023, the number of staff attaining digital core skills (bronze level) will reach 100%.	Remove	
Digital		By March 2023, the percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%.	Continue	
T&C		By March 2022, we will improve open access to data regularly sought through Freedom of Information requests by improving our Powys Well-being Information Bank from our current 36 dashboards to 72. By March 2022, we will improve open access to data regularly sought through Freedom of Information requests by improving our Powys Well-being Information Bank from our current 36 dashboards (2019) to 100	Change	Increase the target as current target already achieved.
T&C		By March 2023, we will create the capability to share data with our partners where this can improve customer outcomes	Continue	
Digital		By March 2025, broadband take-up for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) will improve from 53% to 75%.	Continue	
Digital		By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.	New	
Finance		By March 2021, the Council will be able to explain how much of the Council's net revenue budget is supporting the forty outcomes included in this plan	Remove	
Finance		By March 2022, the Council will have integrated performance, finance and workforce ICT systems using Power BI	Continue	
Finance		By March 2023 the Council will have set an outcome-based budget for 2023-24 By March 2024, the Council will have set an outcome-based budget for the whole council for the year 2024/25. For each of the next three years we will introduce a phased approach and introduce outcome based budgets using pilot schemes with services, until the whole Council budget is set as an outcome based approach	Change	

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE
Tuesday, 16th February 2021

REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance

REPORT TITLE: Strategic Risk Register Report Quarter 3 2020/2021

REPORT FOR: Decision

1. **Purpose**

- 1.1 The purpose of this report is to set out the council's latest position on managing its key risks, contained in the Strategic Risk Register (SRR). It also outlines the arrangements put in place by the Council for managing the key risks relating to the Covid-19 pandemic.

1. **Background**

- 2.1 Our Strategic Risk Register is key to safeguarding the organisation and building resilience into our services. 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 well-being objectives in Vision 2025, deliver services more efficiently and using innovative and cost-effective means, and help the Council manage its Covid-19 response and recovery.

2. **Advice**

- 3.1 To ensure a risk managed approach to decision making and good governance of the Council, it is proposed that Cabinet:
- Review progress to mitigate strategic risks
 - Continue to note the Covid-19 risk register

Review of progress to mitigate Strategic Risks

- 3.2 As at the end of quarter 3 2020-2021, there are 12 risks on the strategic risk register and all strategic risk owners have provided a short summary of progress since last quarter, to give assurance that mitigating actions are being actioned and monitored.
- 3.3 Please see appendix A for full details of the 12 strategic risks, and progress against the mitigating actions identified to control them.

- 3.4 Please see appendix B to view a heat map which presents the results of the quarter 3 risk assessment process visually. It highlights (for the residual risks) that one out of the twelve risks are placed within the 'major' impact category with a probability of almost certain, one is placed within the 'major' impact category with a probability of likely and one is placed within the 'catastrophic' category with a probability of possible.

Escalation of risks and amendments to the Strategic Risk Register

- 3.5 During quarter 3 2020/2021 no risks have been escalated to the Strategic Risk Register. However, Children Services have replaced the risk entitled 'ability to meet the requirements of the MTFs / Retaining grant funding around posts within Children's Services' with the following:

If Children's Services are unable to manage within budget due to: - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Continuing healthcare protocol being applied correctly and consistently.

- 3.6 Children Services risks have been reviewed and replaced by 5 key risks including one on budget which covers the previous risk. Adult Services and Children and Adults Commissioning have undertaken a similar review. This approach has been agreed by the Portfolio Holder and Corporate Director.

Covid-19 risk register

- 3.7 In order to effectively identify and manage risks relating specifically to the Covid-19 pandemic, a separate risk register was created to provide clarity and oversight for Gold and Silver Command. These risks are reviewed and monitored regularly and have been separated into response and recovery risks, using a matrix developed specifically for assessing Covid-19 related risks.
- 3.8 Currently there are 49 risks recorded, 4 of the 49 risks are placed within the 'major' impact category 2 with a probability of likely and 2 almost certain, and another 1 placed within the 'catastrophic' impact category with a probability of possible. The register is still monitored by Gold and Silver Command on a weekly basis.

Risk Management Report

- 3.9 A paper went to Senior Leadership Team on the 18th of November 2021 outlining the Councils response to a recent SWAP Internal audit report on Risk Management. All proposed recommendations, future actions and timeline were agreed.

4. Resource Implications

- 4.1 There are no direct resource implications in relation to this report however all risk owners need to consider the resource implications of managing the risk and decide if the best course of action is to tolerate or treat.
- 4.2 The Strategic Risk Register outlines the key risks to the Council's activities, as well as risk to delivery of objectives contained within the Corporate Improvement Plan. There are no direct financial implications from the report although these may arise as new risks are identified on an on-going basis.

The Head of Finance (Section 151 Officer) notes the comment above, financial implications are identified through the relevant service and are considered through the financial management processes in line with the authorities' financial regulations.

5. Legal implications

- 5.1 Legal: The recommendation can be supported from a legal point of view.
- 5.2 The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report".

6. Data Protection

- 6.1 N/A

7. Comment from local member(s)

- 7.1 N/A

8. Integrated Impact Assessment

- 8.1 N/A. The Service Risk Register is not setting out any changes or proposals to service delivery.

9. Recommendation

It is recommended that Cabinet notes the current Strategic Risk Register and is satisfied with progress against mitigating actions for quarter 3.

The recommendation above will ensure:

- **Appropriate understanding and management of strategic risks which could prevent us from achieving our objectives**
- **A risk managed approach to decision making and good governance of the Council**

- **The risk related to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic is monitored and reviewed regularly.**

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Corporate Director: Ness Young, Corporate Director (Resources and Transformation)

CABINET REPORT NEW TEMPLATE VERSION 2

Strategic Risk Register

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
CS0081 Jan Coles Escalated From :- Children's Services Tudalen 339	BUDGET: If Children's Services are unable to manage within budget due to: - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Ending of grant funding	Then this will have implications for the whole Council: - Unable to meet statutory duties - Leaving service users at risk - Reputational damage to the Authority - Unable to manage within financial envelope		Cllr Rachel Powell Alison Bulman	12	9	<ul style="list-style-type: none"> Integrated budget planning Develop early intervention and prevention services in order to mitigate demand on longer term services Work with service providers to limit impact of supreme court legal judgement Ensure market within Powys is sufficient to meet demand Work to reduce reliance on agency social workers Make best use of Welsh Government COVID-19 Hardship Fund and other available resources Ensure Continuing Care for Children and Young People protocol being applied correctly and consistently 	Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ED0022 Lynette Lovell Escalated From :- Education Tudalen 340	The council will be unable to manage the schools' budget without ongoing adjustments to the distribution formula and improving financial management. If they are unable to manage the budget, there will be a significant compromise to the quality of education for Powys learners.	Some schools will have spiralling deficits which will have a financial impact on the rest of the Council and the learners in their care.	10/01/2021 3rd Qtr 2020-2021. Review Summary: A rolling programme of the review of the school budget funding formula has continued through 2020 despite the pandemic, although the scale of the review was limited to the Additional Learning Needs (ALN) funding element as this was needed urgently. A full review of the whole formula will begin in 2021 with the aim of ensuring that the formula will be suitable for the post-transformation configuration of schools. All schools in a deficit or significant surplus position in May 2020 were asked to submit Recovery Plans or Spend plans by mid October 2020. These were reviewed by the Interim Chief Education Officer and Head of Finance for any follow up actions which were addressed where needed. The Schools finance team have worked with schools to identify the financial impact of their response to the Covid-19 pandemic, including ensuring that additional expenditure / lost income is accurately recorded and claimed and that any savings / delayed savings are identified and captured. Autumn Term finance surgeries were undertaken with all schools. All opportunities were taken to reinforce the importance of good financial housekeeping (e.g. accuracy of coding etc.) and to keep schools updated on the latest economic / financial issues. Training and support has been provided to individual schools and any new business managers. Governor Finance training was provided in November 2020 and support has been provided for the Business Manager recruitment processes. The ALN element of the funding formula has been reviewed by a working group of authority officers, head teachers and governor representatives with the aim of	Cllr Phyl Davies Lynette Lovell	12	9	<ul style="list-style-type: none"> Implementation of R5 in the PIAP PIAP 	Action In Progress Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 341			<p>ensuring that the budget is more closely targeted to learners with ALN. The revised funding methodology has been agreed by Schools' Budget Forum and Cabinet and the impact assessment and transitional arrangements are being prepared.</p> <p>04/10/2020</p> <hr/> <p>Qtr 2 20/21. Review Summary: In Quarter 1 the new formula was in place for schools, and the change mainly affects the secondary schools in Powys. The authority's ability to evaluate the impact of the change has been hampered by the pandemic, but in the budget setting process the signs were encouraging and were pointing towards reducing the overall in-year deficits within the secondary sector. All schools budget submissions were reviewed by the interim Chief Education Officer and SSMT in conjunction with the Head of Finance. All schools in a deficit or significant surplus position were asked to submit Recovery Plans or Spend plans, supported by all appropriate documentation by 16th October. The Schools finance team have worked with schools to identify the financial impact of their response to the Covid-19 pandemic, including ensuring that additional expenditure / lost income is accurately recorded and claimed and that any savings / delayed savings are identified and captured. Autumn Term finance surgeries have begun, prioritising those schools with deficits / concerns around finances. All opportunities taken to reinforce importance of good financial housekeeping (e.g. accuracy of coding etc. and to keep schools updated on latest economic / financial issues.</p> <p>1-2-1 training and support has been provided to individual schools as required and additional support has been provided for any new business managers. Finance</p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 342			<p>training was provided as part of the New Head Induction training. Support has been provided for Business Manager recruitment processes.</p> <p>The ALN element of the funding formula is currently being reviewed by a working group of authority officers, head teachers and governor representatives to ensure that the budget is more closely targeted to learners with ALN.</p> <p>28/06/2020</p> <hr/> <p>1st Qtr 20/21. Review Summary: All Schools have submitted budgets approved by their Governing Bodies. These are being reviewed by the Schools finance team and finance surgeries with Schools are continuing. The interim Chief Education Officer and SSMT in conjunction with the Head of Finance will consider a report setting out individual schools' budget plans and agree any actions required in relation to deficits or clawback. The Schools finance team are working with Schools to update budgets for the impact of the Covid-19 lockdown, both in terms of cost reductions due to closure of schools and delayed savings realisation as a result of the temporary withdrawal of the Management of Change process. Schools service and Schools finance team will continue to work with Schools to produce balanced budgets / deficit recovery plans, providing support, challenge and scrutiny as required.</p> <p>A limited review of part of the Schools' funding formula during 2020 is proposed to consider the ALN element. Ongoing work on school transformation needs to be delivered to provide long term sustainable school finances.</p> <p>26/04/2020</p> <hr/> <p>4th Qtr 19/20 Review Summary: In Quarter 4 Cabinet and, subsequently in February, Full</p>					

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 343			<p>Council agreed the additional funding for the schools delegated budget as part of their budget proposals for 2020/2021. This funding would be used for the funding of pay awards, increased teachers pension costs, some items of non-staffing funding and the creation of a TLR allowance for the secondary sector.</p> <p>Schools were issued in February with their 2020/21 funding allocation including the above additional funding commitments, and were also provided with estimated funding for 2021/22 onwards.</p> <p>Ongoing work between the Schools Service, Finance, HR and the individual schools to look at the budget which is anticipated for 2020/21 and the setting of a balanced budget by each school continues to take place. Prior to the lockdown, budget meetings had taken place with the majority of the schools. However, due to Co-VID-19 the management of change has been temporarily stopped. Final budget plans from all schools are due by 1st May 2020, schools were given an extension until the 22nd May. However, due to the current COVID 19 lockdown in respect of schools, we have not received further guidance on schools delegated budgets and will continue to assess the impact on the budgets of schools being closed.</p> <p>12/01/2020</p>					

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ED0023 Lynette Lovell Escalated From :- Education Tudalen 344	Post Inspection Action Plan (PIAP) for Estyn - Coronavirus may impact on the ability of the service to maintain the level of progress against the PIAP. In particular, Recommendation 1 of the PIAP - 'Improve standards in secondary schools and more able learners' as schools are currently closed. Also, Recommendation 4 (the School Transformation/Re organisation programme) could be affected by the Council's ability to conduct strategy consultations relating to Schools Organisation.	Progress against the PIAP may be affected due to the Covid-19 pandemic.	10/01/2021 3rd Qtr 2020-2021. Review Summary: R1 – On 4th January 2021, Welsh Government made the decision that all schools would move to online learning, with schools only open to the children of critical workers and vulnerable learners. Extensive planning to support schools with blended and online learning has already taken place with resources, professional learning and guidance shared with all schools. Strong communications between the school headteachers and leadership teams, governors, Unions and other key stakeholders has continued with frequent meetings held to share good practice and undertake collaborative decision making has continued. Following the recent Estyn post-inspection conference in November 2020, it has been decided that in the absence of outcome data for summer 2020 and summer 2021, that the Post Inspection Action Plan will be re-written to focus on individual pupil progress, leadership, professional learning, and a secondary strategy written in collaboration with LA officers and Powys headteachers. R2 - All ALN work continues and is on track. R3 - All work continues and is on track. R4 – All work continues and is on track, for example, programme implementation and proposals being progressed to Cabinet R5 - improved financial management with schools and continued improvement of the formula, particularly the ALN funding This risk was reviewed and agreed on 11/01/2020 and is up to date 04/10/2020 Qtr 2 20/21 Review Summary: The risk was reviewed and agreed 28/9/2020. The Improvement and Assurance Board on 29.07.20 recognised that Recommendation 1	Cllr Phyl Davies Lynette Lovell	12	9	<ul style="list-style-type: none"> • Reopen Schools • Implementation of the PIAP 	Action In Progress Action In Progress

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 345			<p>is most at risk due to the prolonged period in which the schools were closed.</p> <p>28/06/2020</p> <hr/> <p>1st Qtr 20/21 Review Summary: All staff and pupils have access to the national learning platform (Hwb). All Schools were committed to providing online learning experiences for their pupils, including significant interaction across schools to share effective practice. There are 16,000 learners in Powys and 881 have been provided with digital devices and 532 have received mobile Wi-fi devices for use at their home address. This was achieved through effective collaboration between the schools and the Local Authority. Following the WG guidance 'Stay safe, stay learning' and the new advice around live streaming of lessons, all of the Powys schools have now engaged effectively in providing learning experiences for Powys learners. This is monitored weekly by the Challenge Advisers and fortnightly by the Interim Chief Education Officer. However, there is always concern that some learners will find it hard to engage without face to face support from teachers and staff. The School Transformation Board has considered papers which were taken to Cabinet and Scrutiny, and the Leader approved the Strategy for Transforming Education in Powys in Quarter 1. The strategy is currently being implemented and the governance has been approved. The Home to School Transport Policy, is currently in consultation. Following extensive discussions with headteachers, an engagement paper outlining the broad vision for ALN reform has been agreed by Cabinet and is subject to public engagement which finishes in Quarter 2. In Quarter 1, collaborative and robust decision making by leaders was taken at</p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 346			<p>pace. Officers produced clear guidance for schools and parents. Learners' wellbeing underpinned all strategic decision making.</p> <p>26/04/2020</p> <hr/> <p>4th Qtr 19/20 Review summary. Following an HMI visit, which took place on 11 February 2020, it was recognised that there is a clear direction of change, with effective prioritising of work and the Local Authority was moving at pace. The Improvement and Assurance Board have received monthly thematic reports, which detail progress made on all recommendations, both at a strategic and an operational level. The Improvement and Assurance board recognised in their February 2020 update that 'the authority has appropriate plans to push forward with improvements in education and is seeking to address these with energy.' It should be noted that the Improvement and Assurance Board is temporarily suspended due to COVID-19, however contact remains in place and progress against the Post Inspection Actions Plan is monitored by Schools Service, the Chief Executive and the Chair of the Board, Jack Straw.</p> <p>12/01/2020</p> <hr/> <p>01/12/2019</p> <hr/>					

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
FIN0001 Jane Thomas Escalated From :- Financial Services Tudalen 347	The Council is unable to deliver a financially sustainable budget over the short and medium term. The probability of this risk is heightened due to the impact of the Covid-19 pandemic and its impact on Welsh Government funding and subsequent settlements to the Council.	<ul style="list-style-type: none"> - The Council is unable to fulfil its legal obligation in setting a balanced budget - The Council will not be financially resilient or sustainable - Council reputation damaged - Inability to fulfil our statutory requirements 	<p>10/01/2021</p> <p>3rd Qtr 2020-2021. Review Summary: The development of the budget has been completed by Cabinet following the receipt of the Provisional Settlement on the 22nd December providing the Council with an additional 4% in 'Aggregate External Finance' (AEF) funding for 2021/22. The additional settlement has helped bridge the remaining budget gap and Cabinet will propose a balanced budget for 2021/22. There is no indication of future funding levels, the Mid Term Financial Strategy (MTFS) has been updated to reflect the current economic climate and the 5 year Finance Resource Model (FRM) still shows significant budget gaps across the following 4 years based on a number of scenarios. The MTFS sets out the principles and approach that will be adopted to identify ways of bridging these gaps. The impact of the ongoing pandemic has been considered in the plans and we await confirmation of WG funding to support this.</p> <p>11/10/2020</p> <p>Qtr 2 20/21 Review Summary: Q2 outturn deficit reduced due to the WG support - services still improving on their forecasts to minimise the demand on reserves.</p> <p>Budgeting challenge through IBP process is ongoing with Services being asked to bridge the gaps they evidenced through the first Service Finance Resource Model (FRM) discussions - £19m to be addressed, which is not sustainable even with optimistic WG settlement scenarios</p> <p>05/07/2020</p> <p>1st Qtr 20/21. Review Summary: The Outturn for 2019/20 reported an underspend against budget of £1.4 million, however</p>	Cllr Aled Davies Jane Thomas	25	15	<ul style="list-style-type: none"> • Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government • WG claims for Hardship and lost income continue and expect to remain in place til march 2021 • Revise the Medium Term Financial Strategy • Reassessment of the activities of the Council through the Recovery Coordination Group • Review budget position at end of first quarter and consider changes to the 2020/21 budget • Cost Recovery work • 3rd party spend reduction • Income Generation • Monthly reports to cabinet and Management Team on budget progress and progress on savings • Budget Challenge Events • Moved to a 3 year balanced budget 	Action In Progress Action In Progress Action In Progress Action In Progress Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 348			<p>there were significant variances against budget for some service areas, and delivery of costs reductions were not fully achieved. These budget gaps were resolved at budget setting for 2020/21. Although delayed, due to the pandemic, work is now underway to assess each service area and the activity within in it in preparation for budgeting for next financial year and over the longer term. We do not yet have any indication of the funding levels that can be expected from WG, but we will update our financial modelling within the MTFS for potential funding scenarios and the revised budget gaps this creates. Ongoing discussion through Welsh Treasurers with WLGA and WG is fundamental raising awareness of the impact of changes in funding on the service the Council is able to deliver.</p> <p>03/05/2020</p> <hr/> <p>4th Qtr 19/20 Review Summary: The outturn position for 2019/20 is not yet completed however it is still anticipated that there will be an underspend again budget. The impact of Covid-19 pandemic is likely to have a significant impact on the councils budget and the situation is under constant review as we moved through the next weeks and months. The council will undoubtedly have to review its medium term financial plan in response to the emerging financial position.</p> <p>05/01/2020</p> <hr/> <p>29/09/2019</p> <hr/> <p>07/04/2019</p> <hr/>					

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
HO0018 Andy Thompson Escalated From :- Housing Tudalen 349	Compliance in Powys County Council Housing Stock	Risk of Injury or loss of life - Reputational damage - Loss of grants (including Major Repairs Allowance circa £3.63m) - Risk of legal action and significant fines	<p>03/01/2021</p> <p>3rd Qtr 2020-2021. Review Summary: 04.01.21: Compliance One Hundred continues to work successfully and is establishing higher levels of compliance across the Council's housing assets.</p> <p>20/09/2020</p> <p>Qtr 2 20/21 Review Summary: 22.09.20: Compliance One Hundred project is working well but the extent of the work needed - including some works to assets - to achieve 100% compliance means that a revised target date of December 2021 is now in place. High risk areas are being addressed with highest priority (for example legionella, heating systems and fire safety) which will mitigate the risks to residents.</p> <p>21/06/2020</p> <p>1st Qtr 20/21. Review Summary: Compliance One Hundred project extended to December 2020. Work continues apace to achieve 100% compliance by the end of 2020 and to have in place all necessary policies and procedures to maintain that status thereafter. Water systems management has already been improved, with a specialist contractor undertaking water monitoring and a Seven-day-flush regime introduced for all vacant municipal homes. Heating servicing has regained momentum after a hiatus during the Covid-19 event but concerns remain about the quality and administration of work, which have being addressed by the introduction of formal Quality Assurance checking by the Compliance One Hundred team. Asbestos management is being reinforced by a detailed review of all asbestos liabilities in the municipal housing assets. Tenders are being prepared for specialist providers to undertake fire safety work.</p>	Cllr Iain McIntosh Nina Davies	16	9	• Compliance One Hundred	Action In Progress

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 350			<p><u>29/03/2020</u></p> <p>4th Qtr 19/20 Review Summary: Compliance One Hundred project has completed analysis of liabilities and responsibilities. Funds allocated in Housing Revenue Account Business Plan, approved by cabinet March 2020.</p> <p><u>01/03/2020</u></p> <p><u>02/02/2020</u></p> <p><u>19/01/2020</u></p>					

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 352			<p>continue, based on new processes to be introduced, Data Protection Impact Assessments, new IT systems, new ways of working, new reasons to process personal data, outcome of breach investigations etc. The Corporate Information Governance Group agreed to revisit the Council's Information Management Assurance and Governance plan following COVID to consider whether processes, practices and risks may have changed.</p> <p>29/03/2020</p> <hr/> <p>4th Qtr 19/20 Review Summary: A breach of data protection legislation can occur in many different ways, and whilst the Council can put in place many technical and operational measures to ensure compliance, an instance of staff not adhering to those measures can result in very serious breaches of personal data, for which the regulator is able to take action against the Council as a Controller. The Council is not always able to control the errors caused by staff.</p> <p>The more robust the controls and measures the Council has in place to ensure compliance, then the more effectively it is able to argue cases of human error, when staff don't follow those measures or meet those controls put in place.</p> <p>05/01/2020</p> <hr/> <p>13/10/2019</p> <hr/> <p>07/04/2019</p> <hr/> <p>31/03/2019</p> <hr/> <p>03/03/2019</p> <hr/>			<ul style="list-style-type: none"> - Implement revised WASPI Accord and templates - Revised centralised ISP register to link to information Asset and Record of Processing Activities (ROPA) - Create policy on services undertaking due diligence potential processors - Create log of data processors and agreements linking to information asset and ROPA 	<p>Withdrawn</p> <p>Withdrawn</p> <p>Withdrawn</p> <p>Withdrawn</p>	

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ICT0029 Julie Davies Escalated From :- Digital Services Tudalên 353	Cyber Security Threat. Risk of financial loss, disruption or damage to the reputation of Powys County Council from a failure of its information technology systems and or/loss of Data due to a cyber attack or Incident.	Loss of Information systems until they can be successfully restored. Loss of data, inability to access data or public disclosure of Personal Data. Cyber risk could materialize in a variety of ways, such as: <ul style="list-style-type: none"> Deliberate and unauthorized breaches of security to gain access to information systems. Unintentional or accidental breaches of security. Operational IT risks due to factors such as poor system integrity. 	03/01/2021 3rd Qtr 2020-2021 Review Summary: Control Actions to reduce risk reviewed, Capital Budget had been approved for next 5 years to invest in Cyber Security. 04/10/2020 Qtr 2 20/21. Review Summary: Security Operation policy and Process formally documented, A Cyber Response procedure is in progress detailing Deter, Detect, Respond, and Recover procedures 28/06/2020 1st Qtr 20/21. Review Summary: Control actions in place and work continues on continual improvements identified in the Security Work plan in progress. It remains possible that a cyber attack can happen despite the many controls and procedures in place to prevent this. 22/03/2020 4th Qtr 19/20 Review Summary 30/3/2020: Continuing to work on actions identified in Cyber Security Plan and to conduct reviews into further improvements to add to plan. Capital investment has been used to strengthen process for vulnerability management and incident detection, which enables prompt corrective action on identified risks. Cyber Essentials + accreditation achieved during this financial year along with IASME Governance (Information Assurance for Small and Medium Enterprises Consortium). Progress made in Cyber Security Training for all staff and Council members. 29/12/2019 15/12/2019	Cllr Graham Breeze Diane Reynolds	12	9	<ul style="list-style-type: none"> Major Incident response processes End Point AntiVirus in place detecting known threats Disaster Recovery Procedures Capital investment in Security Operations Management Tools Capital Investment Additional Staff Awareness Security Operations Procedures Policy SBAR Reporting Cloud Security controls in place to detect and prevent malicious content in Office365 Device Encryprion Annual Penetration testing Cyber Security Improvement Plan Cyber Security Certification Staff Training 	Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action Completed Action Completed Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 354			<u>07/07/2019</u> <u>07/04/2019</u>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 356			<p>to risk rating. The Strategic Brexit Risk Register is still in place, and Powys County Council continue to work with our partner agencies, Welsh Local Government Association, and Welsh Government to ensure that we are aware of, and acting to the latest advice and guidance.</p> <p><u>12/01/2020</u></p> <p><u>06/10/2019</u></p> <p><u>07/07/2019</u></p> <p><u>07/04/2019</u></p> <p><u>31/03/2019</u></p> <p><u>03/03/2019</u></p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 358			<p>in place, as part of the transitional arrangements, in anticipation of WG bringing the current Improvement and Assurance Board to an end later this year.</p> <p>We are awaiting the outcome of the recent joint inspection of Mental Health Services by HIW and CIW. Regular meetings continue to be held with Estyn and CIW. CIW will be undertaking monitoring visits during this quarter, with a view to undertake an Improvement Conference during the Autumn.</p> <p>22/03/2020</p> <hr/> <p>4th Qtr 19/20 Risk Review Summary: WG have commissioned Sean Harriss to undertake a review of the council's progress along its improvement journey since the Harriss review in Jan 2018. The review was undertaken during in Feb/March 2020, and will be published by WG in due course. All Inspections are suspended due to Covid-19, including the Improvement Conference that had been arranged for Adult Services by CIW.</p> <p>05/01/2020</p> <hr/> <p>08/09/2019</p> <hr/>					

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0005 Nigel Brinn	The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic	Increased staff absenteeism; Increase demand for services from residents Increased workload for council staff as a result of staff absence and increased service demand Closure of Council premises resulting in reduced services to residents and office accommodation	<p>17/01/2021</p> <p>3rd Qtr 20/21 Review Summary: The Council has developed a separate risk register for the Coronavirus pandemic. The risks captured in this assessment include: Increase in services demands Financial impact on the council Availability of Personal Protective Equipment Reopening of Schools Safeguarding Workforce absence Delivery of Test Trace and Protect in conjunction with PTHB</p> <p>There are mitigating actions in place for all the risks identified and the risk register is reviewed weekly by the Council's internal GOLD Command Group (part of the Council's Emergency Response arrangements).</p> <p>04/10/2020</p> <p>2nd Qtr 20/21. Review Summary: The Council has developed a separate risk register for the Coronavirus pandemic. The risks captured in this assessment include: Increase in services demands Financial impact on the council Availability of Personal Protective Equipment Reopening of Schools Safeguarding Workforce absence Delivery of Test Trace and Protect in conjunction with PTHB</p> <p>There are mitigating actions in place for all the risks identified and the risk register is reviewed weekly by the Council's internal GOLD Command Group (part of the Council's Emergency Response arrangements).</p> <p>12/07/2020</p> <p>Admin: amended review date from auto</p>	Cllr Rosemaire Harris Nigel Brinn	25	20	<ul style="list-style-type: none"> Update Business Continuity Plans (at Service and Corporate Level); Establishment of an Internal Silver Command Powys County Council Representation on Powys Teaching Health Board Gold and Silver Command; Liaison with all Local Resilience Forum (LRF) Partners; PCC Liaison with Welsh Government and Public Health Wales; Communication and engagement with schools. Communications to residents, staff and members 	Action Completed Control In Place Control In Place Control In Place Control In Place Control In Place

Tudalen 359

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 360			system setting it. <u>21/06/2020</u> <u>03/05/2020</u>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PPPP0007 Gwilym Davies Escalated From :- Property, Planning, and Public Protection Tudalen 361	Heart of Wales Property Services (HOWPS) being unable to undertake contracted work in a timely and cost effective manner.	<ul style="list-style-type: none"> - Failure of statutory functions - Compliance. - Failure to perform repairs and maintenance. - Reputational damage to PCC. - Cost to PCC for poor performance. - Officer time costs (due to additional workload). - Financial Risk to HRA and wider Authority. - Critical Wales Audit Office Report. - Non-delivery of key projects due to lack of resources. 	<p>10/01/2021</p> <p>3rd Qtr 2020-2021. Review Summary: - Continued monitoring of HOWPS performance via monthly Contract Management Forum, weekly service area meetings with HOWPS, internal working groups on specific areas of concern, Compliance Boards and regular Cabinet/EMT updates.</p> <p>27/09/2020</p> <p>Qtr 2 20/21 Review Summary: - Continued monitoring of HOWPS performance via monthly Contract Management Forum, weekly service area meetings with HOWPS, internal working groups on specific areas of concern, Compliance Boards and regular Cabinet/EMT updates.</p> <p>12/07/2020</p> <p>1st Qtr. 20/21: Review Summary:</p> <ul style="list-style-type: none"> • Continued monitoring of HOWPS performance via monthly Contract Management Forums and Compliance Boards. • Additional monitoring now in place of HOWPS performance with service-specific meetings to monitor various issues including statutory testing, complaints, asbestos tracking, void management and the inspection and servicing of domestic heating systems. • A Rectification Plan has been received from HOWPS for services, provided for both Corporate and Housing. <p>03/05/2020</p> <p>4th Qtr. 19/20: Review Summary:</p> <p>The performance of HOWPS is continued to be monitored closely via the monthly Contract Management Forums and additional monitoring mechanisms with HOWPS such</p>	Cllr Phyl Davies Nigel Brinn	12	12	<ul style="list-style-type: none"> • Development of evidence and fall-back systems • Head of Service on HOWPS Board of Directors. • Portfolio Holder on HOWPS Board of Directors. • Recovery plan submitted by Kier on behalf of HOWPS. • Additional resources allocated by Kier (3.5 FTE Change Managers). • Potential to invoke step in clauses for specific parts of the contract in line with contract • Close monitoring by Directors/Portfolio Holder/Chief Executive/Strategic Directors. • Performance monitoring • Utilisation of contract document to escalate issues. • Introduced weekly officer level meetings • Development of contingency plans for contract failure • Awaiting consultation resource plan. • Escalation of risk and concerns to Chief Executive and Strategic Directors. 	Action In Progress Action Completed Action Completed Action Completed Action Completed Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalén 362			<p>as 1) Weekly compliance meetings 2) Weekly legionella meetings 3) Monthly/Weekly asbestos monitoring. Also additional monitoring meetings within PCC have been set up.</p> <p>The Corporate Compliance rectification plan is being monitored and at the end March, HOWPS are broadly on track with the rectification plan, but supply chain issues due to COVID – 19 has meant that targets within the Rectification plan has been narrowly missed.</p> <p>HOWPS are now utilising a new Compliance Tracker which is much easier to use and compliance can be easily identified across buildings and across tests.</p> <p>PCC have had to audit the information within the Tracker to ensure that the information is correct – This is putting extra pressure on the Strategic Property, but is necessary to ensure that the information being given to PCC is correct.</p> <p>Additional monitoring has been put in place to audit the access of the Alpha Tracker Database (asbestos information) to ensure that Alpha Tracker is accessed before every job is started. Our monthly audit has identified gaps in this access procedure, therefore this has been increased to weekly monitoring.</p> <p>Issues with Legionella Monitoring, information has not been sent to PCC by HOWPS. Clarification over roles and responsibilities is underway to ensure that risks are assessed and actioned.</p> <p>12/01/2020</p> <hr/> <p>06/10/2019</p> <hr/> <p>07/07/2019</p> <hr/>					

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 363			07/04/2019					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Tudalen 365			<p>The implementation of the council's workforce strategy and the RPB Workforce Futures Strategic Framework will resume when we return to business as usual. 03/05/2020</p> <hr/> <p>4th Qtr 19/20 Review Summary: In quarter 4 the Powys Regional Health Board published its Strategic Framework for the Health and Care workforce in Powys.</p> <p>The Council responded to the current coronavirus pandemic by invoking its business continuity plans which means that we are focused on delivering business critical activities. As part of this response we are redeploying employees to business critical services.</p> <p>The implementation of the council's workforce strategy and the RPB Workforce Futures Strategic Framework will resume when we return to business as usual. 19/01/2020</p> <hr/> <p>29/09/2019</p> <hr/> <p>08/09/2019</p> <hr/> <p>05/05/2019</p> <hr/> <p>03/02/2019</p> <hr/>					

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

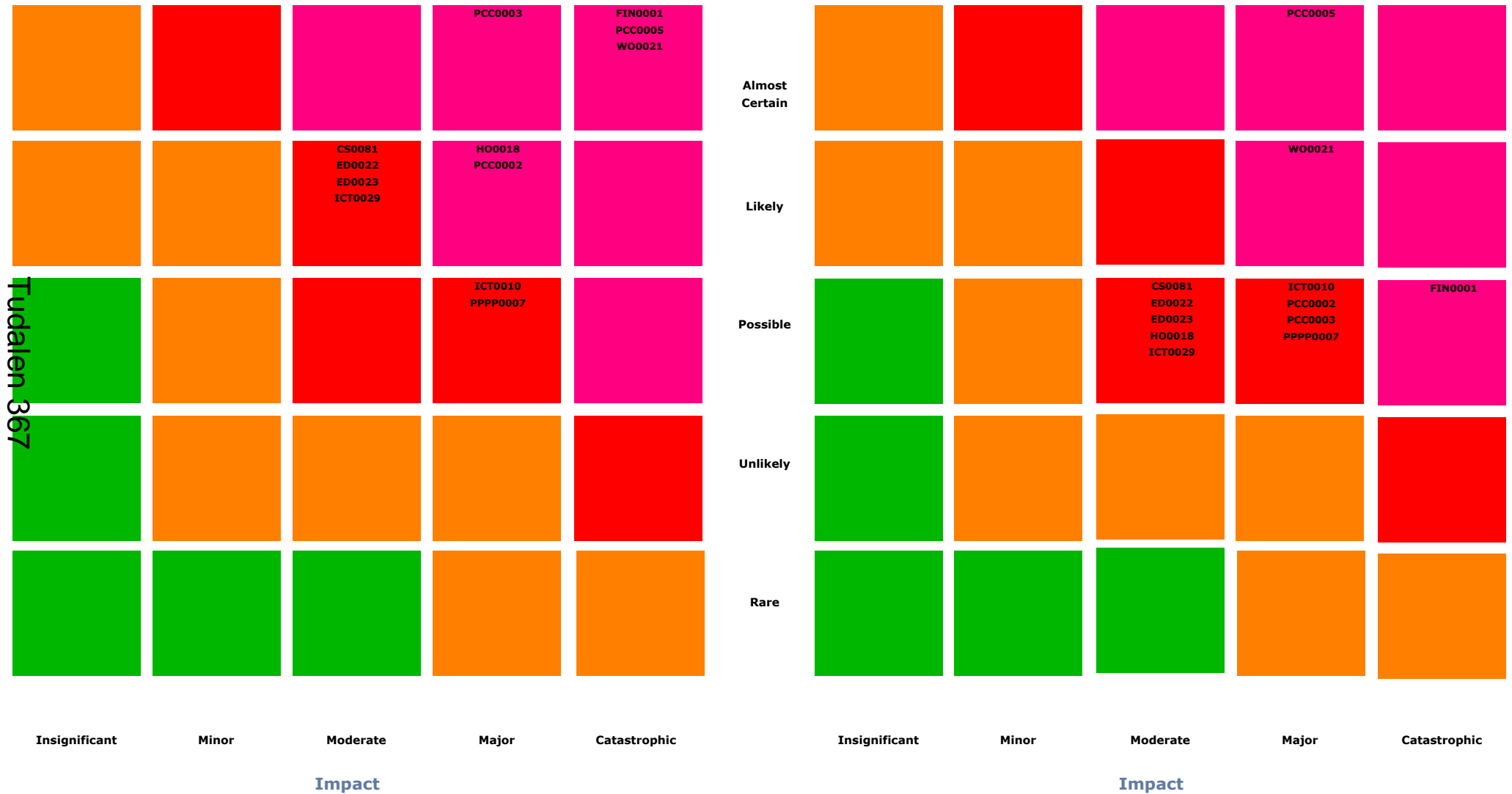
Heatmap Inherent and Current



Inherent Ratings Summary Heatmap

Residual Ratings Summary Heatmap

Probability



Detailed Risk Information

Residual and Target Rating Changes since 06/08/2020

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent Rating	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
PCC0005	The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic	Nigel Brinn	Powys County Council	25	→	25	20	→	20
WO0021	Significant long term decrease in the working age population impacts on Council's ability to recruit and retain or commission the workforce it requires	Paul Bradshaw	Workforce and Organisation Development	25	→	25	20	↘ -4	16
FIN0001	The Council is unable to deliver a financially sustainable budget over the short and medium term. The probability of this risk is heightened due to the impact of the Covid-19 pandemic and its impact on Welsh Government funding and subsequent settlements to the Council.	Jane Thomas	Financial Services	25	→	25	12	↗ 3	15
PCC0003	The council receives a negative regulatory / inspection report	Caroline Turner	Powys County Council	20	→	20	16	↘ -4	12
PCC0002	The impact on the Council as a result of Brexit.	Andrea Mansfield	Powys County Council	16	→	16	12	→	12
ICT0010	Non compliance with data protection legislation (General Data Protection Regulations (GDPR) and UK Data Protection Act (DPA) 2018	Helen Dolman	Digital Services	12	→	12	12	→	12
PPPP0007	Heart of Wales Property Services (HOWPS) being unable to undertake contracted work in a timely and cost effective manner.	Gwilym Davies	Property, Planning, and Public Protection	12	→	12	12	→	12
HO0018	Compliance in Powys County Council Housing Stock	Andy Thompson	Housing	16	→	16	9	→	9
CS0008	BUDGET: If Children's Services are unable to manage within budget due to: - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Ending of grant funding	Jan Coles	Children's Services	No Previous		12	No Previous		9
ED0022	The council will be unable to manage the schools' budget without ongoing adjustments to the distribution formula and improving financial management. If they are unable to manage the budget, there will be a significant compromise to the quality of education for Powys learners.	Lynette Lovell	Education	12	→	12	9	→	9
ED0023	Post Inspection Action Plan (PIAP) for Estyn - Coronavirus may impact on the ability of the service to maintain the level of progress against the PIAP. In particular, Recommendation 1 of the PIAP - 'Improve standards in secondary schools and more able learners' as schools are currently closed. Also, Recommendation 4 (the School Transformation/Reorganisation programme) could be affected by the Council's ability to conduct strategy consultations relating to Schools Organisation.	Lynette Lovell	Education	12	→	12	9	→	9
ICT0029	Cyber Security Threat. Risk of financial loss, disruption or damage to the reputation of Powys County Council from a failure of its information technology systems and or/loss of Data due to a cyber attack or Incident.	Julie Davies	Digital Services	12	→	12	9	→	9

Report Selection Criteria

(REP_RECORD_CROSSCUT.Business Unit Code = @StrategicBusinessUnitCode AND (REP_RECORD_CROSSCUT.Status Flag <> "WITHDRAWN"))
and REP_RECORD_CROSSCUT.Record Type=1

Scrutiny Committee: As requested in email 1 Feb 2021

Date of meeting: N/A

Reporting Period under consideration: Quarter 3

In line with the council's [Performance Management and Quality Assurance Framework](#), it is proposed that Scrutiny consider the following key questions as part of analysing the performance information:

Strategic Risk Report

1. Do you agree with the Risk Rating Scores that are given to the Strategic Risks? Are they a fair and appropriate judgement of risk likelihood and impact?
2. Are the control/mitigating actions robust enough for getting the residual risk score down or confidence to close the risk?
3. Does the commentary provided, give confidence that the risk is being managed effectively?
4. Any other comments

Comment by:	Comment:	Response
Cllr JC FIN0001	This seems to contradict the budget documents which seem to comply with the MTFS and assurance given. The settlement was greater than had been anticipated and there is little evidence here to indicate that savings last year won't be met. Went up from 9 to 16	The development of the budget has been completed by Cabinet following the receipt of the Provisional Settlement on the 22nd December providing the Council with an additional 4% in 'Aggregate External Finance' (AEF) funding for 2021/22. The additional settlement has helped bridge the remaining budget gap and Cabinet propose a balanced budget for 2021/22. However, the risk identifies the risk over the medium and longer term and with no indication of future funding levels, the risk remains. The Mid Term Financial Strategy (MTFS) has been updated to reflect the current economic climate and the 5 year Finance Resource Model (FRM) still shows significant budget gaps across the following 4 years based on a number of scenarios. The MTFS sets out the principles and approach that will be adopted to identify ways of bridging these gaps. The impact of the ongoing pandemic has been considered in the plans and we await confirmation of WG funding to support this. <i>Jane Thomas</i>
Cllr JC ED0022	Schools budgets have now had new funding formula embedded for over 12 months. This was supposed to overcome issues. Not clear why this pressure now? Went up from 12 to 15.	This risk highlights the current concerns with some schools still holding deficit balances, and the continued need for recovery action. But it also highlights that the formula will need further review alongside the implementation of the transforming education strategy. <i>Jane Thomas & Lynette Lovell.</i>

Cllr JC WO0021	Only two areas have decreased. What actions enabled this one to be lowered?	Over the past quarter, 3 of the controls and actions have been completed, a fourth withdrawn (as it was no longer relevant/viable). In addition, I was conscious that further progress had also been made against a number of the other controls and actions. Taking account of this and recognising that this is the first time that I have personally rated this risk, I felt that, on balance, the progress made it less likely that the Council would not be able to recruit staff and to commission organisations with the numbers of staff required in the future. I therefore adjusted the likelihood rating to likely and hence from 5 to 4. <i>Paul Bradshaw.</i>
Cllr JC PCC0003	Only two areas have decreased. What actions enabled this one to be lowered?	Based on the work and progress made since last quarter (please see narrative provided in the risk report) and assurance received, it was felt this risk could be re scored to a 12. Further evidence to support this decision can be found in the performance reports and Transforming Education Programme which articulate the actions taken and our improved performance. <i>Emma Palmer.</i>
Cllr JC CS0081	This is a worrying new risk. What impact will this have on expected savings outlined for 2020/21 budget.	This risk replaced a previous risk that was similar but not identical. The previous risk was entitled 'Ability to meet the requirements of the MTFS / Retaining grant funding around posts within Children's Services' with the following' after Children Services did a thorough review of all their risks. <i>Bets Ingram</i> Requested further response from Head of Service and owner of risk.

CYNGOR SIR POWYS COUNTY COUNCIL.**AUDIT COMMITTEE**11th February 2021**CABINET**16th February 2021

**REPORT AUTHOR: COUNTY COUNCILLOR ALED DAVIES
PORTFOLIO HOLDER FOR FINANCE**

REPORT TITLE: Treasury Management Quarter 3 Report

REPORT FOR: Information

1. Purpose

- 1.1 CIPFA's 2009 Treasury Management Bulletin suggested:
'In order to enshrine best practice, it is suggested that authorities report formally on treasury management activities at least twice a year and preferably quarterly.'

The CIPFA Code of Practice on Treasury Management emphasises a number of key areas including the following:

- xi. Treasury management performance and policy setting should be subject to scrutiny prior to implementation.

- 1.2 In line with the above, this report is providing information on the activities for the quarter ending 31st December 2020.

2. Treasury Management Strategy

- 2.1 The Treasury Management Strategy approved by Full Council on 28th February 2020 is at Appendix A.

- 2.2 The Authority's investment priorities within the Strategy are: -

- (a) the security of capital and
- (b) the liquidity of its investments.

- 2.3 The Authority aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite has been low in order to give priority to security of investments.

3. Current Investments

- 3.1 It is now impossible to earn the level of interest commonly seen in previous decades as all short-term money market investment rates are barely above zero now that the Bank Rate is at 0.10%. Some entities are offering negative rates of return in some shorter time periods. Given this environment and the fact that increases in Bank Rate are unlikely to occur before the end of the current forecast horizon of 31st March 2024, investment returns are expected to remain low.

- 3.2 When looking at temporary investing, the Treasury team consider the bank fee to send the money, because of this some investments are not cost effective to lend money for very short periods of time where interest rates are circa 0.02% - 0.03%. However, the Authority does not have sufficient certainty around its cashflow to lend for longer periods where the return is higher. As such, not all available cash is earning interest.
- 3.3 As a result of the above the Authority had no investments on 31st December 2020.

4. Credit Rating Changes

- 4.1 There have been no credit rating changes relevant to this Authority's position during the last quarter.
- 4.2 The credit rating list for end of December is attached as a separate file to this report.

5. Borrowing / Re-scheduling

- 5.1 Effective management of the Authority's debt is essential to ensure that the impact of interest payable is minimised against our revenue accounts whilst maintaining prudent borrowing policies.
- 5.2 On the 25th of November 2020, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates. Both the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. There are currently no schemes for yield in the Capital Programme.
- 5.3 With the significant amounts of borrowing in the future Capital Programme, the inability to access PWLB borrowing will need to be a major consideration for any future purchases of assets for yield. The additional income these assets generate must be sufficient to cover the increased borrowing costs, as borrowing sources other than the PWLB are likely to be more expensive.
- 5.4 **The Authority's Capital Position**
- 5.5 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the current year's unfinanced capital expenditure and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.
- 5.6 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury manager organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through external borrowing or utilising temporary cash resources within the Council.
- 5.7 Net external borrowing (borrowings less investments) should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any

additional CFR for the current year and next two financial years. This allows some flexibility for limited early borrowing for future years.

5.8 Original CFR Position (per original approved budget)

£'m	As at 31 st March 2020 Actual	2020/21 Original Estimate	2021/22 Original Estimate	2022/23 Original Estimate
Capital Financing Requirement	378.46	447.47	497.19	517.29

5.9 Updated CFR position as at 31st December 2020

£'m	As at 31 st March 2020 Actual	2020/21 Current Estimate	2021/22 Current Estimate	2022/23 Current Estimate
Capital Financing Requirement	378.46	422.77	468.58	509.45

5.10 The Authority had outstanding long-term external debt of £328.2m at 31st March 2020. In relation to the CFR figure for 31st March 2020, this equated to the Authority being under borrowed by £50.3m. Using cash reserves as opposed to borrowing has been a prudent and cost-effective approach over the last few years. However, members will be aware that internal borrowing is only a temporary situation and officers have advised that, based on capital estimates, it will be necessary for the Authority to borrow at stages over the next few years.

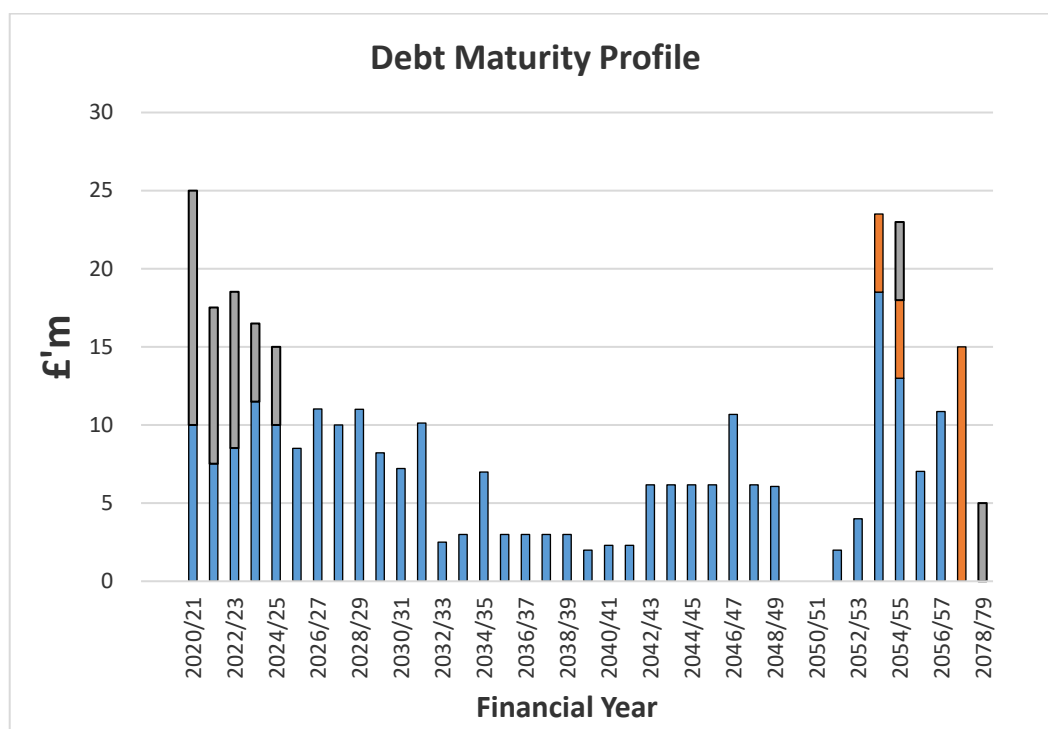
5.11 Capital Budget/Spend

£'m	Original Approved Budget	Revised Working Budget	Actual Capital Spend	% of Working Budget
	132.87			
30 th June 2020		123.68	7.91	6.4%
30 th September 2020		115.05	21.62	18.8%
31 st December 2020		95.85	39.52	41.2%

5.12 The financing of the original capital budget included £56.89 million of Prudential Borrowing, following reprofiling of numerous schemes into future years this has fallen to £36.70 million.

5.13 It remains a significant challenge to manage the Authority's cashflow and its need to borrow when the Capital working budget increases/decreases significantly during the financial year and, despite this, actual spend continues to be significantly below the working budget. This challenge is currently further magnified by the Covid 19 situation resulting in some Capital projects on hold.

5.14 Debt Maturity Profile as at 31st December 2020



Key

Blue = PWLB; Grey = Market Loans including other local authorities; Orange = LOBOs

5.15 PWLB Loans Rescheduling

5.16 Debt rescheduling opportunities have been very limited in the current economic climate and following the various increases in the margins added to gilt yields which have impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken to date in the current financial year.

6. Prudential Indicators

6.1 All TM Prudential Indicators were complied with in the quarter ending 31st December 2020.

7. Economic Background and Forecasts

7.1 The most recent forecast of interest rates by the Authority's advisor is as follows:

	Dec 20	Mar 21	Jun 21	Sep 21	Dec 21	Mar 22	Mar 23	Mar 24
Bank rate	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
5yr PWLB	0.78%	0.80%	0.80%	0.80%	0.80%	0.90%	0.90%	1.00%
10yr PWLB	1.08%	1.10%	1.10%	1.10%	1.10%	1.20%	1.30%	1.30%
25yr PWLB	1.64%	1.50%	1.60%	1.60%	1.60%	1.60%	1.70%	1.80%
50yr PWLB	1.44%	1.30%	1.40%	1.40%	1.40%	1.40%	1.50%	1.60%

7.2 The economic background is attached at Appendix B.

8. VAT

8.1 The Technical Section of Finance act as the authority's VAT section. VAT can pose a risk to the authority hence this report includes VAT information.

8.2 The monthly VAT returns were submitted within the required deadlines during the quarter ending 31st December 2020.

8.3 Key Performance Indicators

The VAT KPI's for 2020/21 are attached at Appendix C.

Advice

N/A

Resource Implications

N/A

Legal implications

N/A

Comment from local member(s)

N/A

Integrated Impact Assessment

N/A

Recommendation

It is recommended that this report be accepted.

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Appendix A:

The Approved Treasury Management Strategy 2020/21 can be found here:

<https://powysintranet.moderngov.co.uk/documents/s48653/Appendix%20F%20TM%20capital%20strategy%202020-21.pdf>

Extracts relating to investments in Group/Institutions - Counterparty Criteria/Limits:

Specified Investments:

Institution	Maximum Investment per Group/Institution £'m	Maximum Length	Credit Rating/Other Assessment of Risk
UK Banks	30	Up to 364 days	As per Link's matrices
Foreign Banks	5	Up to 364 days	As per Link's matrices
Other Local Authorities	25	Up to 5 years	N/A

Non-Specified Investments:

Institution	Maximum Investment per Group/Institution £'m	Maximum Length	Credit Rating/Other Assessment of Risk
UK Banks	10 (£5m limit with any one institution)	Up to 2 years	As per Link's matrices
Foreign Banks	2	Up to 2 years	As per Link's matrices
Money Market Funds (max. of 5)	10	N/A	All are AAA rated
Other Local Authorities	10	Up to 5 years	N/A

Note: Limits for Specified and Non-Specified are combined limits. The maximum limit will also apply to a banking group as a whole.

Appendix B

Economic Background

During the quarter ended 31st December 2020

- The UK and EU signed a last-minute Brexit deal.
- Effective COVID-19 vaccines were announced and started to be rolled out.
- A second lockdown in November and a strict tiering system was imposed in December.
- The MPC announced an extra £150bn of Quantitative Easing (QE).
- The Chancellor announced a new fiscal package worth £55bn (2.4% of GDP) to support the economy.

The positive news on Brexit and vaccines boosted the pound and the FTSE 100.

UK. The key quarterly meeting of the Bank of England Monetary Policy Committee kept **Bank Rate** unchanged on 5.11.20. However, it revised its economic forecasts to take account of a second national lockdown from 5.11.20 to 2.12.20 which is obviously going to put back economic recovery and do further damage to the economy. It therefore decided to do a further tranche of **quantitative easing (QE) of £150bn**, to start in January when the current programme of £300bn of QE, announced in March to June, runs out. It did this so that “announcing further asset purchases now should support the economy and help to ensure the unavoidable near-term slowdown in activity was not amplified by a tightening in monetary conditions that could slow the return of inflation to the target”. Its forecasts appeared, at that time, to be rather optimistic in terms of three areas:

- The economy would recover to reach its pre-pandemic level in Q1 2022.
- The Bank also expected there to be excess demand in the economy by Q4 2022.
- CPI inflation was therefore projected to be a bit above its 2% target by the start of 2023 and the “inflation risks were judged to be balanced”.

Significantly, there was no mention of **negative interest rates** in the minutes or Monetary Policy Report, suggesting that the MPC remains some way from being persuaded of the case for such a policy, at least for the next 6 -12 months. However, rather than saying that it “stands ready to adjust monetary policy”, the MPC this time said that it will take “whatever additional action was necessary to achieve its remit”. The latter seems stronger and wider and may indicate the Bank’s willingness to embrace new tools.

One key addition to **the Bank’s forward guidance in August** was a new phrase in the policy statement, namely that “it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% target sustainably”. That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years’ time, do not expect any action from the MPC to raise Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if it takes no action to raise Bank Rate. Our Bank Rate forecast currently shows no increase, (or decrease), through to quarter 1 2024 but there could well be no increase during the next five years as it will take some years to eliminate spare capacity in the economy, and therefore for inflationary pressures to rise to cause the MPC concern. **Inflation** is expected to briefly peak at just over 2% towards the end of 2021, but this is a temporary short-lived factor and so not a concern.

COVID-19 vaccines. We had been waiting expectantly for news that various COVID-19 vaccines would be cleared as being safe and effective for administering to the general

public. The Pfizer announcement on 9th November was very encouraging as its 90% effectiveness was much higher than the 50-60% rate of effectiveness of flu vaccines which might otherwise have been expected. However, this vaccine has demanding cold storage requirements of minus 70c that impairs the speed of application to the general population. It has therefore been particularly welcome that the Oxford University/AstraZeneca vaccine has now also been approved which is much cheaper and only requires fridge temperatures for storage. The Government has 60m doses on order and is aiming to vaccinate at a rate of 2m people per week starting in January, though this rate is currently restricted by a bottleneck on vaccine production; (a new UK production facility is due to be completed in June).

These announcements, plus expected further announcements that other vaccines could be approved soon, have enormously boosted confidence that **life could largely return to normal during the second half of 2021**, with activity in the still-depressed sectors like restaurants, travel and hotels returning to their pre-pandemic levels; this would help to bring the unemployment rate down. With the household saving rate having been exceptionally high since the first lockdown in March, there is plenty of pent-up demand and purchasing power stored up for these services. A comprehensive roll-out of vaccines might take into late 2021 to fully complete; but if these vaccines prove to be highly effective, then there is a possibility that restrictions could start to be eased, beginning possibly in Q2 2021 once vulnerable people and front-line workers have been vaccinated. At that point, there would be less reason to fear that hospitals could become overwhelmed any more. Effective vaccines would radically improve the economic outlook once they have been widely administered; it may allow GDP to rise to its pre-virus level a year earlier than otherwise and mean that the unemployment rate peaks at 7% in 2021 instead of 9%.

Overall, **the pace of recovery** was not expected to be in the form of a rapid V shape, but a more elongated and prolonged one. The initial recovery was sharp after quarter 1 saw growth at -3.0% followed by -18.8% in quarter 2 and then an upswing of +16.0% in quarter 3; this still left the economy 8.6% smaller than in Q4 2019. It is likely that the one-month national lockdown that started on 5th November, will have caused a further contraction of 8% m/m in November so the economy may have then been 14% below its pre-crisis level.

December 2020 / January 2021. Since then, there has been rapid backtracking on easing restrictions due to the spread of a new mutation of the virus, and severe restrictions were imposed across all four nations. These restrictions were changed on 5.1.21 to national lockdowns of various initial lengths in each of the four nations, as the NHS was under extreme pressure. It is now likely that wide swathes of the UK will remain under these new restrictions for some months; this means that the near-term outlook for the economy is grim. However, the distribution of vaccines and the expected consequent removal of COVID-19 restrictions, should allow GDP to rebound rapidly in the second half of 2021 so that the economy could climb back to its pre-pandemic peak as soon as late in 2022. Provided that both monetary and fiscal policy are kept loose for a few years yet, then it is still possible that in the second half of this decade, the economy may be no smaller than it would have been if COVID-19 never happened. The significant caveat is if another mutation of COVID-19 appears that defeats the current batch of vaccines. However, now that science and technology have caught up with understanding this virus, new vaccines ought to be able to be developed more quickly to counter such a development and vaccine production facilities are being ramped up around the world.

Brexit. The final agreement on 24.12.20 has eliminated a significant downside risk for the UK economy. The initial agreement only covers trade so there is further work to be done on the services sector where temporary equivalence has been granted in both directions between the UK and EU; that now needs to be formalised on a permanent basis. As the

forecasts in this report were based on an assumption of a Brexit agreement being reached, there is no need to amend these forecasts.

Monetary Policy Committee meeting of 17th December. All nine Committee members voted to keep interest rates on hold at +0.10% and the Quantitative Easing (QE) target at £895bn. The MPC commented that the successful rollout of vaccines had reduced the downsides risks but they were still sufficiently concerned that they voted to extend the availability of the Term Funding Scheme, (cheap borrowing), with additional incentives for small and medium size enterprises for another six months from 30.4.21 until 31.10.21. (The MPC had assumed that a Brexit deal would be agreed.)

US. The Democrats won the presidential election in November, and now that they have won two Senate seats in Georgia in early January, they have effective control of both Congress and the Senate, although power is more limited in the latter. This is likely to enable the Democrats to provide more fiscal stimulus to the economy and so help the speed of economic recovery.

The economy had been recovering quite strongly from its contraction in 2020 of 10.2% due to the pandemic with GDP only 3.5% below its pre-pandemic level and the unemployment rate dropping below 7%. However, the rise in new cases during quarter 4, to the highest level since mid-August, suggests that the US could be in the early stages of a fourth wave - impacting widely across the US this time. This latest upturn poses a threat that the recovery in the economy could stall. This is **the single biggest downside risk** to the shorter term outlook – a more widespread and severe wave of infections over the winter months, which is compounded by the impact of the regular flu season and, as a consequence, threatens to overwhelm health care facilities. Under those circumstances, states might feel it necessary to return to more draconian lockdowns.

The restrictions imposed to control the spread of the virus are once again weighing on the economy with employment growth slowing sharply in November and retail sales dropping back. The economy is set for further weakness in December and into the spring. However, a \$900bn fiscal stimulus deal passed by Congress in late December will limit the downside. GDP growth is expected to rebound markedly from the second quarter of 2021 onwards as vaccines are rolled out on a widespread basis and restrictions are loosened.

After Chair Jerome Powell unveiled the **Fed's adoption of a flexible average inflation target** in his Jackson Hole speech in late August 2020, the mid-September meeting of the Fed agreed by a majority to a toned down version of the new inflation target in his speech - that *"it would likely be appropriate to maintain the current target range until labour market conditions were judged to be consistent with the Committee's assessments of maximum employment and inflation had risen to 2% and was on track to moderately exceed 2% for some time."* This change was aimed to provide more stimulus for economic growth and higher levels of employment and to avoid the danger of getting caught in a deflationary "trap" like Japan. It is to be noted that inflation has actually been under-shooting the 2% target significantly for most of the last decade, (and this year), so financial markets took note that higher levels of inflation are likely to be in the pipeline; long-term bond yields duly rose after the meeting. There is now some expectation that where the Fed has led in changing its inflation target, other major central banks will follow. The increase in tension over the last year between the US and China is likely to lead to a lack of momentum in progressing the initial positive moves to agree a phase one trade deal.

The Fed's meeting on **16 December** tweaked the guidance for its monthly asset quantitative easing purchases with the new language implying those purchases could continue for longer than previously believed. Nevertheless, with officials still projecting that inflation will only get back to 2.0% in 2023, the vast majority expect the fed funds rate to

be still at near-zero until 2024 or later. Furthermore, officials think the balance of risks surrounding that median inflation forecast are firmly skewed to the downside. The key message is still that policy will remain unusually accommodative – with near-zero rates and asset purchases – continuing for several more years. This is likely to result in keeping Treasury yields low – **which will also have an influence on gilt yields in this country.**

EU. In early December, the figures for **Q3 GDP** confirmed that the economy staged a rapid rebound from the first lockdowns. This provides grounds for optimism about growth prospects for next year. In Q2, GDP was 15% below its pre-pandemic level. But in Q3 the economy grew by 12.5% q/q leaving GDP down by “only” 4.4%. That was much better than had been expected earlier in the year. However, growth is likely to stagnate during **Q4 and in Q1 of 2021**, as a second wave of the virus has affected many countries: it is likely to hit hardest those countries more dependent on tourism.

With inflation expected to be unlikely to get much above 1% over the next two years, **the ECB** has been struggling to get inflation up to its 2% target. It is currently unlikely that it will cut its central rate even further into negative territory from -0.5%, although the ECB has stated that it retains this as a possible tool to use. The ECB’s December meeting added a further €500bn to the PEPP scheme, (purchase of government and other bonds), and extended the duration of the programme to March 2022 and re-investing maturities for an additional year until December 2023. Three additional tranches of TLTRO, (cheap loans to banks), were approved, indicating that support will last beyond the impact of the pandemic, implying indirect yield curve control for government bonds for some time ahead. The Bank’s forecast for a return to pre-virus activity levels was pushed back to the end of 2021, but stronger growth is projected in 2022. The total PEPP scheme of €1,850bn of QE which started in March 2020 is providing protection to the sovereign bond yields of weaker countries like Italy. There is therefore **unlikely to be a euro crisis** while the ECB is able to maintain this level of support. However, as in the UK and the US, the advent of highly effective vaccines will be a game changer, although growth will struggle before later in quarter 2 of 2021.

China. After a concerted effort to get on top of the virus outbreak in Q1, economic recovery was strong in Q2 and then into Q3 and Q4; this has enabled China to recover all of the contraction in Q1. Policy makers have both quashed the virus and implemented a programme of monetary and fiscal support that has been particularly effective at stimulating short-term growth.

Japan. A third round of fiscal stimulus in early December took total fresh fiscal spending this year in response to the virus close to 12% of pre-virus GDP. That is huge by past standards, and one of the largest national fiscal responses. The budget deficit is now likely to reach 16% of GDP this year. Coupled with Japan’s relative success in containing the virus without draconian measures so far, and the likelihood of effective vaccines being available in the coming months, the government’s latest fiscal effort should help ensure a strong recovery and to get back to pre-virus levels by Q3 2021 – around the same time as the US and much sooner than the Eurozone.

World growth. World growth will have been in recession in 2020. Inflation is unlikely to be a problem for some years due to the creation of excess production capacity and depressed demand caused by the coronavirus crisis.

Appendix C

VAT - Key Performance Indicators

Creditor Invoices

VAT return for	No of high value Creditor invoices checked	No of Creditor invoices highlighted as requiring "proper" document for VAT recovery	% of creditor invoices checked requiring "proper" document for VAT recovery
Apr-20	171	3	1.75%
May-20	132	0	0.00%
Jun-20	172	1	0.58%
Jul-20	189	1	0.53%
Aug-20	161	1	0.62%
Sep-20	222	1	0.45%
Oct-20	216	2	0.93%
Nov-20	201	1	0.50%
Dec-20	221	1	0.45%
Jan-21			
Feb-21			
Mar-21			

Income Management Entries

VAT return for	No of entries checked by formula per the ledger account code used	No of entries needing follow up check (but not necessarily incorrect).	% of entries needing follow up check
Apr-20	648	1	0.15%
May-20	555	6	1.08%
Jun-20	711	21	2.95%
Jul-20	709	4	0.56%
Aug-20	705	3	0.43%
Sep-20	902	5	0.55%
Oct-20	909	0	0.00%
Nov-20	803	1	0.12%
Dec-20	697	0	0.00%
Jan-21			
Feb-21			
Mar-21			

Debtor Invoices

VAT return for	No of Debtor invoices checked	No of checked debtor invoices with incorrect VAT code used	% of debtor invoices with incorrect VAT code
Apr-20	49	6	12.24%
May-20	41	0	0.00%
Jun-20	70	0	0.00%
Jul-20	79	10	12.66%
Aug-20	84	1	1.19%
Sep-20	77	0	0.00%
Oct-20	71	0	0.00%
Nov-20	70	1	1.43%
Dec-20	72	0	0.00%
Jan-21			
Feb-21			
Mar-21			

Note: Debtors VAT checking is carried out by Finance via a work process prior to the invoice being raised hence the improvement in errors compared to previous years

Purchase Cards

VAT return for	No of transactions for which paperwork requested for checking	Resolvable errors discovered	Value of VAT potentially claimable but recharged to budget due to non- response	No of transactions where VAT claimed incorrectly	% of transactions available to be checked where VAT was claimed incorrectly	Value of VAT incorrectly claimed hence recharged to budget
Apr-20	128	9	£2,314.57	7	5.47%	£418.08
May-20	89	0	£0.00	5	5.62%	£268.05
Jun-20	99	2	£812.00	4	4.04%	£357.51
Jul-20	142	3	£321.90	8	5.63%	£542.96
Aug-20	66	3	£706.86	4	6.06%	£48.63
Sep-20	216 ¹	6	£1,287.12	34	15.74%	£1,074.67
Oct-20	171	13	£1,050.57	17	9.94%	£314.34
Nov-20	207	3	£641.47	18	8.70%	£1,048.13
Dec-20	174	8	£979.34	16	9.20%	£356.33
Jan-21						
Feb-21						
Mar-21						

¹ Please note that the amount previously listed (2,016) was due to a typo in the KPI spreadsheet. As such the other stats for this period have been updated to reflect the corrected figures.

Chargebacks to service areas

The upload of appropriate documents to the Barclaycard purchase card system to enable vat recovery was made mandatory in September 2017 as a result of the lack of response from service areas/establishments to provide documents when requested. Where no document has been uploaded, any VAT amount input against the transaction is charged to the service area as there is no evidence to support the vat recovery.

Any other VAT errors that come to light as a result of the various checks are also charged to the relevant service areas.

Budget holders are able to see this clearly as chargebacks are coded to account code EX400600 and the activity code used alongside this gives the reason why this chargeback has occurred.

The total amount charged back to service areas in 2020/21 to end of December is £30,705.89. The breakdown of this is as follows:

Potentially correctable errors

Reason	Amount £
Not a tax invoice	9,186.87
Powys County Council is not the named customer	68.53
No invoice uploaded to purchase card system	16,145.53
Invoice(s) do not match payment	883.34
No evidence to back recovery	133.33
Total	26,417.60

Other errors

Reason	Amount £
Non-domestic VAT	145.85
No tax on invoice	1,343.18
Supply not to Powys County Council	916.47
Over-accounting for VAT	1,879.13
Internal payments	3.66
Total	4,288.29

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

CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE**February 16th, 2021

REPORT AUTHOR: County Councillor Iain McIntosh
Portfolio Holder for Housing, Planning & Economic
Regeneration

REPORT TITLE: Housing Revenue Account Rent and Related Charges
Changes for 2021-22

REPORT FOR: Decision

1. Purpose

- 1.1 This report sets out a series of recommended changes for Council Housing Rents, Garage Rents and all property and tenancy related Service Charges, for the financial year 2021-22.
- 1.2 A separate report setting out the detail of Housing Revenue Account (HRA) Thirty Year Business Plan recommended for the period beginning in April 2021 and reflecting the decisions taken in respect of the recommendations made in this report, will be presented separately to Cabinet.

1. Background

- 2.1 The HRA is made up of income from rents and other housing related charges. This income is used to fund all HRA landlord related services including salaries, central service recharges and all services delivered to the Council's tenants. It also underpins the Council's ability to deliver a balanced and sustainable HRA Business Plan through financing the borrowing needed to invest in maintaining existing and developing new homes.
- 2.2 An important element of the HRA Business Plan is the projected future rental income over a thirty-year cycle. Rents need to be increased annually to make sure that the Business Plan, which like any business faces cost increases that are some cases beyond its control remains sustainable. If the Business Plan does not generate enough income to meet its commitments, which include maintaining all homes to the Welsh Housing Quality Standard (WHQS) and improving thermal efficiency of Powys council housing as well as providing new homes to meet growing housing needs not fulfilled by open market housing, it will not be viable. The Welsh Government will not approve a non-viable HRA Business Plan and as a consequence the Council will not receive

the Major Repairs Allowance (MRA), worth £3.63 million in capital funding each year, to support ongoing investment.

- 2.3 This report sets out the changes in rents and other charges that accrue to the HRA that will need to be introduced for 2021-22, to make sure the HRA Business Plan remains both sustainable and viable.
- 2.4 The recommendations take into account compliance with the Welsh Government's Policy for Social Housing Rents (Rent Policy). The Welsh Government's Rent Policy for 2021-2022 is described below.
- An annual rent uplift of up to CPI+1%, each year for five years from 2020-21 to 2024-25 using the level of CPI from the previous September each year. For September 2020 CPI was 0.5%. The five-year rent policy was introduced to provide certainty and stability for tenants and landlords.
 - CPI+1% will be the maximum increase allowable in any one year. However, the Welsh Government notes that CPI+1% must not be regarded as an automatic uplift. Any decisions on changes to rent should take into account the affordability of rents for tenants. All social landlords in Wales, as part of any decision on increasing rents, will be required to prepare an annual assessment of affordability, cost efficiencies and be able to demonstrate that their homes and services represent value for money.
 - The level of rents for individual tenants can be reduced or frozen or can rise by up to an additional £2 over and above CPI+1%, on condition that the total rental income collected by the HRA as a whole increases by no more than CPI+1%. This provision is designed to allow social landlords to restructure rents within their overall stock and within the overall rent increase envelope of CPI+1%, where necessary, to align rents with property types.
 - When setting rents, the Council is expected to take into account affordability for tenants of the whole cost of living in a property including, for example, rent, service charges and energy costs.

2. **Advice**

- 3.1. The Council, like all social landlords working in Wales, is expected to be able to justify its rent increases with reference to a rigorous approach to securing cost efficiencies and by putting affordability for tenants at the core of its considerations. At the same time, the Welsh Government recognises that not enough homes are being built, with particular concerns about the wider impacts arising from the shortage of social housing. There is therefore a need to strike a balance between affordability and allowing the Council to contribute towards increasing the supply of affordable, energy efficient and well-maintained homes.

3.2 Rents

- 3.2.1 The Council's HRA Business Plan has been stress tested to see what changes in rents and services charges need to be made to allow it to remain viable and able to increase the number of affordable homes available across Powys. The conclusion is that a rent increase of CPI+1%, equivalent to 1.5%, is necessary to make sure that the Housing Services is sustainable and able to provide homes and services for both current and future tenants. Such an increase allows rents to remain affordable and so does not contribute excessively to any increase in the cost of living for the Council's tenants.
- 3.2.2 The Welsh Government has not this year provided details of the target rents for social landlords. It is therefore not possible to reliably assess the status of Powys rents against the target rent. However, current rents for 2020-2021 are below the target rent band.
- 3.2.3 It is therefore recommended that with effect from April 2021 the average rent in Powys will increase by 1.5% (average £1.39 per week) for all 5,389 Council owned homes and 26 Gypsy Pitches. This is considerably lower than last year's average increase of £2.42 per week. Table One below shows the average rent in 2020-2021 and 2021-22 and the rent of the properties which will experience the greatest increase. It should be noted that the figures in Table One show rents over a 52-week rent year. In Powys rents for municipal homes are charged over a 48-week rent year with two 'rent free weeks' at Christmas and two 'rent free weeks' at Easter.

Table One: Housing Rents for 2020-21 and 2021-22

	Current Rent - 2020-2021	Recommended Rent - 2021-2022	Weekly Increase
Average HRA rent	£92.43	£93.82	£1.39
Maximum HRA rent	£156.78	£159.13	£2.35

- 3.2.4 The total rental income to the HRA from housing rents, if the recommendation is approved, will increase from £25,739,155 in 2020-21 to £26,289,872 in 2021-2022. This represents gross income before any allowance is made for void rent loss and arrears of rent. If the recommendation is not approved, then taking into account inflation and other unavoidable cost increases faced by the landlord service, it will be necessary to reduce the level of services provided, including investment in the Council's housing assets.
- 3.2.5 The Council is during the Covid-19 event taking a proportionate and pragmatic approach to the collection of rent. While the 'Rent First' ethos remains the guiding principle, tenants who are facing unavoidable financial challenges linked to the Covid-19 event are being offered additional support to secure additional income, including for example submitting claims for claims for housing benefit and universal credit, and accessing advice via the Councils money advice team. The Tenancy Support Officers and the Housing Management and Options

Officers are keeping in touch with people to make sure that help is offered as soon as possible to prevent arrears climbing to high levels. The approach is proving to be successful in maintaining income to the HRA. At the start of Quarter Four 2020-2021 income recovery is running at 96.99% of rent due; for the same period last year this was 97.72%. This rigorous but pragmatic approach will continue in 2021-2022 when it is expected to yield a similar success rate.

3.3 Service Charges

3.3.1 Service charges will need to be amended from April 2021 to allow the Council to recover the cost of providing these services. The service charges levied in 2020-21 are shown alongside the proposed charges for 2021-22 in Table Two. It should be noted that service charges vary from year to year, dependent on the costs to the service of providing those services.

Table Two: Service Charges for 2020-21 and 2021-22

Service Charge	Highest Weekly Service Charge		Lowest Weekly Service Charge (where a charge is made)		How the Service Charge is Calculated
	2020-2021	2021-2022	2020-2021	2021-2022	
Grounds maintenance	£1.59	£2.47	£0.04	£0.06	Calculated on a site-by-site basis, based on the size of the site and the cost of undertaking the work
Communal cleaning	£1.61	£1.61	£1.61	£1.61	Based on the total cost of the work, divided by all those who receive the service.
Communal heating and lighting	£0.91	£1.18	£0.91	£1.18	Based on the total cost of the service, divided by all those who receive the service.
Fire safety work	£1.74	£1.33	£0.12	£0.04	Based on actual costs per block and divided by all residents of the block.
TV aerials	No cost as of 21.1.2020	No cost as of 14.01.2021	No cost as of 21.1.2020	No cost as of 14.01.2021	Based on the costs associated with

					each aerial and divided by all potential users of the aerial system.
Repairs to entrance doors	TBA	N/A	TBA	N/A	Based on actual costs per block and divided by all residents of the block.
Communal washing lines	£0.44	£0.44	£0.26	£0.26	Based on actual costs per block and divided by all residents of the block.
Sewerage treatment	£5.65	£9.46	£5.65	£9.46	Based on the total cost of the work, divided by all those who receive the service.
Lift maintenance	No costs in 20/21	£0.43	No costs in 20/21	£0.23	Costs split equally between tenants with lifts (for servicing)
Repairs to communal areas in flats	£2.45	N/A	£0.01	N/A	Costs per block divided between all residents of the block

3.3.2 For the majority of service charges, the calculation of the charge is based on the costs incurred in the previous full year. The service charge for lift maintenance for the only block of flats which benefits from a through floor vertical lift (Maes yr Ysgol in Llanidloes), is based on the cost of the service agreement with the contractor, plus the cost of any repairs undertaken in the previous financial year.

3.3.3 Grounds maintenance service charges are based on the charges incurred two years prior to the current year. This means that the charges for 2020-2021 were based on 2018-2019 costs while costs for 2021-2022 will be based on costs incurred for 2019-2020. In 2019-2020, the Council increased the level of service to include winter works on the estates such as minor repairs and clearance of overgrown and unsightly areas, inspections and weed spraying. However, the cost for 2019-2020 is fixed for 2020-2021 and 2021-2022 which means that this service charge for tenants will remain fixed for the next three years, starting in 2021-2022.

3.3.4 There has been an increase in repairs needed to sewerage and water treatment plants to make sure that the systems remain legally compliant and operate in a way that satisfies the requirements of Natural Resources Wales. A programme of capital investment is being

put in place to replace aging equipment which is becoming more likely to need repairs.

3.4 Careline Community Alarm Service

3.4.1 Current policy dictates that should a property be designated as being one particularly suitable for older people, the tenancy agreement would include the tenant receiving the full Careline service. The tenant has no choice but to pay the charge, currently £1.10 per week. The charge does not reflect the full cost of providing the service which is £1.66 per week. The cost for tenants is cross subsidised by the wider HRA. Customers who live in privately owned accommodation currently pay £3.91 per week (excluding VAT).

3.4.2 In February 2020, the Council agreed the decision to take the Careline Service would rest with individual tenants and would no longer be mandatory for tenants of designated properties. This was to allow greater customer choice. At the same time, Careline would be available to all tenants who would like to pay for such a service. This may include people who are vulnerable for reasons other than age and who would benefit from having 24/7 access to the Careline Service.

3.4.3 The HRA Business Plan for 2021-2022 includes a one-off provision of £600,000 for the necessary capital investment to replace the Careline equipment with up-to-date kit that will be more reliable, less costly to maintain and able to offer a greater range of services. This programme was scheduled to have undertaken in 2019-2020 but was put on hold due to the impact of the Covid-19 event.

3.4.4 To recover the cost of the introduction of new, higher quality equipment, it will be necessary to reconsider the charges made for Careline. As part of the Council's Rent Policy for 2019-2020, it was agreed that any increase to the cost of the Careline service would be introduced in April 2021 alongside the roll out of the new equipment. However, due to the Covid-19 event, the new equipment has not yet been introduced. It would not be prudent to introduce a revised charge until the new equipment has been installed. This means a revised charge to reflect the actual cost of installing the new equipment will need to await completion of the renewal programme. It is therefore recommended that the charge for Careline in 2021-2022 remains at £1.10 per week.

Table Three: Careline Community Alarm Charges for 2020-2021 and 2021-2022

	Current Charge – 2020-2021	Recommended Charge - 2021-2022	Weekly Increase
Careline Community Alarm Charge	£1.10	£1.10	£0.00

3.5 Garages

3.5.1 A review has been completed of all the garage sites and plots owned by the Council. The review considered the demand for and suitability of garages for car parking, the condition of the buildings and the options for other uses for the sites, for example the development of new homes or car parking. For garage provision to continue to be viable, investment in the existing garage estate or new build garages to accommodate modern cars will be necessary in those sites that are to be retained.

3.5.3 Table Four below show the current rents for HRA garages in 2020-21 in Powys and the proposed rent for 2021-22. It also shows the current and proposed rents for garage plots owned by the HRA. It is recommended that HRA garage rents in Powys are increased by £2.64 per week, and garage plots by £20.04 per annum. This will help to align rents more closely with commercial provision and to support reshaping the Council's role in the garage market to better meet current demands.

Table Four: Garage and Garage Plot Rents for 2020-21 and 2021-22

	Existing Rent - 2020-21	Recommended Rent - 2021-22
Garage Rents	£9.86 per week	£12.50 per week
Rent for Garage Plots	£138.96 per annum	£159.00 per annum

3.5.4 The total rental income to the HRA from the provision of garages, if the recommendation is approved, income will increase from £664,350 in 2020-21 to £717,850 in 2021-22. The income for Garage Plot Ground rent in 2020-21 was £22,230; this will increase in 2021--22 to £24,960.

3.6 Gypsy and Traveller Sites

3.6.1 The Council currently operates two Gypsy and Traveller Sites in Powys – Leighton Arches in Welshpool and Kings Meadow in Brecon. A third in Machynlleth will open at the end of quarter four of 2020-2021. All sites are managed by the Housing Service although the costs of providing this service falls on the General Fund. Service charges for the sites cover grass cutting for the Kings Meadow Site and sewerage for all sites.

3.6.2 It is recommended that weekly occupation charges for Gypsy and Traveller sites in 2021-2022 will be increased by 1.5%, in line with the increase in HRA rents. Table Five below shows the existing charge for occupation of a plot on the Gypsy and Traveller sites, and associated service charges, in the current year and the recommended charge for 2021-22.

Table Five: Gypsy & Traveller Site Weekly Occupation Charge and Service Charges for 2020-21 and 2021-22

	2020-2021	2021-22
Weekly Occupation Charge for plots on Gypsy & Traveller sites	£104.24	£105.24
Grass Cutting Service Charge (Kings Meadow site only)	£0.61	£0.95
Sewerage Service Charge	£5.21	£8.73

3.6.4 The total income to the General Fund from the Council's gypsy and traveller sites, if the recommendation is approved, will increase from £136,449 in 2020-21 to £184,411 in 2021-22.

3.7 Temporary Accommodation for Homeless Households

3.7.1 It is recommended that the weekly charge for the occupation of temporary accommodation, provided to households to whom the authority owes a statutory duty is increased by 1.5% in 2021-2022. It should be noted that the scope for setting charges for temporary accommodation is influenced by the need to recognise the often low incomes of those who are homeless, the restrictions the social security system places on the amount of help homeless people can claim for accommodation and the capacity of the General Fund to meet the costs for those who are unable to make full payments from their own resources. The increase recommended represents a pragmatic compromise between these external factors. Tables Six and Seven shows the current and proposed weekly charge for the occupation of temporary homeless accommodation managed by the council.

Table Six. Temporary Homelessness Accommodation Weekly Occupation Charges for 2020-2021 and 2021-2022 (including Council Tax)

Weekly occupation charge for temporary homeless accommodation	Occupation Charge - including Council Tax		Service Charge		Weekly Total Occupancy Charge	
	2020-2021	2021-2022	2020-2021	2021-2022	2020-2021	2021-2022
Single person	£104.48	£106.05	£16.20	£16.44	£120.68	£122.49
Couple	£127.35	£129.26	£20.11	£20.41	£147.46	£149.67
Family	£151.92	£154.20	£28.91	£29.34	£180.83	£183.54

The 'including Council Tax' figures are the charges for people placed into shared accommodation (accommodation modified to allow separate households people to occupy a single property) example).

Table Seven. Temporary Homelessness Accommodation Weekly Occupation Charges for 2020-2021 and 2021-2022 (excluding Council Tax)

Weekly occupation	Occupation Charge excluding Council	Service charge	Weekly Total Occupancy
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charge for temporary homeless accommodation	Tax				charge	
	2020-2021	2021-2022	2020-2021	2021-2022	2020-2021	2021-2022
Single person	£84.55	£85.82	£16.20	£16.44	£100.75	£102.26
Couple	£104.66	£106.23	£20.11	£20.41	£124.77	£126.64
Family	£126.30	£128.19	£28.91	£29.34	£155.21	£157.53

The 'excluding Council Tax' figures are the sum charged to people placed in self-contained accommodation.

3.8 Other Rental Charges

3.8.1 The HRA collects rent from other services and properties, albeit on a small scale. These include such things as scooter stores and sheds. It is recommended that all other rental charges, not detailed above, will increase by 1.5% from April 2021.

4. Resource Implications

4.1 Financial

4.1.1 The recommended increases to housing rents and other related charges will allow Powys County Council to continue to maintain a viable and sustainable Thirty Year HRA Business Plan, continue to provide high quality services, develop more new social rented homes and support continued investment in its homes to maintain WHQS and improve thermal efficiency.

4.1.2 The Council's Section 151 Officer's notes the content of the report and confirms that the proposals can proceed as they comply with the Welsh Governments Rent Policy for 2021-22 and maintains the viability of the HRA Business Plan.

5. Legal implications

5.1 Legal: The recommendation can be supported from a legal point of view.

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

6. Comment from local member(s)

6.1 This matter has equal effect across the Council.

7. Integrated Impact Assessment

7.1 An Impact Assessment is attached to this report as Appendix A.

8. Recommendation

8.1 The recommendations set out in this report are:

- 8.1.1 That with effect from April 5th, 2021 the average rent in Powys will increase by 1.5% (the average rent being £93.82 per week) for all 5,389 Council owned homes excluding service charges.
- 8.1.2 That service charges charged to HRA tenants are amended from effect from April 5th, 2021 to allow the Council to recover the cost incurred in providing these services.
- 8.1.3 That the weekly cost effect from April 5th, 2021 for Careline in 2021-2022 is £1.10 per week.
- 8.1.4 That HRA garage rents in Powys with effect from April 5th, 2021 for 2021-2022 are increased by £2.64 per week.
- 8.1.6 That garage plot charges effect from April 5th, 2021 for 2021-2022 increase by £20.04 per annum.
- 8.1.7 That the weekly occupation charge from April 5th, 2021 charges for Gypsy and Traveller pitches in 2021-2022 will be increased by 1.5% the average rent being £105.24.
- 8.1.8 That all other rental and service charges, not detailed above, effect from April 5th, 2021 will increase by 1.5%.

Contact Officer:	Andy Thompson (Professional Lead - Housing) Tel: 01597 827464 Email: andy.thompson@powys.gov.uk
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Head of Service:	Nina Davies
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Corporate Director:	Nigel Brinn
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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	Housing Services	Head of Service	Nina Davies	Director	Nigel Brinn	Portfolio Holder	Cllr Iain McIntosh
Proposal	Changes to Housing Rent and Service Charges for 2021-2021						
Outline Summary / Description of Proposal							

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The Housing Revenue Account (HRA), which is the means by which all municipal landlords in Wales are expected to manage the financing of their landlord services, is funded primarily by the income generated from rents. Additional one-off payments are available from the Welsh Government to support the building of new council-owned homes. These payments are designed to reduce the cost of providing additional homes so that the future rent charges can be set at genuinely affordable social rent levels. An annual sum of £3.63m is made available to the Council by the Welsh Government – this is the Major Repairs Allowance (MRA) to support the maintenance of municipal housing to the Welsh Housing Quality Standard (WHQS), which is set by the Welsh Government.

The Council cannot use its General Fund (GF) to subsidise the provision of municipal landlord services and the HRA cannot be used to fund services which are expected to be paid for out of the GF. The HRA is required by the Welsh Government to, at all times, be sustainable and self-financing. In short, it can – with the limited exceptions set out above – only spend what it collects in rental income. That expenditure must also cover the debts incurred to buy and build the housing stock. These are long term loans managed on behalf of the Housing Service by the Council’s Treasury Team.

The rents the Council can charge for properties held within the HRA are subject to controls set by the Welsh Government. These controls include expected bands for different types of properties in different areas, assessed by reference to a number of market conditions including house prices, private rents and local incomes. Increases in rents are limited by a formula set by the Welsh Government. For the period 2020-2021 to 2025-2026 this formula allows social landlords in Wales, both councils and housing associations, to increase rents by no more than CPI+1%, averaged across each landlord’s entire stock. This means that while rents could be increased by more than CPI+1% on some properties, within the bands set by the Welsh Government, the overall increase for all homes cannot increase the income by more than CPI+1%. This approach is designed to encourage landlords to operate efficiently while maintaining pressure to keep all rents as affordable as practicable.

The HRA is able to recover service charges for services provided for specific properties or groups of property where it is more practical and efficient to provide services on a collective basis. Examples include grass cutting of communal areas in and around flatted blocks. Such charges are not subject to any formal controls but must not amount to more than the actual cost of providing the services.

The HRA in Powys owns a number of garages, garage sites and retail shops. The rents on these are not controlled by the Welsh Government and can therefore be set to reflect the Council’s strategic and financial aims for these assets.

This proposal, in the form of the Cabinet Report: “Housing Revenue Account Rent and Related Charges Changes for 2021-22”, sets out the Council’s proposals for all charges and rents relating to the HRA for the period 2021-2022.

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

Version	Author	Job Title	Date
V1	Andy Thompson	Professional Lead - Housing	January 27 th , 2021

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2. Profile of savings delivery (if applicable)

2020-21	2021-22	2022-23	2023-24	2024-2025	2025-26
£ N/A	£ N/A	£ N/A	£ N/A	£ N/A	£ N/A

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	<p>Changes to rents and service charges must be notified to tenants and affected residents no later than 28 days before the changes are due to come into effect. It is therefore necessary for the Council to come to a decision about its proposals by no later than February 28th to allow sufficient time for tenants and residents to be notified of the changes. Residents can respond to the proposed changes during this time. However all tenancy and related agreements issued by the Council make provision for annual changes and uplifts in rents and service charges.</p> <p>In addition to formally notifying tenants and affected residents, the Council will, in the interests of open governance, advise the following groups of its intentions:</p> <ul style="list-style-type: none"> • Strategic Housing Partnership • Tenant Scrutiny Panel

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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**

Income and Awards – impact on housing benefit payments for tenants not receiving social security housing assistance via the Universal Credit system.

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	Even a modest increase in rent and service charges means that individual residents may have less disposable income available.	Poor	Judicious increases in social rents, as per this proposal, will allow the Council to support the development of new affordable, social rented homes. This programme supports the local economy providing employment opportunities and local spend. Rents remain at an affordable level, below that expected by private rented accommodation providers. The Council will be able to maintain its investment programme in municipal housing – which accounts for one in ten of all homes in Powys – providing employment and business opportunities for local and regional people and enterprises. This will help support the 'Powys Pound'.	Good

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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
Health and Care We will lead the way in effective, integrated rural health and care	<p>Social rented housing is required to meet the Welsh Housing Quality Standard. This includes making sure homes are thermally efficient, do not suffer from intrinsic damp and have decent facilities for such things as food preparation and personal hygiene. Such requirements do not apply to other tenures.</p> <p>The proposed modest increase in rents allows this work to continue.</p>	Good	<p>The Council will with the rent changes set out in this proposal be able to maintain its investment programme to keep municipal housing at the Welsh Housing Quality Standard, providing for 10% of all households in Powys safe, healthy homes in both urban and rural locations.</p>	Good
Learning and skills We will strengthen learning and skills	<p>Homelessness, which continues to rise across Powys, can significantly affect households with children having a detrimental effect on the children's education as they do not have a suitable environment to learn. The proposed rent increase allows the Council to continue to increase the provision of accessible, secure and affordable homes across the county.</p>	Good	<p>Judicious increases in social rents, as per this proposal, will allow the Council to support the development of more affordable, social rented homes to help provide homes for families. An additional benefit of providing more homes in a way that can help stem the rise in homelessness is that the Council may not face such a steep increase in demands on its General Fund for services to help those at risk of or experiencing homelessness.</p>	Good
Residents and Communities We will support our residents and communities	<p>As landlord for one in ten of all Powys households, and responsible for the neighbourhoods of many owner occupiers living on estates developed by the Council, the Council needs to have the capacity and capability to maintain these areas to a high standard so that people can 'Love Where They Live'.</p> <p>The proposed rent increase will support this ongoing work.</p>	Good	<p>The reasonable and comparatively low increases in social rents set out in this proposal will allow the Housing Service to continue to positively support the well-being of neighbourhoods and communities through the Estate Maintenance Service, developing new Caretaker Service and supporting the provision and improvements of play areas on municipal housing estates.</p>	Good

Source of Outline Evidence to support judgements

Welsh Government Rent Policy (December 2019); Welsh Government Rent Notification Notice (November 2020); Powys HRA Business Plan (2020); STAR Survey of Tenant Satisfaction (June 2019); WHQS Compliance Policy for Powys (2020-2021); Homeless Review and Strategy (2018); Compliance One Hundred Board reports; Housing Improvement and Assurance Board reports; 'Love Where You Live' Tenancy Sustainability Strategy (2018); WHO 12¹ quarterly returns; 'Homes in Powys' housing waiting list data; Housing Service performance data.

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.	Increased rents allows the Council to fund new affordable homes maintaining the ability of Powys to attract and retain the employees needed to contribute towards prosperous Wales. Houses will be more energy efficient and contribute to lower carbon footprint.	Good	Providing the opportunity for the Council to support the development of more affordable, social rented homes by making judicious increases in rents will support the economy by allowing people to have more money to spend in the wider economy. It will also keep rents at a genuinely affordable level. The Council will also be able to maintain its investment programme in municipal housing – which accounts for one in ten of all homes in Powys – providing employment and business opportunities for local and regional people and enterprises. This will help support the 'Powys Pound'.	Good
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).	Allowing the Council to fund 'Love Where They Live' and 'Green Powys' will allow maintaining a natural environment in and around council owned homes.	Good	Investment in 'Love Where They Live' and 'Green Powys' is designed to increase planting and improve maintenance of the natural environment on housing estates. The HRA Business Plan includes provision for increasing the thermal efficiency of council homes, reducing environmental damage and reducing running costs for residents.	Good

¹ WHO 12: mandatory quarterly return to the Welsh Government, reporting the incidence of homelessness in Powys and the work undertaken by the Council to both prevent and deal with homelessness.

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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>Social rented housing is required to meet the Welsh Housing Quality Standard. The rent increase supports this by making sure homes are thermally efficient, do not suffer from intrinsic damp and have decent facilities for such things as food preparation and personal hygiene. Such requirements do not apply to other tenures.</p> <p>Homelessness, which continues to rise across Powys, can significantly affect the health of affected households. One of the main causes of homelessness is the lack of secure, affordable rented accommodation of the type provided by the Council.</p>	<p>Good</p>	<p>Judicious increases in social rents, as per this proposal, will allow the Council to support the development of more affordable, social rented homes to help provide and maintain a rising number of ‘healthier’ homes in Powys.</p>	<p>Good</p>

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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 Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>The Council's role as a social landlord is consistent with all relevant Powys County Council strategic plans, in particular the 'Powys Housing Strategy', 'Vision 2025' and 'Love Where You Live'. All the partnerships and organisations responsible for these strategic plans believe and support the principle that communities can thrive and prosper if individuals, families and groups are treated fairly, with respect, and given access to rights and services – which includes a safe, secure and affordable home. Indeed, a decent home is for most people the foundation of being able to have and enjoy a decent life.</p> <p>The rent increase will help maintain the ability of the Council to fund new affordable homes to make sure that communities, especially those in rural areas, remain viable and sustainable by offering homes for people across the socio-economic spectrum.</p>	<p>Good</p>	<p>The Council will be better able to support the development of more affordable, secure, social rented homes and maintain those it already owns to a decent standard, providing the bedrock for 'attractive, viable, safe and well connected communities' by progressing the pragmatic changes to rents for social housing contained in this proposal.</p>	<p>Good</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
<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>There is growing demand for safe and secure homes in Powys that are affordable to people with modest incomes, the county face the increased risks of more homelessness having detrimental impacts of social well-being, poor standards of accommodation affecting the quality of life and opportunities available to children and their parents and poorly maintained housing increasing fuel poverty and necessitating excessive use of fuels to keep homes warm. Maintaining rent income allows the council to provide quality homes that underpin wellbeing and a good start in life for young people.</p>	<p>Good</p>	<p>The reasonable and comparatively low increases in social rents set out in this proposal will allow the Housing Service to continue to positively support the well-being of neighbourhoods and communities by increasing the availability of high quality, fuel efficient homes.</p>	<p>Good</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>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	<p>Housing Services currently involves and engages with tenants through communication in their language of choice</p>	<p>Neutral</p>	<p>The reasonable and comparatively low increases in social rents set out in this proposal will allow the Housing Service to continue to positively support communications with tenants in the language of their choice, including Welsh.</p>	<p>Neutral</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>No impact expected</p>	<p>Choose an item.</p>		<p>Choose an item.</p>
<p><i>Welsh Language impact on staff</i></p>	<p>No impact expected</p>	<p>Choose an item.</p>		<p>Choose an item.</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>No impact expected</p>	<p>Choose an item.</p>		<p>Choose an item.</p>
<p>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).</p>				

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Tudalen 404

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
Age	Homes are provided by the Council for people of all age groups. There is growing need amongst younger people for a first home and an aging population who need homes better suited to their needs, for example level access.	Neutral	Judicious increases in social rents, as per this proposal, will allow the Council to support the development of more affordable, social rented homes to help provide and maintain a wider choice of homes for people of all age groups. The 'Fit for Life' programme will help improve access to homes for older people and those with mobility needs.	Neutral
Disability	Capital allocations by the HRA for aids and adaptations works improve the quality of homes for people who need help to better enjoy their home and cope with disabilities.	Neutral	The reasonable and comparatively low increases in social rents set out in this proposal will allow the Housing Service to continue to support a comprehensive programme of aids and adaptations. The 'Fit for Life' programme will help improve access to homes for those with mobility needs.	Neutral
Gender reassignment	No impact expected	Choose an item.		Choose an item.
Marriage or civil partnership	No impact expected	Choose an item.		Choose an item.
Race	No impact expected	Choose an item.		Choose an item.
Religion or belief	No impact expected	Choose an item.		Choose an item.
Sex	No impact expected	Choose an item.		Choose an item.
Sexual Orientation	No impact expected	Choose an item.		Choose an item.
Pregnancy and Maternity	No impact expected	Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements

Welsh Government Rent Policy (December 2019); Welsh Government Rent Notification Notice (November 2020); Powys HRA Business Plan (2020); STAR Survey of Tenant Satisfaction (June 2019); WHQS Compliance Policy for Powys (2020-2021); Homeless Review and Strategy (2018); Compliance One Hundred Board reports; Housing Improvement and Assurance Board reports; 'Love Where You Live' Tenancy Sustainability Strategy (2018); WHO 12² quarterly returns; 'Homes in Powys' housing waiting list data; Housing Service performance data.

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)				
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The rent increase will allow the council to progress its preventative agenda (preventing homelessness, housing market dysfunction, poor housing standards).	Good	The Council will be better able to support the development of more affordable, secure, social rented homes and maintain those it already owns to a decent standard, providing a solid foundation for future generations to have secure, affordable homes by progressing the pragmatic changes to rents for social housing contained in this proposal.	Good
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The service currently collaborates with a number of organisations and agencies.	Neutral	A sustainable and adequately resourced HRA will help the Council to work more effectively with a range of businesses, investors and service agencies to provide together services needed and desired by the people of Powys.	Neutral
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	The Housing Service supports active intelligence gathering about the way its services are received, experienced and perceived by the people of Powys, allowing improvements to be made that benefit people across the county.	Neutral	The Housing Service will be better able to continue to engage with neighbourhoods and communities if the HRA remains sustainable and viable and able to finance the needs and desires, where practicable, of tenants.	Good

Tudalen 405

² WHO 12: mandatory quarterly return to the Welsh Government, reporting the incidence of homelessness in Powys and the work undertaken by the Council to both prevent and deal with homelessness.

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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
Prevention: Understanding the root causes of issues to prevent them from occurring.	The Housing Service has adopted a preventative agenda with regard to its statutory duties, including maintaining homes to the WHQS and making sure homes are available, where possible, for those face with or experiencing homelessness.	Neutral	Judicious increases in social rents, as per this proposal, will allow the Council to support the development of more affordable, social rented homes to help provide and maintain a rising number of high quality, affordable homes in Powys that will help prevent the social and economic problems associated with homelessness, insecure homes and poor quality accommodation.	Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The importance of affordable, secure housing is an essential foundation for people to have a good education, be healthy, find decent employment and to be able to participate in their communities. Many other agencies find their work hindered and hampered if their clients do not have a safe, secure, affordable homes of the type offered by the Council.	Neutral	Judicious increases in social rents, as per this proposal, will allow the Council to support the development of more affordable, social rented homes to help provide and maintain a rising number of high quality, affordable homes in Powys that will help support the ability of Housing Services to contribute to the work of such diverse bodies and agencies examples including the Powys Teaching Health Board, Dyfed Powys Police, the Council's own social services teams, education services, the Mid-Wales Growth Deal	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The lack of genuinely affordable homes, let at social rents, is directly linked to poverty. The more people have pay in rent, the less they have for other expenditure, exacerbating poverty and poor quality of life. The same applies if people are compelled to live in thermally inefficient accommodation, where high heating costs can add to the problems of low incomes, causing practical poverty.	Poor	Providing the opportunity for the Council to support the development of more affordable, social rented homes – and maintain those it currently owns to a high standard with reducing energy needs - by making judicious increases in rents will support the economy by allowing people to have more money to spend in the wider economy. This will help reduce poverty.	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact expected	Unknown		Unknown

Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



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
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.	The Council's landlord service provides secure housing opportunities to help support households with children and vulnerable adults. This benefits the welfare of those concerned and helps to protect children and vulnerable adults from harm.	Neutral	Judicious increases in social rents, as per this proposal, will allow the Council to support the development of more affordable, social rented homes to increase the overall capacity of the Council to help people needing safeguarding related support.	Neutral
Impact on Powys County Council Workforce	None expected	Neutral		Neutral

Source of Outline Evidence to support judgements

Welsh Government Rent Policy (December 2019); Welsh Government Rent Notification Notice (November 2020); Powys HRA Business Plan (2020); STAR Survey of Tenant Satisfaction (June 2019); WHQS Compliance Policy for Powys (2020-2021); Homeless Review and Strategy (2018); Compliance One Hundred Board reports; Housing Improvement and Assurance Board reports; 'Love Where You Live' Tenancy Sustainability Strategy (2018); WHO 12³ quarterly returns; 'Homes in Powys' housing waiting list data; Housing Service performance data.

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What is the impact of this proposal on our communities?

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

Mitigation

Increasing rents means the council can continue to:

- 👉 Operate a viable and sustainable HRA. This will mean it may maintain WHQS.
- 👉 Maintain the current housing stock to a habitable standard, increasing health and well-being problems for residents.
- 👉 Continue the development programme for new homes, increasing the choice and options open to people looking for a safe, secure and affordable place to live in Powys.
- 👉 Provide tangible support to other Council services to help provide a balanced and coherent range of services to the people of Powys.

³ WHO 12: mandatory quarterly return to the Welsh Government, reporting the incidence of homelessness in Powys and the work undertaken by the Council to both prevent and deal with homelessness.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

The increases in rents proposed are within the parameters set by the Welsh Government's Rent Policy and are therefore likely to be accepted by the Welsh Government and residents in Powys. However, the Council will in future need to provide evidence to the Welsh Government of efficient and cost effective management of housing services to be able to increase rents at the maximum rate allowed by the Government. It is as yet unclear how the Welsh Government will assess this evidence and what action it may take should it consider the Council's proposals to be inadequate or do not meet its criteria for allowing full rent increases.

Description of risks			
Risk Identified	Inherent Risk Rating Impact X Likelihood (See Risk Matrix in guidance document)	Mitigation	Residual Risk Rating Impact X Likelihood (See Risk Matrix in guidance document)
Rent and charges increases proposed are not approved	9	Services and investment plans will be reviewed to identify those which can be reduced with the least risk to the integrity of the condition of the Council's housing assets, the development of new homes and the core management activities of letting homes promptly and collecting income due to the Council. Such programmes will be scaled back to bring overall expenditure in line with income.	4

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The impact on the Council of being able to increase rents by the amount set out in this proposal, will be considerable, as it will underpin a sustainable HRA Business Plan for 2021/22 and subsequent years.	

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

What additional evidence and data has informed the development of your proposal?
N/A

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



All HRA budgets are reviewed on a monthly basis.

Please state when this Impact Assessment will be reviewed.

December 2021 (to help inform and shape rent and service charge proposals for 2022-2023 Rent Year and the 2022-2023 HRA Business Plan update)

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Andy Thompson	<i>Andy Thompson</i>	January 26 th , 2021
Head of Service:	Nina Davies		
Director:	Nigel Brinn		
Portfolio Holder:	Cllr Iain McIntosh		

14. Governance

Decision to be made by	Date required
Cabinet	February 16 th , 2021

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FORM ENDS

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

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET / EMT
16th February 2021

REPORT AUTHOR: County Councillor Rachel Powell
Portfolio Holder for Young People and Culture

REPORT TITLE: Children's Services Early Help Strategy

REPORT FOR: Decision

1. Purpose

- 1.1 The purpose of this report and the accompanying Early Help Strategy is to inform, update and seek approval from the Cabinet Executive in respect of the expanded Powys Early Help Offer and our shared vision for the provision of multi- agency, integrated Early Help across Powys. The Strategy sets out our current Early Help offer as well as the direction of travel over the next three years.

2. Background

- 2.1. The Social Services and Wellbeing (Wales) Act 2014 is a key driver in the development of Prevention and Early Intervention and the Act places a specific duty on Social Services to ensure provision of preventative and Early Help Services. The Act requires significant changes in the way social services are planned, commissioned and delivered, characterised by a stronger emphasis on increased citizen engagement and ensuring voice and control for people who need care and support, and carers who need support; prevention and early intervention; the promotion of well-being; co-production – citizens and professionals sharing power and working together as equal partners; and multi-agency working and co-operation.
- 2.2. The Act focuses on earlier intervention, increasing preventative services in the community, helping people maintain their independence and enabling people to get the help they need before their situation becomes critical. This will help to reduce pressure on more costly statutory services.
- 2.3. Additional to this, the Care Inspectorate Wales Report (October 2017) highlighted that children and young people did not appear to be well served by the then, current arrangements for accessing support services in Powys. The report identified that the local authority needed to undertake further work in relation to implementing the requirements of the Social Services and Wellbeing (Wales) Act 2014 so there is understanding at a corporate level in relation to the delivery of information, advice, and assistance. The Report stated that the Local Authority and partners must work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, which includes the views of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventative sector, and statutory services.

- 2.4.** Prevention and early intervention are at the heart of the Welsh Government's programme of change and there is a clear need to focus on these principles to ensure that social services are sustainable for the future. Promoting well-being must include a focus on delaying and preventing the need for care and support to avoid escalation. Information, advice, and assistance must be made available at the right time and in the right place to enable people to retain control over their day-to-day lives and achieve what matters to them. Local authorities must empower people to produce innovative solutions for delaying, preventing, and meeting the needs for care and support through local networks and communities.
- 2.5.** To monitor the performance and progress of the Early Help Strategy, a governance framework has been established. The Early Help work stream will be the key delivery driver for the implementation of strategy and is governed by the Start Well Partnership Board. Together, these forums will serve to provide operational and strategic challenge to the work of Early Help.

3. Advice

3.1. Alongside the legislative imperative there are a raft of local Strategies which underpin the Powys Early Help offer. The Powys Health and Care Strategy 2020-27 requires local agencies to introduce collaborative approaches to identify and understand the potential unmet needs for children and families. The Early Help and Support focus of the strategy will implement partnership processes for the effective assessment of children and young people who will benefit from early help services. The Early Help Strategy is aligned with Powys Corporate Strategy; Powys 2025 – Our Vision, which focuses on key areas including wellbeing, early help and support and local coordinated support. Strengthening community development and resilience and support for communities to do more for themselves and reduce demand on Public Services. The Service Performance will contribute towards that vision with an emphasis on Early Help and support:

3.2. The Powys 2025, Vision for the Future Outcomes:

- Focussing on wellbeing.
- Early Help and Support.
- Providing joined-up care and support.
- Developing a workforce for the future.
- Creating innovative environments.
- Developing digital solutions.
- Transforming in partnership.
- Improving the educational attainment of all pupils.
- Supporting children and families to have the best start in life.
- Improving the skills and employability of young people and adults.
- Strengthening community development and resilience.

3.3. Welsh Government's Core Aims for children and young people in Wales:

Core Aim 1 - have a flying start in life.

Core Aim 2 - have a comprehensive range of education and learning opportunities.

Core Aim 3 - enjoy the best possible health and are free from abuse, victimisation, and exploitation.

Core Aim 4 - have access to play, leisure, sporting, and cultural activities.

Core Aim 5 - are listened to, treated with respect, and have their race and cultural identity recognised.

Core Aim 6 - have a safe home and a community which supports physical and emotional wellbeing.

Core Aim 7 - are not disadvantaged by poverty.

- 3.4. As a response to these drivers, Powys Children's Services restructured and expanded our Early Help offer in July 2019 to better align resources and improve integrated working across localities. This includes bringing 'in house' previously commissioned Services: providing better value for money and the creation of a more diverse, flexible, and responsive service.
- 3.5. The Powys Offer ensures that families and parents receive information, advice, or assistance at the most appropriate level as part of a stepped approach. Children and families in need of Early Help often have a range of needs and different levels across a continuum. In Powys we have a shared framework known as the 'Regional Thresholds and eligibility for support Document; The right help at the right time for children, young people and their families' for all our work with children and families and to help us to identify need as early as possible and offer a proportionate response to address need.
- 3.6. Powys Children's Services Early Help Offer encompasses:
- 3.7. **Universal Services**
- 3.8. **Family Information Service (FIS)** The FIS provides a range of information for Children and families and helps families navigate their way around family information and support in Powys. FIS signposts to useful services, campaigns, projects, initiatives or other sources of information and support. We have an online presence which reaches families across Powys with our audience growing daily. From creating interactive and attractive information Facebook posts to being admins on local Facebook community groups we can connect and engage the families in the communities of Powys. This is a universal service.
- 3.9. **Home start** Also Universal, this service will recruit volunteer parents to help support new parents. A Home Start service is successfully operated and embedded in other local authorities with proven evidenced outcomes when working with families. Looking at data it is evident it will strengthen and enhance the Early Help offer for all families who have some difficulties but do not require coordinated support.
- 3.10. **Enhanced / Targeted services**
- 3.11. **Stronger Families** We aim to promote, co-ordinate and deliver parenting support in line with Welsh Government guidance to strengthen parenting capacity, develop and build resilience, sustain positive change, and reduce risks. Providing evidence based and structured parenting support through groups and 1:1 home coaching. The groups run are both formal evidenced based groups such as Incredible Years parenting courses, as well as informal groups such as baby massage, bumps to babies and young parents, to support children, young people and families, based on the local need within their community. The groups not only support parents with building knowledge and confidence with positive parenting strategies, but also encourages them to build their social networks. The Parenting support provided through Stronger Families, as part of our Parenting Offer will be subject to ongoing review in respect of

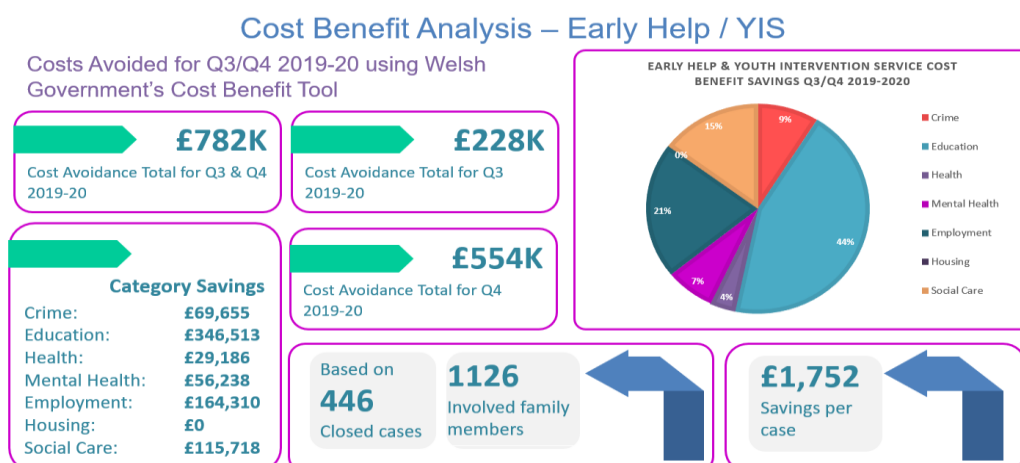
its effectiveness in meeting identified need and reaching and making a difference to our most vulnerable families.

- 3.12. Support for Families** Support workers provide flexible and adaptable support, based on individual family's needs. The support workers work with all ages (0-18) and provide a holistic family approach working in both a planned and structured way, as well as being able to provide a more intensive support when families are in crisis. This area of the service tends to receive any step down of cases from statutory assessment teams and care and support teams. This is to ensure that the correct level of intervention is provided to prevent the need for a child or young person re-entering statutory services. At this level of the stepped approach to Early Help we commission services from the Youth Intervention Service who undertake work with 12-18-year-old children and young people and families.
- 3.13.** We use the Early Help Referral and Assessment document to progress a referral for targeted Early Help (replaces the CAF). Any agency / individual (including families themselves) can complete an Early Help Referral, this outlines what the worries are as well as what the strengths and identified support needs are.
- 3.14.** Once completed, this is sent into the central Early Help Team which is the team who have operational responsibility for managing and coordinating the Early Help Services detailed above, these teams are based the North and South of the County. Referrals are 'triaged' on a weekly basis and the threshold eligibility for support guidance is used to inform what kind of support would be most proportionate and best meet identified needs.
- 3.15.** From the point of triage, a case will either be allocated to a family support worker within the Early Help team, referred to a commissioned service (such as Youth Intervention Service), or the case may also be signposted to an appropriate support, providing the right help at the right time.
- 3.16.** We have adopted the 'everybody's business' approach so where a multi-agency targeted response is required (2+ agencies) a Team Around the Family Plan and meeting will be convened (please see appendix flowchart). A lead practitioner will be identified, this may be a family support worker but equally could be any professional working with the family, such as health visitor, teaching assistant or a professional from a nursery. The purpose of the Lead Practitioner is to ensure that family have a supportive plan lead by a trusted professional which is reviewed on a regular basis. Support for Families Co-ordinators based in the Early Help Team support professionals and families in this process.
- 3.17.** We measure the effectiveness of the support a family receives through the Distance Travelled tool, which is first completed in the Early Help Referral (beginning scores) and is rescored during each review meeting. This ensures that the plan is effective, and families are feeling confident with the progress of changes they are making. The start and end scores are then recorded to give us an understanding of how far a family feel they have come.
- 3.18.** Central to our vision of an expanded Early Help offer in Powys is the development of locally based community support. The ambition, which is already underway, is to have 5 Early Help Hubs across the County. Each hub will be an open access community resource and a 'one stop shop' providing support, advice and information to children, young people, and families.

- 3.19.** Within Powys, there are 5 Flying Start areas, these areas are Welshpool, Newtown, Llandrindod Wells, Brecon, and Ystradgynlais The Early Help Hubs will be developed in these areas but will be accessible to all families who wish to use the resource.
- 3.20.** Within the Flying Start programme, capital funding has been awarded to establish and develop the Early Help Hubs with funding already in place for Welshpool and Brecon Hubs. To date, Newtown Integrated Family Centre is operational with a range of professionals co-located in the hub offering seamless support to children, families, and the community. The Newtown Integrated Family Centre is based around the concept of a one-stop shop providing services such as Powys Teaching Health Board, Childrens Services – Early Help Team, Family Support and Action for Children together in one place for families to access.

4. Resource Implications

- 4.1.** The Early Help Teams are funded through a mix of baseline budget which pays for the staffing costs for 'Support for Families' workers and Families First and Flying start grant funding which pays for Stronger Families, Family Support Co-ordinators, Home start and FIS. As these resources are paid for out of our existing budget there are no additional resource implications, however consideration will need to be given to the proportion of grant funding which supports this service.
- 4.2.** Providing effective targeted early help is critical in a time of significantly reduced public expenditure. When there is less money for resources it is increasingly necessary to ensure that resources are targeted where they will make the greatest difference. When the high costs of non -intervention and late intervention are compared to the significantly lower costs of early intervention, it becomes clear that intervening early will make the best use of our limited, shared resources and in the long- term early intervention can yield significant savings.
- 4.3.** We the use of the new Cost Benefit Tool developed by Welsh Government.to estimate the savings to Public Services through our Early Help Offer. The Cost Benefit Tool has been used across 100% of closed early help cases in Q3/Q4 of 2019-20 and this evidenced a cost avoidance of £782k. It is important to note that only £116k of this £782K is a cost avoidance to Social Services.



- 4.4. Flying Start within Powys has been awarded £820,000 capital funding for the creation of an Early Help Hub in Brecon. The project is a co-production with the third sector organisation Cymryd Rhan. Cymryd Rhan have purchased the Youth Centre building, which is situated in the heart of the Flying Start LSOA and we will partner with them to refurbish the childcare space, office space and meeting rooms. In exchange for our capital investment, we will operate from the building, rent free for a minimum of five years. The vision of Flying Start and the aims of Cymryd Rhan are well suited for this project as Cymryd Rhan are looking to have a building that serves the local community and engages with all ages, so there is significant crossover in both organisations' aspirations. We are confident of a deadline of March 2022. In respect of the Brecon project, we are not seeking approval at this time but highlighting it as an initiative in progress and a more detailed paper with specific information will be submitted in due course.
- 4.5 Desk space will be charged to organisations and providers using the office and childcare facilities located at the Early Help Hub in Brecon; those spaces utilised by the early help team will be funded via the Early Help budget once the 10- year period expires. Rooms for training and running groups will also be charged for however room space is already being paid for from the parenting, training and Early Help budget currently but these facilities will offer a community space accessible to families and will be hired for similar if not more cost -effective charges.
- 4.6 Welshpool Family Centre & Childcare at Oldford School: This project is already approved. Work has been delayed because construction of the new school in Welshpool was put on hold due to Covid-19. However, the new school will open in January 2021, allowing us to take over the vacated Oldford school site and begin refurbishment work to turn it into a family centre. The financial forecast and finances review has been completed for Oldford. The running costs have been calculated from actual figures provided by school services in addition to figures from Newtown integrated family centre due to its comparable space and usage. A detailed forecast has been produced and we are confident that the commitment we have agreed from our partners to secure desk and meeting space, in addition to the rental from open door nursery and income generated from the rental of meeting spaces will provide us with enough income to run the building.
- 4.7 The remaining Hubs planned for Ystradgynlais and Llandrindod Wells are not yet in progress although work has been ongoing, identifying suitable locations. The matter of revenue costs will need to be resolved through the Start Well Board before these projects are progressed.
- 4.8 The Head of Finance (Section 151 Officer) notes the content of the report. The resources section highlights that targeting resources in this way, across agencies, not only improves outcomes but reduces and avoids future higher costs. It is also highlighted that the provision is currently being significantly supported by grant funding, this poses a risk for the service should the funding cease.

5. Legal implications

- 5.1 This report builds upon the ethos of The Social Services and Well-being (Wales) Act 2014 and demonstrates the commitment of Powys County Council to deliver comprehensive services for children and families within Powys. The Social Care Legal Team continue to support and advise where appropriate and requested.
- 5.2 The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows "I note the legal comment and have nothing to add to the report"

6. Data Protection

- 6.1 The delivery of services, and collaboration proposed will require that all personal data is processed, including being shared, lawfully and transparently, and should be supported by relevant records of processing activities.

7. Human Resources:

- 7.1 HR will provide support and guidance as and when required.

8. Comment from local member(s)

- 8.1 (insert here any comments received from local Members on the subject matter)

9. Integrated Impact Assessment

- 9.1 See attached document.

10. Recommendation

- 10.1 Recommendation that the Early Help Strategy is approved by the Executive Cabinet.

Contact Officer: Karen Sharp
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Email: karen.sharp@powys.gov.uk

Head of Service: Jan Coles

Corporate Director: Ali Bulman

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

Early Help

Powys Early Help Strategy

2020 - 2023

Tudalen 419



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd
Addysgu Powys
Powys Teaching
Health Board



Heddlu • Police
DYFED-POWYS

Diogelu ein Cymuned - Safeguarding our Community

Executive Foreword

Tudalen 420

Early Help is everybody's business



What do we mean by Early Help?

Key to achieving our aims for supporting children and young people in Powys is a commitment to **early help** through a range of evidence-based interventions.

Early Help is a collaborative approach, not a provision.

All children and young people will receive **Universal Services**, however, some children, either because of their needs or circumstances, will require extra support to be healthy and safe and to achieve their potential. In Powys we have recognised that a timely response is essential for families who need some support and to achieve this we have developed our **Early Help Approach**.

Early Help may be needed at any point in a child or young person's life and we seek to offer support quickly to reduce the impact of problems that may have already emerged. Families are best supported by those who already work with them organising additional support with local partners as needed. **Early Help** is based on restorative approaches to working with children, young people and their families. Key are 'what matter' conversations between children, young people, families and any professional working with them. For children, whose needs and circumstances make them more vulnerable, a coordinated multi-disciplinary approach is usually best, based on an **Early Help Assessment**, with a Lead Practitioner to work closely with the child and family to ensure they receive all the support they require.

A range of **Targeted Services** are available to support these interventions. **Specialist Services** will be provided where the needs of the child are such that statutory intervention is required to keep them safe or to ensure their continued development. By working together effectively we seek to reduce the number of children and young people requiring statutory interventions and reactive specialist services.

Services for adults play an essential role in our Early Help Approach. Many adults have additional needs e.g. substance use, mental health needs, parental learning disabilities and domestic violence which can impair their parenting capacity. Services which predominantly work with either children and young people or adults need to adopt a **'Think Family, Work Family'** approach to secure better outcomes for children, young people and families with additional needs, through co-ordinating the support they provide.

Realising the Potential of Early Intervention – Early Intervention Foundation 2018:

'Leaving problems unresolved in childhood doesn't only impact on the lives of individuals and their families it also impacts on society and economy, by undermining the wellbeing of communities and reducing peoples' opportunities to live positive and successful lives. Acting early to support children at risk of poor outcomes can build healthier, happier and more productive communities and produce a range of economic benefits that significantly outweigh the costs of intervening'²

1. Munro Review of Child Protection (May 2011),
2. Realising the Potential of Early Intervention, Early Intervention Foundation (2018)

Early Help is everybody's business



The Scope and Purpose of this Strategy

The purpose of Powys Early Help Strategy is to establish a common understanding of Early Help and to ensure everyone can see how their contribution can make a difference to the lives of children, young people and families in Powys. The Strategy describes how we ensure that families receive accessible, co-ordinated Early Help when they need it. Early Help will happen across a continuum, from universal preventative approaches through to more targeted help where families are experiencing more complex and multiple difficulties.

The Strategy outlines our common purpose and is embedded within a whole family approach that builds protective factors and family resilience and enables families to help themselves.

The development of an effective Early Help approach is the responsibility of all strategic partners and requires a whole system/whole workforce approach across all services working with children. This strategy seeks to outline how we will work in partnership and as a community to play our part in helping those families most in need.

Early help is everybody's business

Every person working with children and families has a responsibility to support the delivery of Early Help and to assist the family to access appropriate services to enable positive parenting. Without cross sector shared responsibility there is a risk of missing an opportunity to provide help as quickly as possible and address need as soon as it emerges.

No one professional will have a complete picture of a child's needs and circumstances. Everyone who comes into contact with children has a part to play in identifying needs, sharing information and taking action in order to provide the right help at the right time. Early Help is often best provided or led by a known trusted professional, this is the Everybody's Business Model.

The uniqueness of Powys

Delivering services in Powys has its own geographical challenges. It is the most sparsely populated county in Wales with only 26 people per square km. Powys covers a quarter of Wales' landmass and has a population of 132,447 people³. As at the 1st of January 2020, there were 24,730 children between the ages of 0-18 recorded on the child health system⁴.

In Powys, there are a total of 59,666 households, 23% (13,556) of those households include children. Of the households that include children, 24% (3,208) are single parent/guardian households⁵. Powys is predominately rural, with over half its residents living in villages, hamlets or dispersed settlements. The infrastructure in parts of Powys is poor compared with more urban areas and the population is aging⁶.

People living in poverty face particular challenges and the Local Authority, alongside our partner agencies, should take account of this in helping to meet identified need. Early intervention can be critical in this regard. The Welsh Government funds and contributes several initiatives designed to help individuals and families receive appropriate help at the earliest possible opportunity and stop families escalating towards crisis. For instance, Families First is designed to improve outcomes for families, particularly those living in poverty.

Deprivation of an area can be determined via the Welsh Index of Multiple Deprivation Ranking that considers income, employment, health, education, access to services, housing, community safety and physical environment. In the 2019 rankings, Powys was identified as having no small areas of 'deep rooted' deprivation and is deemed to fare well as a county in every area except for 'Access to Services'. Significantly, 90% of Powys' small areas were within the top 50% across Wales of areas deprived by service access, illustrative of the issue across the breadth of the county⁷.

Powys is still subject to deprivation; considering all factors the top 10 small areas that suffer the greatest deprivation in our county are within or near to the highest populace communities of Newtown, Welshpool, Llandrindod Wells, Brecon, Ystradgynlais. This reflects the focus areas for Flying Start provision and will be mirrored by the placement of Early Help hubs providing Powys families with access to an Early Help service⁸.

The lives and needs of children and families in towns will often contrast with those who live in rural communities. Whilst some issues may vary the importance of timely Early Help is the same wherever families live. Help should be focussed, tailored and effective, involving parents and carers and extended family networks at every stage. Building on family and community resources will help to reduce the likelihood that extra help is required in the future.

3. ONS mid- year population estimates, StatsWales (Dec 2018),

4. Child Health System –Powys Local Teaching Board (2020),

5. ONS Census 2011,

6. Rural Cost Analysis of Powys (2018),

7. <https://gov.wales/welsh-index-multiple-deprivation-full-index-update-ranks-2019>

8. <https://gov.wales/welsh-index-multiple-deprivation-full-index-update-ranks-2019>

The Drivers for Change

The National Context

Strong statutory framework and guidance to supports the delivery of Early Help and a broad range of legislation underpins this work, including but not exclusively:

➤ United Nations Convention on the rights of the Child (UNCRC)

Governments are required to meet children's basic needs and help them reach their full potential. Central to this is the acknowledgment that every child has fundamental basic rights. These rights include protection from abuse and neglect, the right to be raised by or have a relationship with their parents and the right to express their opinions and be listened to.

Guided by the UNCRC, the Welsh Government has set out seven core aims as the basis of its work with children and young people. These aims inform decisions on priorities and objectives nationally and inform strategy and service provision locally:

- ✓ Core Aim 1 - have a flying start in life.
- ✓ Core Aim 2 - have a comprehensive range of education and learning opportunities.
- ✓ Core Aim 3 - enjoy the best possible health and are free from abuse, victimisation and exploitation.
- ✓ Core Aim 4 - have access to play, leisure, sporting and cultural activities.
- ✓ Core Aim 5 - are listened to, treated with respect and have their race and cultural identity recognised.
- ✓ Core Aim 6 - have a safe home and a community which supports physical and emotional wellbeing.
- ✓ Core Aim 7 - are not disadvantaged by poverty.

➤ The Children Act (2004)

The Act sets out Local Authority duty to promote inter-agency cooperation to improve the welfare of all children in the local authority area.



➤ **The Social Services and Wellbeing (Wales) Act 2014**

Prevention and early intervention are at the heart of the Welsh Government's programme of change and there is a clear need to focus on these principles to ensure that social services are sustainable for the future. Promoting wellbeing must include a focus on delaying and preventing the need for care and support to avoid escalation. Information, advice and assistance must be made available at the right time and in the right place to enable people to retain control over their day-to-day lives and achieve what matters to them. Local authorities must empower people to produce innovative solutions for delaying, preventing and meeting the needs for care and support through local networks and communities.

➤ **The Wellbeing of Future Generations (Wales) Act 2015**

The Act is concerned with improving the social, economic, environmental and cultural well-being of Wales and sets out seven Core wellbeing goals. This Strategy and the Early Help Offer makes a contribution to achieving those goals.

➤ **Additional Learning Needs and Education Tribunal (Wales) Act 2018**

The Additional Learning Needs and Education Tribunal (Wales) Act 2018 'encourages improved collaboration and information sharing between agencies, which are essential to ensuring that needs are identified early, and the right support is put in place to enable children and young people to achieve positive outcomes. The new legislation will be implemented in September 2021 and will:

- ✓ Ensure that all learners with ALN are supported to overcome barriers to learning and achieve their full potential
- ✓ Improve the planning and delivery of support for learners from 0 to 25 with ALN, placing learners' needs, views, wishes and feelings at the heart of the process
- ✓ Focus on the importance of identifying needs early and putting in place timely and effective interventions which are monitored and adapted to ensure they deliver the desired outcomes'

The Local Context

This Early Help Strategy also links to a number of other local strategies ensuring a whole system approach; necessary to improving local partnerships and supporting agencies who are putting early intervention into practice. The provision of Early Help makes a substantial contribution to the delivery of:

➤ **Powys 2025 – Our Vision for the Future**

The Early Help Strategy is aligned with Powys Corporate Strategy; Powys 2025 – Our Vision, which focuses on key areas including wellbeing, early help and support and local coordinated support. Strengthening community development and resilience and support for communities to do more for themselves and reduce demand on Public Services.

➤ **The Health and Care Strategy for Powys. 'A Vision to 2027 and beyond'**

With its focus on key areas including wellbeing, early help and support and local coordinated support. Strengthening community development and resilience and support for communities to do more for themselves and reduce demand on Public Services

➤ **Powys Workforce Development Strategy**

Greater focus on preventative work and early help to enable children to have the support they need at the earliest opportunity rather than wait until they require specialist support. This will lead to reduced requirements for Children Looked After (CLA) and Child Protection (CP) teams resulting in less demand for specialist social workers, who are hard to recruit and retain. Changing the service will result in creating more attractive roles for social workers who want to specialise in particular areas, and this could result in better recruitment of staff, furthermore, changing the way people undertake their roles will help the service create a stable and sustainable workforce.

➤ **Towards 2040 The Powys Wellbeing Plan**

Sets the direction Powys Public Service Board plan to take, working with our residents, communities, town and community councils and others to promote and deliver well-being in Powys. The Powys Public Service Board is required under the Well-being of Future Generations (Wales) Act 2015 to develop the plan. Having this long-term plan for Powys will help provide services either individually or together, in a collaborative and integrated way.

➤ **Powys Integrated Business Plan**

Children's Services is working to ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on. In Children's Services, we will:

1. Promote access to a range of Early Help services, which families can access preventing the need for statutory intervention.
2. Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm.
3. Work with children, young people and their families rather than 'do to', to co-produce plans which will bring about the changes children need as quickly as possible.

4. Provide and commission a flexible and affordable mix of high-quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.
5. Achieve the best possible outcomes for those children in our care by providing good parenting, specialist support and clearly planned journeys through care into adulthood.
6. Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant with the legislative framework and in line with best practice.

Care and Social Services Inspectorate Wales (CSSIW) undertook an inspection of services for children in Powys County Council during July 2017. The report highlighted that children and young people did not appear to be well served by the arrangements for accessing support services in Powys at that time. The report identified that the local authority:

- Needed to undertake further work in relation to implementing the requirements of the Social Services and Wellbeing (Wales) Act 2014 to ensure an understanding at a corporate level in relation to the delivery of information, advice and assistance.
- Needed to work together with partners to develop a cohesive approach to the collection and analysis of information about the needs of communities, which includes the views of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventative sector and statutory services.

More generally, Serious Case Reviews nationally and locally have taught us that the more swiftly we recognise a child's problems the quicker we take action. Furthermore, the better we work together and share information the more likely we are to avoid situations where children are placed at risk of significant harm

The economic benefits of Early Help

It is estimated that the cost to Public Services of late intervention is £17 billion per year (nearly £300 per head of the population) across England and Wales. Whilst this figure is substantial, it is only the immediate financial cost, and does not capture any lasting effects into adult life and sometimes into the next generation, nor the wider social and economic costs⁹.

There is compelling evidence that for every £1 invested in prevention and early help £7 is 'saved' later in a young person's life¹⁰. Put simply, preventative interventions are less expensive than later, acute and specialist interventions.

Providing effective targeted early help is therefore critical in a time of significantly reduced public expenditure. When there is less money for resources it is increasingly necessary to ensure that resources are targeted where they will make the greatest difference. When the high costs of non-intervention and late intervention are compared to the significantly lower costs of early intervention, it becomes clear that intervening early will make the best use of our limited, shared resources and in the long-term early intervention can yield significant savings.

It is important to acknowledge that in the short to medium term an Early Help offer may escalate costs through raising awareness and increasing demand and 'turning the curve' will require a refocussing of already scarce resources. It is equally important to acknowledge that early help is not a panacea and some families will continue to require intensive and costly support.

Investment in early intervention will lead to ongoing benefits, not only in saving expenditure of higher cost services, but by enabling children and young people to have a greater opportunity of acquiring skills and resilience which will lead to greater opportunities in adulthood.

'Benefits from early intervention accrue to the whole of society and the wider economy, not just to Public Services and government bodies. The long-term 'pay-off' to society may be particularly large where early intervention offers potential for labour market gains, such as improvements in employment and earnings'¹¹

9. The cost of Late Intervention: Early Help Foundation (2016)

10. Field, Allen et al, The cost of Late Intervention: Early Help Foundation (2016)

11. Early Intervention Foundation: Realising the Potential for Early Intervention (2018)

Cost Benefit Analysis – Early Help / YIS

Costs Avoided for Q3/Q4 2019-20 using Welsh Government's Cost Benefit Tool

£782K

Cost Avoidance Total for Q3 & Q4 2019-20

£228K

Cost Avoidance Total for Q3 2019-20

Category Savings

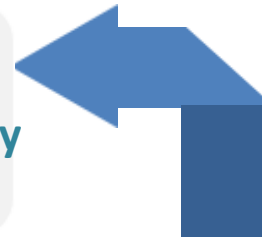
Crime:	£69,655
Education:	£346,513
Health:	£29,186
Mental Health:	£56,238
Employment:	£164,310
Housing:	£0
Social Care:	£115,718

£554K

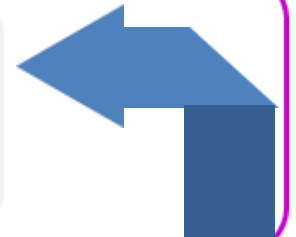
Cost Avoidance Total for Q4 2019-20

Based on
446
Closed cases

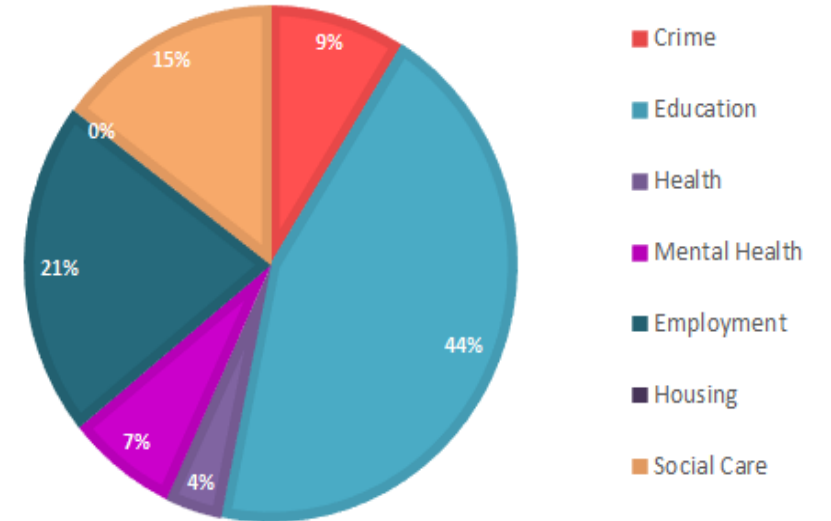
1126
Involved family
members



£1,752
Savings per
case



EARLY HELP & YOUTH INTERVENTION SERVICE COST BENEFIT SAVINGS Q3/Q4 2019-2020



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5 Key priorities that underpin our Early Help approach

We have developed 5 key priorities that will underpin our Early Help approach. These priorities are aligned with Powys Children's Services Integrated Business Plan:

- ❖ To promote access to a range of Early Help services. Preventing families needing statutory intervention.
- ❖ Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible, and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm.
- ❖ Work with children, young people and their families rather than 'do to', to co-produce plans which will bring about the changes children need as quickly as possible.



1. The early identification by universal, enhanced and targeted services of those vulnerable children and families who are at the highest risk of poor outcomes and who would benefit from early help.



2. To empower families by building positive professional relationships with them and by making a clear, non- stigmatising offer of local support that enables them to develop the capacity to resolve their problems and build resilience.



3. To deliver Early Help through partnership and a dedicated and trained workforce, thus enabling the development of a shared understanding, vision and practice around Early Help.



4. To deliver improved outcomes for children and families through the provision of effective, evidence- based interventions and support that reduce the numbers of families referred for specialist services.



5. To deliver high quality Early Help Services that improve outcomes, have impact and make a positive difference to the lives of families. The performance and impact of Early Help Services will be measured and monitored.

The Powys Early Help Offer

Where we are now: Families and parents receive information, advice or assistance at the most appropriate level as part of a stepped approach. Children and families in need of Early Help often have a range of needs and different levels across a continuum. In Powys we have a shared framework known as the 'Regional Thresholds and eligibility for support Document; The right help at the right time for children young people and their families' which helps us to identify need as early as possible and offer a proportionate response to address need.

Level 1 Universal support

Most children reach their full potential through the care of their families, communities and a range of universally provided services such as schools, health and leisure services and voluntary universal groups.

Level 2 Enhanced Support

From time to time some children become vulnerable and will have additional needs because of their development, family circumstances or environmental factors. These children and young people are at risk of not reaching their full potential and life chances may be impaired without the provision of enhanced interventions such as evidence-based parenting programmes.

Level 3 Targeted Support

Children and families experiencing more complex or multiple difficulties that need intervention by an individual or single service, or a more coordinated response may be required as part of a 'Team around the Family' plan, ideally led by a known and trusted professional. Without timely targeted support these children and families may escalate up into statutory children's services.

Level 4 Assessment for Care and Support

Children and young people who have more complex and significant needs which may only be met through the provision of a care and support plan although they are still entitled to universal support. These children and young people will be at risk of social or educational exclusion. Their health, wellbeing, social or educational development is being impaired, and their life chances will be impaired without the provision of additional services.

Level 5 Protective support

Children and young people whose needs are complex and enduring. They are at risk of significant harm or removal from their caregivers. Children can move between and across these levels of vulnerability according to their particular circumstances and the divisions are not 'hard and fast'.

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Local Service Area Mapping

Universal Services	Enhanced Support	Targeted Support	Assessment for Care & Support	Protective Support
GPs	Flying Start	Youth Intervention Service	Tier 3 Services for Substance Misuse	Looked After Children Service
Midwifery	Substance Misuse Services	Cynnydd	Social Care – Children’s Services	Inpatient CAMHS
Health Visitors	School Action & Action Plus	Detached Youth Team	Safeguarding Leads in School	Secure Units
Community Nursing	Stronger Families	Education Welfare Officer	Youth Justice Teams	Secure Estate
Hospitals	New Pathways/Workways – Employment assistance	ALN Outreach	Protecting Vulnerable People, Police Units	Social Care Safeguarding & Child Protection Teams
Dentists	Independent Domestic Violence Adviser (IDVA)	Integrated Disability Service	Probation	A&E
Childcare & Nurseries	Homelessness Options	Advocacy Services	CAMHS	Police
Family Centres	Victim Support	Primary Mental Health	Education Psychologist	Probation
Housing	Youth Services	Youth Justice Service	Continuing Care	
Victim Support	Police	Educational Psychologist	Specialist CAMHS	
Citizens Advice	Homestart	Support for Families	Specialist Schools	
Education	Generic Community Support Service	Paediatricians		
Youth Services	Disability Services	Specialist centres		
Police	Advocacy Services	PRU		
School Nursing	Supporting People – tenancy services	Team Around the Family (TAF)		
DWP	Face to Face Counselling	Child & Adolescent Mental Health Services (CAMHS)		
Citizens Advice Bureau Schools	Breast Feeding Peer Support	Substance Misuse Services Refuge/Safe Accommodation		
Libraries		Counselling Services		

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Bwrdd Iechyd
Addysgu Powys
Powys Teaching
Health Board



Early Help uses 'the continuum of need' also known as the 'Wellbeing Windscreen' in order to understand the needs, strengths and risks associated with vulnerable children, young people and families. Prevention and Early Help focuses on the delivery of support and interventions to children and families at level 1, 2 and 3 of the continuum.

The following diagram illustrates the continuum of needs that might apply to children and their families and the stepped approach to support:

The Right Help at the Right Time Framework



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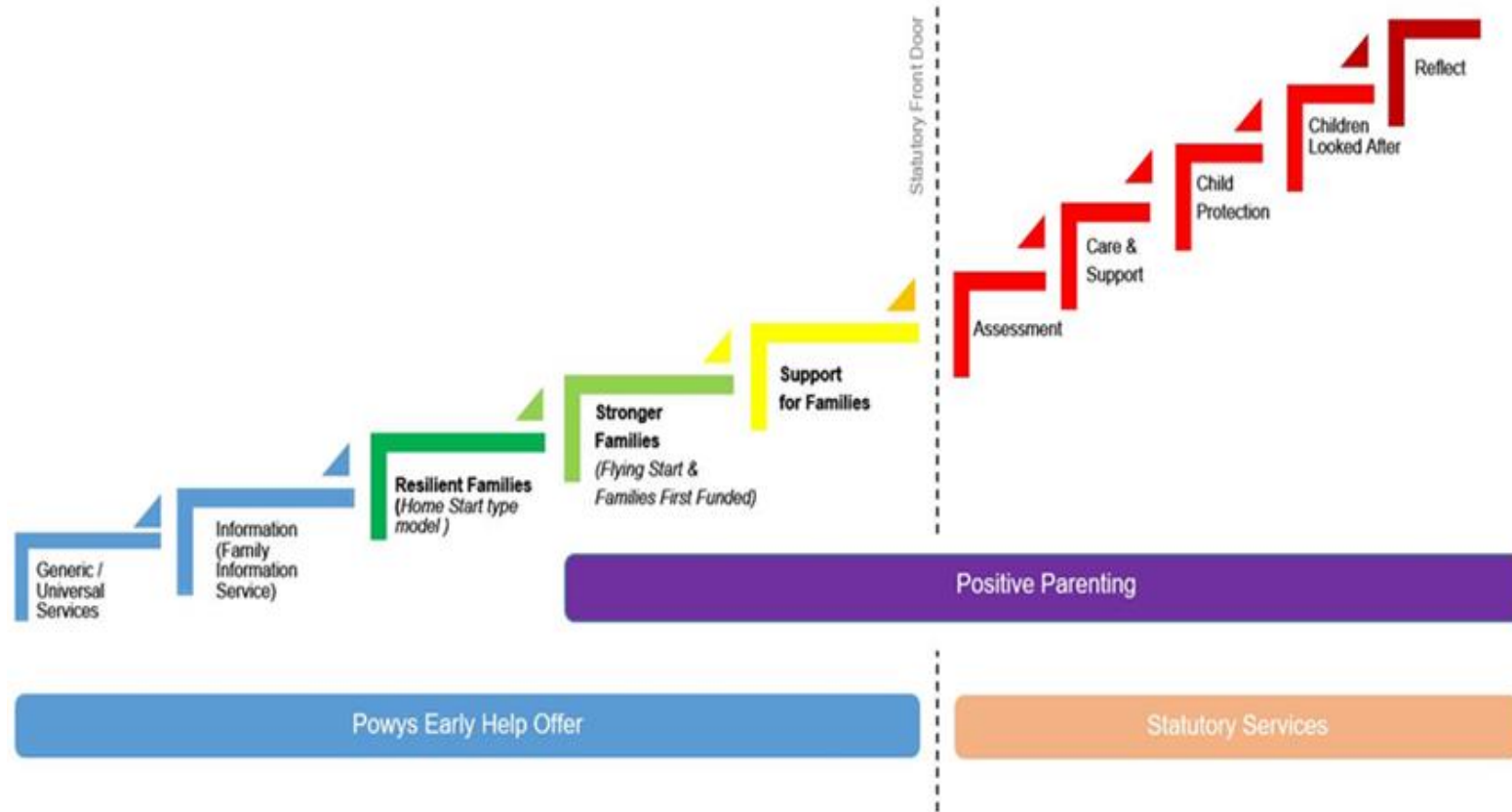
Early Help is everybody's business



Bwrdd Iechyd
Addysgu Powys
Powys Teaching
Health Board



The stepped model below helps to explain Powys' vision of an early intervention service that will provide holistic and integrated packages of intervention for children and young people (0-18 years of age) and their families. This service structure will also continue to include, where appropriate, working with school and setting staff who are also working with referred children to ensure a consistent and holistic approach and enable capacity building within existing mainstream services.



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GIG CYMRU NHS WALES
Bwrdd Iechyd Addysgu Powys
Powys Teaching Health Board



Universal Services

Recognising the support that is already provided by the wider children and young people's workforce as part of their existing roles. Developing and supporting the skills, knowledge and confidence of staff working in universal settings to identify need, talk to children, young people and families about what is important to them and provide information, advice and assistance at a community level.

- **Family Information Service (FIS)** - The FIS provides a range of information for children and families and helps families navigate their way around family information and support in Powys. FIS signposts to useful services, campaigns, projects, initiatives or other sources of information and support. We have an online presence which reaches families across Powys with our audience growing daily. From creating attractive and interactive information Facebook posts to being administrators on local Facebook community groups we can connect and engage families and communities across Powys.
- **Home start** - This service recruits volunteer parents to help support new parents. A Home Start service is successfully operated and embedded in other local authorities with proven evidenced outcomes when working with families. Data evidences that this will strengthen and enhance the Early Help offer for all families who have some difficulties but do not require coordinated support.

Enhanced services

- **Stronger Families** - We promote, co-ordinate and deliver parenting support in line with Welsh Government guidance in order to strengthen parenting capacity, develop and build resilience, sustain positive change and reduce risks. We provide evidence-based and structured parenting support through groups and 1:1 home coaching. The groups are both formal evidenced based groups such as Incredible Years (IY) parenting courses, as well as informal groups such as baby massage, bumps to babies and young parent groups. We support children, young people and families, to provide child centred interventions, based on the local need within their community. The groups not only support parents with building knowledge and confidence with positive parenting strategies, but also encourages them to build their social networks.

Targeted Services

- **Support for Families** - Support workers provide flexible and adaptable support, based on individual family's needs. The support workers work with all ages (0-18) and provide a holistic family approach working in both a planned and structured way, as well as being able to provide a more intensive support when families are in crisis. This area of the service tends to receive any step down of cases from statutory assessment teams and care and support teams. This is to ensure that the correct level of intervention is provided to prevent the need for a child or young person re-entering statutory services.
- **Youth Intervention Service** - The Youth Intervention Service (YIS) is a commissioned referral-based intervention, providing early intervention, help and support to young people aged 11-18 and their families in Powys. The work is carried out by professionally trained, experienced youth workers. Parents, carers and young people seeking support can self-refer via the Child and Family Assessment process (CAF). The support offered by YIS is one to one work with young people to address a range of issues. YIS also provide Take 3 Parenting groups.

How do we know when targeted Early Help is needed?

An Early Help Referral/ Assessment is completed in order to progress a referral for targeted Early Help. Any agency / individual (including families themselves) can complete the Early Help Referral, outlining what the worries are as well as what the strengths and identified support needs are.

The completed form is sent into the central Early Help Team. Referrals are triaged on a weekly basis. A discussion is held with the family and the threshold eligibility for support guidance is used to inform what kind of support would be most proportionate and best meet identified needs.

From the point of triage, a case will either be allocated to a family support worker within the Early Help team, referred to a commissioned service (such as Youth Intervention Service), or the case may also be signposted to an appropriate support, providing the right help at the right time.

We also 'step down' cases from Statutory Services to ensure that all identified needs are met before we end our involvement with children and families, this reduces the likelihood that the family will be referred back to Statutory Children's Services as Early Help intervention will strengthen resilience and the family's ability to problem solve drawing upon their own strengths and support networks.

We have adopted an 'everybody's business' approach, where a multi-agency targeted response is required (2+ agencies) an Early Help Plan and TAF meeting will be convened. A lead practitioner will be identified, this may be a family support worker but equally could be any professional working with the family, such as health visitor, teaching assistant or a professional from a nursery. The purpose of the Lead Practitioner is to ensure that family have a supportive plan led by a trusted professional which is reviewed on a regular basis. Support for Families Co-ordinators, based in the Early Help Team support professionals and families in this process.

If allocated to an Early Help family support worker, a TAF meeting will be convened within four weeks to ensure that families have a clear and concise plan, where they understand which agency is doing what and what the desired outcome of the intervention is. The plan is the family's plan and therefore their input is vital in ensuring it is as effective as possible. The plan is regularly reviewed to ensure that the actions are being achieved.

Whilst the Early Help Team are there to support families, it is also focused on promoting **independence not dependence**. Our aim is to provide families with the information, strategies and skills they need. We will support families to be motivated to implement changes, then encourage them in their confidence in being able to sustain these changes. If longer term support is required, we will ensure that we access this support (befriending services, MIND, youth worker etc).

Powys Integrated Disability Service (IDS)

The Team Around the Family (Early Help) model is also used by the Integrated Disability Service (IDS). Powys County Council and Powys Teaching Health Board have integrated services for children and young people with disabilities and complex health needs from Children's Health Services, Schools Service and Children's Services.

The IDS brings together staff teams (largely practitioners working at a specialist level) that work with disabled children and young people and their families, to meet their needs in a timely and co-ordinated way through shared assessment and planning.

The IDS aim to work with children or young people and their families to reach their full potential and maximise their independence. Early Help support is an important contribution to this and can at times avoid the need for escalation to complex situations.

The criteria for IDS TAF, is that more than 2 specialist practitioners are working with the same child drawn from the following disciplines:

- Speech Therapy
- Occupational Therapy
- Physiotherapy
- Community Children's Nursing and Special School Nursing
- Portage
- Learning Disabilities Nursing
- Psychology
- Educational Psychology
- Education Sensory Impairment Team
- Transitions Social Workers (Adults)
- Community Support

Early Help Assessment is completed by a person who knows the child well and is sent to the Front Door or the IDS. Referral discussions take place at weekly Triage Meetings. These bring together Lead Clinicians and Managers from Health, Education and Children's Services to share assessment information for the children and young people who would benefit from this approach.

The 'person centred' Team Around the Family (TAF) meeting is then co-ordinated by the IDS with the lead practitioner who has completed the assessment. Where appropriate referral is made to Early Help team for parenting support, other specialist support or referred for a Wellbeing Assessment by an IDS Social Worker if additional disability support is required.

Our shared ambition

In January 2020 there were:

1, 043 children open to Children’s Services across Powys.

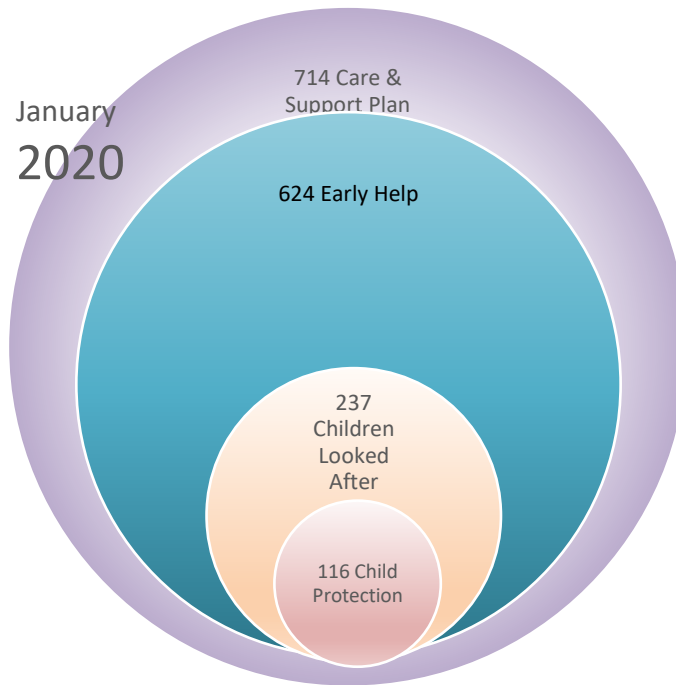
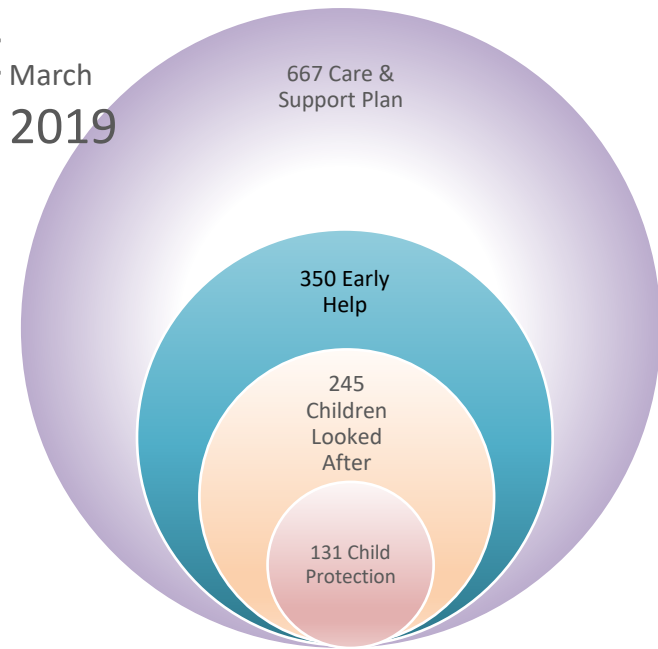
116 of our children were on the child protection register as at 31st January 2020, this has been decreasing in Powys from 131 at 31st March 2019.

237 of our Children are ‘looked after’ at 31st January 2020, this has been steadily decreasing in Powys from 245 at 31st March 2019. The number of children looked after in Powys is lower than the welsh average; based upon Children looked after per 10,000 population of 99 for Powys comparative to the welsh figure of 109 as at 31st March 2019¹².

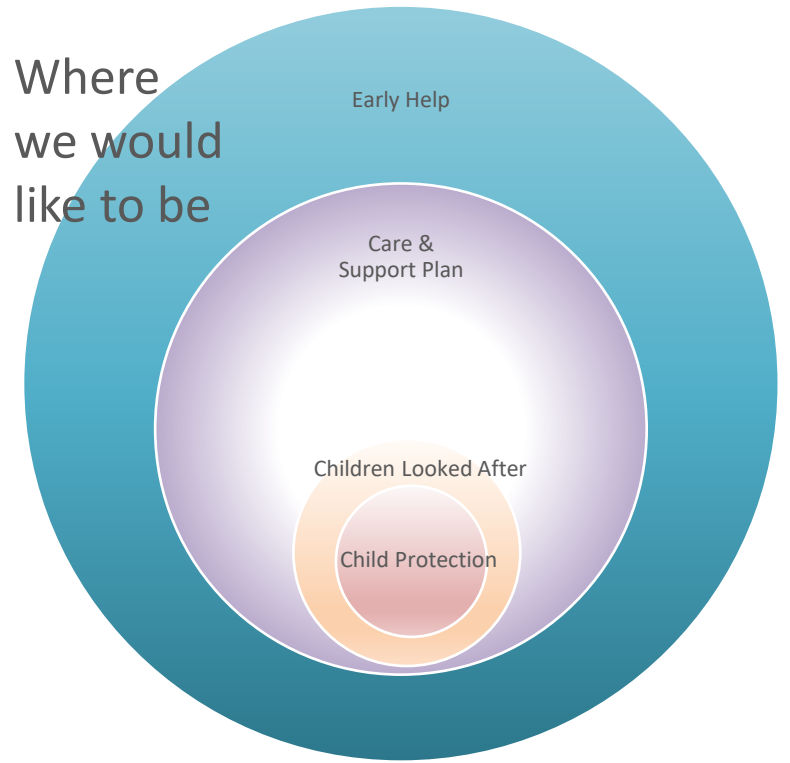
There is still much more to do and our Early Help Offer should help reduce the numbers of children looked after in the future. Despite our Children Looked After population being lower than the national average, the burden is higher per child due to the size of Powys; distance/time and strain on the workforce to meet the statutory visit requirements.

We have **714** children subject to Care and Support Plans and **34** children are currently undergoing an assessment.

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Where we would like to be



12. <https://statswales.gov.wales/Catalogue/Health-and-Social-Care/Social-Services/Childrens-Services/Children-Looked-After/>

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Key Indicators that Early Help is working:

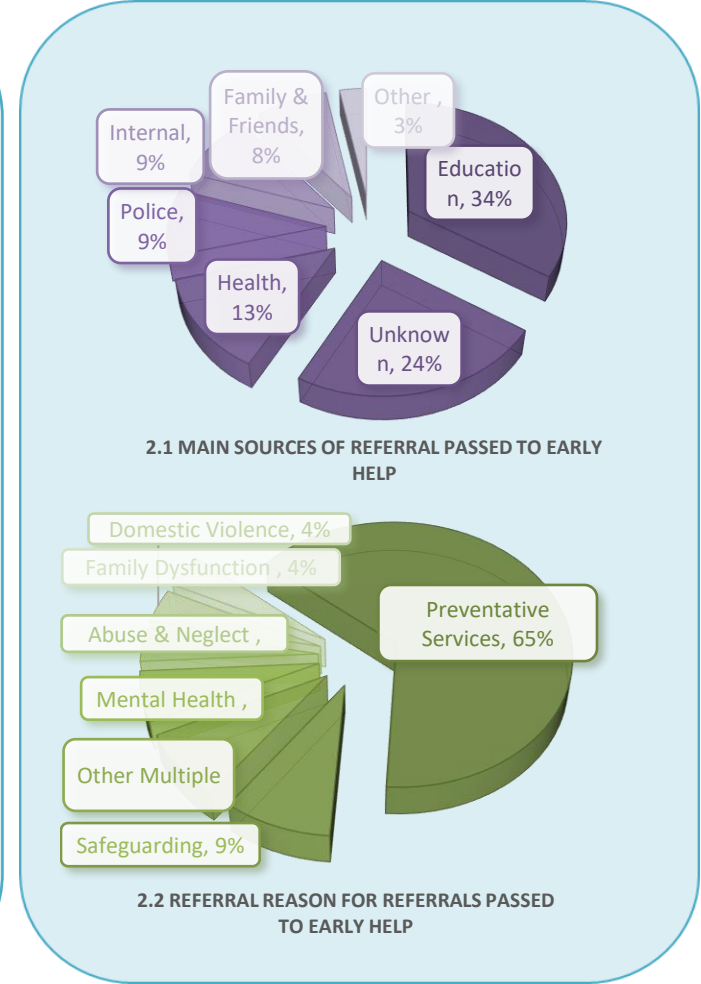
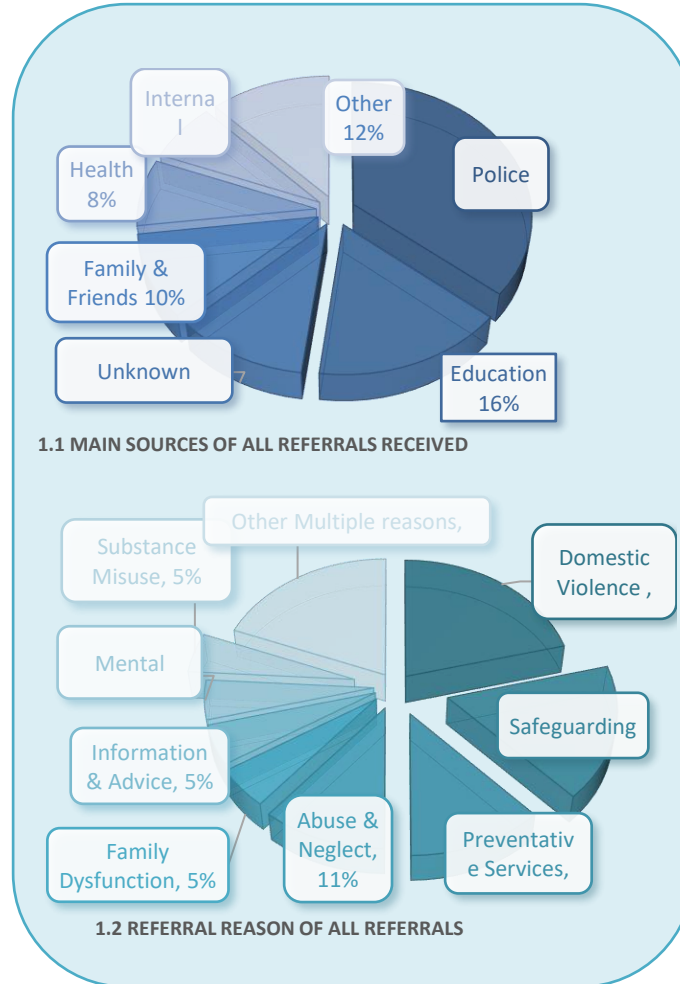
- ✓ A reduction of children subject to Care and Support Plans and Child Protection Plans
- ✓ A reduction in 'children who are looked after'
- ✓ A reduction in the number of children subject to Statutory Assessments
- ✓ A reduction in the number of Children closed to Statutory Children's Services following an assessment

Where our referrals come from and why:

The main sources of all referrals to Children's Services in 2019 were the Police, Education, Health and Family & Friends (Chart 1.1). Illustrating the necessity to work effectively with multi agencies

the primary reason for those referrals were Domestic Violence, Safeguarding and Preventative Services (Chart 1.2).

Education, Health and Police were the main source of referral passed specifically to Early Help (Chart 2.1); for the most dominant reason to access preventative services (Chart 2.2).



Creating opportunities for greater partnership and integrated working

Early Help activity is happening across the whole of Powys and includes a range of agencies and professionals; from colleagues working in universal services, offering more informal Early Help, through to the more formalised Powys Early Help Offer described. Wherever possible we will seek out opportunities to collaborate with and complement this work with the goal of providing the right help at the right time, avoiding duplication and preventing families being bounced between services or falling through the gaps. Here are some examples:

Dyfed Powys Police: The principles of Prevention, Early Intervention and Partnership working are enshrined in key strategic policing documents both at a national level and Dyfed Powys Police Force level. Key documents state commitment to the preventative principle of the 'Wellbeing of Future Generations Act' (Wales) 2015. The National Police Chief's Council document 'Policing Vision 2025'¹³ refers to the need for links between communities and Police tailored to meet society's complex and diverse needs. A partnership approach is advocated to protecting vulnerable people.

Early Action Together: This is a Wales specific Programme funded by the Home Office and sponsored by Public Health Wales, that seeks to transform policing to a multi-agency, ACE informed approach that enables early intervention and root cause prevention. Ace Training has been rolled out across Powys and has included key partner agencies.

A Vulnerability Hub will be operational within Dyfed Powys Police HQ by April 2020 which will bring together internal (and external where possible) staff dealing with vulnerable people, including those requiring Early Intervention in order to secure a more joined up approach. Plans are in place for staff from the Hub to attend Multi agency meetings to develop integrated working

School Beat also known as the All Wales School Liaison Core Programme targets children at primary and secondary schools with dedicated Police School Liaison Officers working with schools to deliver educative crime prevention and safeguarding resources. The Police School Liaison Officers also offer bespoke support to schools and pupils where there is an identified need.

Neighbourhood Policing Team: Dyfed Powys Police has Neighbourhood Policing Teams operating in the force area, who actively engage with the communities they serve, to contribute to addressing community priorities. The approach is one of problem solving, focussing on Early Intervention and Partnership working.

Youth Offending Teams (YOT): The Police are a statutory partner in Youth Offending Teams and each YOT has a seconded police officer. One of the central functions of the role being to work at an Early Intervention stage to divert young people from offending behaviour.

To complement the focus on multi-agency working detailed above, Dyfed Powys Police employs a Partnership Chief Inspector and Partnership Inspector for Powys, whose focus is to represent the police and promote positive working relationships between the police and other agencies at all levels, including Early Intervention

CAMHS: There is £200K of Regional Partnership Board (RPB) funding to provide an improved Emotional Health and Wellbeing Service for children and young people, who do not meet a Mental Health criteria but still have identified need (the missing middle). This project will be funded for two years and will include additional CAMHS workers who will provide advice and assessment to those not meeting a CAMHS criteria. These workers will link closely with the Early Help Team and Early Help Hubs.

Additional Youth Intervention Workers (YIS) who will be able to work directly with young people to provide interventions and support. Xenon (Counselling Provider) who will provide Emotional Health group work across all secondary schools in Powys, delivering Resilience and Emotional Regulation skills. The Youth Service and the Sports Development Team who will deliver activities and informal social support for Young people.

13. Policing Vision 2025 (2015)

Youth Intervention Service: The YIS also run a project called Cynnydd, which is funded by the European Social Fund (ESF) that gives us the opportunity to offer support and guidance to additional young people in Powys, to reduce the chances of them becoming 'NEET' (not in education, employment or training) when they leave school. This project has specific criteria, and young people are identified for participation through work with each high school.

Detached Youth Work Team: The Detached Youth Work Team offers support to young people aged 16-25 across Powys. We understand that everyone takes a different journey in life and we want to help young people with the things that might be causing them challenges to getting where they want to be. This could be help with employment, education or training opportunities, securing a safe place to live and helping them develop skills to enable them to live independent and fulfilling lives, now or in the future.

Incredible Years/ KiVa Anti-Bullying Programme: This is an evidenced based approach aimed at supporting the development of emotional health and wellbeing in young children (0-8 years) through a set of complementary programmes for parents/ carers, teachers, early years setting staff and primary aged children themselves.

The Powys strategy has been led by a Consultant Child Psychologist but has involved multi-agency planning at both a strategic and operational level. There has been investment in the development of a local supportive infrastructure and Powys is unique in the UK in being able to offer local, in-house, low cost training and support in all programmes. This means that the IY approach is used widely across primary schools and early years settings in Powys, as well as across a multi-agency workforce delivering both preventative and treatment interventions for parent and carers.

There is robust evidence for the effectiveness of the IY programmes in Powys. This is evidenced both through internal audit and evaluation and through partnership with Bangor University. A more recent and very successful development has been the introduction of a new IY parenting programme for parents and carers of children with autism.

The KiVa Anti-Bullying Programme¹⁴ is a highly evidence based, whole school programme for bullying prevention and intervention, which has been developed alongside the IY programmes in Powys primary schools. Research in partnership with Bangor University Shows significant reductions in bullying and victimisation in schools that have adopted the KiVa approach. The KiVa programme is an important intervention for developing emotional health and wellbeing in older primary aged pupils.

The Integrated Access to Services Task and Finish Group has a multi -agency membership whose aim is to explore ways in which key partners can align their Services to provide seamless support for children and families, prevent families being bounced between services or fall through the gaps. The potential for a single 'integrated front door' is currently being explored.

Monthly Multi Agency Early Help Meetings, chaired by managers from the Early Help Teams are well attended by a range of agencies; public and voluntary sectors, community/and or other services. These meetings provide opportunity to share ideas and information on services available locally. The meetings promote networking and strengthen multi- agency relationships. Partners are able (with consent) to bring for discussion, children and families whom they may have come into contact with and who have identified that they may benefit from Early Help.

14. <http://www.kivaprogram.net/wales>

Early Help Hubs

Flying Start is a Welsh Government funded programme offered in the most deprived areas throughout Wales. Children and their families are registered from pre- birth and remain part of the service until the child is four years old. There are four core components – Enhanced Health Visiting, quality childcare for 2:5 hours per day, each week from 2 – 3 years. Speech, Language and Communication support and Parenting, 1-1, in the home and evidence- based groups.

Central to our vision of an expanded Early Help offer in Powys is the development of locally based community support. The ambition, which is already underway, is to have 5 Early Help Hubs across the County. Each hub will be an open access community resource and a ‘one stop shop’ providing support, advice and information to children, young people and families. The Hubs will provide opportunity for co-located professionals working with children and families and offering seamless support to children, families and the community.

Within Powys, there are five Flying Start areas, these areas are **Welshpool, Newtown, Llandrindod Wells, Brecon and Ystradgynlais**. The Early Help Hubs will be developed in these areas but will be accessible to all families who wish to use the resource.

The Hubs will offer regular information, advice and support to families, for example:

- Drop in's with representatives from a range of providers / agencies such as Early Help staff, Health visitors, Speech and Language Therapists, Housing and Benefits and careers advice, Money advice and Neighbourhood Policing, to name but a few.
- Domestic abuse support and counselling
- Social events to promote community cohesion identity and resilience
- After school and Activity Clubs for children and parents



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Early Help Hubs – Our progress to date

Newtown Integrated Family Centre

- Newtown Hub is operational with a range of professionals co-located and offering seamless support to children, families and the community. The Newtown Integrated Family Centre is based around the concept of a one-stop shop providing services /organisations such as Powys Teaching Health Board, Children’s Services – Early Help Team, Family Support and Action for Children together in one place for families to access. The Hub houses after school clubs, young carers, star group for children affected by domestic violence and youth club. We also have an excellent Facebook page that keeps us in contact with the families we support and where we disseminate useful information.

Welshpool Hub & childcare at Oldfield School

- The new school will open in January 2021, allowing us to take over the vacated Oldford school site and begin refurbishment work to turn it into an Early Help Hub

Brecon Hub & childcare at Brecon Youth centre

- We are now progressing a co-produced project with the third sector organisation Cymryd Rhan, situated in the heart of the Flying Start LSOA s. In exchange for our capital investment, we will operate from the building, rent free for a minimum of five years. The vision of Flying Start and the aims of Cymryd Rhan are well suited for this project as Cymryd Rhan planning a building that serves the local community and engages with all ages, so there is a lot of crossover in what both organisations are looking to achieve.

How do we know we've made a difference?

In 2015 Ofsted undertook a thematic inspection of Early Help Services across England to gain an accurate picture of how effectively local partnerships' early help services were improving children's circumstances, reducing risk and taking further action when needed. Whilst the Inspection focused on Early Help in English Authorities the themes identified and learning equally applies to our Early Help approach in Wales and locally, in Powys:

- The inspection found that local authorities and their partner's faced significant challenges in maintaining consistency and quality of practice. Understanding roles and responsibilities for Early Help provision was identified to be at the heart of these difficulties and early help appeared to be an 'add-on' rather than central to the core business of improving the life chances for children.
- The report's findings mirrored those in Serious Case Reviews that looked at Early Help and concluded that local authorities were failing to learn the lessons from Serious Case Reviews to improve Early Help services.
- There was very little evidence about the impact of Early Help to ensure children's circumstances are improving, risk is reducing or that further action is needed.
- Generating good quality evidence of impact, particularly of systems involving a range of agencies and services, is difficult. It takes time and requires capacity and resources. We need to generate and use evidence that our Early Help offer is making a difference. This means equipping those delivering Early Help with the skills and resources required to measure the impact of our service and in turn, to generate good quality evidence.

We are working with our partners in business intelligence that provides us with this evidence. We are already some way to achieving this with monthly reporting on a variety of measures including step down's to Early Help, Re- referrals and data on cases redirected from the Front Door to Early Help. We are improving and developing our methods of evaluating the effectiveness of the services we offer through feedback such as the Distance Travelled Tool and developing standardised evaluation tools for all Early Help activity.

We aim to further embed the use of the new Cost Benefits Tool led by Welsh Government. The Cost Benefit Tool has been used across 100% of closed cases in Q3/Q4 of 2019-20 and we aim to continue this into 2020-21 across Early Help and other funded services.

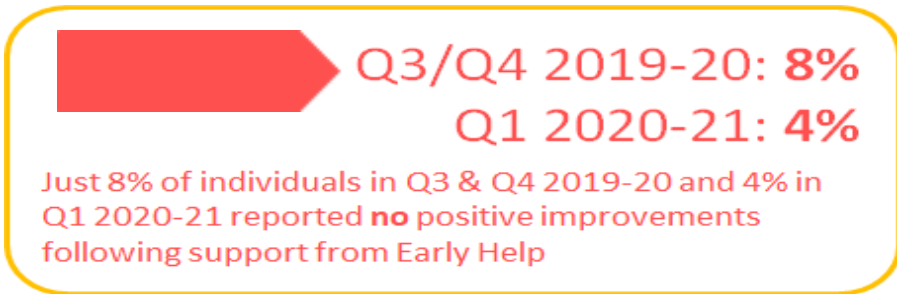
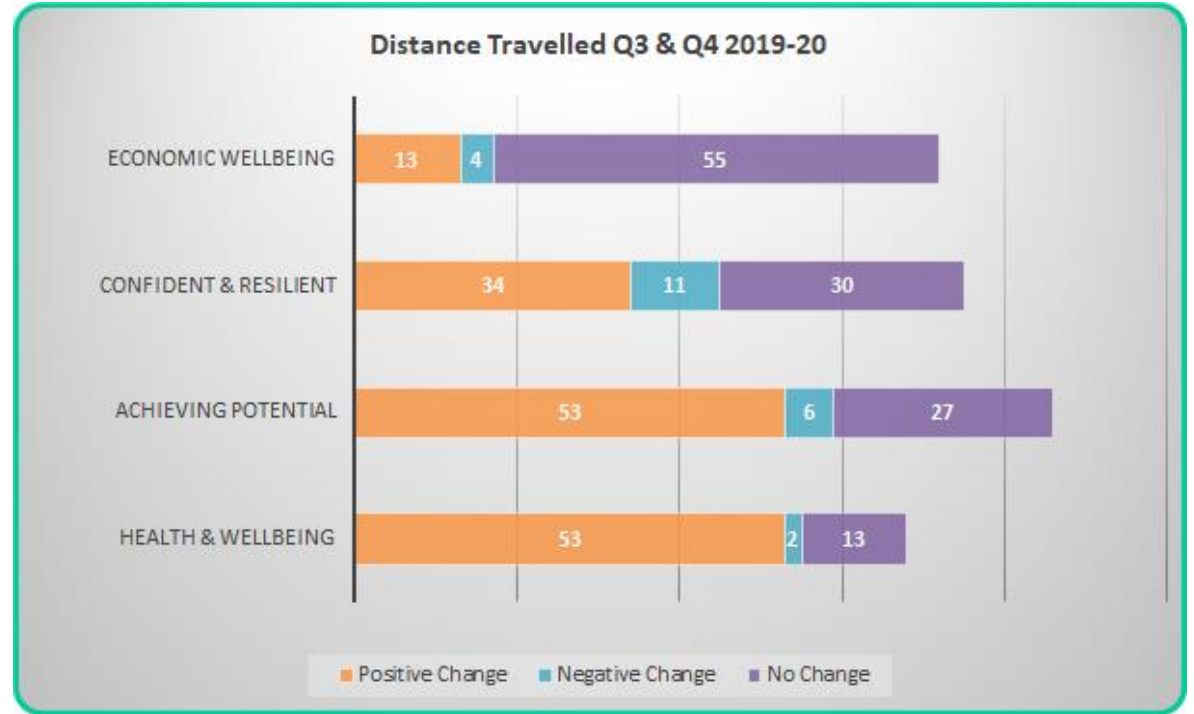
16. Ofsted Early Help: Whose Responsibility? (2015)

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Distance Travelled Tool

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DTT Q1 2020-21

DTT Measure	Positive Change	Negative Change	No Change
Health and Wellbeing	92%	0%	8%
Achieving Potential	62%	0%	38%
Confident, resilient	58%	17%	25%
Economic Wellbeing	9%	0%	91%
Totals	57%	4%	39%

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Workforce Development

It is evident from the number of contacts to Powys Front Door (between 400 and 500 per month) that some professionals working with children do not feel sufficiently skilled or well supported to engage and support children and families who are 'just below' the level of need which requires social care intervention and do not feel confident managing 'risk' effectively. Practitioners across organisations need to be better supported in developing their skills and confidence.

Since 2018 Powys Children's Service have committed to implementing Signs of Safety (SoS), which is a strength based, child protection model aimed at providing the service with framework to ensure consistency of approach in a very complex area of work. The model is based on the philosophy of Honour, Hope, Change and Growth Work with families and focuses on collaboration, and developing support networks to help develop a robust safety plan which build on the family's strengths.

The model uses a number of tools which can be adapted to support children and families within Powys in all areas of work including Early Help. Children's Service have a Signs of Safety implementation plan whereby we provide workshops to partner agencies, and these have been well attended with over 200 staff attending. It is clear from these sessions; practitioners see the benefits of adapting this approach in their day-to-day work.

We have secured funding to enable Children's Service to offer the full training course to partners from the Voluntary/3rd Sector, Police, Health, Education and Adult Social Services. The training will provide all who attend new skills, tools and knowledge which is transferable to use in their practice immediately. This approach will provide Powys with an exciting opportunity for all key organisations to consider how they can implement the approach strategically across the whole service area as Children's Services are currently doing. Practitioners have been brave using the new approach with children and families and the feedback is extremely positive.

Quality Assurance

Quality Assurance is a range of measures and activities put in place to ensure standards for the provision of Early Help remain high and the service is able to continuously improve. This will add value to the provision of services and embed quality assurance into everyday practice. It will include a feedback loop to ensure learning is applied and it will provide consistency of service delivery. Quality Assurance will improve organisational and reflective learning.

The Distance Travelled tool (DTT) has been improved and is incorporated into our Early Help Assessments and Plans, this provides us with scaling at the beginning and the end of our involvement, we are able to report on the effectiveness of Early Help from the child and family's perspective

We will develop an Early Help Quality Assurance Framework (EHQAF) that will be used to guide services to further embed the whole family and strengths-based approach, demonstrate robust assessments and Early Help Plans, and provide measurable outcomes for Children and families in Powys.

Embedding the Early Help offer and eligibility thresholds

In its Inspection report¹⁵ Care and Social Services Inspectorate Wales highlighted that the local authority must clarify the role and purpose of Powys People Direct (PPD), currently referred to as the 'Front Door' within the overall provision of information, advice and assistance and must ensure staff and partners have clear guidance to support decision making. Staff should be suitably trained, skilled and supported to deliver this role. The Report identified a need for clear strategic direction supported by operational protocols to enable partners to have a clear understanding of the purpose, structure and decision making in Children's Services.

Alongside expanding the Early Help Offer and defining our Early Help approach, work has been undertaken clarifying and strengthening the role and responsibilities of the 'Front Door'. Plans are in place to relaunch the service. There will be a launch of the expanded Early help Offer at the same time, targeted at our partners (a soft launch is already in progress) including a focus on the regional Threshold document and the Wellbeing windscreen. This will allow our partners to develop a clear understanding of the interface between Early Help and Statutory services and will clarify roles and responsibilities for our workforce and our partners.



15. Inspection of Children's Services: Powys County Council (October 2017)

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Feedback

“ Parent - I feel so far that the support, advice and guidance I’m receiving is very positive and encouraging. **I feel listened to** and the advice that I’m receiving for my son, I’m able to put into practice and feel confident in doing so. ”

“ Parent -The last session was good as I could still benefit from our session and do it in the comfort of my own home, thank you. (Pilot of 1:1 parenting via skype in the evening) ”

“ Parent - Since working with you I feel that I now have strategies and support that will help me with managing the behaviour of my son. ”

Child - I’m enjoying my ‘Thrive’ sessions with my worker, I don’t want her to leave when it is time to go. I loved making my worry doll and I’m looking forward to making a dream catcher in my next session.
We talk and she is kind. ”

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“ Parent - I feel better in myself; instead of arguing, **I am calmer in my parenting** and my tone has lowered. I am finding that I am able to deal with things better than I was before. ”

Parent - It feels that I can talk openly to you and **you do not judge me or my home.** ”

You always can find some good in what I have done no matter how bad things are. ”

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Implementing the Early Help Strategy

Implementing the Early Help Strategy:

Milestones for implementing the Early Help Strategy are detailed in this implementation plan. This plan reviewed and updated on a six-monthly basis with overview from Start well and the Early Help Workstream to ensure we are able to adapt to the pace of progress, as well as new developments, research and opportunities

Objective 1: The early identification by universal, enhanced and targeted services of those vulnerable children and families who are at the highest risk of poor outcomes and who would benefit from early help

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Action:	Owner:	Timescale:
Develop and embed a clear coordinated Early Help pathway for children who have a variety of needs or risk factors.	Integrated access to services and Building Resilient communities workstream	1 year
Work towards Integrated access to services- providing a seamless service and preventing duplication, families repeating their 'story' and being 'bounced around' between services. Embedding EH Integrated access meetings to triage cases from a range of sources.	Integrated access to services and Building Resilient communities workstream	6 months
Develop and refine our Early Help Website, including online toolkit and resources for children/families and practitioners.	EH Service	12 Months

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Objective 2: To empower families by building positive professional relationships with them and by making a clear, non- stigmatising offer of local support that enables them to develop the capacity to resolve their problems and build resilience

Action:	Owner:	Timescale:
Develop Early Help Hubs across the County	Startwell /EH Workstream	3 Years

Objective 3: To deliver Early Help through partnership and a dedicated workforce, thus enabling the development of a shared understanding, vision and practice around Early Help

Action:	Owner:	Timescale:
Planning and delivery of joint training and development initiatives including Signs of Safety and eligibility threshold training across our partner agencies.	Signs of Safety Board	2 Years
Launch of the Early Help Service in conjunction with re launch of the new Front Door to both professionals and the public.	Integrated access to services and Building Resilient communities workstream	6 Months

Objective 4: To deliver improved outcomes for children and families through the provision of effective, evidence- based interventions and support that reduce the numbers of families referred for specialist services.

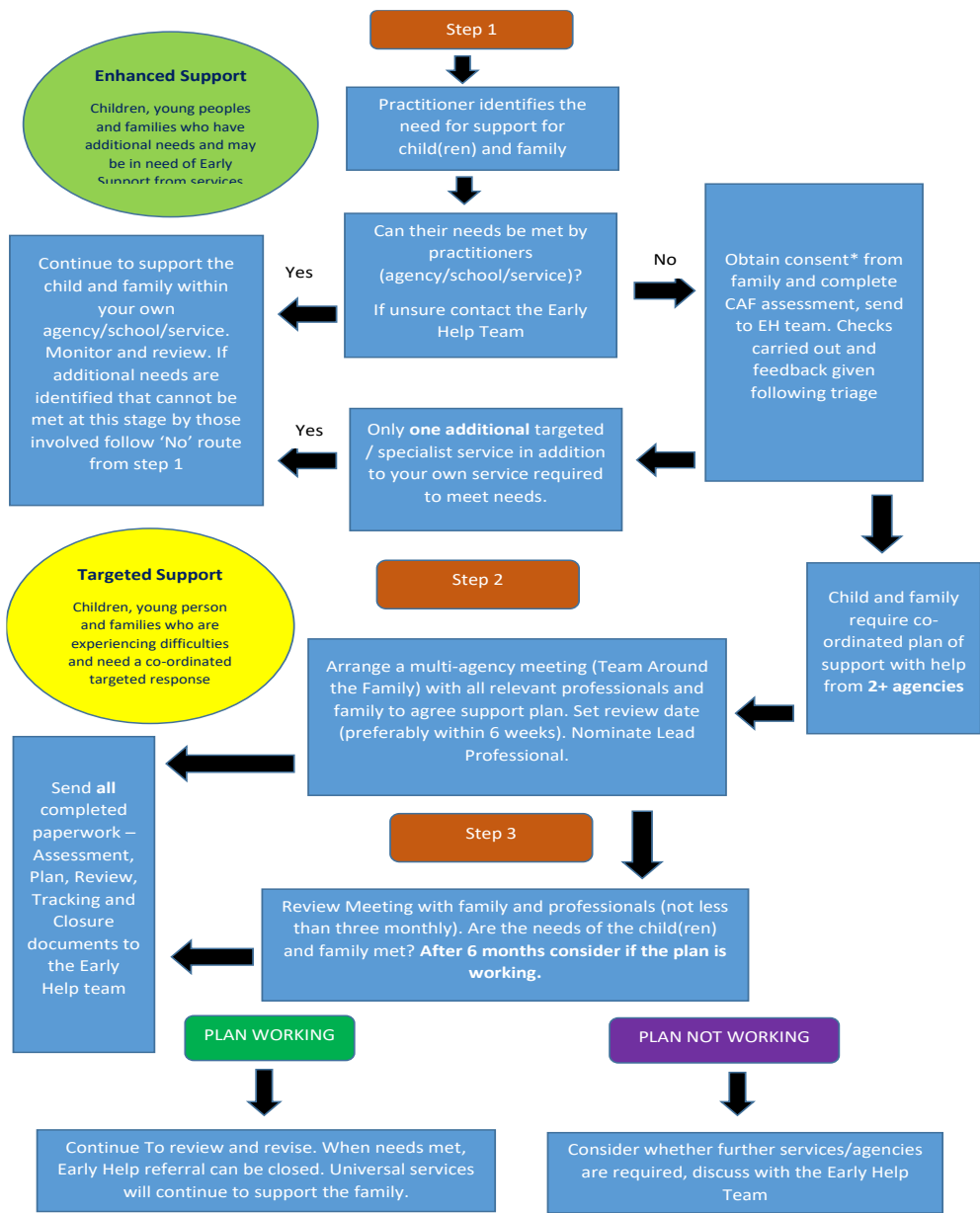
Action:	Owner:	Timescale:
Continue to embed Parenting Pathway to support the delivery of a range of evidence- based parenting interventions,	EH Workstream	Ongoing
Increase opportunities to access parenting support, e.g. through online parenting groups	Early Help Service /Commissioning	12 Months

Objective 5: To deliver high quality Early Help Services that improve outcomes, have impact and make a positive difference to the lives of families. The performance and impact of Early Help Services will be measured and monitored

Action:	Owner:	Timescale:
Develop and refine Performance indicators / Business intelligence data and measures that evidence we are making a difference	Early Help Team	6 months
Embed Early Help into the Quality Assurance Framework	Early Help Team	12 months

Appendix 2 – Early Help Flowchart

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Impact Assessment (IA)

The integrated approach to support effective decision making



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	Children’s Services	Head of Service	Jan Coles	Director	Alison Bulman	Portfolio Holder	Rachel Powell
Proposal	Develop a Flying Start centre that allows staff, children and families to access services in one place.						
Outline Summary / Description of Proposal							

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The purpose of Powys Early Help Strategy is to establish a common understanding of Early Help, and to ensure everyone can see how their contribution will can make a difference to the lives of children, young people and families in Powys. The Strategy outlines our common purpose and is embedded within a whole family approach, that builds protective factors and family resilience and enables families to help themselves.

Early Intervention and Prevention are central to Welsh Governments' Programme of change The development of an effective Early Help Offer is the responsibility of all strategic partners and requires a whole system, whole workforce approach across all services working with children. The strategy sets out how we will work in partnership and as a community to play our part in helping those families most in need. The Strategy describes how we ensure that families receive accessible, co-ordinated Early Help when they need it. Early Help will happen across a continuum, from universal preventative approaches through to more targeted help where families are experiencing more complex and multiple difficulties.

The Powys Children's Services Offer is a Stepped approach to Early Help which will meet the continuum of need. The Stepped approach includes Home start and FIS which are universally accessed services. Enhanced Early Help Support is offered through 'Stronger families' and includes Informal and formal evidenced based parenting programmes and 1-1 coaching. Targeted early help is offered through our 'Stronger Families' element of Early Help, bespoke packages of support, direct work and 1-1 support for families with multiple and more complex needs, this includes the CAF and TAF 'everybody's business model'

Central to our vision of an expanded Early Help offer in Powys is the development of locally based community support. The ambition, which is already underway, is to have 5 Early Help Hubs across the County. Each hub will be an open access community resource and a 'one stop shop' providing support, advice and information to children, young people and families.

Within Powys, there are 5 Flying Start areas, these areas are Welshpool, Newtown, Llandrindod Wells, Brecon and Ystradgynlais The Early Help Hubs will be developed in these areas but will be accessible to all families who wish to use the resource. Newtown Integrated Family Centre is already operational and is funded through Flying Start Capital Funding.

Flying Start within Powys has been awarded £820,000 capital funding for the creation of an Early Help Hub in Brecon, with Craddoc Road our preferred choice. We have also been awarded £292,300 capital funding to develop the Oldfield site in Welshpool and an ICF bid has been developed and ratified by Startwell and the Regional Partnership Board and is ready for when grant funding next becomes available to submit a bid to develop a Hub in Llandrindod. Each Hub will require its own Impact Assessment as it progresses and therefore details cannot be included in this assessment.

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

Version	Author	Job Title	Date
1	Karen Sharp	Senior Manager	4.2.2019

2. Profile of savings delivery (if applicable)

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



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

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	Our Partner agencies, children, young people, families and the community will be consulted on the development of the Early Help Offer. There is also ongoing consultation on effectiveness of services provided to families individually through Distance Travelled Tool. The Early Help Implementation Plan also includes actions to consult Children and families about the type of service delivery offered ongoing by the Early Help Teams and ongoing collection of Service user feedback through the development of Quality Assurance Framework

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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**

An Information Sharing Protocol for Early Help is being developed with the assistance of the Information Compliance Team.
There are no other specific implications although the expansion of the Early Help (EH) Offer generally should have a positive impact on Statutory Children’s Services as EH services reduce the need for statutory (higher cost) and late intervention. The difference EH makes can be measured using BI.

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	eEarly Help, including the The Flying Start childcare offered in the Early Help Hubs will allow parents to return to work.	Good		Good
Health and Care We will lead the way in effective, integrated rural health and care	Health Visitors and Nursery Nurses will be based in the EH Hubs Midwives and Health Visitors will deliver antenatal courses from the Hubs The EH workstream is co- chaired by Health and CAHMS Lead is involved in Integrated access to services task and finish group. There is a strong emphasis on wellbeing at the core of EH	Very Good		Very Good
Learning and skills We will strengthen learning and skills	Parenting courses will be run in the Hubs. The training room in the Hubs will be used to run a variety of training for staff and families from the local community. Bespoke packages of support and direct work are undertaken with children and families; increasing parenting capacity and skills and building resilience	Very Good		Very Good

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the proposal impact on this priority?	<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
Residents and Communities We will support our residents and communities	The Hubs will provide a 'one stop shop' offering activities, opportunities for learning, increasing social networks, information, advice and assistance. EH will be accessible and local	Very Good		Very Good

Tudalen 457

Source of Outline Evidence to support judgements

The Social Services and Wellbeing (Wales) Act 2014 is a key driver in the development of Prevention and Early Intervention and the Act places a specific duty on Social Services to ensure provision of preventative and Early Help Services. The Act requires significant changes in the way social services are planned, commissioned and delivered, characterised by a stronger emphasis on: increased citizen engagement and ensuring voice and control for people who need care and support, and carers who need support; prevention and early intervention; the promotion of well-being; co-production – citizens and professionals sharing power and working together as equal partners; and multi-agency working and co-operation. The Act focuses on earlier intervention, increasing preventative services in the community, helping people maintain their independence and enabling people to get the help they need before their situation becomes critical. This will help to reduce pressure on more costly statutory services.

There are a raft of local Strategies which underpin the need invest in and develop Prevention and Early Intervention to reduce the burden on Public Services. There are evidenced economic benefits linked to early intervention.

Additional to this, the Care and Social Services Inspectorate Wales (CSSIW) Report (October 2017) highlighted that children and young people did not appear to be well served by the current arrangements for accessing support services in Powys. The report identified that the local authority needs to undertake further work in relation to implementing the requirements of the Social Services and Wellbeing (Wales) Act 2014 so there is understanding at a corporate level in relation to the delivery of information, advice and assistance. The Local Authority and partners must work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, which includes the views of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventative sector and statutory services.

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

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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
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.		Neutral		Neutral
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).		Neutral		Neutral
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. 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.	Support and services for individuals and families will be delivered on a need's basis, at the earliest opportunity, thus improving choices and well-being.	Good		Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The service will be in the heart of the community, shaped by the community. Staff will engage with community members to make sure families feel safe connected and empowered.	Very Good		Very Good

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 460

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
<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 Early Help Offer is based on a Strengths based approach to supporting Children and families, building capacity and resilience. This will have a positive impact on S Powys peoples wellbeing as the approach promotes independence and builds confidence and hope. The service will work to improve well-being, support parents to return to work and make positive changes to their local community.</p>	<p>Good</p>		<p>Good</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>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		<p>Neutral</p>		<p>Neutral</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>All communications from the EH service are offered in both welsh and English, as we develop on line tool kit we will wherever possible ensure welsh language is available.</p>	<p>Neutral</p>		<p>Neutral</p>
<p><i>Welsh Language impact on staff</i></p>	<p>Welsh language will be introduced in the Flying Start childcare delivered at the centre.</p>	<p>Good</p>		<p>Good</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>N/A</p>	<p>Neutral</p>		<p>Neutral</p>
<p>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).</p>				
<p><i>Age</i></p>	<p>N/A</p>	<p>Neutral</p>		<p>Neutral</p>
<p><i>Disability</i></p>	<p>The Hubs will offer access to anyone with a disability.</p>	<p>Neutral</p>		<p>Neutral</p>
<p><i>Gender reassignment</i></p>	<p>N/A</p>	<p>Neutral</p>		<p>Neutral</p>
<p><i>Marriage or civil partnership</i></p>	<p>N/A</p>	<p>Neutral</p>		<p>Neutral</p>

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



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>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	Antenatal courses will be run from the Hubs A range of parenting courses will be run from the Hubs Parents will be able to visit Health Professionals in the Hubs	Very Good		Very Good

Tudalen 461

Source of Outline Evidence to support judgements

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)				
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The central tenant of Early Help is promoting capacity and resilience, reducing the need for Public services to 'do to' by providing children and families with the skills and confidence to resolve issues themselves before they escalate and become entrenched. The EH offer therefore aligns itself well to this principle.	Very Good		Very Good
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The EH approach to working with children and families is grounded within the SofS framework and consistent with the principles set out in the Social Services and Wellbeing Act (Wales) 2014. The emphasis is on collaboration and co-production of plans, voice and control sits with the service user. EH is based on the 'Everybody's business model' which promotes collaboration between agencies and multi- agency working. Governance for The EH Strategy sits with the EH workstream which is multi agency	Very Good		Very Good

Tudalen 462

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 463

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><i>Involvement (including Communication and Engagement):</i> <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>Our Partner agencies, children, young people, families and the community will be consulted on the development of the Early Help Offer. There is also ongoing consultation on effectiveness of services provided to families individually through Distance Travelled Tool. The Early Help Implementation Plan also includes actions to consult Children and families about the type of service delivery offered ongoing by the Early Help Teams and ongoing collection of Service user feedback through the development of Quality Assurance Framework</p>	<p>Good</p>		<p>Good</p>
<p><i>Prevention:</i> <i>Understanding the root causes of issues to prevent them from occurring.</i></p>	<p>Central to the EH Offer - wellbeing windscreen identifies the spectrum of need and appropriate level of response. There is a strong emphasis on prevention, the right help at the right time to prevent problems from escalating. Prevention means services or interventions that are intended to build skills and resilience and thus prevent problems arising. This can include advice, support and guidance at key life stages or transitions. This is a key role for Universal Services who provide can provide EH at an informal level. FIS provides advice and information. EH Hubs are a one stop shop accommodating a variety of agencies and services that provide advice and information</p>	<p>Very Good</p>		<p>Very Good</p>

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 464

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
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>	There is a strong emphasis on integrated working. EH is the 'golden thread' in a whole range of local and national strategies and a key aspect of the WG change agenda EH promotes integrated working, for example the task and finish group is exploring an integrated path into EH services	Very Good		Very Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	In the 219 Welsh Index of Multiple Deprivation Ranking that considers income, employment, health, education, access to services, housing, community safety and physical environment Powys was identified as having no small areas of 'deep rooted' deprivation and is deemed to fare well as a county in every area except for 'Access to Services'. Significantly, 90% of Powys' small areas were within the top 50% across Wales of areas deprived by service access, illustrative of the issue across the breadth of the county. Powys is still subject to deprivation; considering all factors the top 10 small areas that suffer the greatest deprivation in our county are within or near to the highest populace communities of Newtown, Welshpool, Llandrindod Wells, Brecon, Ystradgynlais. This reflects the focus areas for Flying Start provision and will be mirrored by the placement of Early Help hubs providing Powys families with access to an Early Help service.	Good		Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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
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.	The ethos of EH is to offer the right help at the right time to prevent problems from escalating, the im of EH offer is to reduce the need for statutory intervention because problems are resolved before they become significant. The EH staff are well trained and overseen by managers with strong safeguarding background who have oversight of the cases. Cases are 'stepped up' when the risks are deemed to be unmanageable at a non -statutory level or where a statutory assessment is required	Good		Good
Impact on Powys County Council Workforce		Good		Good
Source of Outline Evidence to support judgements				
Statutory Children's Services will have a positive benefit from the expansion of the EH Offer, caseloads should reduce over time and practitioners will be able to utilise EH services support to 'step down' cases.				

Tudalen 465

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		
There is no foreseen negative impact on communities		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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

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

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Welsh Government withdraw capital funding	Low		Low
Planning application is not approved			Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Yes	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The expanded EH offer as outlined in the EH Strategy will have a positive impact on the wellbeing of service users who will be able to access local early help to prevent problems escalating. The EH approach is strengths based and will build on resilience and capacity so that children and families have the skills and confidence to resolve their own problems, the emphasis is on independence, this will reduce the burden on Public services. Preventative interventions are less expensive than later, acute and specialist interventions. Providing effective targeted early help is therefore critical in a time of significantly reduced public expenditure. When there is less money for resources it is increasingly necessary to ensure that resources are targeted where they will make the greatest difference. When the high costs of non-intervention and late intervention are compared to the significantly lower costs of early intervention, it becomes clear that intervening early will make the best use of our limited, shared resources and in the long-term early intervention can yield significant savings.</p>	

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

What additional evidence and data has informed the development of your proposal?
Cabinet Report and EH Strategy

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
A series of Measures are in place to monitor the effectiveness of EH. A Quality Assurance Framework will be developed to ensure best practice.
Please state when this Impact Assessment will be reviewed.
Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Karen Sharp		7.2.2020
Head of Service:	Jan Coles		
Director:	Ali Bulman		
Portfolio Holder:	Rachel Powell		

14. Governance

Decision to be made by	Choose an item.	Date required

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FORM ENDS

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

Health and Care Scrutiny Committee

Scrutiny Observations to Cabinet – Early Help Strategy

The Health and Care Scrutiny Committee undertook virtual scrutiny of the Early Help Strategy over the weekend of 6/7 February 2021.

The Committee welcome the Strategy and Members' observations are as follows:

- Early intervention strategies are rightly being focussed on and there are some exciting proposals in the pipeline.
- Localised one stop family hubs sound like they could really help communities. Consultation and engagement with local communities on the development of these is really important (and may have been done already?). Communities need to feel that they are part of a community and something to be proud of. That will need to engagement as they become operational. Communities need to feel that the hubs are not being imposed on them or put there to keep an eye on them. Flexibility in how these hubs develop operationally may be needed so that they meet local needs – e.g. issues in Welshpool maybe different to those in Ystradgynlais.
- With the support/ services provided by the hubs – will there be cross-over with Youth Services?
- There is reference in the Health Impact Report of health services being provided in the hubs. What level of involvement have the Health Board had with planning this? This could be good opportunity to have collaborative working to provide early mental health support (there is reference to CAHMS in the report). As has been raised with officers previously, there have been concerns raised that the threshold for mental health services only kicks in after crisis point.
- It was good to see the resource implication. However, once the hubs are operational, checks/reviews need to be in place to ensure that their value is measurable in terms of early intervention and the long term reduced financial impact of that.
- It would be good for scrutiny to have insight at the various development stages of these hubs so that we will know how they will look and operate.
- With multi-agency working etc there needs to be clear governance and accountability structures in place with defined roles and responsibilities for each part of the jigsaw puzzle.
- As an outsider reading this report, there could be concerns that there may be cross over or unnecessary duplication with some services provided. This is

probably not the case, but an assurance that services are distinct with clear roles/responsibilities maybe helpful.

- Children's well-being has been in decline for much of the past decade. We need more services based in the community to support the emotional health of our children. These types of services then prevent escalation to later mental ill-health. Is it possible to consider in the report how we are going to tackle this more specifically? The Covid 19 pandemic will have a huge impact on our County's children's mental health and we may need to start considering now how we are going to tackle this so that it does not escalate into bigger problems in the future.
- like the recognition of the interdependence with Adult SC, insofar as ASC issues may impact parenting and children's home situation.
- The strategy also references other agencies (CAMHS, midwifery, Integrated Disability Service, etc) and multi-agency referrals, which were understandably not mentioned in the covering paper. Nevertheless, the list of 'opportunities for closer/better co-operation' unintentionally witnesses to a good deal of current shortfall.
- Home Start is clearly new to Powys and it would be good to scrutinise in six or twelve months in to assess whether it delivers on its potential.
- Early Help Hubs should also be subject to scrutiny in six to twelve months - the ambition is there but we will want to see evidence of achievement of outcomes.
- The revamp of the 'front door' is definitely overdue

Members of the Health Care and Housing Scrutiny Committee: County Councillors A Jenner (Chair), J Gibson-Watt, S Hayes, E Jones, S McNicholas, G Morgan, K Roberts-Jones, D Rowlands, L Rijnenberg, A Williams, R Williams and J M Williams

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

Date 16th February

REPORT AUTHOR: County Councillor Rosemarie Harris
Leader of Council / Leader of the Independent Group

REPORT TITLE: Mid Wales Energy Strategy

REPORT FOR: Decision

1. Purpose

1.1 This report aims to provide Cabinet with an updated position with regards to progress of the mid Wales Energy Strategy (MWES) and seeks Cabinet's approval:

- As individual Local authorities (Powys & Ceredigion County Councils) endorse commitment to the mid Wales Energy Strategy and sign off the strategy document
- Powys and Ceredigion Senior officers to work together to develop and agree governance arrangements for the preparation of a Mid Wales Energy Strategy Delivery Plan, including the establishment of an Advisory group to advise on the Mid Wales Energy Strategy Delivery Plan.

1.2 The report is supported by the following appendix for which the recommendations outlined within this report pertain:

Appendix 1 – mid Wales Energy Strategy

2. Background

Mid Wales Energy Strategy

2.1. The Welsh Government commissioned and funded the Welsh Government Energy Service to undertake the development of Regional Energy Strategies for each Welsh region including mid Wales covering the geographies of Powys & Ceredigion.

2.2. The strategy sets the vision for mid Wales ***“To achieve a net zero-carbon energy system that delivers social and economic benefits, eliminates fuel poverty, better connects mid Wales to the rest of the UK, and contributes to wider UK decarbonisation.”***

2.3. The mid Wales Energy Strategy sets out 6 Key Priorities to tackle energy issues in the region:

Key Priority 1: Drive forward the decarbonisation of the region's housing and building stock

Key Priority 2: Work proactively to ensure that electricity and gas grids in the region are suitable for a 100% decarbonised future

Key Priority 3: Boost the use of renewable energy through new generation and storage

Key Priority 4: Accelerate the shift to zero carbon transport and improve connectivity

Key Priority 5: Develop and harness the potential of agriculture to contribute to zero carbon goals

Key Priority 6: Harness innovation to support decarbonisation and clean growth



- 2.4.** The mid Wales Energy Strategy will seek to deliver the following benefits to the economic region of mid Wales:
- Raise the level of ambition regionally on energy
 - Secure cross-sector stakeholder support for a shared place-based energy system vision for the region
 - Provide the evidence needed to demonstrate the economic benefit of investment in local energy systems
 - Develop a regional pipeline of deliverable projects and programmes that will achieve the vision

2.5. The Welsh Government Energy Service have supported the Growing mid Wales Partnership to co-produce an Energy Strategy for mid Wales over the past 18 months. The strategy demonstrates the level of effort required and local economic benefit achievable from delivering a zero-emission energy system by 2050 compared with a business-as-usual pathway. (Similar commissions have taken place in North Wales, South West Wales and South East Wales).

2.6. Decarbonisation is seen as a key priority for the region as evidenced within the Regional Economic Strategy and mid Wales Growth Deal Proposition Document, strengthened further by both Powys and Ceredigion local authorities recently declaring climate emergencies. Mid Wales transitioning towards a low carbon region and a green economy is seen as an important catalyst for change to unlock and support economic growth alongside skills and job creation post Covid.

2.7. However, it is important for members to note that the energy theme and the mid Wales Energy Strategy is much broader than just the mid Wales Growth Deal, and as such will require broad collaborative ownership and a multi stakeholder approach to co-produce, lead and

deliver elements within the strategy if we are to realise the ambitious vision set out within.

3. Advice

3.1 As mentioned in section 2.7 the mid Wales Energy Strategy is far broader than just the mid Wales Growth Deal, progress to date has been taken forward by the Growing mid Wales regional team and the governance structures developed to progress this agenda. Moving forward the region will be required to own the mid Wales energy strategy and work closely with Welsh Government and other key regional stakeholders to ensure its delivery. It is the officer's advice that a formalised regional governance structure will be required. The identified lead officer should shape this process with stakeholders and members.

3.2 Section 4 of this report outlines the resource implications and requirements to progress the MWES.

3.3 There is a significant amount of work ongoing in the region with relation to energy, decarbonisation, and climate mitigation. It is imperative that the dedicated officer establishes robust regional energy oversight to ensure engagement and alignment with PSB Carbon positive work, individual climate emergency action plan developments and existing service work in this scope. Ensuring such networks of communication are in place will support with the identification of appropriate funding sources to progress areas of focus, whilst ensuring duplication of efforts are mitigated, and where appropriate collaborative approaches can be developed, or opportunities taken advantage of where synergies may exist across existing plans.

3.4 KEY DATES/MILESTONES PHASE 2 MWES

The following table outlines some of the key dates, milestones and activity required to progress the MWES from strategy document to delivery plan and into the delivery phase.

FOCUS	TASK	ACTIVITY	DATE	LEAD
STRATEGY SIGN OFF	Powys Management Team	MWES Covering report with recommendations.	27/01/2021	Nigel Brinn/ Tom Yeo
	Powys EMT/Cabinet		09/02/2021	Nigel Brinn/ Tom Yeo
	Powys Cabinet		16/02/2021	Nigel Brinn/ Tom Yeo
	Ceredigion Management Team		Week commencing	Russell Hughes Pickering
	Ceredigion EMT/Cabinet		23/02/2021 (TBC)	Russell Hughes Pickering
	Ceredigion Cabinet		23/02/2021	Russell Hughes Pickering

GOVERNANCE	MWES Governance structure	<p>PCC/CSC Development of regional MWES governance structures for development of a delivery plan</p> <p>Alignment to GMW/ LA democratic processes</p> <p>Identification of regional SRO/ lead member/s</p> <p>Establishment of an Advisory group to advise on the MWES Delivery Plan</p>	3-6 months	Dedicated officer
STRATEGY DELIVERY PLAN	MWES Delivery Plan	<p>Review of strategy document for potential growth deal interventions</p> <p>Cross referencing and dependency mapping of regional energy strategies</p> <p>Cross reference LA service activity related to strategy aspirations/objectives.</p> <p>Engagement with key stakeholders, DNO's and SRO</p> <p>Draft outline structure of MWES delivery plan</p>	<p>Activity ongoing</p> <p>1-3 months</p> <p>3-6 months</p> <p>3-6 months</p> <p>3-6 months</p>	<p>Tom Yeo/ WGES</p> <p>WGES/ Dedicated officer</p> <p>WGES/ Dedicated officer</p> <p>WGES/ Dedicated officer</p> <p>WGES/ Dedicated officer</p>
MWES COMMUNICATIONS PLAN	MWES Communications & Engagement Plan development	<p>Identification of key stakeholder groups</p> <p>Identification of key dates and comms activity</p> <p>Preparation of key comms material, press releases etc.</p> <p>Identification of delivery plan engagement activity</p>	<p>Activity ongoing</p> <p>Activity Ongoing</p> <p>1-3 months (regularly reviewed)</p> <p>1-3 months (regularly reviewed)</p>	<p>Tom Yeo/ WGES</p> <p>Welsh Government Energy Service and dedicated officer (support of regional comms team)</p>

4. **Resource Implications**

4.1 To date resourcing of the mid Wales Energy Strategy from within the region has been led by the Energy lead of the regional Growing mid Wales Team whose role is funded from the council Transformation Fund. The

Energy Lead has worked closely with Welsh Government Energy Service colleagues to ensure the strategy is developed with mid Wales stakeholders from the private, public and third sectors. There has been key input from regional officers from various services within Powys and Ceredigion local authorities.

- 4.2** Delivery of the mid Wales Energy Strategy's ambitions will require galvanising shared priorities and interests across the public, private and third sectors whilst ensuring the region succeeds not only in developing a credible delivery plan, but also positions itself strongly within and evolving policy and funding framework (WG EAP Regional Economic Frameworks, Skills Policy, Future of EU funding and UK investment opportunities and funding).
- 4.3** Therefore, the next phase of development will require a dedicated officer to lead on behalf of the region. The signing of the mid Wales Growth Deal heads of terms was a key milestone for the region and will now require a concerted effort from all regional officers to develop the portfolio at pace to reach a full deal agreement this year. The regional team to date has played a key role supporting the development of the mid Wales Energy Strategy but all regional growing mid wales resource will now be needed if we are to meet full deal agreement in 2021.
- 4.4** The regional Growing Mid Wales team have submitted a formal bid for funding to the Welsh European Funding Office for funding under the European Social Fund (ESF) Priority 5 (Public Services Reform and Regional Working).
- 4.5** The region had developed its Vision for Growing Mid Wales document, and emerging proposals on a Growth Deal. Priority 5 funding cannot focus on the Growth Deal alone to be successful as such proposals for the region focus on developing the appropriate regional capacity to enable and support regional economic development.
- 4.6** The region has submitted a ESF P5 funding bid amounting **£1,455,248** over 3 years until June 2023. The bid outlines proposals to establish a Regional Collaboration Office – that provides the required capacity for a Growth Deal PMO, and agile capacity to support wider activity in support of economic development activity aligned to the wider strategy.
- 4.7** Senior officers from Powys and Ceredigion's Growing Mid Wales Management Group agreed resourcing of a dedicated officer to progress the Mid Wales Energy Strategy into the delivery phase would be best funded from the ESF P5 agile team budget. The proposed approach by officers is that upon the strategy being formally signed off within the region and once funding confirmation from WEFO has been sought, the region will progress recruitment of a dedicated officer utilising funding from the P5 agile team function as part of the wider Growing Mid Wales Regional Collaboration Office.

4.8 At the time of writing this paper it is important to caveat that ESF P5 funding has not been confirmed so cannot definitively be guaranteed, however regional officers are confident in securing funding with strong ongoing dialogue and positive indication received during conversations with WEFO and Welsh Government.

4.9 The Head of Finance (Section 151 Officer) notes the content of the report and confirms that the dedicated officer post will only be agreed if the ESF P5 funding bid is successful.

5. Legal implications

5.1 There are no legal implications at this time related to recommendations set out within the report.

6. Data Protection

6.1 Data protection practises have been followed during stakeholder engagement activity undertaken in the development of the strategy document and will continue in that vein when progressing with phase 2 of the project development. Advice shall be sought from data protection officers should it be required.

7. Comment from local member(s)

7.1 N/A

8. Integrated Impact Assessment

8.1 An integrated impact assessment has not been undertaken at this stage of development as it is not necessary to do so, should it be required once the strategy delivery plan is in place and the delivery phase of the project is enacted then a full impact assessment will be undertaken at that juncture.

9. Recommendation

9.1 **It is recommended that Cabinet approves the following:**

- As individual Local authorities (Powys & Ceredigion County Councils) to endorse commitment to the mid Wales Energy Strategy and sign off the strategy document
- Powys and Ceredigion Senior officers to work together to develop and agree governance arrangements for the preparation of a Mid Wales Energy Strategy Delivery Plan, including the establishment of an Advisory group to advise on the Mid Wales Energy Strategy Delivery Plan.

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Head of Service:	Diane Reynolds – Head of Economy and Digital Services
Corporate Director:	Nigel Brinn - Corporate Director (Economy and Environment)



Mid Wales Energy Strategy

Summer 2020

Funded and supported by:



Llywodraeth Cymru
Welsh Government

Supported by:



Cyngor Sir
CEREDIGION
County Council



Tudalen 477

Prepared by:



Gwasanaeth Ynni
Energy Service

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Executive summary

Executive summary

This regional energy strategy for Mid Wales has been developed by the Growing Mid Wales Partnership, Powys County Council and Ceredigion County Council, with support from regional stakeholders and the Welsh Government Energy Service. The Energy Service coordinated the development and production of this strategy document, and completed the energy modelling and economic analysis.

Our vision for Mid Wales is:

To achieve a net zero-carbon energy system that delivers social and economic benefits, eliminates fuel poverty, better connects Mid Wales to the rest of the UK, and contributes to wider UK decarbonisation.

Our priorities for achieving this vision are to:

1. Drive forward the decarbonisation of the region's housing and building stock
2. Work proactively to ensure that electricity and gas grids in the region are suitable for a 100% decarbonised future
3. Boost the use of renewable energy through new generation and storage
4. Accelerate the shift to zero carbon transport and improve connectivity
5. Develop and harness the potential of agriculture to contribute to zero carbon goals
6. Harness innovation to support decarbonisation and clean growth



The baseline energy assessment sets out the current energy use and generation in the region:

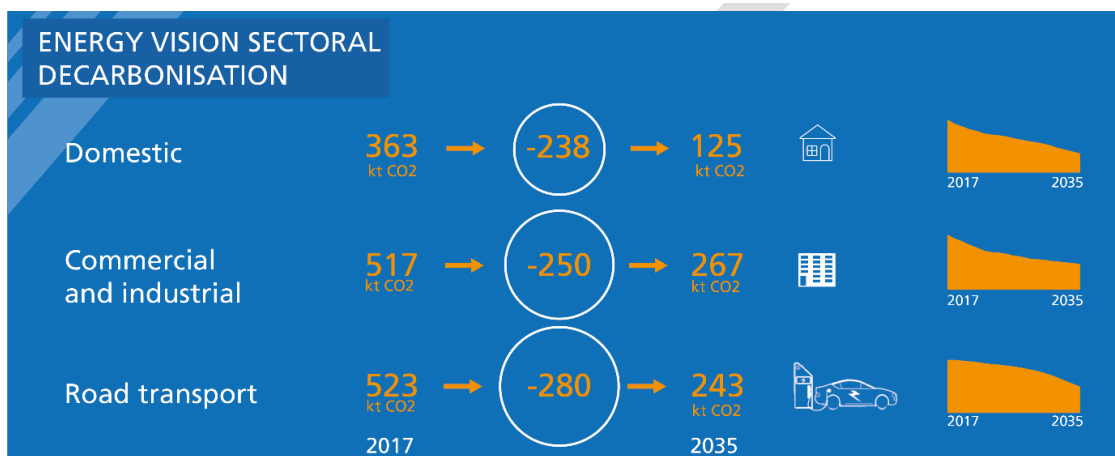
- Mid Wales hosts 7% of Wales' population and consumes ~6% of Wales' energy consumption;
- Energy demand is split roughly equally between the commercial and industrial sector (35%), the domestic sector (33%) and the transport sector (32%);
- Mid Wales generates the equivalent of 97% of its electricity consumption from renewable energy sources;
- Mid Wales hosts ~25% of Wales' onshore wind capacity and has the highest deployment of renewable heat installations of all the Welsh regions, with nearly 2% of homes using a biomass boiler or heat pump;
- Of the 412MW of renewable energy installed capacity in the region, 51MW (12%) is locally owned;
- Since 2005, total energy consumption has fallen by ~14% and the associated greenhouse gas emissions have fallen by ~20%; since 1990, greenhouse gas emissions from the region's energy system have fallen by 40%.

Note on scope: this baseline assessment and strategy focusses on the energy system only, covering power, heat and transport. It does not include greenhouse gas emissions or sequestration from non-energy related activity such as land use.

Achieving our energy vision for Mid Wales: to meet Welsh Government targets, and to be on track for net zero by 2050, Mid Wales needs to reduce emissions from its energy system by 55% by 2035. Our energy modelling achieves this reduction, split by sector as follows:

- 66% reduction in domestic emissions;
- 48% reduction in commercial and industrial emissions;
- 54% reduction in road transport emissions.

Figure 1. Energy System Vision sectoral decarbonisation



The energy vision scenario modelling demonstrates a pathway to achieve these emissions reductions and assumes a significant shift away from business as usual. The actions to achieve the emissions reduction and the future vision have been modelled and include:

Domestic:

- 30,000 homes insulated;
- 26,000 heat pumps installed;
- Electrification of heating systems in off-grid homes which currently use oil, LPG and solid fuels;
- No new gas connections for homes from 2025.

Commercial and industrial:

- A significant energy efficiency programme to reduce energy demand by 23%;
- A switch to alternative fuels and electrification of heating;
- Behind the meter renewable generation.

Road transport:

- 53% of vehicles driven in Mid Wales in 2035 are electric, equivalent to 2,000 more electric vehicles per year by the mid-2020s, peaking at 10,000 per year in the 2030s;
- 20% reduction in private vehicle mileage in 2035;
- A slowing in the total number of vehicles on the road, facilitated by increased public transport and active travel.

Electricity:

- Underpinning the changes in all of these sectors is the growing decarbonisation of electricity generation with emissions per consumed kWh falling to 30 gCO₂/kWh by 2035 in line with the assumptions used by National Grid's 2019 Future Energy Scenarios.

These assumptions summarise the level of action required between 2020 and 2035 to be on track to achieve net zero by 2050. The energy modelling focuses on proven decarbonisation technologies and actions that could be implemented by 2035 in order to demonstrate a potential decarbonisation route. The scenario is not intended to be prescriptive. There are a number of potential pathways to achieve energy system transformation, including new opportunities from technology innovation that will certainly emerge as the transformation takes place. The rapid evolution of technologies and pathways means that there are some major uncertainties and varying opinions about the precise route forward. What is clear is that different pathways all must achieve significant decarbonisation; should less action be achieved in any of the areas summarized above, other sectors will need to compensate with higher action to achieve the same results.

The level of transformation described by the energy modelling actions is significant. More importantly, the modelling demonstrates the potential to be on a net zero pathway by using proven technologies and underscores the critical role of short- and medium-term action. Innovation will be essential to compliment this action and to develop technologies, skills, and practices that continue to achieve decarbonisation beyond 2035.

The economic impacts of achieving the energy vision have been assessed in terms of job creation, gross value added (GVA) and the investment (or spending) required for the energy transition, in comparison to business as usual. The economic analysis demonstrates that almost £1 billion of additional investment/spending is needed to achieve the energy efficiency, electricity generation, and heat aspirations described in the energy vision between now and 2035. This represents approximately £66 million per year and will need to be financed from a range of sources including the private sector, households, and national and local government. This investment is 60% more than is expected to be spent in the corresponding sectors under a business as usual scenario.

The energy vision scenario is estimated to result in approximately an additional 5,200 net direct jobs, with an associated increase in GVA of ~£429m, associated with the delivery of accelerated deployment of renewable electricity generation technologies and enhanced levels of energy efficiency. In addition, it is estimated that there will be over 530 more gross jobs associated with the provision of low-carbon heating technologies in the ESV scenario than the BAU scenario, associated with £72m of GVA.

When considering the job figures presented its important to reflect on where these jobs will be located. The methodology focuses on direct jobs, a greater proportion of which are considered likely to be located in the region than indirect or induced jobs¹. However, we are unable to comment on the specific location of the jobs estimated; a portion of the jobs are likely to be located in Mid Wales and a portion may be held by persons residing outside of the region. The experience of Wales to date has been that many electricity generation jobs are held by those living outside of the region. This contrasts with energy efficiency jobs which are often held by local residents who provide services to the surrounding area. In order help Mid Wales benefit from jobs associated with future local electricity generation it will be important to first understand the reasons for any lack in local jobs and then to

¹ Direct jobs are typically associated with the manufacture, construction, and installation of equipment. Indirect jobs arise in the supply chain of the energy technology. Induced jobs related to jobs generated as a result of spending incomes earned from direct employment.

develop a policy response. **Note:** please refer to the economic modelling chapter and technical annex for details on data sources, limitations and methodology.

Table 1. Estimated difference in jobs, GVA and investment between the energy vision scenario and business as usual, from 2020 to 2035

Energy vision scenario for:	Jobs**	GVA	Investment required
Electricity generation*	2,240 (net) (+16%)	£ 255m (+15%)	£ 205m (+37%)
Domestic heat	540 (gross) (+243%)	£72m (+302%)	£127m (+213%)
Domestic energy efficiency	3,000 (net) (+63%)	£174m (+62%)	£612m (+64%)
Total additional investment required to achieve the energy vision scenario			£944m

*Electricity generation jobs figures were calculated using direct job intensity indicators. A reasonable proportion of direct jobs is likely to be held by residents local to an energy site. However, to date this has not always been the experience of Mid Wales. If business as usual policies continue, we expect that a potentially significant number of these jobs will be held by persons resident outside of the region.

**Impact on jobs is presented as either net or gross jobs depending on the available data.

***All figures are rounded. If figures do not sum it is due to rounding.

Green recovery from the Covid-19 pandemic: this strategy has been finalised in the midst of the COVID-19 pandemic. At the time of writing, the true economic and societal costs of the pandemic for Mid Wales are not fully clear.

As we move from the immediate emergency response to considering our options for economic recovery, this energy strategy has the potential to play a significant role in helping Mid Wales to recover and rebuild sustainably. It sets out a pathway for accelerating the shift to a decarbonised energy system in the region and demonstrates the potential for achieving far greater local economic benefits than could be achieved by returning to business as usual.

Next steps: There are three key next steps to help this strategy come to life and to create action: developing the governance structure, socialising the strategy throughout the region, and developing a delivery plan.

Acknowledgement: We would like to thank all of the stakeholders who made valuable contributions to this work through their participation in workshops, completing surveys, providing data, and additional communication on the phone and by e-mail.

Acronyms and abbreviations

ASHP	Air Source Heat Pump
BAU	Business as Usual
BEIS	The Department for Business, Energy, and Industrial Strategy
bioSNG	Bio-synthetic natural gas
CCC	Committee on Climate Change
CHP	Combined Heat and Power
CO ₂	Carbon dioxide
CO ₂ e	Carbon dioxide equivalent
CITB	Construction Industry Training Board
DNO	District Network Operator
DEFRA	Department for Environment, Food & Rural Affairs
DNS	Development of National Significance
ECO3	The Energy Company Obligation phase 3
EPC	Energy Performance Certificate
ESV	Energy System Vision
EV	Electric Vehicle
FES	Future Energy Scenarios
GSHP	Ground Source Heat Pump
GVA	Gross Value Added
GW	Gigawatt
GWh	Gigawatt hour
HGV	Heavy Goods Vehicle
HHP	Hybrid Heat Pump
kt	kiloton
kWh	Kilowatt hour
LPG	Liquid petroleum gas
MCS	Micro-generation Certification Scheme
MW	Megawatt
NAEI	National Atmospheric Emissions Inventory
NRW	Natural Resource Wales
PV	Photovoltaic
RHI	Renewable Heat Incentive
SME	Small and medium-sized enterprises
TWh	Terawatt hour
ULEV	Ultra-Low Emissions Vehicle
WGES	Welsh Government Energy Service
WHQS	Welsh Housing Quality Standard
WPD	Western Power Distribution
ZILF	Zero Interest Loan Finance

Introduction

Introduction

The Growing Mid Wales Partnership alongside Powys and Ceredigion County Councils, with support from the Welsh Government Energy Service, have undertaken a year-long project to develop a regional energy strategy for Mid Wales.

The energy transition and decarbonisation are priorities for the region; both Ceredigion and Powys County Councils have declared a climate emergency alongside a number of town councils including Aberystwyth, Machynlleth, Llanidloes, Newtown and Llanllwchaiarn, and Welshpool. The Welsh Government has also declared a climate emergency and set a target to reduce greenhouse gas emissions by 95% by 2050. Achieving this target will require substantial transformation of our energy system and will mean an evolution of the daily technologies that provide our heating, transportation, and power. Transitioning to a modern, place-based decarbonised energy system that is fit for the twenty-first century poses significant challenges, but it also has the potential to bring great benefit, both for the environment and for economic and social wellbeing of our communities.

This work seeks to provide a strategic direction for the future of a decarbonised energy system including heat, power and transport within Mid Wales. It will define steps to begin to overcome the challenges we face. Furthermore, while the energy transition has the potential to bring benefits to our communities, maximising this benefit requires a clear focus and action in order to ensure benefits are secured and retained within the region.

The work has been developed in support of tremendous efforts that are underway to develop a growth deal for the region. To be sustainable, economic growth in Mid Wales must be low carbon. This strategy provides a considered approach and an evidence base for the region to move forward collaboratively towards a future decarbonised energy system. In doing so, it seeks to help Mid Wales address the climate emergency. This strategy is presented in five chapters.

Chapter 1: Vision - The energy system vision that is presented in this strategy was developed with stakeholder contributions through the project's first workshop, survey feedback, and targeted stakeholder conversations. The vision describes the region's aspiration for what a future energy system will achieve and how it will function. Five core values have been defined that should be at the heart of future energy projects and decisions.

Chapter 2: Priorities - A literature review was undertaken combining key policy and evidence documents with expert interviews and workshop consultation to build a more comprehensive picture of the challenges and opportunities in Mid Wales. This includes available levers, barriers to development and key technologies. This research, and in particular the thoughts and ideas shared by stakeholders, informed the development of strategic priority areas. These priorities are central to achieving the region's decarbonisation goals and are important to its stakeholders.

Chapter 3: Energy system, energy use & emissions - A baseline study provides a portrait of the Mid Wales energy economy and landscape today. This chapter also summarises energy modelling that evaluates potential options for a pathway to a net zero energy system in the region.

Chapter 4: The future of energy and the economy - The fourth chapter considers the energy system pathways modelled and the economic impact of those pathways in terms of jobs, gross value added (GVA), and the investment required to make those pathways a reality.

Chapter 5: Next Steps – Outlining the three key next steps that we will take to translate the Mid Wales energy system vision into reality.

We would like to thank all of the stakeholders who made valuable contributions to this work through their participation in workshops, completing surveys, providing data, and additional communication on the phone and by e-mail.

Impact of the Covid-19 pandemic

This strategy has been finalised in the midst of the COVID-19 pandemic, which is having a profound effect on the lives of millions of people around the world, bringing unprecedented challenges for our economy, our society and our communities. At the time of writing, the true economic and societal costs of the pandemic for Wales and the Mid Wales region are not fully clear, but the severity of the impacts on the global economy are forecast by many commentators to exceed that of the 2008 financial crisis.

The pandemic is also taking place against the backdrop of the ongoing climate emergency. And whilst the economic damage caused will undoubtedly result in a short-term reduction in greenhouse gas emissions, it is possible that emissions could rebound if climate positive solutions are not included as central elements in our economic stimulus packages.

As we move from the immediate emergency response to save lives, support the health sector, retain jobs and support our society and economy, we must recognise that our approach to the economic recovery that will follow provides us with a unique opportunity to sustainably rebuild our economy and make greener investments and climate positive decisions that set us on a pathway that aligns with the Welsh, UK and international climate targets.

In this context, it is essential to acknowledge that our economic recovery and growth plans need to be decoupled from greenhouse gas emissions. We need to recognise the significant economic potential that a green recovery can have to rebuilding a sustainable economy in Mid Wales.

The Committee for Climate Change (CCC)² has identified 6 key principles for a resilient recovery from the pandemic, and we must ensure that our strategy is underpinned by these cross-cutting principles to help put Mid Wales in a position to capitalise on opportunities that may arise from the recovery:

1. Use climate investments to support economic recovery and jobs
2. Lead a shift towards positive, long-term behaviors
3. Tackle the wider 'resilience deficit' on climate change
4. Embed fairness as a core principle
5. Ensure the recovery does not lock-in greenhouse gas emissions or increased risk
6. Strengthen incentives to reduce emissions when considering tax changes.

We must also learn from the pandemic, taking the lessons from our response and apply them to the climate emergency. This may include for example:

- the need for openness and transparency;
- the importance of good data;
- the speed with which people can change behaviours and industry re-purpose;
- the need to support individuals and businesses through economic transition; and
- the importance of global collaboration.

² <https://www.theccc.org.uk/2020/05/06/take-urgent-action-on-six-key-principles-for-a-resilient-recovery/>

Other lessons will undoubtedly emerge. But perhaps the biggest lesson from the COVID-19 pandemic is about the need for anticipation and preparedness in dealing with major societal issues, and the population's capacity and willingness to accept significant lifestyle changes if it is deemed necessary for the good of society. If it teaches us anything it is that we cannot afford to ignore science or expert judgement about the risks faced by our societies or wait for problems to arrive before taking action. Learning lessons from the response to a global health emergency, and applying this to that of the global climate emergency could pave the way for the accelerated and sustained change that is so critical in solving the problem of climate change.

As the COVID-19 crisis is still ongoing at the time of writing, it is still somewhat unclear when and how Wales will emerge fully from the current lockdown, and the process and timeframe through which the lockdown and social distancing will be eased; or, indeed, whether we will encounter a subsequent lockdown in the future, whether at national or local levels. We must therefore acknowledge the significant uncertainties that exist around how the Mid Wales economy will emerge from the crisis as well as the uncertainties associated with the shape of the future economic growth and decarbonisation trajectories modelled in this strategy. As such, the economic and climate modelling that underpins this strategy will need to be kept under review and updated when, and how, our emergence from the COVID-19 crisis becomes clearer. Certain elements of the strategy, such as our understanding of what it means to make 'futureproof decisions', may also need to be revisited.

In addition, Mid Wales may be able to capitalise on the opportunity to sustain behaviours observed throughout the pandemic that have had a positive effect on reducing emissions, such as the increase in active travel, reduction in travel by private car, increased working from home practices and willingness to invest in domestic property improvements. Directing resources towards infrastructure that will support the embedding of such behaviours into business as usual for communities and businesses has the potential to drive lasting emissions reduction as we recover from the COVID-19 crisis.

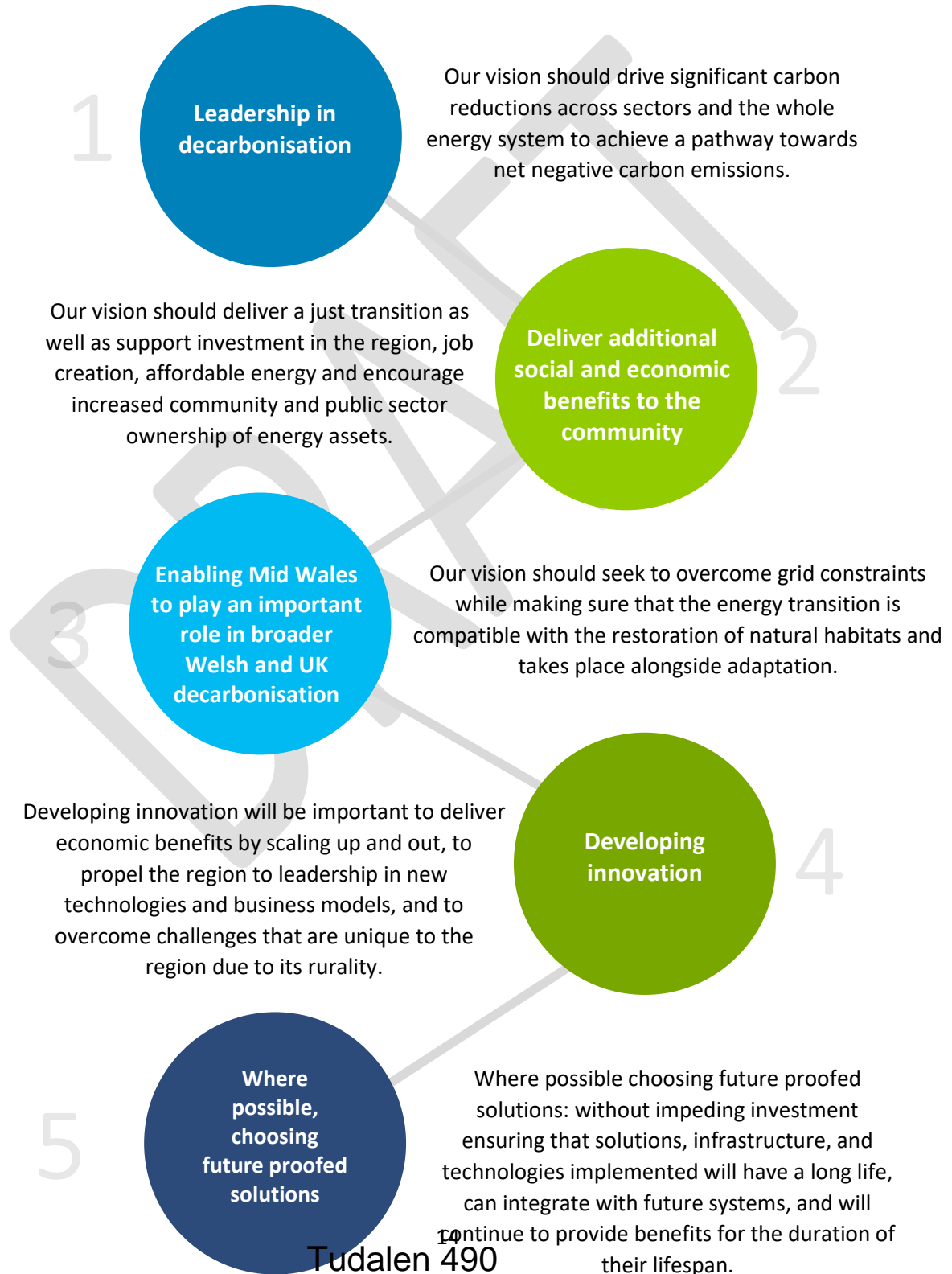
However, the fundamental principles of this strategy remain firmly relevant. With its focus on cleaner, fairer economic growth, this energy strategy has the potential to play a significant role in helping Mid Wales to recover and rebuild sustainably. It sets out a pathway for accelerating the shift to a decarbonised energy system in the region and demonstrates the potential for achieving far greater local economic benefits than could be achieved by returning to business as usual.

Our energy vision

Our energy vision:

To achieve a net zero carbon energy system that delivers social and economic benefits, eliminates fuel poverty, better connects Mid Wales to the rest of the UK, and contributes to wider UK decarbonisation.

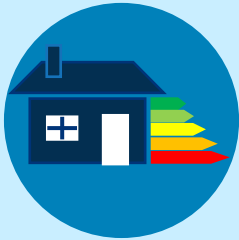
Our vision is guided by five core principles:



Our priorities

Our priorities

To achieve our vision we have defined the following six priority areas:



Drive forward the decarbonisation of the region's housing and building stock

Work proactively to ensure that electricity and gas grids in the region are suitable for a 100% decarbonised future



Boost the use of renewable energy through new generation and storage

Accelerate the shift to zero carbon transport and improve connectivity



Develop and harness the potential of agriculture to contribute to zero carbon goals

Harness innovation to support decarbonisation and clean growth



Understanding our priorities



Drive forward the decarbonisation of the region's housing and building stock

- Prioritise increasing **energy efficiency of the current housing stock** to enable a significant reduction in domestic energy demand.
- **Combat fuel poverty** by driving forward energy efficiency, targeting low EPC rated homes, and reducing energy costs through appropriate heat technology choices.
- Decrease the number of properties using fossil fuels to heat their homes through the acceleration of **heat pump deployment**.
- **Support small businesses** to implement energy efficiency and to explore new tariffs that could drive savings.
- **Encourage commercial and industrial** businesses in the region to implement energy efficiency and onsite renewable energy generation to benefit from energy savings.
- Increase **acceptance of energy efficiency upgrades** in the older housing stock through encouraging solutions that are appropriate for the local architecture and by increasing the visibility of energy savings, health benefits, and house value.
- Work with local educational institutions to design training programmes that **upskill local trades people** in the building industry.
- Use building regulations to drive **energy efficiency and low carbon heat in new homes** and remove barriers to energy efficiency in existing homes.



Work proactively to ensure that electricity and gas grids in the region are suitable for a 100% decarbonised future

- Facilitate collaboration between the planning authorities, Natural Resources Wales, developers, community energy groups, and the Distribution Network Operators in order to improve the current processes and to **overcome current and future grid capacity constraints** that will limit the uptake of low carbon heat, EV charging, and renewables.
- **Explore the use of smart solutions** to solve grid capacity issues.
- Additionally, review planning processes to ensure that communication and timing does not hinder development.



Boost the use of renewable energy through new generation and storage

- Explore the use of **energy storage** to maximise the use of existing and new renewable energy generation.
- Explore significant scale **public and community ownership** of renewable projects.
- Facilitate the use of **small-scale generating technologies** in addition to large-scale renewables.
- Facilitate use of **roof mounted solar** on homes and businesses.
- **Optimise existing onshore wind** sites through repowering and on-site storage.
- Accelerate visually sympathetic **onshore wind deployment** and define how this can lead to local economic and social benefits and contribute to a vibrant low carbon economy.
- Drive **increased public understanding** of low carbon technologies and their potential community benefits and combat misconceptions surrounding these technologies.



Accelerate the shift to zero carbon transport whilst also improving the region's connectivity

- Make **public transportation infrastructure** more connected and focus on strategic transport routes, making use of market towns as transport hubs that facilitate mixed modes of transport.
- Prioritise supporting the transition of private cars to low carbon forms of transport given the region's dependence on the private car. As a first step, the region should implement an effective **electric vehicle charging network**. In the longer term, prepare infrastructure for hydrogen fuelling for HGV vehicles.
- Collaborate with the Distribution Network Operators to ensure that appropriate, **future proof solutions** for EV charging are put in place and that network infrastructure is capable of dealing with a high roll-out of EVs.
- Improve **digital connectivity** to reduce the need for travel by facilitating alternatives such as remote working.
- Deploy more infrastructure to encourage **active travel**, including cycle spaces on trains, cycle lanes and urban cycle routes that are linked with transport hubs.
- Generate **behavioural change** to reduce private car use through carpooling and use of shared vehicles.



Develop and harness the potential of agriculture to contribute to zero carbon energy

- Ensure that the **farming community is properly engaged** with respect to the low carbon transition.
- Explore **on-farm generation and battery storage** as a means of utilising more of the region's own renewable energy.
- Facilitate the sustainable use of **anaerobic digestion** and build the relevant supply chains to supply the region with power from generated low carbon gas.



Harness innovation to support decarbonisation and clean growth

- **Collaborate with other regions** in Wales to maximise efforts and create synergies through sharing lessons learned and best practices.
- Engage with key industry stakeholders to understand the skills gap and support **training and skills development** to attract young graduates and fuel innovation. Increase apprenticeships and ensure that job opportunities in the industry exist for young people in the region.
- Encourage public bodies in Mid Wales to support the development of **circular economy businesses** within the region.
- Develop of an **understanding of the role hydrogen has to play** in decarbonising industry and transport in the region.
- Explore methods for **reducing tourism-related emissions**.
- Support organisations in the region to embrace **innovative financial models** for the deployment of low carbon technologies and business models.
- Support the **commercialisation of low carbon innovation** in order to create jobs and support the local economy.
- Support the use of **demand side response** and the **development of local energy markets**.

Our energy system, energy use and emissions

Modelling an 'Energy Vision' scenario

Aims of undertaking scenario modelling

Scenario modelling has been undertaken to create two scenarios for future energy systems in Mid Wales. The first scenario is a business as usual (BAU) scenario. The second scenario is a 2035 Mid Wales energy vision scenario (ESV) that could deliver against the level of ambition set out in the Energy Vision statement. This chapter shares business as usual insights, but mainly focuses on presenting the actions in the energy system vision scenario. The modelling outcomes are unique to the region, taking advantage of local resources and opportunities.

The overall aim of the energy vision scenario is to set out a potential decarbonisation route that will put the region on a path consistent with achieving a net zero energy system by 2050. The scenario is not intended to be prescriptive. There are a number of potential pathways to achieve energy system transformation, including new opportunities from technology innovation and changes to energy demand that will certainly emerge as the transformation takes place.

The modelling presents a potential development scenario that is intended to:

- highlight the scale of the challenge
- identify existing opportunities and barriers
- point to new opportunities and key decisions
- provoke discussion and inspire action planning.

The scenario focuses on known decarbonisation solutions that could be implemented by 2035, which would put Mid Wales on a pathway consistent with achieving net zero emissions by 2050. The focus on known and proven technologies demonstrates that this pathway can be achieved and also removes uncertainty associated with more nascent technologies. Despite the focus on proven technologies innovation will undoubtedly play an important role in the energy transition and should be pursued. The modelling takes a multi-vector approach, considering the interactions between heat, transport and electricity demand. For example, the impact of decarbonising heat through electrification is reflected in increased annual electricity demand.

Why does the scenario look to achieve zero emissions from energy in 2050 and not 95% decarbonisation?

Box 1. Why does the scenario look to achieve zero emissions from energy in 2050 and not 95% decarbonisation?

The Committee on Climate Change (CCC) has recommended that Wales adopts an overall decarbonisation target reduction of 95% against a 1990 baseline by 2050. This target, which is lower than the equivalent UK 2050 net zero decarbonisation target, recognises that Wales faces several additional challenges including higher greenhouse gas emission from its agriculture and parts of its heavy industry.

However, the Welsh Government has expressed an ambition to exceed this target and aim for 100% decarbonisation. Non-energy industrial, agriculture, waste, and land use change emissions are out of scope of this energy system study. Both a Welsh 95% and a 100% emissions reduction target require the energy system to maximise its decarbonisation, reserving any residual emissions for more difficult to decarbonise sectors such as agriculture and heavy industry. It is worth noting that during the course of our engagement, stakeholders in the region have expressed very strong support for ambitious decarbonisation.

Methodology in brief

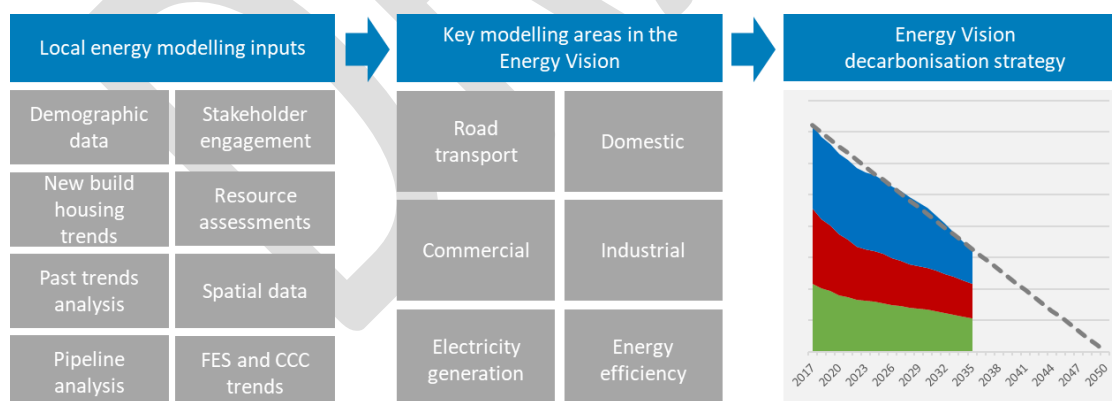
The modelling sets an indicative decarbonisation trajectory to 2035 that is consistent with achieving net zero emissions by 2050. The trajectory has been created using a methodology that reflects the high-level methodology used by the Committee on Climate Change in its 2019 Progress Report³. This absolute contraction methodology assumes a constant rate of decarbonisation is achieved between now and achieving net zero by 2050. This is used as a preliminary benchmark pending next year's more detailed assessment by the CCC which will set out more detailed carbon budgets consistent with the new net zero target.

The baseline has been established by gathering and analysing national and local datasets of energy consumption, energy efficiency and generation. The model has been created through a bottom-up analysis of the potential level of uptake of measures/technologies that is possible by 2035. Assumptions have been drawn from a range of sources including:

- The Committee on Climate Change reports^{4,5};
- National Grid's Future Energy Scenarios⁶;
- The project team's past work on future energy scenarios for Wales & West Utilities and for Western Power Distribution (WPD)⁷; and
- Discussion with local, regional and national stakeholders;

The methodology results in a bottom-up, stakeholder-informed Energy Vision for each unique Welsh region

Figure 2. Modelling methodology



³ Committee on Climate Change (2019) 2019 Progress Report to Parliament <https://www.theccc.org.uk/publication/reducing-uk-emissions-2019-progress-report-to-parliament/>

⁴ Committee on Climate Change (2019) 2019 Progress Report to Parliament <https://www.theccc.org.uk/publication/reducing-uk-emissions-2019-progress-report-to-parliament/>

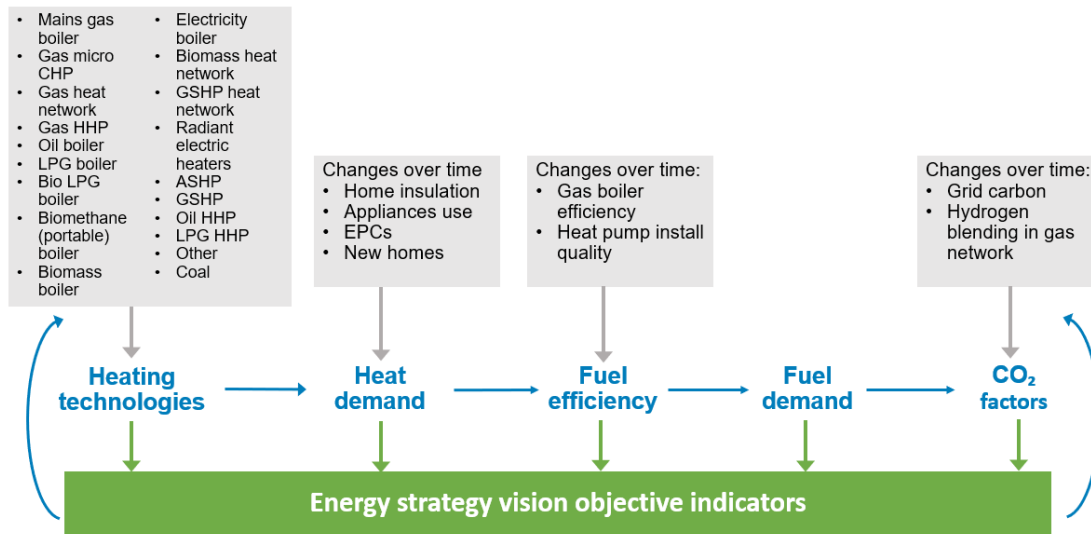
⁵ Committee on Climate Change (2018) Hydrogen in a low-carbon economy <https://www.theccc.org.uk/publication/hydrogen-in-a-low-carbon-economy/>

⁶ National Grid (2019) *Future Energy Scenarios*, <http://fes.nationalgrid.com/media/1409/fes-2019.pdf>

⁷ <https://www.regen.co.uk/area/local-future-energy-scenarios/>
<https://www.regen.co.uk/project/wales-and-west-utilities-regional-growth-scenarios-for-gas/>

Worked example: The modelling approach for domestic heat

Figure 3. Modelling approach worked example



A note on scope

Box 2. A note on the scope of emissions assessed

The strategy is focused on emissions associated with the energy system in Mid Wales. As a result, the scope of the modelling is limited to the energy system, which includes transport, power, and heat use. Emissions or sequestration from non-energy activity such as agriculture and land use are not considered in the model. Data limitations and issues around whether emissions are considered locally or nationally mean that some other emissions that are within the energy system are also not considered by the model. These include aviation, shipping, and some very large industrial energy users.

A note on energy modelling and Covid-19

Box 3. A note on energy modelling and Covid-19

The energy modelling was undertaken pre-Covid-19. In terms of energy modelling, this means that the results presented here do not take into account energy consumption changes associated with Covid-19 impacts such as a switch to working from home. We are only beginning to understand the behavioural and economic impacts from Covid-19 and their knock-off effects on energy usage, as well as the extent to which any changes will persist into the future. As such, the energy modelling that underpins this strategy will need to be kept under review and updated when, and how, our emergence from the COVID-19 crisis becomes clearer.

Baseline and modelling results

Our energy consumption

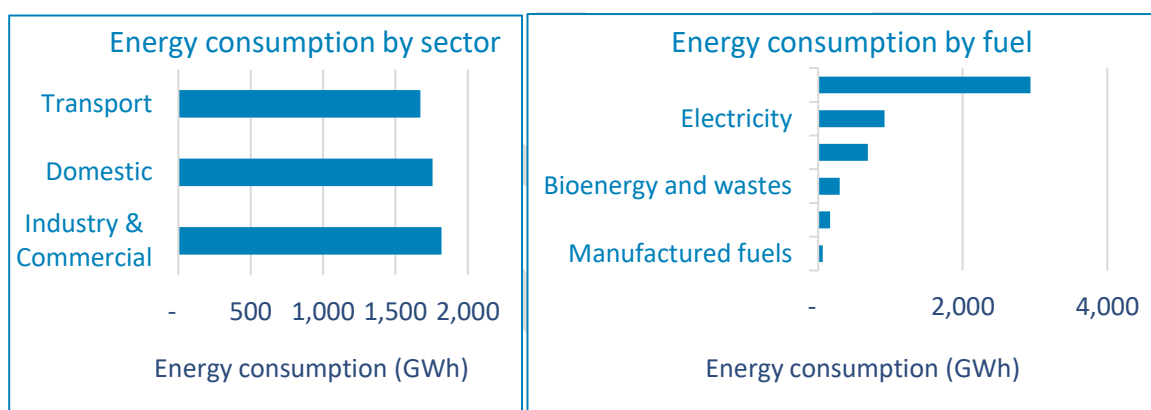
Baseline: energy consumption by sector

Mid Wales currently consumes around 6% of all energy consumed in Wales⁸, which is slightly lower than its 7% share of the Welsh population⁹.

The region's total energy demand is split broadly into three main areas, weighted towards commercial and industrial use, with:

- Transportation consuming 32%
- The domestic sector – household heat and power use - consuming 33%
- The commercial and industrial sector consuming 35%

Figure 4: Energy consumption trends in Mid Wales. Source: BEIS Sub national total final energy consumption, 2017.



Box 4. Definition and scope of transport, domestic, and commercial and industrial sectors

Transport –energy consumption and resulting emissions associated with road transport, including HGVs, vans, cars and buses.

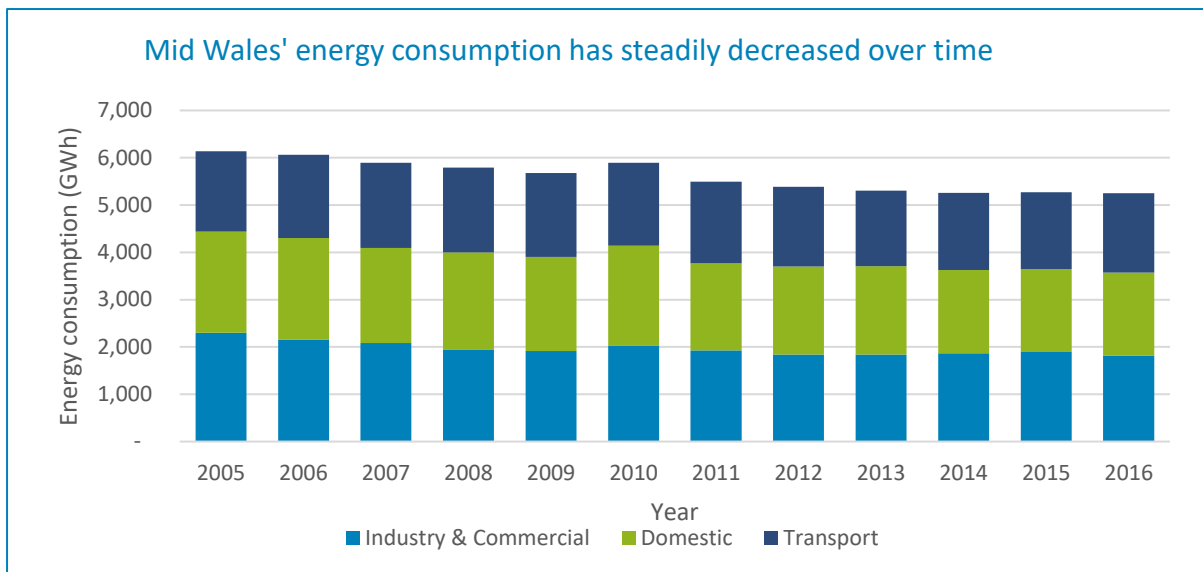
Domestic –energy consumption and resulting emissions associated with all heating, lighting, cooking and appliance use in the home

Commercial and Industrial – energy consumption and resulting emissions associated with all non-domestic activity, including business, the public and third sectors and industrial processes (some very large industrial users are excluded from the data due to issues around commercial sensitivity).

⁸ BEIS: Regional and local authority electricity consumption statistics, 2019

⁹ StatsWales: Population estimates by local authority and year

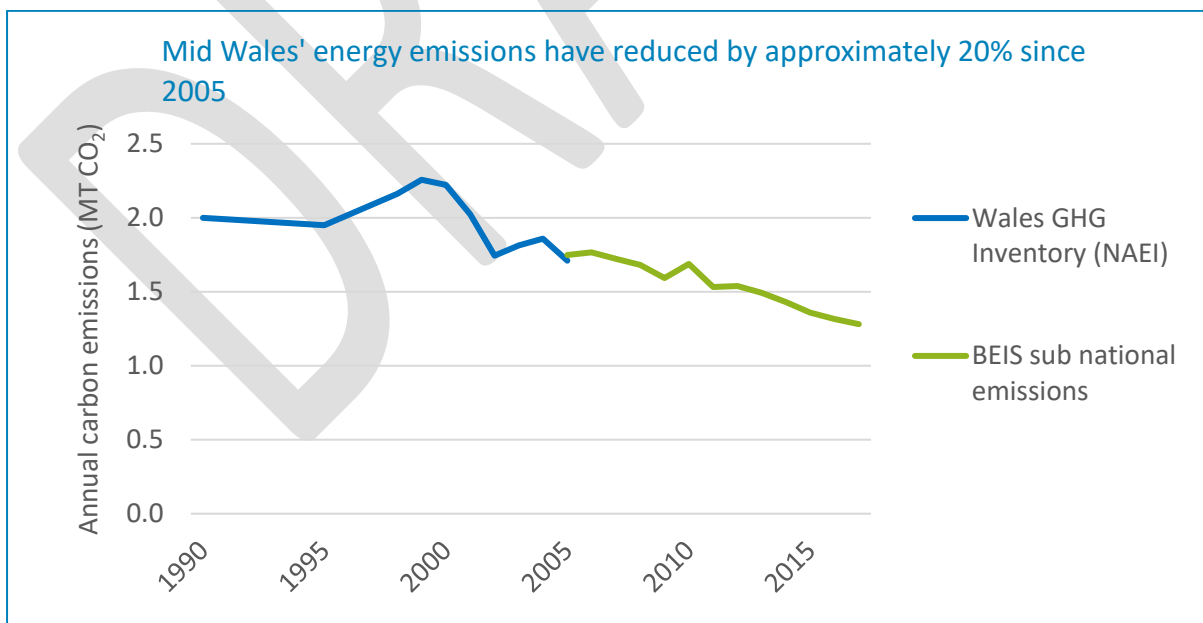
Figure 5. Energy consumption by sector in the Mid Wales Region. Source: BEIS total final energy consumption (2019)



Analysis of BEIS sub-regional data¹⁰ shows that total energy consumption has fallen by 14% since 2005, an average rate of about 1% per year. This is less than the 20% reduction in energy demand experienced across Great Britain over the same period.

The emissions resulting from energy consumption have reduced by around 20% since 2005, and nearly 40% since 1990, with a larger proportional decrease in emissions than consumption, largely attributable to decarbonisation of the electricity grid.

Figure 6: Estimated historic emissions in Mid Wales. Source: BEIS sub-national emissions, Wales NAEI Greenhouse gas inventory



¹⁰ BEIS: Regional and local authority energy consumption statistics, 2019

Energy system vision: energy consumption by sector

To be on track for net zero by 2050, Mid Wales needs to achieve a 55% decarbonisation of its energy system by 2035. By reviewing the measures that could be implemented in Mid Wales by 2035, this 55% target decarbonisation can be split by sector into:

- 66% domestic emissions reduction;
- 48% commercial and industrial emissions reduction;
- 54% transport emissions reduction.

Figure 7. Mid Wales' Energy Vision decarbonisation trajectory by sector to meet net zero 2050 under an absolute contraction methodology Source: WGES analysis

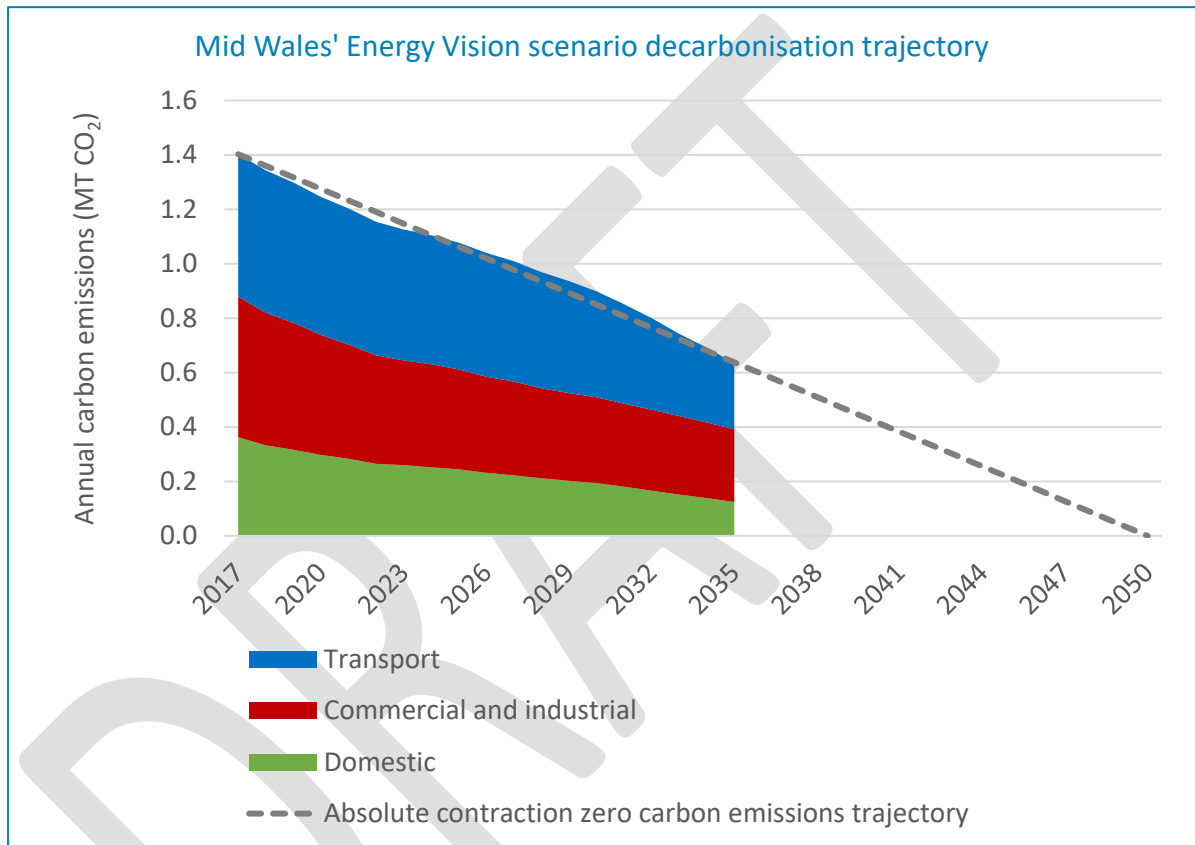


Figure 8. Sectoral summary of the Energy Vision's emission reductions

Source: WGES analysis

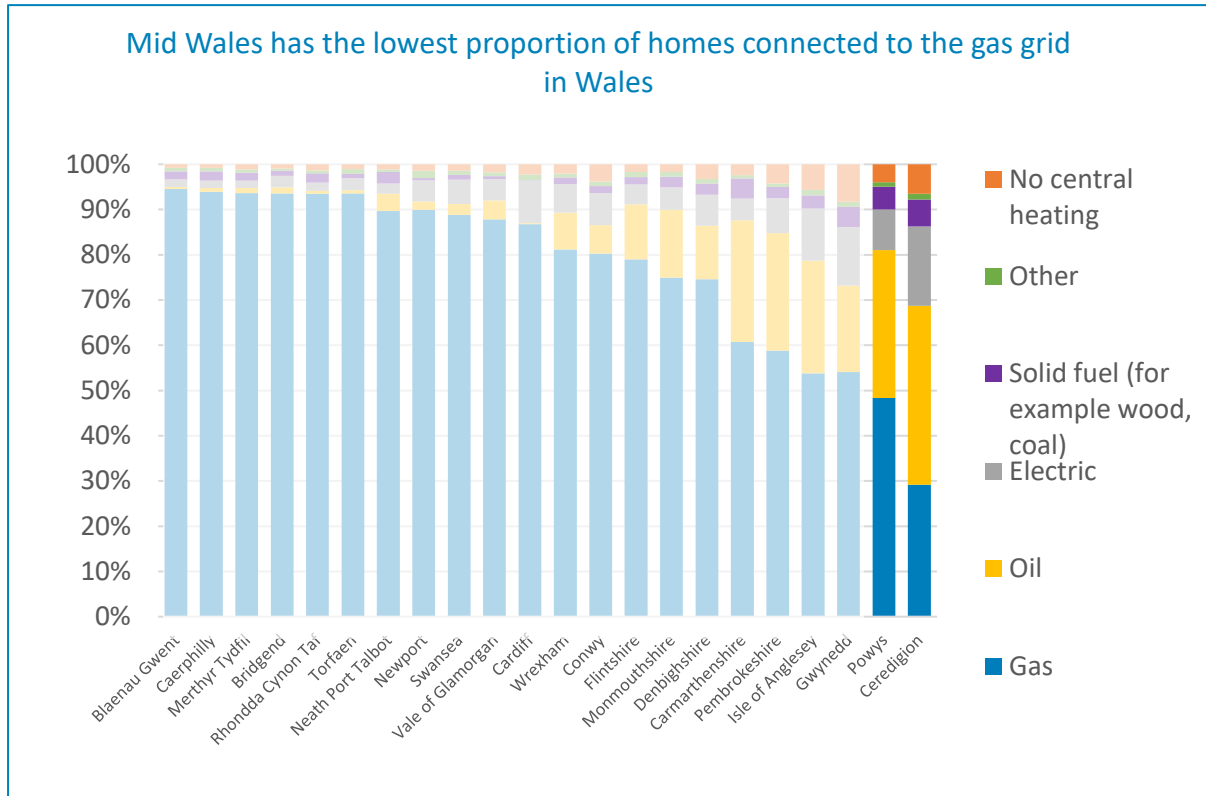


Our domestic energy consumption

Baseline: Domestic

As a largely rural region, energy demand is dispersed and the gas network does not reach many areas of Mid Wales. The region has the highest proportion of off gas grid properties in Wales with 52% of properties in Powys off gas grid and 72% in Ceredigion.

Figure 9: Percentage of homes heated by different heating fuels in each Welsh local authority. Source: Census, 2011. MHCLG, Energy Performance Certificates.



Mid Wales has the highest deployment of renewable heat installations in Wales, with nearly 2% of homes having a heat pump or biomass boiler.

Figure 10: Renewable heat projects by region in Wales. Source: Energy Generation in Wales, 2017

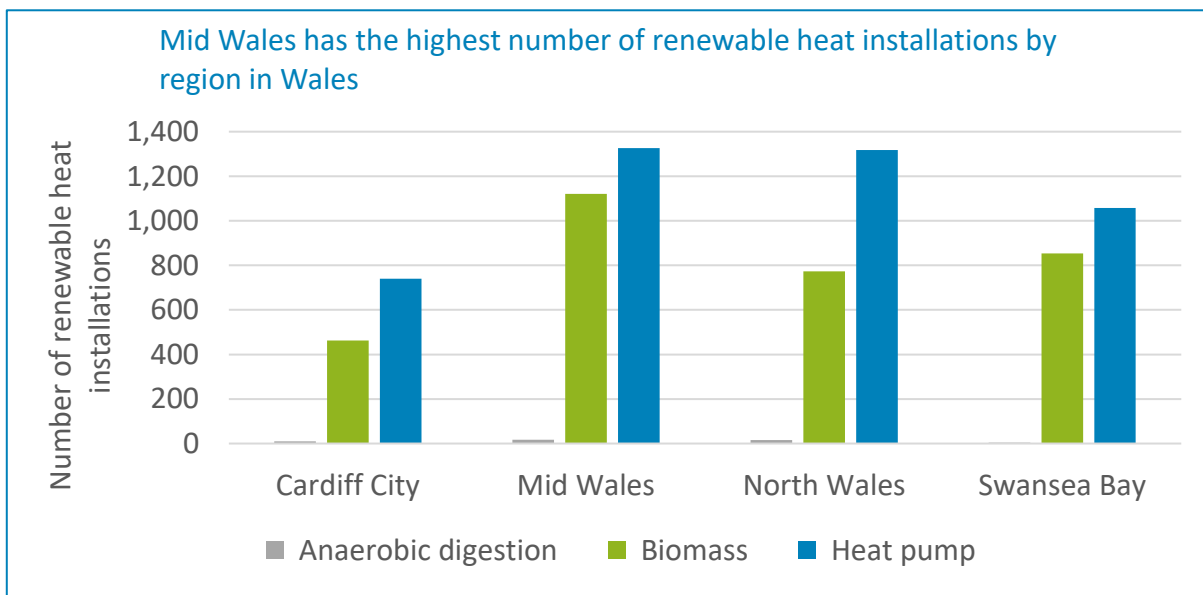
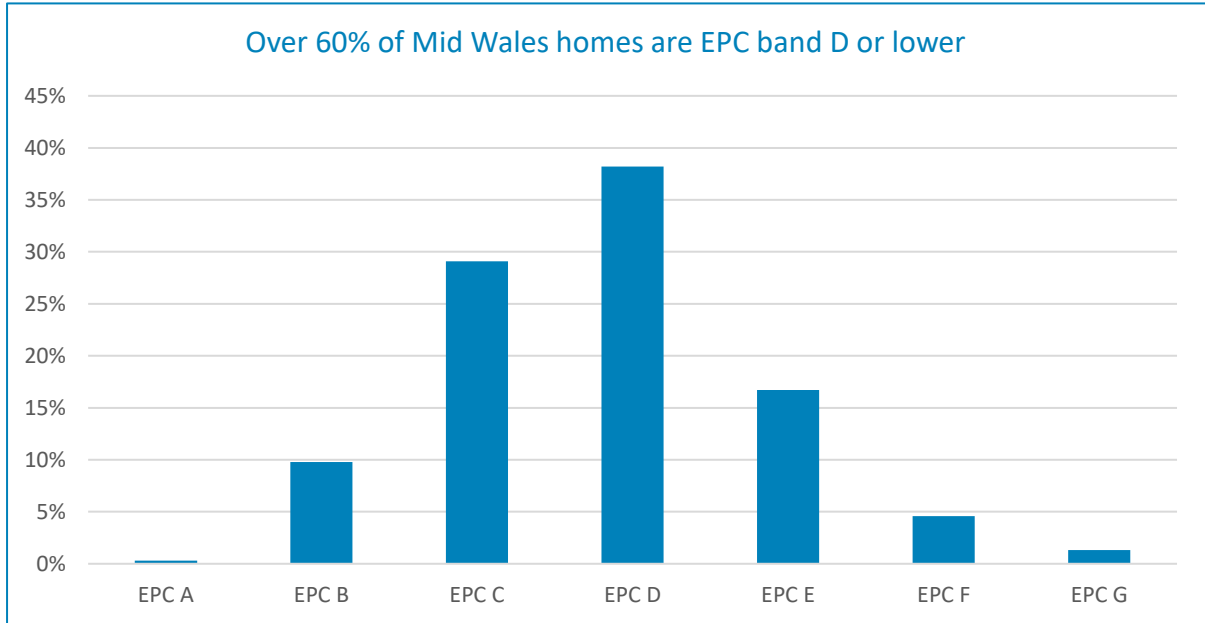


Figure 11: Proportion of homes in Mid Wales in each EPC band. Source: MHCLG, Energy Performance Certificates



Fuel poverty is relatively high in the region: approximately 17% of homes in Ceredigion and 14% of homes in Powys experience fuel poverty.

Domestic energy efficiency is relatively poor in Mid Wales, with an estimated 41 percent of homes rated as EPC band E, F or G, compared to 23% in Great Britain¹¹. Rural homes tend to be older and harder to heat and are often more challenging to retrofit.

Despite this, domestic energy demand has fallen by 30% since 2005. Much of this decrease is due to boiler and appliance efficiency and use of condensing gas boilers.

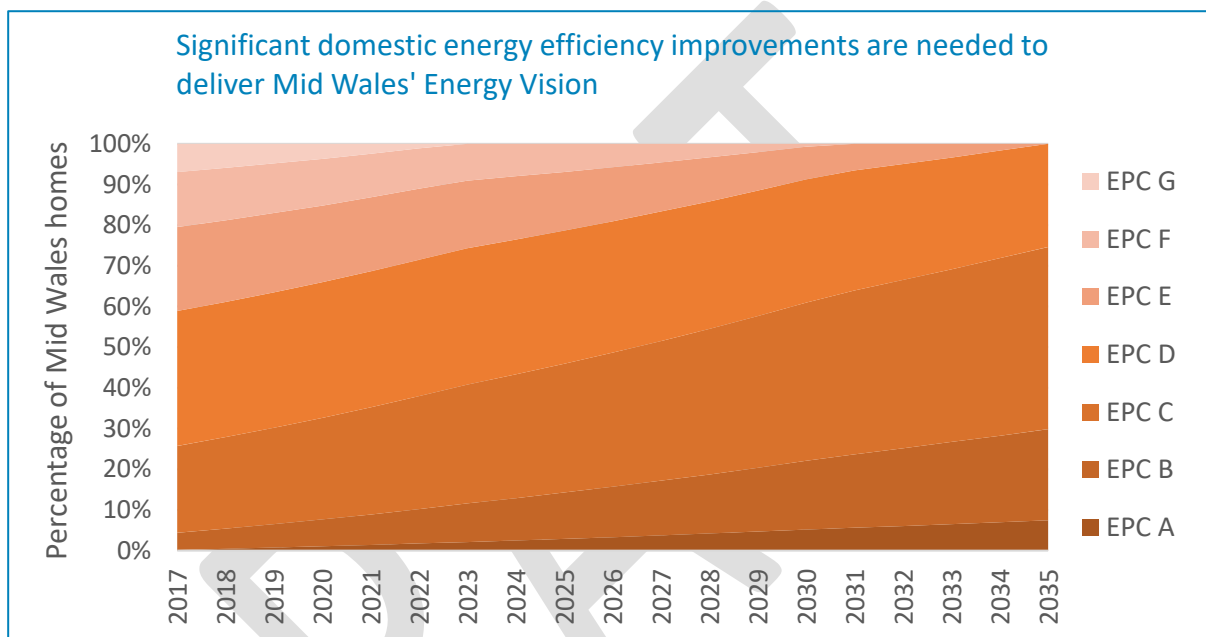
¹¹ Not all homes have a current EPC as these are only required when houses are advertised for sale or rent. As a result, the EPC figures are estimates based on extrapolating the known data.

Energy Vision scenario: Domestic

Achieving a 66% reduction in domestic carbon emissions by 2035 requires a significant shift in the way homes are heated and their level of energy efficiency.

The energy modelling scenario achieves improved energy efficiency by installing a variety of energy efficiency measures. In terms of EPC ratings and focusing on improving the worst performing homes, these energy efficiency measures could eliminate all E, F and G rated homes by 2035, as well as some improvements to homes with higher ratings. Under the Energy Vision scenario, 41% of all homes move from G, F and E to D, C and B ratings.

Figure 12: Estimated domestic EPC band changes to deliver the Energy Vision scenario. Source: WGES analysis



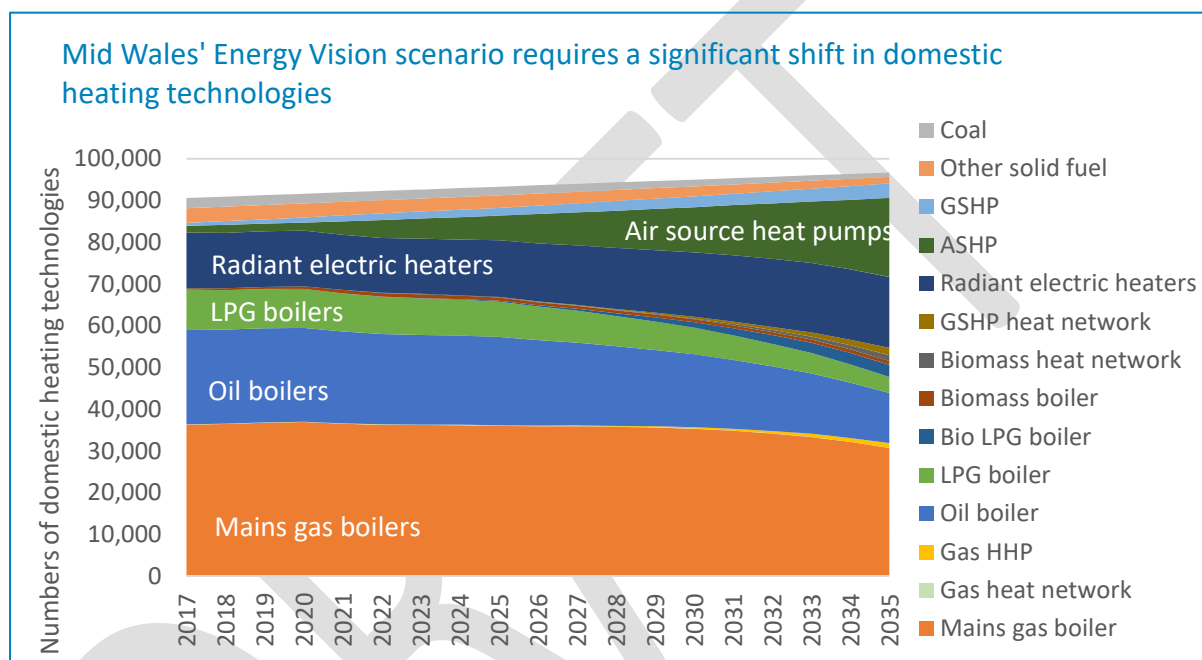
In terms of heating, the energy system vision scenario requires around 28,000 homes to move from oil or other fossil fuels to renewable heating. The scenario assumes this transition will be dominated by a shift to air source heat pumps, with a smaller role for ground source heat pumps, biomass and bio-LPG fuelled heating options as can be seen in Figure 13 below. By 2035, the scenario assumes over 26,000 heat pumps have been installed in Mid Wales. Heat networks have a limited role in Mid Wales due to the rurality of the area, with around 775 homes estimated to connect to a heat network by 2035.

The recent consultation from Welsh Government on Building Regulations Part L is looking to lay down the standards for housing construction for 2020 to 2025 and give industry notice by exploring the expected standards that will be in place from 2025. The current proposals for 2020 are to improve the target emissions rate for new build homes by raising the fabric standards and introducing renewable energy technology into the notional buildings that sets the target emission rate. To meet the new target, developers may, for example, choose to install low carbon heating, but if not, will be required to future proof so that low carbon heating can be easily retrofitted in the future. The target outcome is that homes built in 2025

will emit 75% to 80% less carbon than those built to the 2014 Part L requirements¹². The challenge will be to close the remaining gap to true zero carbon development.

The energy vision scenario relies on new homes being built with low carbon heating and high standards of energy efficiency from 2025, rather than building properties that will need retrofitting at a later date. If Welsh Government or the local authorities in Mid Wales choose to bring this date forwards, there will be a benefit in that the number of homes needing retrofitted by 2050 would be reduced.

Figure 13: Energy Vision scenario domestic heating technology numbers, including existing and new build houses.
Source: WGES analysis



Scenario summary: domestic

Table 2. Domestic heat and energy efficiency energy vision scenario example outcomes

Sector	Example outcomes Energy Vision scenario	Energy prize	Carbon saving potential
Domestic heat and energy efficiency	5,500 houses fitted with internal or external wall insulation	20% reduction in thermal energy demand	236 kt CO ₂ (68% reduction)
	24,500 homes fitted with other insulation measures		
	Over 26,000 heat pumps	39% net decrease in domestic heating energy consumption	
	Prioritisation of electrifying heat use in oil, LPG and solid fuel heated homes		
	No gas in new homes from 2025 to avoid retrofitting at a later date		

¹² Welsh Government (2019) Welsh Government Consultation Document: Building Regulations Part L and F Review <https://gov.wales/sites/default/files/consultations/2019-12/consultation-document-building-regulations-part-l-review.pdf>

Additional detail regarding the assumptions behind the domestic heating energy modelling can be found in Box 5 and Table 3 below. It's worth noting that the Wales & West Utilities outlook regarding the potential for biomethane and hydrogen has evolved since the modelling was undertaken following the UK government evolution to a net zero target last year. Wales and West Utilities' net zero scenario shows higher potential for biomethane and hydrogen. For example, when incentivised, biomethane levels can exceed previous upper limits and in some parts of the WWU network will reach over 20% by 2021. These ambitions are still complimented by high levels of insulation to reduce energy demand and will still require substantial changes to come to fruition.

Box 5. Assumptions regarding the decarbonisation of domestic heating in Mid Wales

The Mid Wales energy strategy modelling assumptions for domestic heating are based on input from regional stakeholders and the 2019 Wales & West Utilities Distribution Future Energy Scenario (DFES) project which explored potential future scenarios for the gas network in Mid Wales in 2035. Some of the key scenario highlights from the 2019 DFES included:

- Around 20% of homes could be heated by a heat pump by 2035, subject to being suitable for the property, predominantly air source or ground source heat pumps replacing more expensive oil, LPG or solid fuel heating.
- It is assumed in the Energy Vision and 2019 DFES that there is no injection of biomethane into the gas grid in Mid Wales by 2035. This is predominantly due to a geographical mismatch between biomethane resources and the gas grid, and the nature and scale of farming in Mid Wales.
- Consumption of natural gas energy in Wales could fall by over 20% between now and 2035.
- Projections on the uptake of heat pumps, including the proportion of hybrid heat pumps, were based on FES 2019 scenarios. Since then, the FES 2020 study has been published and includes a higher proportion of hybrid gas heat pumps, particularly under the Leading the Way scenario.

Table 3 Source: Regen (2019) Regional Growth Scenarios for Gas and Heat for Wales & West Utilities

Key assumptions for domestic heating fuels		2019 WWU DFES Study			WGES Energy Strategy Study
		Two Degrees Scenario	Community Renewables Scenario	Hybrid Accelerator scenario	
Heat pump deployment (% of houses with a HP by 2035)		15%	25%	19% (including significantly higher proportion of hybrid heat pumps)	26%
Biomethane and bioSNG energy	Biomethane and bioSNG heat energy for domestic and C&I heating in 2035	0 GWh	0 GWh	0 GWh	0 GWh
	Biomethane and bioSNG percentage of heat delivered by the gas network	0% of gas network energy	0% of gas network energy	0% of gas network energy	0% of gas network energy
Hydrogen use for domestic and commercial heating (Hydrogen for industrial processes and transport is modelled separately)		None modelled before 2035	None modelled before 2035	None modelled before 2035	None modelled before 2035 although there is potential for some domestic heating associated with industrial clusters

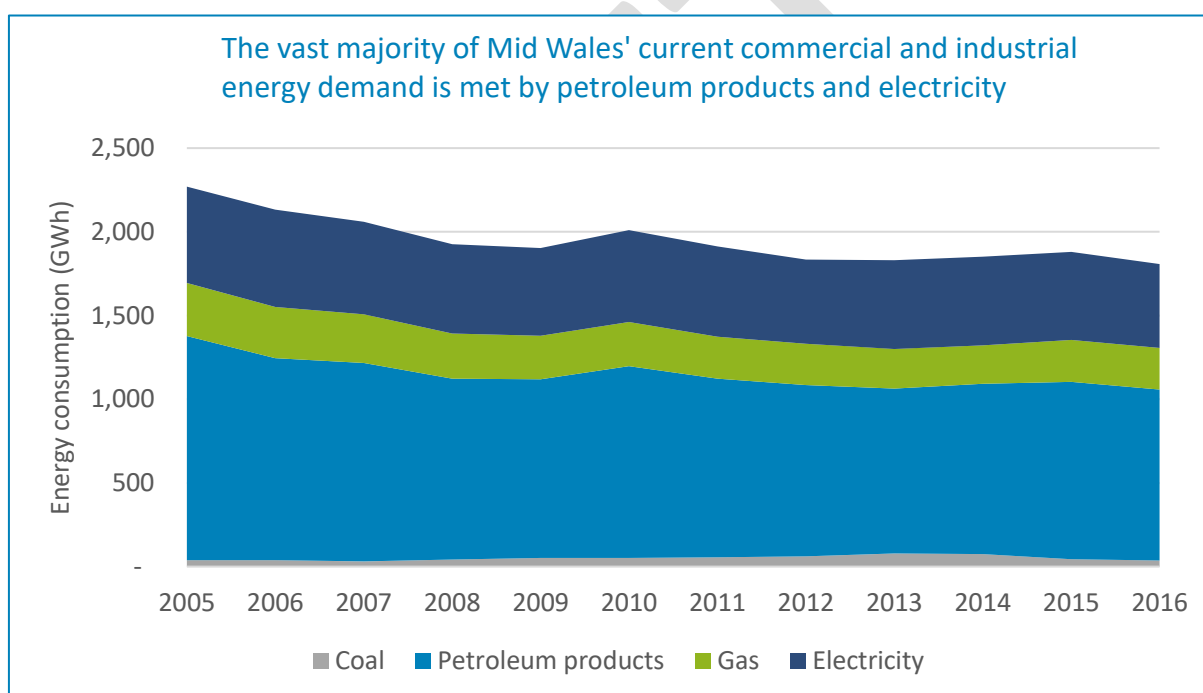
Our commercial and industrial energy consumption

Baseline: commercial and industrial

Only 12% of commercial and industrial demand is met by gas, reflecting the off-gas nature of the region.

Industrial demand has decreased by 10% since 2005 and emissions have decreased by 37%, in large part due to decarbonisation of the UK's electricity grid.

Figure 14: Mid Wales' baseline commercial and industrial energy consumption by fuel. Source: BEIS total final energy consumption (2019)



Energy Vision scenario: commercial and industrial

Achieving 48% reduction in commercial and industrial emissions requires a 23% decrease in energy demand, plus significant further decarbonisation of our electricity network through renewable generation. Achieving a grid carbon factor of 30g/CO₂ per kWh¹³ achieves on its own a 24% reduction in emissions in Mid Wales. This grid carbon factor would require significant investment in renewable generation in the region and across the UK. (See Box 6 for information about grid carbon factors).

¹³ Assumption based on Community Renewables and Two Degrees scenarios in National Grid (2019) *Future Energy Scenarios*, <http://fes.nationalgrid.com/media/1409/fes-2019.pdf>

Figure 15: Energy Vision scenario commercial and industrial energy consumption, by fuel. Source: WGES analysis

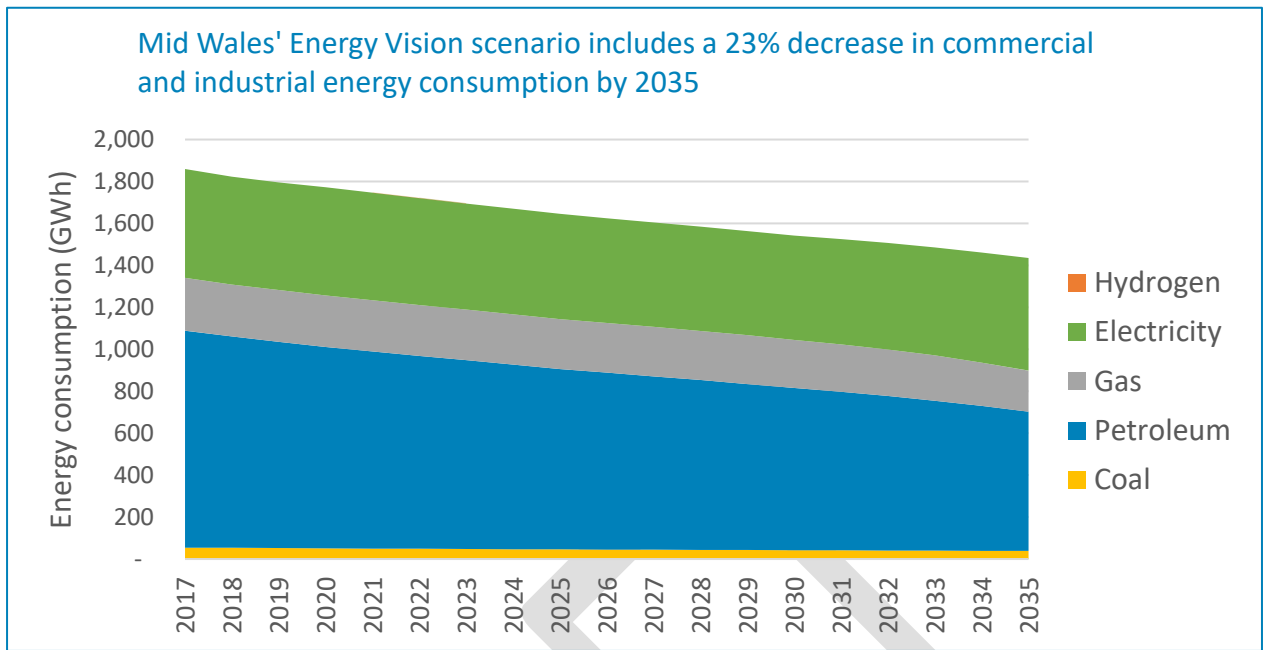
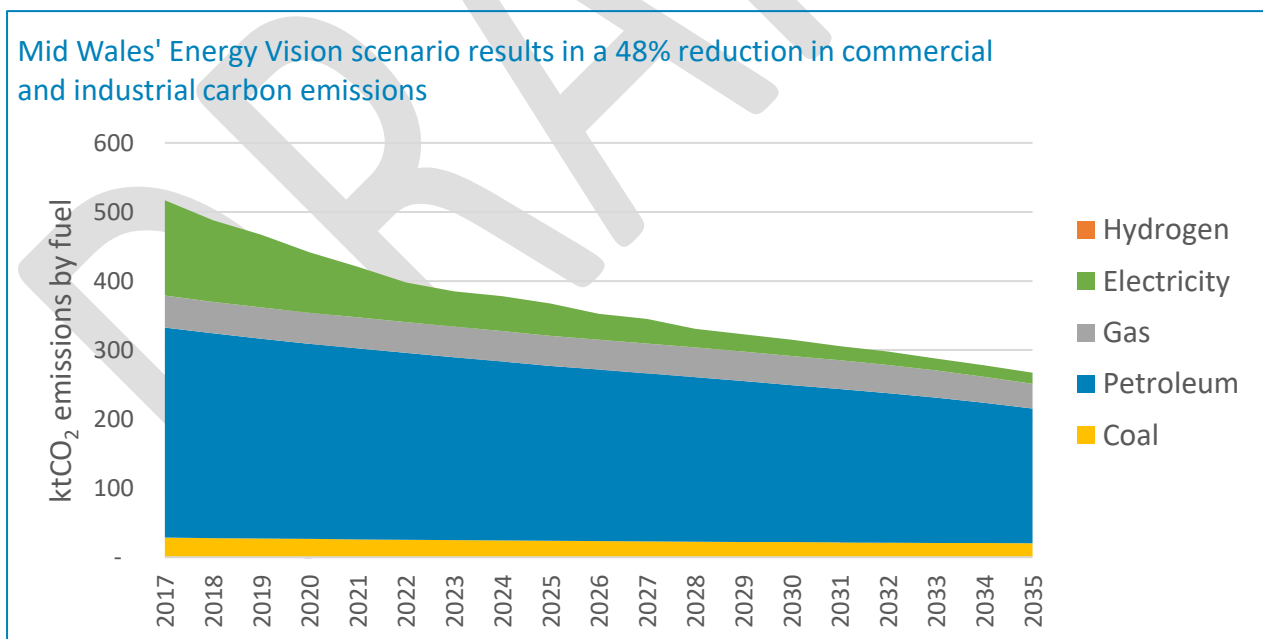


Figure 16: Energy Vision scenario commercial and industrial emissions estimates, by fuel. Source: WGES analysis



Scenario summary: commercial and industrial

Table 4. Commercial and industrial energy demand energy vision scenario example outcomes

Sector	Example outcomes Energy Vision scenario	Energy prize	Carbon saving potential
Commercial and industrial energy demand	<p>Significant energy efficiency programme to exceed UK Clean Growth Strategy 20% target</p> <p>A switch to alternative fuels and electrification of heating</p> <p>Decarbonisation of electricity network through renewables and behind the meter renewable generation</p>	<p>35% reduction in coal and petroleum energy consumption</p> <p>11% reduction in gas consumption</p> <p>3% increase in electricity demand</p>	250 kt CO ₂ (48% reduction)

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Our transport

Baseline: transport

Mid Wales has a high dependence on private cars for transport. Less than 1% of road miles are driven by buses in Mid Wales, and there are nearly half the number of buses per capita than the more densely populated regions in South Wales. Mid Wales with its hilly terrain and dispersed settlements is assumed to follow Welsh trends for active travel in having the joint lowest percentage of all journeys taken by walking and cycling when compared to other regions in Great Britain.¹⁴

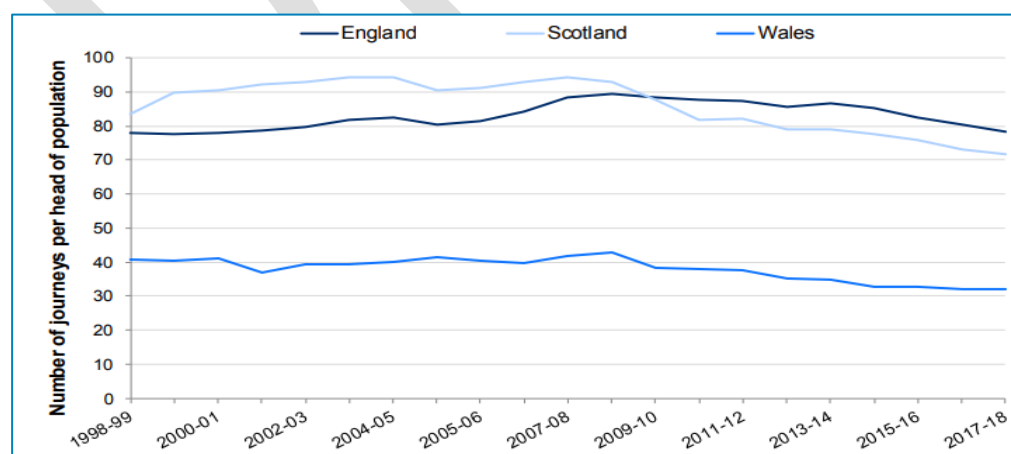
To date, Mid Wales has seen a slow uptake of electric vehicles. Approximately 0.2% of cars registered in the area are electric, meaning Mid Wales has below average uptake of EVs compared to Great Britain, where on average 0.5% of vehicles are now electric. Furthermore, the number of EV chargers in Mid Wales remains low, with just 88 public chargepoints including 3 rapid chargers installed by October 2019¹⁵. This reflects the relatively low deployment of public chargepoints across Wales to date, in which there are approximately half as many public chargepoints per head as in Scotland¹⁶.

Low uptake of EVs in Mid Wales is likely to be due to a range of factors, including the high cost of purchasing an EV, the distances between settlements in the area giving rise to range anxiety, and the lack of existing chargepoint infrastructure.

Average annual vehicle miles in Mid Wales are similar to those in other Welsh regions at 9,407 miles per car, which is only 1% higher than cars registered in North Wales and 2% higher than those registered in the Cardiff Capital Region¹⁷.

Figure 17: Passenger journeys per head on local bus services by country, 1998-2018. Source: Public service vehicles statistical bulletin (2019)

Wales has far lower historic bus utilisation rates than England or Scotland



¹⁴ Personal travel in Wales – 2012 statistical bulletin (2013)

¹⁵ DfT (2019) Electric Vehicle Charging Device Statistics

<https://www.gov.uk/government/statistics/electric-vehicle-charging-device-statistics-october-2019>

¹⁶ Ibid

¹⁷ Regen analysis of DfT licencing statistics (2018)

<https://www.gov.uk/government/collections/vehicles-statistics> and Car vehicle traffic by local authority (2018) <https://www.gov.uk/government/statistical-data-sets/road-traffic-statistics-tra>

Energy Vision scenario: transport

Achieving a 54% reduction in transport emissions by 2035 is a significant challenge for Mid Wales with its high dependency on private vehicles. The scenario assumes:

- 53% of vehicles driven in Mid Wales in 2035 are electric, with the ban on fossil fuel vehicle sales brought forward to 2030¹⁸.
- 20% reduction in private vehicle mileage in 2035, which rises from a 10% reduction in 2030
- A slowing in the total number of vehicles on the road, facilitated by increased public transport and active travel. In terms of overall vehicle numbers, this means a substantially reduced rate of increase so that between by 2035 the number of vehicles

Figure 19. Energy vision scenario Road transportation vehicles by fuel. Source: WGES analysis

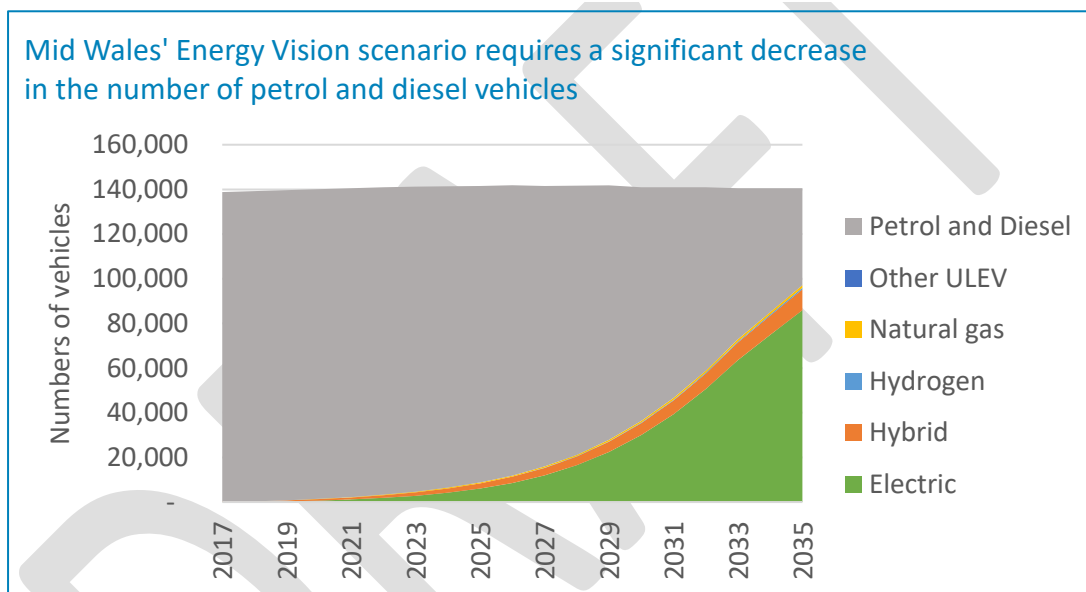
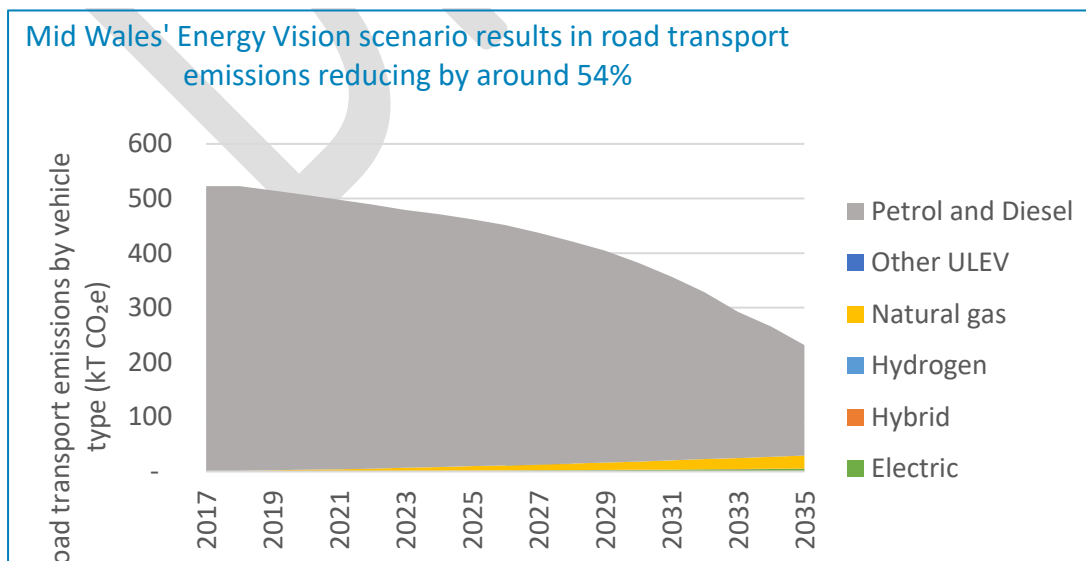


Figure 18. Energy System Vision road vehicle emissions, by fuel. Source: WGES analysis



¹⁸ The UK Government has committed to bringing the ban forward to 2035 subject to consultation. The consultation will also consider earlier dates. The scenario makes the assumption that 2030 has been agreed on.

has grown by less than 2,000 vehicles. This is reflected graphically in Figure 19Error! Reference source not found..

Summary: Transport

Table 5. Road transport energy vision scenario example outcomes

Sector	Example outcomes Energy Vision scenario	Energy prize	Carbon saving potential
Road transport	86,000 EVs 1,100 gas vehicles 700 hydrogen vehicles 1,500 public EV chargers 20% reduction in private vehicle mileage	1.1 TWh less petrol and diesel energy consumption 0.2 TWh increase in electricity consumption	263 kt CO ₂

Achieving these outcomes requires 2,000 EV sales per year by the mid-2020s, peaking briefly at 10,000 per year in the 2030s before reducing to 7,000 per year. Peak sales of fossil-fuelled cars in Mid Wales have historically reached 7,000 per annum¹. Additional support, such as a scrappage scheme alongside a 2030 ban on new fossil-fuelled car sales, would be needed to retire some fossil-fuelled vehicles earlier than their average lifespan, in order to achieve a peak of 10,000 EV sales per year in the 2030s.

This level of EV sales will also require a supportive area-wide EV charging network, in turn supported by electricity network infrastructure capable of dealing with high roll-out of EVs. Similarly, the switch to gas powered HGVs is reliant on the fuelling infrastructure being in place. Reducing personal vehicle miles by 20% will require significant investment in public transport infrastructure.

Our annual electricity demand

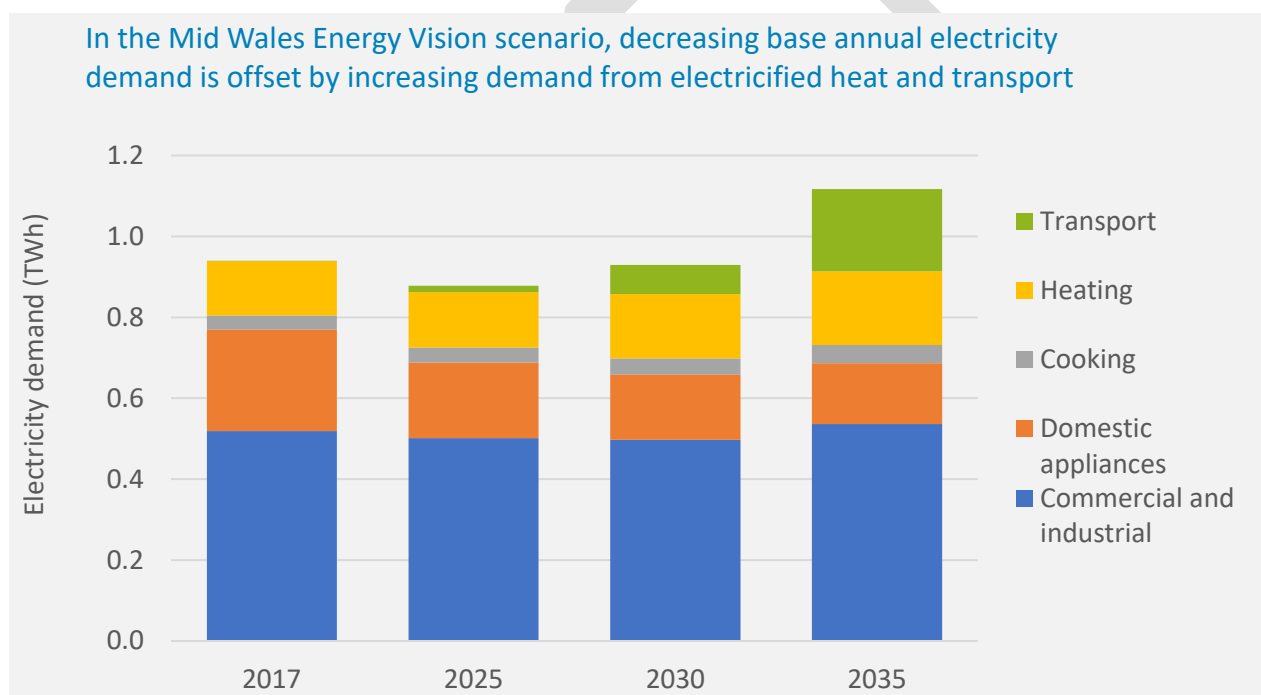
Baseline: annual electricity demand

Annual electricity demand in Mid Wales is currently approximately 0.94 TWh. It has fallen steadily since at least 2005 when electricity demand was over 1 TWh. Over 50% of electricity in the region is consumed by the commercial and industrial sector.

Energy Vision scenario: annual electricity demand

The scenario projects a 19% increase in annual electricity demand for Mid Wales by 2035 against 2017 figures. Increased energy efficiency measures and appliance efficiency lead to a decrease in the base electricity demand, with the increase resulting from the electrification of heating and transport.

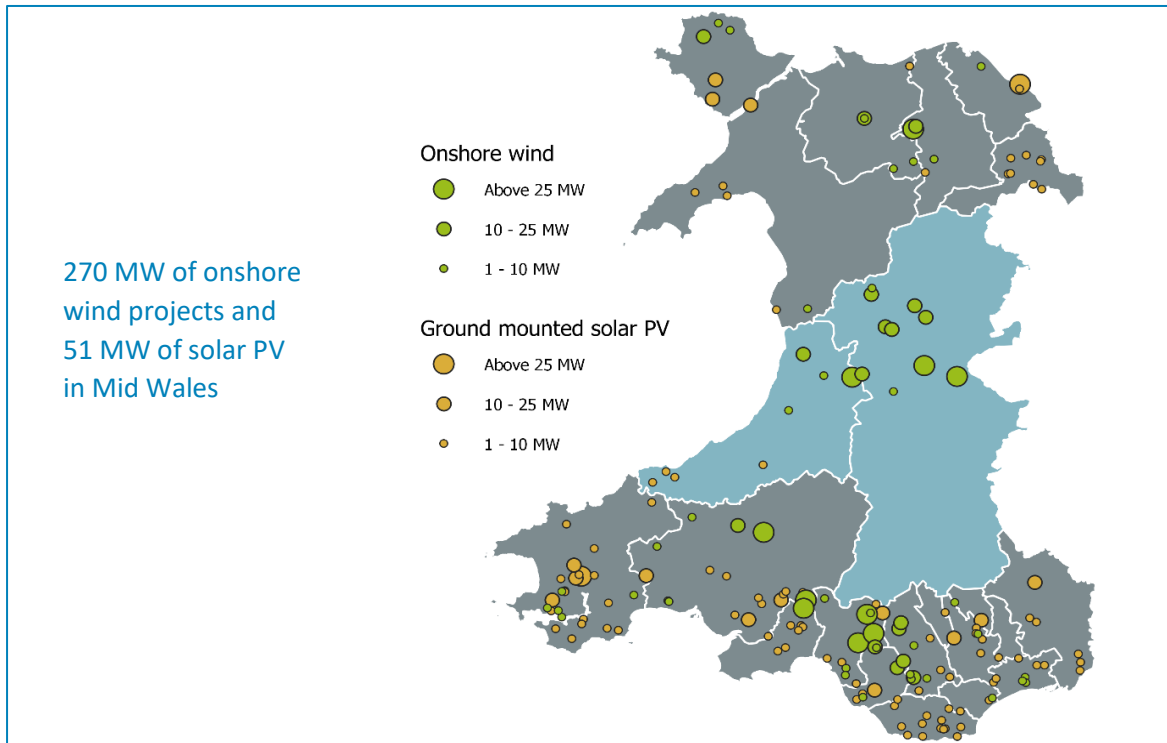
Figure 20: Mid Wales Energy Vision scenario demand by sector. Source: WGES analysis



Our electricity generation

Baseline: electricity generation

Figure 21: Solar PV and onshore wind projects (>1MW) currently generating in Wales Source: BEIS Renewable Energy Planning Database (2019)



Renewable energy generation in Mid Wales is predominantly from onshore wind, which makes up 72% of generation and 66% of capacity. Solar PV has a relatively high installed capacity, but, due to a lower capacity factor, supplies around 6% of renewable energy generation in the region. 51MW of 412MW of renewable capacity in the region is locally owned.

Renewable electricity generation in Mid Wales has increased relatively slowly since 2004

Figure 22: Mid Wales renewable electricity generation trends 2000-2017. Source: WGES analysis, Welsh Government (2019) Energy Generation in Wales 2018

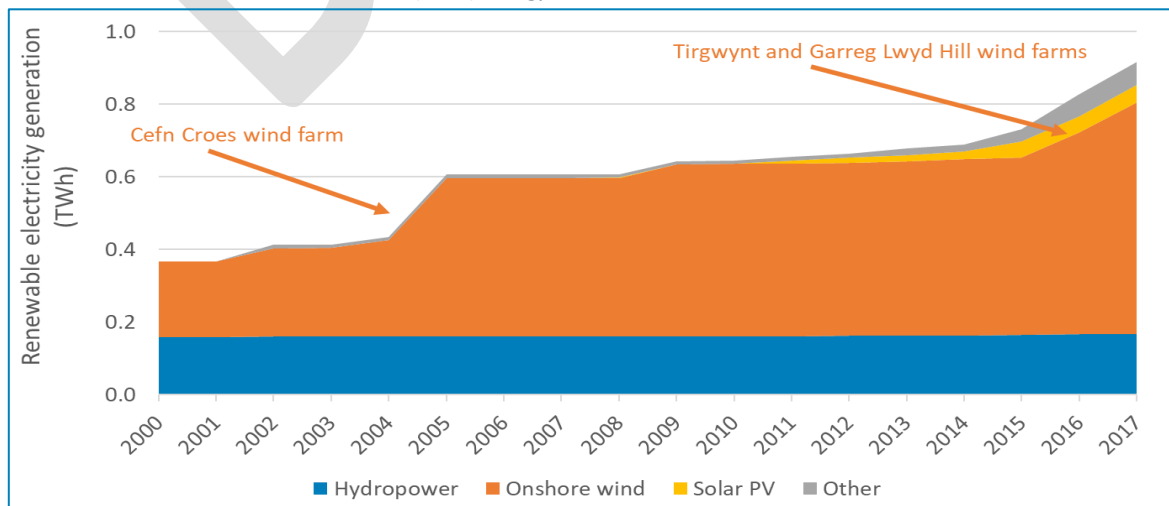
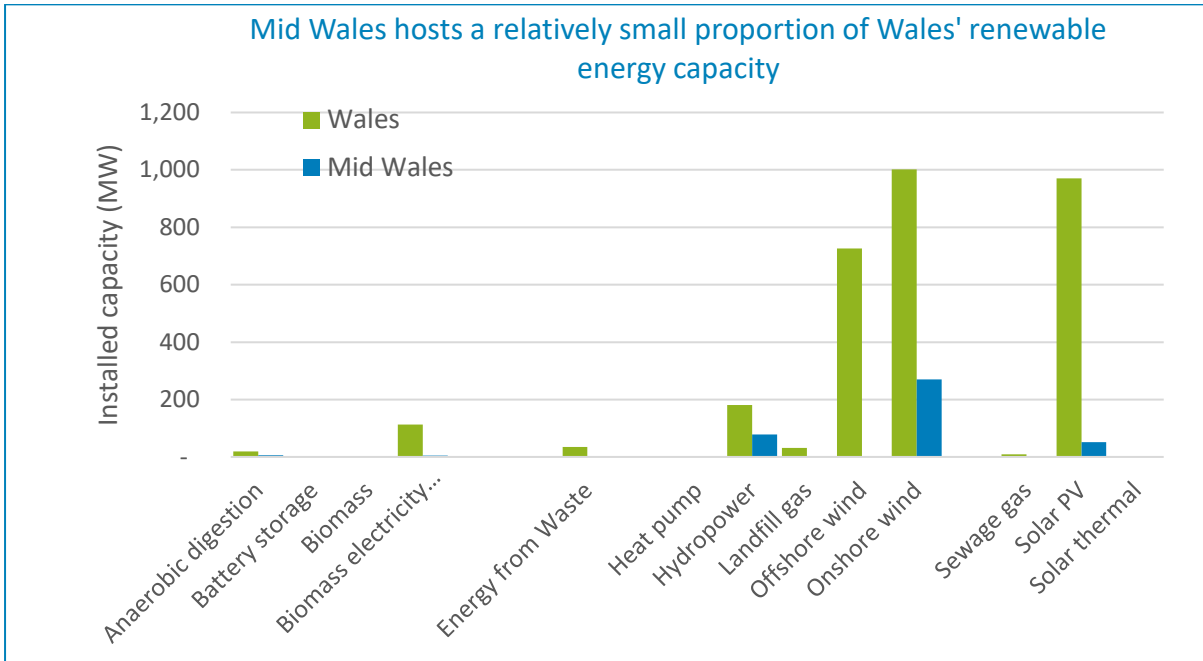


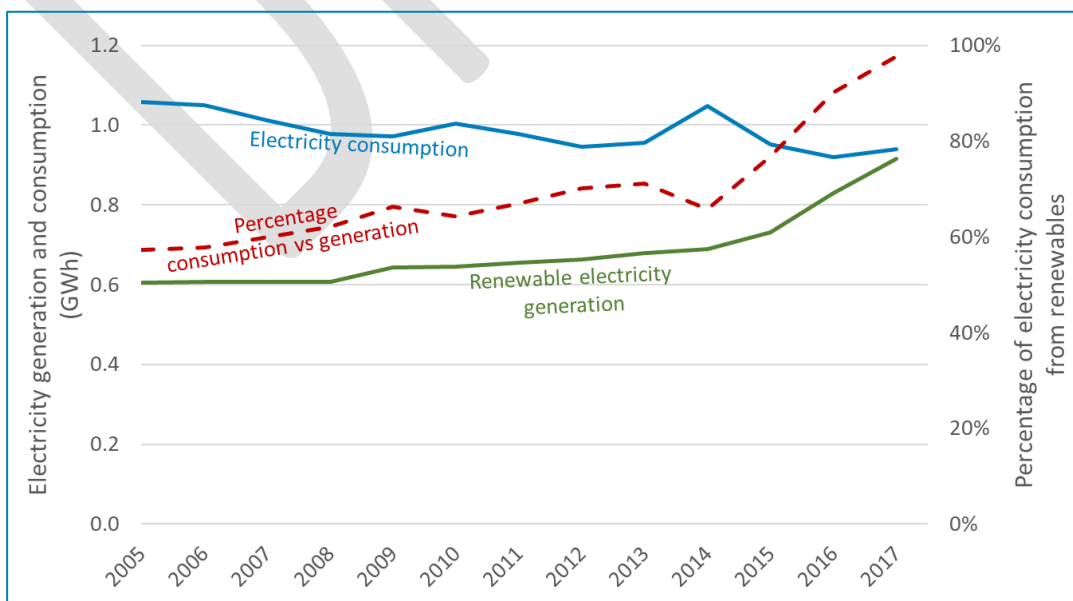
Figure 23: Renewable electricity capacity in Mid Wales region (2017). Source: WGES analysis, Welsh Government (2019) Energy Generation in Wales 2018



Mid Wales currently hosts 25% of Wales’ onshore wind capacity. Across all technologies, Mid Wales is home to a relatively small proportion of Wales’ renewable energy capacity. However, due to relatively low and reducing electricity demand in the region and some significant onshore wind projects, Mid Wales currently generates the equivalent of 97% of the electricity that it consumes, from local renewable sources.

Mid Wales currently generates the equivalent of 97% of its electricity consumption from local renewable sources

Figure 24: Percentage of electricity consumption from renewables in Mid Wales. Source: WGES analysis, Welsh Government (2019) Energy Generation in Wales 2018



Energy Vision scenario: electricity generation

Box 6. Electricity decarbonisation assumptions

Achieving net zero carbon emissions across the UK requires the decarbonisation of the electricity grid. In line with industry best practice, the modelling for the Energy Vision scenario applies the UK grid carbon factor to electricity consumed in the region, rather than creating a regional factor based on electricity generated locally.

To be on track for net zero by 2050, the Energy Vision scenario assumes that an average UK grid carbon factor of 30 gCO₂/kWh has been achieved by 2035, in line with the Two Degrees scenario assumption used in National Grid’s 2019 Future Energy Scenarios¹. In order to achieve this level of grid decarbonisation, National Grid’s Two Degrees scenario requires a net increase of 74 GW of low carbon electricity capacity across the UK by 2035. Mid Wales has the natural resources and the ambition to play a significant role in delivering renewable energy deployment.

The Energy Vision scenario developed is based on the region generating twice the renewable electricity it consumes. This figure has been arrived at by balancing the region’s ambition against the available resources, investment requirement and potential grid capacity.

New electricity generation will also support the Welsh Government target that 70% of the electricity consumption in Wales come from Welsh renewables by 2030. We expect that new generation will also have elements of local ownership in support of Welsh Government targets that all new projects have an element of local ownership and that 1 GW of renewable energy is locally owned by 2030. Potential benefits to the region in addition to supporting decarbonisation would include investment opportunities, job creation, supply chain stimulation and community benefit funds. If projects are developed by or invested in by the public and community sector there are additional potential economic and social benefits that could result, enabling the region to retain a higher proportion of the value created. Figure 26 shows one pathway to achieving this level of electricity generation in the region.

Figure 25: Mid Wales Energy Vision scenario electricity consumption vs generation. Source: WGES analysis

To enable Mid Wales to meet 200% of its 2035 electricity consumption from local renewables requires a significant increase in generation

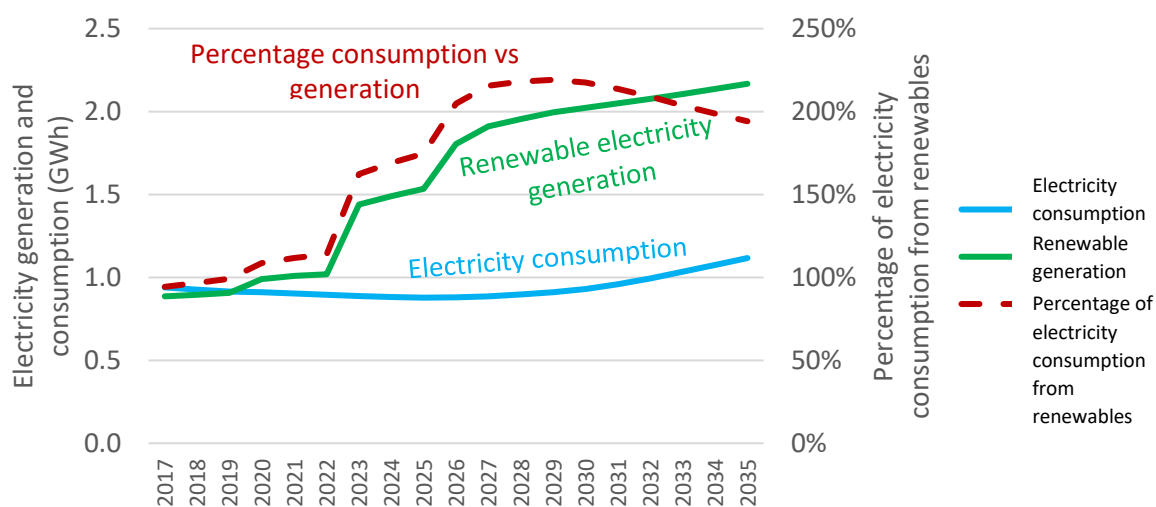
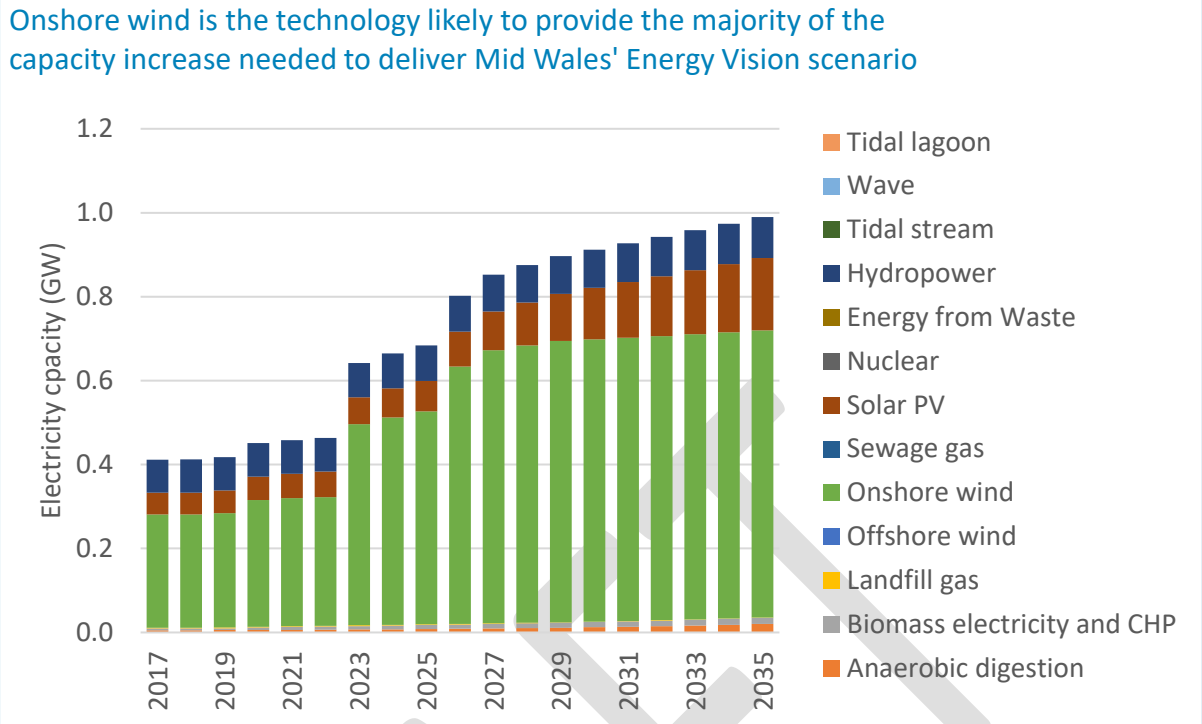


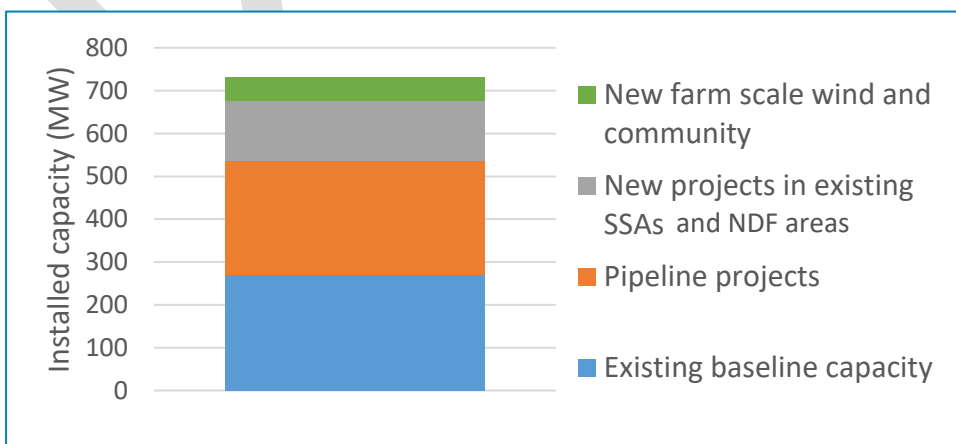
Figure 26: Renewable energy capacity increases under Mid Wales' Energy Vision scenario. Source: WGES analysis



Onshore wind

There is currently 270MW of onshore wind in Mid Wales. The Energy Vision scenario includes a significant increase in onshore wind capacity in the near term as a result of projects currently under development being built out by 2025. This increase also takes into account new projects in the existing Strategic Search Area (SSA), a potential extension to the SSA and an area designated by the proposed National Development Framework. Falling technology costs mean that onshore wind projects in good locations can now be viable without any subsidy, although in Mid Wales connection costs are prohibitive in many areas due to both constraints on the network and longer connection distances.

Figure 27: Mid Wales' Energy Vision scenario for onshore wind. Source: WGES analysis



Solar PV

The Mid Wales topography, access to grid capacity and irradiance levels are less suited to the very large-scale ground mounted solar farms which are becoming more common in other areas of the UK. Current deployment of solar PV is relatively low, with just 52MW installed. Around 30MW of this capacity is roof-mounted and 22MW is ground mounted.

The Energy System Vision includes a threefold increase in the installed capacity of solar PV by 2035. While solar PV projects are generally easier to deploy, solar PV has a lower capacity factor than onshore wind and as a result the required growth in capacity results in a lower impact on local renewable energy generation.

Other renewables, storage and flexibility

The Energy Vision scenario includes some growth in the deployment of anaerobic digestion including biomethane producing sites, biomass electricity/CHP and hydropower. Each of these technologies could have a small but significant impact on local renewable energy generation with associated economic benefits. While onshore wind and solar PV make up the majority of the installed capacity in the Energy System Vision, anaerobic digestion and biomass electricity/CHP each see a fourfold increase in installed capacity between 2020 and 2035. Despite the high growth rate of these technologies, current deployment is low resulting in an increase of 14 MW and 9 MW respectively during this time period. The installed capacity of hydropower increases by 18MW representing a 1.2 fold increase compared with 2020 levels.

Storage and flexibility, such as demand side response provision or the creation of local energy markets, could support the decarbonisation of energy generation in Mid Wales by enabling more renewables to connect to the network in constrained areas and supporting the business case for investing in renewables.

Summary: electricity generation

Table 6. Renewable energy generation energy vision scenario example outcomes

Sector	Example outcomes Energy Vision scenario	Energy prize	Carbon saving potential
Renewable generation	Nearly 1 GW of onshore wind and solar PV (1,939 GWhs of electricity generated from onshore wind and solar PV) by 2035	Generating the equivalent of nearly 200% of electricity consumption in 2035	Contribution towards significant reduction in UK grid carbon factor

A note on nuclear

The energy modelling considers that, if small modular reactor technology becomes viable, this technology is most likely to be developed on the site of historic large-scale nuclear reactors in the near term. There are no existing nuclear sites, or any allocated for development, in Mid Wales. As a result, the development of nuclear power was not considered within the scenario to 2035. On a related note, if large scale nuclear sites across the UK currently under consideration/development fail to proceed, there will be increased need for renewable

generation. With the right electricity grid infrastructure and economic incentives, Mid Wales could contribute to an even greater extent to Welsh and UK renewable generation.

A note on offshore wind

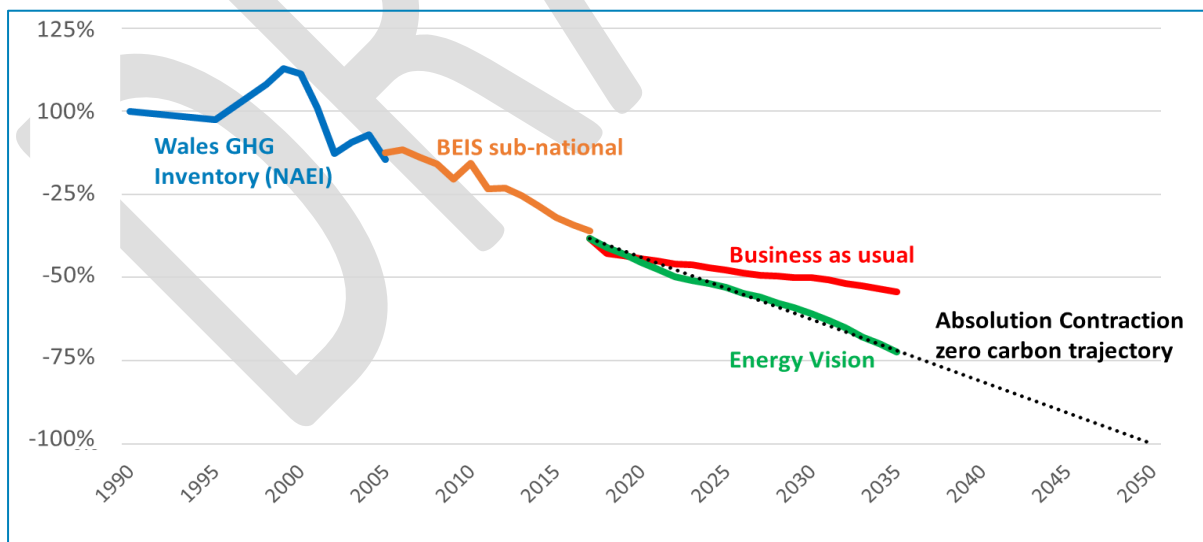
From a wind resource perspective, Cardigan Bay could potentially host offshore wind projects. However, to date no areas in Cardigan Bay have been identified by The Crown Estate for leasing in Round 4 or earlier rounds. Future floating wind and deeper water foundations could open up opportunities for further offshore wind projects in Wales, however, the focus at the moment is the Celtic Sea area off Pembrokeshire.

The Carbon Trust’s 2018 report for the Welsh Government on the Future Potential for Offshore Wind in Wales identified more significant barriers to development of offshore wind in Mid Wales compared with other areas of Wales¹⁹. Constraints identified included environmental impacts, existing leases and military presence, seascape and visual impact, port and transport infrastructure and more significantly lack of access to the transmission network. In the timescales of the strategy, offshore wind is unlikely to be developed in the region. Considerable investment in the region’s grid infrastructure would be needed to enable offshore wind to connect²⁰.

Future progress

Potential Business as Usual and Energy Vision decarbonisation trajectories in Mid Wales

Figure 28: Decarbonisation trajectories in Mid Wales. Source: WGES analysis



Under a Business as Usual scenario, Mid Wales is expected to achieve only 23% decarbonisation by 2035 against a baseline year of 2017, approximately half of the 55% needed to be on track for net zero by 2050. Delivering the Energy System Vision scenario represents a very significant step up from a Business as Usual scenario and will only happen

¹⁹ <https://gov.wales/sites/default/files/publications/2019-07/future-potential-for-offshore-wind.pdf>

²⁰ Carbon Trust for Welsh Government (2018) The Future Potential for Offshore Wind in Wales <https://gov.wales/sites/default/files/publications/2019-07/future-potential-for-offshore-wind.pdf>

with significant local, regional and national commitment.

The scale of the challenge identified through the Energy Vision scenario

The Energy Vision scenario is to 2035 and focuses on known deployable technology and behavioural change. Based on National Grid's 2019 Future Energy Scenarios²¹ and the Committee on Climate Change²², the scenario prioritises “clear, urgent, no regrets” actions. The modelling sets out the following key challenges to be achieved by 2035:

- **Domestic:** how can Mid Wales achieve energy efficiency retrofits of more than 41% of its housing stock and install renewable heat technologies in 28,000 homes?
- **Non-domestic:** how can Mid Wales reduce energy demand from its commercial and industrial organisations by 23%?
- **Transport:** how can Mid Wales ramp up the rate of electric vehicle sales, install around 1,500 public EV chargers and invest in electrified public transport and low carbon HGV fuelling networks?
- **Renewable electricity generation:** how can Mid Wales unlock the grid, planning and business model challenges to enable the installation of nearly 1 GW of new renewable electricity capacity in the region? *A number of steps can be taken: Publicity campaign to shift public opinion to realise the need and benefit of renewable energy in Wales and the Region; lobby BEIS / Ofgem to relax constraints on DNOs and make speculative grid investment possible; seek to fund public ownership of capacity to drive efficient investment in grid; development of an energy innovation zone (EIZ) alongside use of smart grid solutions.*
- **Innovation:** post-2035 and to achieve net zero, further decarbonisation of all aspects of the energy system will be required. In some cases, this further decarbonisation is dependent on innovation and/or overcoming significant challenges. For example, issues such as the role of hydrogen and the role of the gas network will need to be explored.

Post 2035 challenges and innovation

Post-2035 and to achieve net zero, further decarbonisation of all aspects of the energy system will be required. In some cases, this further decarbonisation is dependent on innovation, national policy and/or overcoming significant challenges. The following challenges were raised through the stakeholder survey and workshops

Domestic decarbonisation

- What is the future role of the gas network and transition technologies such as hybrid heat pumps post-2035?

Non-domestic decarbonisation

- Is there a role for hydrogen in industrial clusters and how could it be sustainably manufactured?

²¹ National Grid (2019) *Future Energy Scenarios*, <http://fes.nationalgrid.com/media/1409/fes-2019.pdf>

²² Committee on Climate Change (2019) 2019 Progress Report to Parliament

<https://www.theccc.org.uk/publication/reducing-uk-emissions-2019-progress-report-to-parliament/>

- What is the role for Carbon Capture and Storage technologies in supporting the decarbonisation of heavy industry?

Transport

- What is the right low carbon transport fuel for use on farms?
- To what extent is hydrogen a potential substitute for electric vehicles in the rural context?

Low carbon generation

- How can the region support the longer-term potential for offshore wind development in Cardigan Bay?
- Is there a role for small modular reactors in Mid Wales in the medium term?

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The future of energy and our economy

Economic assessment

Introduction

The changes required to develop a decarbonised future energy system have impacts that reach beyond reducing carbon emissions. Changing the technologies that we use to heat our homes, generate our electricity, and produce our energy will also affect the economic landscape. Examples of these effects include changes in:

- the geographic distribution of jobs as energy becomes less centralised,
- the job intensity required to produce electricity because this is unique to each generation technology,
- how expensive new technologies are to install, construct, and operate, and
- how income and spending circulates around local economies as a result of these changes.

We have built on the scenario modelling described in the previous chapter to try to better understand the impact on net job creation and gross value added. Additionally, we have estimated the level of investment required to achieve the scenarios. The impacts that we consider; job creation, gross value added, and investment required, are just some of the economic impacts related to the energy transition. Other impacts, such as the impact on the cost of supplying energy, and associated prices, are not included in analysis.

Approach

We have used an indicator-based approach to estimate job creation, gross value added, and investment. This involves using literature reviews to identify the most appropriate estimates such as jobs/MW, or GVA/employee. Subsequently, these indicators are applied to the results of the energy modelling and allow us to estimate the economic impact of changes in electricity generation, energy efficiency, and domestic heating. A technical annex that accompanies this report provides additional detail on the calculations and sources used in our analysis.

In practice, this approach has an important limitation in relation to low carbon heating. There is significantly less data available to assess the number of jobs associated with the transition to low carbon heating than electricity generation or energy efficiency. This means that the low carbon heating jobs are not comparable with the electricity generation or energy efficiency jobs. We discuss this in more detail in the low carbon heating section below.

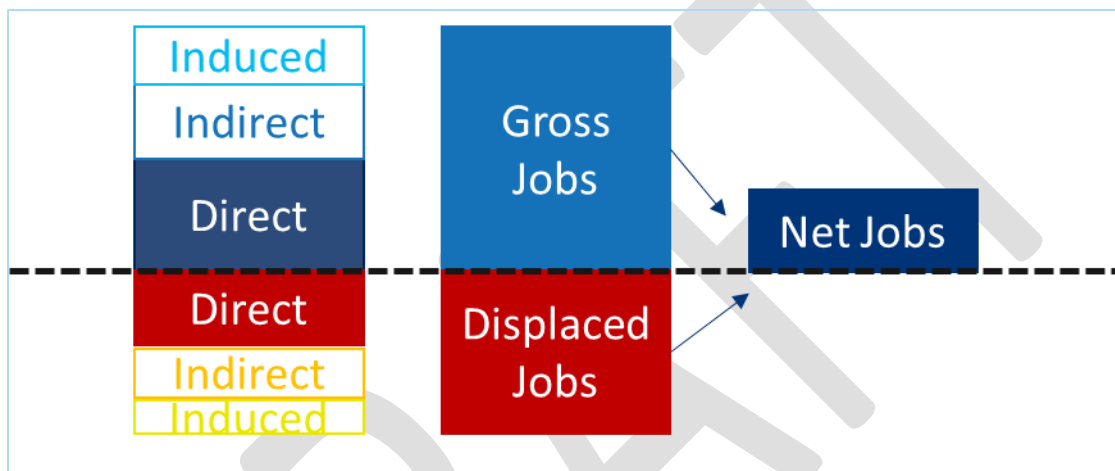
In terms of scope, the economic impact in terms of jobs, GVA and investment has not been calculated in relation to two sectors in the energy modelling: 1) transport and 2) commercial and industrial energy efficiency. The transport sector was excluded because the production and employment benefits associated with EV manufacture will not be strongly influenced by the speed of customer switching to EVs in the same region. It is also frequently assumed that there will be no net change in jobs from the transition to EV manufacturing and assembly. Commercial and industrial energy efficiency has not been assessed because the energy modelling inputs do not allow us to identify energy efficiency impacts from other factors influencing energy demand change, such as the macroeconomic assumptions underpinning the future energy scenarios.

Finally, it is important to provide clarity on the definition of the term “jobs” within the context of this analysis and how this applies to each technology area. Political and media commentary on “jobs” often refers to gross jobs, which are the direct jobs related to a specific project or intervention. In examining the economic impact of the energy transition the accepted standard is to calculate net jobs – this

considers the net impact of the job gains alongside the job losses associated with transitioning from one technology to another. Where data sources have made this possible, we have sought to present jobs estimates in net terms, in line with this best practice. We also define jobs in terms of Full Time Equivalents (FTE) wherever data allows.

Additionally, there is a difference between direct, indirect and induced jobs. In an energy context, direct jobs are typically associated with the manufacture, construction and installation of equipment. Indirect jobs arise in the supply chain of the energy technology. Induced jobs related to jobs generated as a result of spending incomes earned from direct employment. Figure 29 below visualises these concepts.

Figure 29. Shows the relationship between gross, displaced, and net jobs. Indirect direct and induced jobs are also shown. Indirect and induced jobs have not been filled with colour because these jobs are not taken into account in this analysis.²³



Throughout this analysis we only calculate direct jobs as, depending on the area of decarbonisation, these are more likely to be local jobs than indirect or induced jobs. However, the analysis does not allow us to comment on the exact location of the job estimates. Some jobs are likely to be held by residents of Mid Wales; other jobs may be held by those who travel into the region to perform their roles.

Electricity generation

The results from assessing the economic impact related to the change in electricity generation technologies show that achieving the energy system vision scenario will require approximately £200 million of additional spending/investment over the period 2020 to 2035, equivalent to approximately £13 million per year, compared against the business as usual scenario. This spending/investment will be made by a wide range of parties included businesses (and their investors), households as well as local and national government. The energy system vision scenario will also create an estimated 2,200 additional jobs and contribute £250 million more in GVA than the business as usual scenario. These jobs may be held by persons inside or outside of Mid Wales, with the experience of Wales to date being that many electricity generation jobs are held by persons resident outside of the region. In order help Mid Wales benefit from jobs associated with future local electricity generation it will be important to fist understand the reasons for the lack of local jobs and then to develop a policy response.

²³ Adapted from UKERC. 2014. Low carbon jobs: The evidence from net job creation from policy support for energy efficiency and renewable energy.

Table 7 summarises the estimated economic impact of the business as usual and the energy system vision scenarios. The figures shown in the table represent the total value from all years from 2020 through to 2035. Similarly, Table 8 summarises the additional investment, jobs, and GVA associated with the Energy System Vision (ESV) scenario.

Table 7. BAU and ESV economic impact 2020- 2035²⁴

Scenario	Gross Direct Jobs	Discounted GVA	Discounted Investment
Business as usual (BAU)	13,600	£1.7b	£555m
Energy system vision (ESV)	15,900	£1.9b	£760m
<p><i>*Gross direct job figures have been calculated based on UK or international direct job intensity indicators per technology. These full-time equivalent indicators include both short term (construction) and long term (operations and maintenance) jobs. However, short term jobs are weighted against the lifetime of the plant. A significant proportion of direct electricity generation could be taken by local residents. However, to date this has not been the experience of Wales. If business as usual policies continue, it may be that a potentially significant number of these jobs will be held by persons resident outside of the region.</i></p> <p>**All figures are rounded.</p>			

Table 8. Difference between the ESV and BAU scenarios 2020-2035²⁵

Scenario	Net Jobs	Discounted GVA	Discounted Investment
Difference between ESV and BAU	2,240	£ 255m	£205m
Difference between ESV and BAU (percentage)	+16%	+15%	+37%

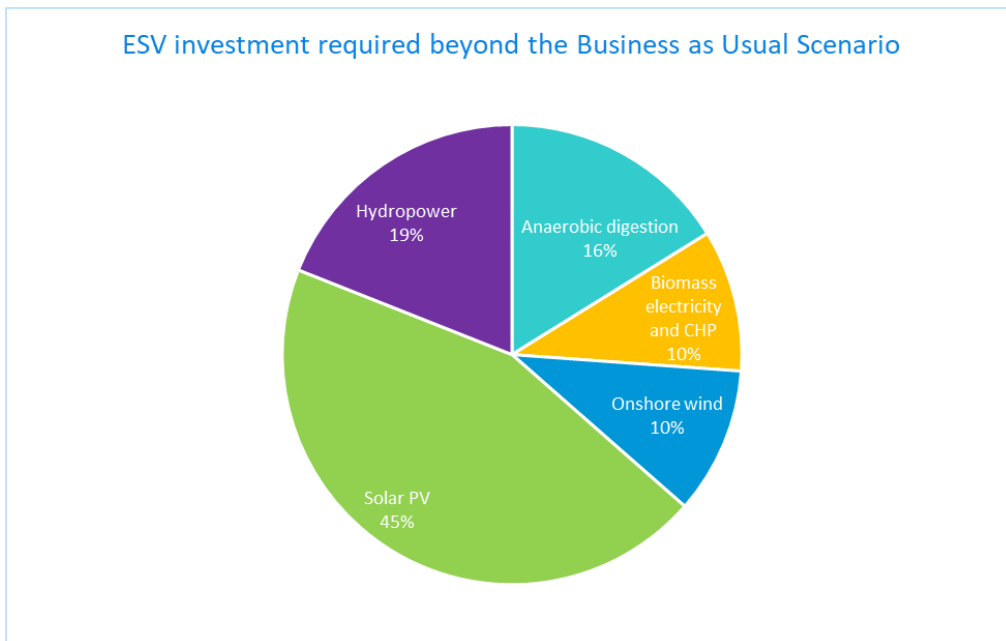
Investment

The energy system vision scenario requires £205m of additional investment in new electricity generation. Figure 30 below shows the breakdown of this investment by technology. Solar PV requires the most additional investment at 45% of the £205m. This is followed by hydropower and anaerobic digestion. Onshore wind and biomass electricity and CHP are estimated to require 10% of the total investment each.

²⁴ A discount rate of 3.5% is applied to calculate investment and GVA over the 2020 – 2035 time period.

²⁵ A discount rate of 3.5% is applied to calculate investment and GVA over the 2020 – 2035 time period.

Figure 30. ESV investment required beyond the business as usual scenario.



Jobs

The jobs figures presented include both the jobs associated with increases in capacity and output from some generation technologies (for example offshore wind) as well as jobs lost as the capacity and output from fossil-fuel based generation technologies falls. The jobs calculated are direct jobs which means that they relate to the manufacturing, construction, operation, and maintenance of the plant and equipment. A significant proportion of these jobs could be taken by residents that are local to energy generation sites, whereas indirect or induced jobs are expected to be more geographically diffuse. However, the experience of Mid Wales to date is that many renewable jobs are held by those living outside the region who commute to the region to undertake these jobs. The breakdown of jobs required in the energy system vision scenario is visualised on an annual basis in Figure 31 below.

It is estimated that in the energy system vision scenario electricity generation is responsible for just under 16,000 direct gross FTE jobs from 2020 to 2035.

Figure 31. ESV net jobs

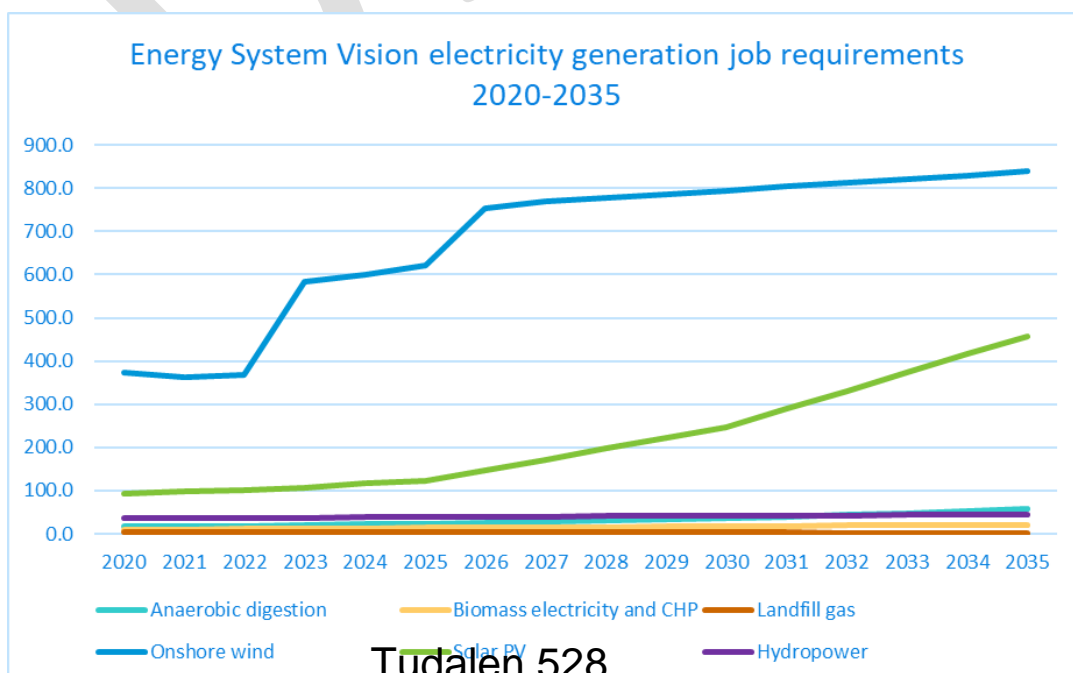


Figure 32. Additional Job distribution in the ESV scenario compared with the BAU scenario

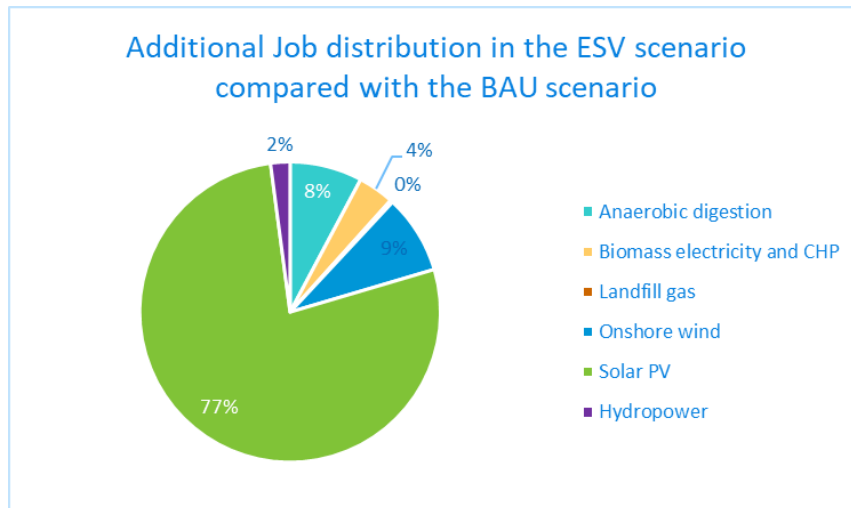


Figure 32 looks at which technologies in the energy vision scenario support additional jobs in comparison with the business as usual scenario. The difference between the two scenarios represents the net additional jobs supported by the energy system vision in comparison with the business as usual. Solar PV accounts for the largest difference in jobs between the two scenarios, followed by onshore wind and anaerobic digestion.

Domestic energy efficiency

As with electricity generation, the increases in domestic energy efficiency associated with the Energy System Vision scenario relative to the BAU scenario require more investment, support more jobs, and lead to an enhanced contribution to GVA. This reflects that the energy system vision sees a more dramatic shift in the number of homes achieving higher EPC ratings and the larger number of energy efficiency improvements needed to achieve this outcome. These figures are presented in Table 9.

Table 9 shows that the energy system vision requires approximately 1.6 times the investment and jobs compared with the business as usual scenario. Additionally, it supports approximately 1.6 times the GVA associated with the business as usual scenario.

Table 9.. Domestic Energy Efficiency additional economic impact of the ESV scenario compared with the BAU scenario from 2020 -2035²⁶

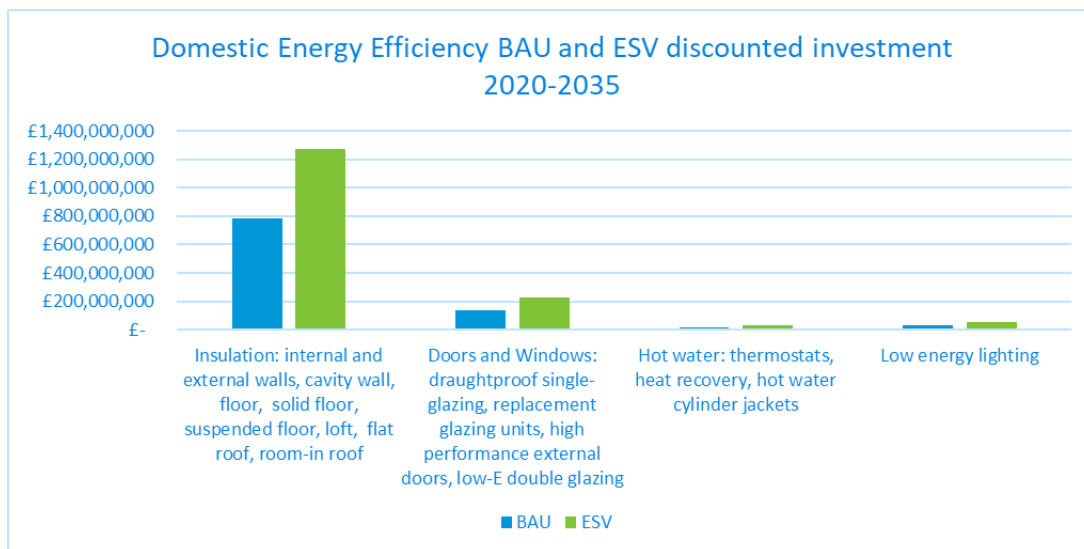
Scenario	Net jobs	Discounted GVA	Discounted Investment
Business as usual (BAU)	4,600	£277m	£976m
Energy system vision (ESV)	7,600	£450m	£1.6b
Difference between ESV and BAU	3,000	£174m	£612m
Difference between ESV and BAU (percentage)	+65%	+62%	+64%
* Figures are rounded.			
** Net jobs figures do not include estimations of operation and maintenance jobs associated with the energy efficiency improvements.			

²⁶ A 3.5% discount rate was applied to calculate the GVA and Investment over the 2020 – 2035 time period.

Investment

The majority of investment required to install the energy efficiency measures described by the BAU and ESV scenarios is related to insulation measures. The investment requirements can be seen in Figure 33.

Figure 33. BAU and energy efficiency Investment requirements 2020- 2035

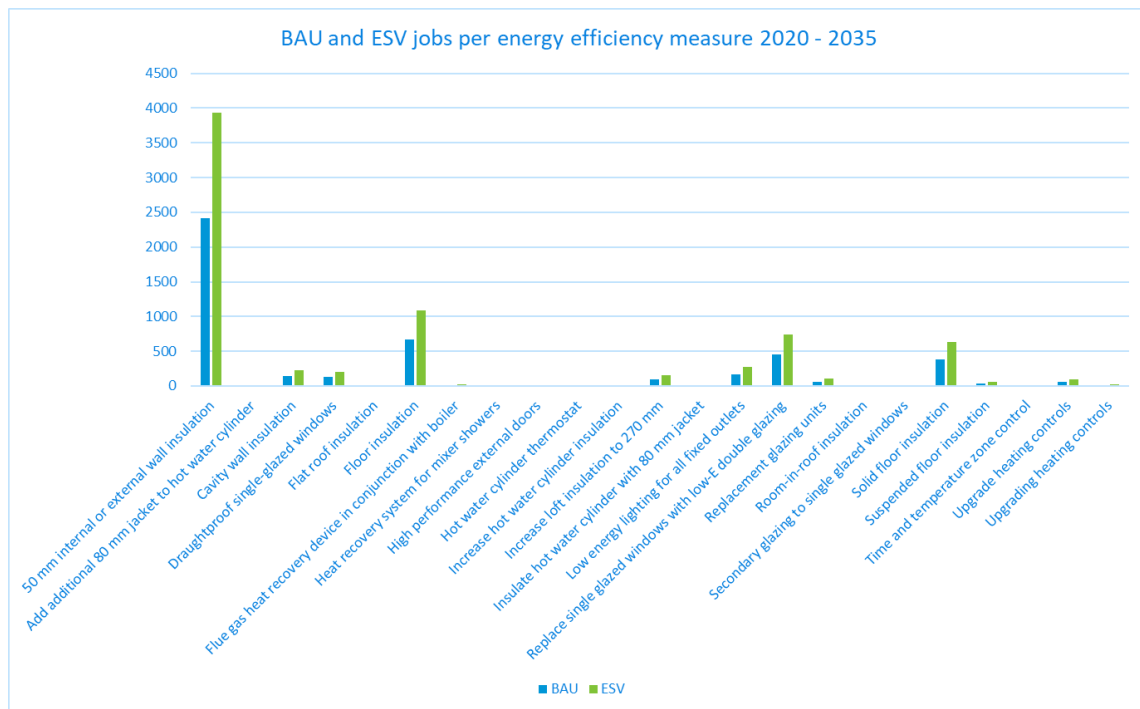


Jobs

3,000 additional net jobs are related to the energy system vision scenario in comparison with the business as usual scenario between 2020 and 2035. These are net direct jobs and take account of the fact that energy efficiency requires additional jobs to deliver and install the relevant technologies, but could also reduce jobs associated with the reduced need for energy production and supply. Like electricity generation, some energy efficiency jobs may be held by those residing in the region and other jobs may be held by people who travel into the region to perform these jobs.

The majority (52%) of the additional jobs in the ESV scenario relate to installation of 50 mm internal or external wall insulation, 14% of jobs relating to floor insulation and 10% of jobs relate to the replacement of single glazed windows with low-E double glazing. Figure 34 below show the estimated jobs required to implement the energy efficiency measures that relate to the EPC shift in the BAU and ESV scenarios.

Figure 34. Net BAU and ESV jobs per energy efficiency measure 2020 – 2035.



Domestic heat

The more intensive switch to low carbon heating in the energy system vision scenario requires additional investment, which increases the GVA associated with these activities. The GVA associated with heating technologies is 302% greater than in the business as usual scenario while the energy system vision scenario requires over triple the level of investment compared with the business as usual scenario. The ESV scenario also requires more jobs related to low carbon heating. However, a lack of data on jobs associated with traditional heating technologies means a comprehensive comparison in the jobs impacts from the switch to low-carbon heating technologies is not possible. Table 10 below summarises the economic impact of both scenarios and also shows the difference between the scenarios. A comparison of the investment required in the BAU scenario and the ESV scenario is presented in Figure 35.

Table 10. BAU and ESV economic impact as well the difference between ESV and BAU economic impact 2020- 2035²⁷

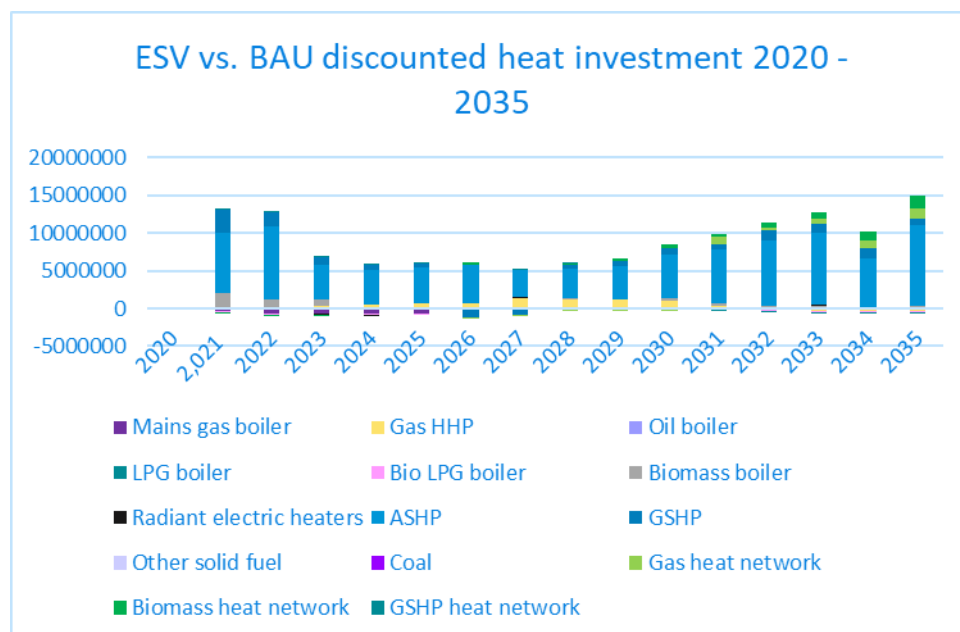
Scenario	Gross jobs associated with low carbon heating	Discounted GVA associated with all heating technologies	Discounted Investment associated with all heating technologies
Business as usual (BAU)	220	£ 24m	£ 60m
Energy system vision (ESV)	760	£ 96m	£ 187m
Difference between ESV and BAU	537	£72m	£ 127m
Difference between ESV and BAU (percentage)	+243%	+302%	+213%
*All figures are rounded.			

²⁷ A 3.5% rate is applied to GVA and investment to calculate these figures over the 2020-2035 time period.

Investment

Figure 35 shows that the shift to low carbon heating in the ESV scenario happens faster and to a greater scale than in the BAU scenario. For example, between 2020 and 2035, the ESV sees approximately £8 million of additional investment per year in heat pumps and hybrid heat pumps, biomass boilers and radiant electric heaters compared with the business as usual scenario. At the same time, the ESV requires approximately £212,000 less investment per year in gas boilers during this period compared with the business as usual.

Figure 35. ESV vs. BAU discounted heat investment 2020 – 2035. Discounted at a rate of 3.5%.



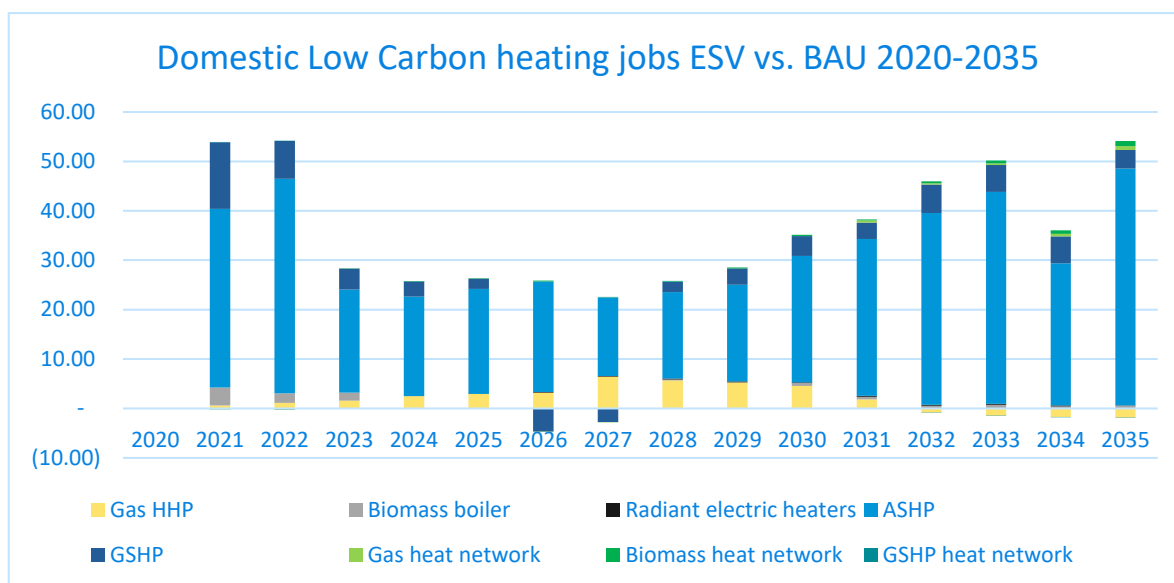
Jobs

The job figures calculated for domestic heat differ from those calculated for electricity generation. Fewer studies quantify the jobs related to the installation of heating technologies than for electricity generation technologies. Given the paucity of studies, we use a jobs/£m turnover for non-heat network technologies, like heat pumps and biomass boilers but have to rely on permanent jobs/annual GWh of heat generated for heat networks.

Moreover, due to a lack of available high-quality data, our estimate of jobs related to heating technologies only relates to low carbon heating and does not include changes in jobs associated with the installation of more traditional heating technologies such as gas boilers.

Figure 36 below shows the difference in low carbon heating jobs between the ESV scenario and the BAU scenario. Like with electricity generation and energy efficiency, some of the jobs presented may be held by residents of Mid Wales while other jobs may be held by those residing outside of the region.

Figure 36. Domestic Low Carbon heating jobs ESV vs. BAU 2020-2035



Summary

Across all technologies, the higher level of effort related to decarbonisation and the energy transition in the energy system vision scenario requires more investment/spending when compared against the business as usual scenario. The economic analysis demonstrates that almost £1 billion of additional investment/spending is needed to achieve the energy efficiency, electricity generation, and heat aspirations described in the energy vision between now and 2035. This represents approximately £66 million per year and will need to be financed from a range of sources including the private sector, households, and national and local government.

In terms of jobs, the ESV scenario is estimated to require an additional 5,200 net jobs to deliver the accelerated deployment of renewable electricity generation technologies and the enhanced levels of energy efficiency. These additional jobs are associated with around £430m more GVA (discounted at 3.5% over the period 2020-2035). In addition, it is estimated that there will be over 530 more gross jobs associated with the provision of low-carbon heating technologies in the ESV scenario than the BAU scenario, associated with £72m of GVA.

Next steps

Next steps

The Mid Wales Energy Strategy has undertaken several important first steps towards addressing the climate emergency in Mid Wales. This work sits along other important work that is being done throughout the region and highlights the importance of local energy planning. While creating this strategy, we have developed a collaborative vision for the future energy system in Mid Wales and defined key priority areas that are essential to achieving that vision. The assessment of current energy sector emissions, has enabled a deeper understanding of the progress that has been made in decarbonisation to date as well as the gap between our current activities and a net zero energy system.

Building on this, the energy modelling demonstrates a potential pathway to 2035, that is consistent with the long term aim of achieving net zero by 2050. This is coupled with an assessment of the economic benefits associated with transforming our energy system in alignment with this trajectory. This will be critical in communicating the benefits of action and demonstrating the potential for far greater local economic benefits than could be by return to business as usual, particularly in the context of a green, economic recovery from the COVID-19 pandemic.

There are three crucial next steps that we will now take to transition from a strategy to real world action in the delivery of our Mid Wales energy system vision:

- 1) **Defining the strategy governance.** We will establish a robust and formal governance structure for the Mid Wales Energy Strategy. This will include defining a structure of cross-sectoral governance, powers, roles and responsibilities for overseeing the implementation of the strategy, and the monitoring and evaluation of its progress. This is essential to coordinate and unlock action, and to ensure momentum going forwards.
- 2) **Communicating and socialising the strategy.** We will undertake a series of engagement activities to communicate, socialise and build support for the final strategy amongst key political, corporate and community stakeholders throughout Mid Wales. This activity will help to align a diverse stakeholder group to the Mid Wales energy vision and raise awareness of insights arising from the analysis and engagement undertaken as part of the strategy development.
- 3) **Establishing a delivery plan.** We will create a delivery plan for addressing the challenges identified in the energy modelling work, and for defining the processes and actions that could be taken forward to realise the energy system vision. We anticipate that the delivery plan will be a living document that is regularly reviewed and updated, and may be influenced by future local area energy planning or other relevant developments and research.

The energy modelling presented has shown that significant action is required for Mid Wales to be on track for a net zero future and that we have the tools and technologies to make progress now. The economic assessment confirms that the challenge is large and will require investment from households, businesses, investors, and the public sector. This challenge is matched with a highly ambitious vision that reflects the spirit and values demonstrated by stakeholders throughout the development of this strategy.

The economic assessment also illustrates that the energy system transition may bring benefits to Mid Wales in the form of jobs, however additional investigation is required to maximise these benefits. Likewise, the energy vision clearly sets out the intention that the future energy system should support the wellbeing of communities wherever possible. These next steps will help to scale up the existing decarbonisation and energy transition efforts in the region and turn the vision into action.

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