

Powys Local Service Board

One Powys Plan 2014 - 2017

Annual Performance Evaluation 2014 - 15

(Including Powys County Council's Annual Performance Evaluation)

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Message from the chair of the Local Service Board

As chair of the Powys Local Service Board (LSB) I am pleased to present the first Annual Performance Evaluation for the 'One Powys Plan 2014-17'. It looks at what we as Powys Local Service Board partners have done over the last year (April 2014 – March 2015), what difference we have made to the citizens and communities of Powys and what we need to improve over the next few years.

During this first year we have continued to build on the relationships between partners in the public, private and third sector and have brought people together from across organisations to form five new partnership boards. These boards have played a vital role in delivering and monitoring progress against our plan.

I am pleased to report that we have made good progress in delivering a number of our priorities and I and my LSB colleagues are grateful for all the hard work and commitment shown by our respective organisations, other stakeholders and more importantly our communities for working together to deliver improved outcomes.

Despite the ever increasing financial pressures we will all face through 2015-16 and into 2016-17, we are committed to working together to tackle our priorities and deliver better services for our communities. We have reviewed and updated our One Powys Plan 2014-17 during 2015, to take account of new and emerging issues, needs and legislation. Following a light touch review, we have re-confirmed our ten priorities going forward, but have made some minor changes to the way we will deliver and monitor our plan to ensure that we are better meeting citizen needs. The 2015 update can be viewed at <http://one.powys.gov.uk>.

The LSB is a key platform for the public sector organisations in Powys and with the pending Well-being of Future Generations Bill upon us the LSB, or Public Service Board as it will be known, will be an increasingly important forum going forward as we tackle the challenges and find solutions together – between us as organisations but also with you the residents of Powys.

As we look to do things differently, it is so important that we keep listening to you as individuals and the communities you are part of. We welcome your comments and feedback on the contents of this report, and on page 57 you can find out how to contact us, as well as how to become involved in improving services.

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

About this report

In March 2014, Powys Local Service Board published a Single Integrated Plan for the County, better known as the 'One Powys Plan'. The plan set out ten priorities with the overall aim of ensuring Powys citizens receive better services. For the first time Powys County Council integrated its own corporate improvement plan, (previously the Powys Change Plan) into the One Powys Plan to reflect its true commitment to collaborative working and working towards a shared set of priorities.

Each year, all LSB's across Wales are required to publish an annual report to let the public know what progress has been made towards delivering the priorities they set out in their Single Integrated Plans. Powys County Council is also required under the Local Government (Wales) Measure 2009 to publish an annual performance report before the end of October each year, to show how they performed in the previous year. This performance evaluation is designed to fulfil the statutory requirements for both the LSB and Council for the 2014/15 financial year.

It explains key actions we took to make improvements in Powys during 2014-15 against each of our ten shared priorities:

- Older people
- Carers
- Mental Health and Wellbeing
- Vulnerable families
- Healthy lifestyles
- Education
- Training and jobs for young people
- Stronger communities
- Transport
- Organisation and partnership development

Following approval of the One Powys Plan 2014-17 a new priority - 'Learning Disabilities' was added to the plan.

- Learning Disabilities

It also includes progress made against the Council's own priorities:

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

We made over 60 commitments to help deliver our priorities above, but because our plan covers three years we don't expect to have achieved all our commitments yet.

We carried out a self-assessment of our progress against each commitment, rating whether we felt we had been successful, partly successful or unsuccessful in their delivery and we concluded that:

We were 'Successful' in 35% out of our 62 commitments, 'Partly successful' in 63% and unsuccessful in 2%.

This report explains our self-assessment in more detail, showing how much progress we have made so far, what difference our plan is making and where we need to improve further. It aims to provide an open and honest account of how effective our actions have been.

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Older People

Last year we said we would work together to make the following difference:

Older people will feel:

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

To help achieve this, we made nine commitments. Overall we feel we have been *'Partly successful'* in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community to live fulfilled lives
- Remodelling council services to respond to reduced funding

What difference have we made?

- Support through our reablement service helped service users regain their independence to the point that they no longer needed our support. Following a period of reablement:
 - 69.7% of customers required no ongoing support against a target of 40%
 - 12.3% of customers required a reduced level of support against a target of 20% (this is a result of significant over achievement in the percentage of customers receiving no ongoing support)
 - 84.6% of customers achieved their target outcomes against a target of 80%
- The rate of older people helped to live at home per 1,000 population aged 65 or over was 73.02 (2389 clients) compared to 71.16 in 2013/14.
- 452 patients per 10,000 population aged 65 and over were admitted to hospital as an emergency compared to 486 in 2013/14.

Brecon Dementia Friendly Community:

Fit for purpose accommodation:

The Fit for Purpose Older Persons Accommodation project is to promote and maximise independent living opportunities for older persons. Adult Social Care, Housing Services and Highways, Transport and Recycling Service are working together to improve housing and grounds so that tenants and home owners have improved access and services to their homes, and can live more independently in their community.

One community that is benefiting from the project is Y Dalar in Machynlleth, a two storey building that is just a stone's throw from the town centre. There are 19 older person's flats within the complex with a large communal lawn in front of the flats. To understand the needs of the local community at Y Dalar and other areas such as Hafrenydd in Llanidloes, local consultation and engagement was key in highlighting what issues impact on an older person's ability to be independent in their home, or to be a part of their community.

Over the last six months, extensive work inside has included new modern style kitchens with access to cupboards and draws made easier. Adjusting the position of overhead cupboards that reduces stretching is one way of supporting an individual with back pain. Improved lighting inside and outside of the flats has helped those with a visual impairment, or to simply feel more assured at night or when it is dark. There has been dramatic improvements outside of the flats that will enable people to move around more freely and get access to their garden or recycling store.

A resident at Y Dalar said: "It will be lovely to sit in the garden to speak with my neighbours. The paths are absolutely great and allows me confidence to walk a little farther – if my legs will take me!. Lovely to see the garden tidy and accessible".

- 41051 bed days for patients aged 65 and over admitted as an emergency compared to 64,595 in 2013/14.
- We have increased the network of community based services, including:
 - 4 social footcare venues established in Montgomeryshire
 - 9 shopping buddy and practical services projects established or enhanced in Montgomeryshire and Radnorshire
 - 155 individuals attending social footcare were signposted to advice and information services resulting in over £40k of additional income benefit uptake.
 - 14 sessions held to promote public health messages (flu, falls and diabetes), again through social footcare and the Good Neighbours scheme.
 - 58 new volunteers have been recruited and placed
 - 134 new and existing volunteers have received training to enable them to deliver services safely
- We achieved savings of £864,250K against a target of £530,250:
 - Meals on Wheels £80,250
 - Day Centre Reconfiguration £250,000
 - Domiciliary Care £534,000

How did we do it?

- In partnership with PtHB we have commenced a 'Single Assessment' approach to assessing the needs of Older People for health and social care services and have jointly trained our workforce on a common assessment framework (for Older People). A pilot was conducted in Ystradgynlais which is currently being evaluated before rolling out more widely across Powys.
- We have developed a Single Point of Access (SPA), known as Powys People Direct which merges two previously separate services for children and adults in order to achieve efficiencies through the provision of a single call handling system. The SPA simplifies and improves the timeliness and the way members of the public and professionals access information, guidance and the right service to meet assessed needs across all levels of intervention.
- In February 2014, the council resolved to identify partners to deliver day time opportunities for older people over the next 3 years. During 14/15 we have worked with Newtown, Welshpool and Crickhowell day centres and Social Firms Wales to identify alternative forms of service delivery and engaged customers and staff in this process. On 1st July 2015, Westwood Day Centre (Welshpool) transferred to Welshpool Town Council.
- We undertook a comprehensive review of the Community Meals on Wheels service, involving the Powys Citizens Panel as well as service users and carers to look at the current service and the development of future options. We worked with community organisations wishing to take on the delivery of this services to establish financially sustainable models of delivery. We have reviewed all customer (111 reviews) receiving a MOW and have signposted them to alternative forms of meal provision. 89 service users ceased to receive meals on wheels service directly from the Council but transferred to one of 9 new providers now operating across the County.

- We have supported the development of 3 Dementia Friendly Communities, raised awareness of dementia through 31 trained Dementia Champions and held 67 information sessions for 274 Dementia Friends. To find out more about how we have supported people living with dementia you can visit the Powys County Council website and watch our short films and read our news bulletins; <http://www.powys.gov.uk/en/adult-social-care/integrating-health-and-social-care/>
- Our reablement service has become a full intake service. This was fully achieved in South Powys earlier in the year, and in the Newtown area by October 2014. The Welshpool team commenced their full intake service in March 2015. The service agrees goals in partnership with the service users in order to achieve what is important to them. Through an external audit, our reablement service has retained its ISO9001 certification for its practice in relation to quality and standards of care.
- We have established virtual wards and community resource teams in the south of the county. This is where professionals work closely with GP's to look at the most vulnerable in their locality and join together to see who is best to provide the support and what support is required. This model has enabled older people to remain in their home where they may have traditionally been admitted into a hospital environment. We aim to roll out virtual wards in mid and north Powys during 2015/16.
- As part of our 'Double to single handed care' project we have reviewed 22 cases so that people who currently have double staffed calls, only have one with the support of additional equipment, where appropriate.
- In March 2014 we awarded four contracts to replace the spot purchasing arrangements the Council had with over 20 domiciliary care providers. The tender and commissioning of home care services was an essential piece of work in order to establish a stable service for the future and to address the shortfalls, inconsistency and lack of availability in some areas across Powys alongside dealing with significant financial pressures faced by adult social care. However, during the first three months of the new contracts, one of our providers failed to deliver the standard of care we require and as a result a significant number of adult safeguarding investigations were completed to safeguard these vulnerable individuals, and the contract with this provider was terminated. In August the Institute of Public Care (IPC) at Oxford Brookes University was commissioned to undertake a review requested by the Social Services Improvement Agency for Wales (SSIA) and Powys County Council which addressed specific aspects of the commissioning and procurement of domiciliary care services. We recognise that for some of our service users that their home care service isn't yet delivered to the consistently high standard that our service users require and we are continuing to work closely with our providers to drive up standards of care and respond to individual service users concerns and priorities as they arise. Elements of the new contract has been successful in increasing the standard of care delivered to our service users, carers are now better trained and remunerated for their work than before and the frequency of missed and late calls has significantly reduced.
- We have completed our Assistive Technology Strategy which will go to Cabinet for sign off in mid-2015 and are delivering packages of telecare equipment that will help increase the independence of our service users and enable a timely service response when it is required.
- In the Builth Wells area, the Glanlrfon Centre is now fully operational with a range of specialist health services available. The 12 bed reablement unit is also supporting people who are unable to return home immediately, or need further respite or recuperation. Individuals can receive care closer to their homes and community, and this is an example of the collaborative health and social care services between PCC and the PtHB. To find out more about the experiences of patients that have visited the Glanlrfon centre and hear the view of front line staff who are improving the

health and wellbeing of older people in the Builth Wells area you can visit the Powys County Council website to watch our short films and read our news bulletins <http://www.powys.gov.uk/en/adult-social-care/integrating-health-and-social-care/glan-irfon-bringing-health-and-social-care-together/>

- Powys County Council's People Scrutiny group participated in the Annual Council Reporting Framework process which included attending a Challenge Day in spring 2014 to evaluate performance against the full range of social services functions. The group also examined the draft Statutory Director of Social Services Report in June 2014 prior to its submission to Cabinet and Council. The Care and Social Services Inspectorate Wales (CSSIW) undertook a review and analysis of the evidence underpinning the annual report resulting in an individual inspection and review plan for the Council.
- The council's Adult Services Scrutiny Group considered the Institute of Public Care report on the Implementation of the Commissioning exercise for Domiciliary Care and provided observations prior to its submission to Cabinet.

What do we need to further improve?

- Our performance in relation to reducing delayed transfers of care (DTOC) is not where we wish it to be, and our performance indicator has seen a decline in performance during 2014/15; at year end, DToC stands at 14.84% compared to 9.17% last year and is not achieving our target of 5.5%. Our analysis indicates that the underlying reasons for this performance are connected to availability and supply of domiciliary care capacity in some very rural areas of Powys (namely in parts of Radnorshire and Montgomeryshire) and the closure of a small number of residential care homes in these areas which has affected hospital discharge into residential care. We had expected that our re-commissioning of domiciliary care would have improved our delayed transfer of care performance, however the challenges we have experienced during the period of contract handover, combined with winter pressures and the general difficulty providers experience with recruiting workers into the market have reduced our performance in this area. During 2014/15 (and especially over the winter period) we have invested in additional intermediate care and respite beds to reduce pressure of delayed transfer of care.

Delayed Transfer of Care is one of the top priorities for the Strategic Director of People and the Director of Primary and Community Care. In order to fully prepare for winter planning requirements an end to end business process map to include performance and reporting is being developed with a weekly conference call between Directors to assess the level of risk. Glan Irfon now operates at full capacity and full utilisation of the beds will assist the DTOC position.

- We will continue to implement the recommendations of the Domiciliary Care report in our service commissioning and delivery and will ensure that the lessons learned from this commissioning exercise are incorporated in our future commissioning activity and we have worked with the Social Services Improvement Agency to enable our learning to be disseminated to other public sector commissioning agencies in Wales.
- It is acknowledged that the increase in respect of Direct Payments for Older People was not as a result of personal choice and control in all circumstances. Some service users chose Direct Payments as an alternative to Domiciliary Care provision during 2014/15 due to the difficulties experienced.

Carers

Last year we said we would work together to make the following difference:

- Individuals will be cared for in their own home or in their community if that is the preferred choice of the 'cared for' and the 'carer'
- Carers are able to maintain employment, education and training where they choose
- Carers have good physical, emotional and mental health
- Communities will take a greater role in supporting carers and the cared for

To help achieve this, we made one commitment. Overall we feel we have been '*Partly successful*' in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community to live fulfilled lives

What difference have we made?

- Results from the Powys Carers Service Questionnaire carried out during 2014/15 revealed:
 - 79% of respondents agree or strongly agree that the support they received from Powys Carers Service has helped improve their health and wellbeing - compared to 70% in 2013/14
 - 78% of respondents agree or strongly agree that contact with Powys Carers Service has helped them to take more control of their life – compared to 64% in 2013/14
 - 81% agree or strongly agree that contact with Powys Carers Service has helped them to feel less alone in their caring role – compared to 69.4% in 2013/14
 - 75% agree or strongly agree that contact with Powys Carers Service has helped them to carry on caring – compared to 64.8% in 2013/14
 - 67% agree or strongly agree that contact with Powys Carers Service has improved the social, employment or educational areas of their life – compared to 45.6% in 2013/14
 - 78% agree or strongly agree that contact with Powys Carers Service has benefited their whole family/household – compared to 65% in 2013/14

How did we do it?

- We have developed a Carers Commissioning strategy with the involvement of carers and all stakeholders. The Strategy was agreed by the Integrated Health and Adult Leadership Board in June 2015. There was a workshop in September 2013 that considered the proposed actions in the strategy and the outcomes are reflected the current strategy.
- During 2014/15 we have completed a review of our Young Carers provision. At the end of December 2014, Powys Carers Service had 588 young carers or young adult carers registered with its service. Of these individuals, 182 attended a peer support group during Q2. Each young carers' group develops its own programme of activities and manages its own budget.

What do we need to further improve?

- 79.7% of carers identified by Powys County Council were offered an assessment compared to 87.4% in 2012/13. Our target is to increase to 95% by 2015/16 and 100% by 2016/17. Unfortunately due to turnover of Programme Sponsor the governance and resources in respect of Carers is not where we would like it to be. The Carers Strategy has now been finalised, a new programme sponsor identified and activity has commenced to strengthen this area of work.
- During 2015/16 appropriate services will be commissioned following completion of the strategy to deliver improved services to Carers in Powys in line with the Commissioning Strategy.

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Mental health and wellbeing

Last year we said we would work together to make the following difference:

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

To help achieve this, we made eight commitments. Overall we feel we have been 'Successful' in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community to live fulfilled lives

What difference have we made?

- Brecon is the first town in Powys and Wales to become a dementia friendly community. Increased understanding of issues associated with dementia is having a positive impact to reduce stigma and support people with dementia in the community.
- In March 2015 81.5% of primary mental health assessments were within 28 days and 82.6% of interventions were within 56 days - an improvement from the March 2014 figures.
- In June 2015, Welsh Government published the findings of a series of unannounced 'spot check' visits to mental health wards for older people in Wales. Detailed reports have been published including three wards in Powys. There were a number of positive comments including: multiple examples and evidence of patient centred care. The clear philosophy of care; the dementia friendly ward environment; the strong multi-disciplinary team including a dedicated social worker; the high standard of patient documentation; the use of approaches to occupy and calm patients that did not involve medication and evidence which showed that staff were always looking to develop and improve their services.
- Crisis Resolution Home Treatment Teams are fully functioning across Powys and have significantly reduced hospital admissions which mean more people are being supported effectively at home. 84.7% of referrals to the CRHTTs in Powys resulted in an assessment being performed.

- Time to Change Champions have been identified for PthB (Vice Chair) and Police (Mental Health lead) to improve knowledge and understanding about mental illness and, most importantly of all, to get people talking about mental health to tackle and reduce stigma.
- PthB has achieved the Gold Corporate Health Standard and PCC has achieved the Platinum Standard as part of the quality mark for workplace health promotion, run by the Welsh Government.
- We secured £222,000 to establish a crisis assessment treatment team (CATT) which will offer an alternative for hospital admission for children and young people with serious conditions such as eating disorders. The service is gradually becoming operational and by Mid-September 2015 will be fully operational.

How did we do it?

- We launched the Butterfly Scheme in all Community Hospitals. The Butterfly Scheme is an opt-in scheme for people with dementia or cognitive problems where people are identified with a discreet Butterfly symbol next to their name. Staff are trained in a special response plan called REACH to better communicate with people with memory problems. Butterfly Scheme Champions have been identified in each hospital ward and many hospital departments to ensure implementation and ongoing delivery of the scheme. 160 staff attended the first three days training. An initial audit of the Butterfly scheme highlighted positive outcomes also having a positive effect on the wider care of the ward.
- We have improved access to “Talking Therapies” for earlier intervention and to reduce reliance on medication. Over 50 Health and social care professionals have been trained to deliver “Living Life to the Full”. This will help, in particular, people with Anxiety and Depression who have been referred to the Local Primary Mental Health Support Service (LPMHSS).
- A range of prevention and early intervention initiatives have been implemented: Perinatal and early infant mental health programmes including structured listening visits and screening for post-natal depression. Parenting programmes (including targeted programmes at high risk families). School-based mental health promotion and prevention programmes (including anti-bullying, violence/abuse) such as the KiVA anti bullying programme. Blended Counselling Service (online and face to face) available through all HE Powys schools. SPARKS programme for under 11s.
- A new online Cognitive Behavioural Therapy programme was launched in March 2015 as part of the Mastermind Project known as Beating the Blues. Beating the Blues consists of eight, approximately 1-2 hour sessions recommended to be completed weekly. It teaches the individual how to recognise and tackle problems here and now, rather than in the past and has been proven to work especially on depression and anxiety. Between April and June 2015, already 70 people have been referred to the programme. It is offered to ages 18 plus.
- Through the ‘5 ways to wellbeing’ (a wellbeing equivalent of ‘five fruit and vegetables a day’) approach, Mental Health and Wellbeing messages are Included in the healthy lifestyle messages as part of healthy schools programme; and in targeted work for specific groups such as prospective parents, looked after children and older people. Powys Public Health Team has developed a presentation that has been shared with partners to use within their own organisations to promote “5 ways to wellbeing’. National evidence has identified that by introducing the '5 Ways' approach into your everyday routine can increase life span by up to 7 years.

What do we need to further improve?

- An outcome framework is being developed to be able to report on the effectiveness of the CBT programme as individuals move through and complete the 8 sessions.
- Psychological therapies waiting times were halved during 2014/15 but remain an area of focus for improvement.
- Continue to roll out 5 ways to wellbeing to reach as many people as possible across Powys.

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Learning Disabilities

Learning disabilities was added as a priority to the One Powys Plan during 2014, after publication of the original plan in April 2014. We said we would work together to make the following difference:

- People with a learning disability have improved health and well-being
- People with a learning disability receive services that meet their needs and enable them to maximise their independence and live in the community of their choice
- People with a learning disability have improved opportunities for valued occupation including paid employment
- People with a learning disability experience smooth and effective transitions from childhood to adulthood

To help achieve this, we made five commitments. Overall we feel we have been *'Partly successful'* in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community to live fulfilled lives

Remodelling Supported Tenancies:

Rosie was one service user involved in the remodelling of our supported tenancies and during the consultation period, Rosie was able to raise any issues or concerns about the changes that may affect her. Rosie has been living in her supported tenancy in Llanbrynmair for 9 years. When Rosie found about the tender she feared that there would be many changes to her care services and might have to leave her home. During the consultation, Rosie was able to find out about the tender process and her worries of having to move home and lose the support and surroundings she has become familiar with and was reassured that this wouldn't happen. Following the tender Rosie still has the same provider and care services.

Rosie said:

"I'm pleased as punch, I wanted to stay in the same house with the same staff and now that can really happen. I love living where I do."

What difference have we made?

- All tenants (62 supported tenancies) who live in supported tenancies have now had their packages of care reviewed and right sized and they all have current care plans and reviews completed
- The number of service users receiving a direct payment has increased in 2014/15 at the end of February 2015, 428 received Direct Payments compared with 287 at the financial year end of 2013-14, and 236 at year end 2012-13. This provides service users with greater flexibility of support in order to achieve their own personal outcomes.

How did we do it?

- We have retendered our Supported Living provision for people with Learning Disabilities and are pleased to report that the new service is demonstrating strong evidence of high quality service delivery and satisfaction from customers and their families. We also received positive feedback from service users and providers about the way that the process has been tendered and managed. The project has delivered £219k worth of efficiencies. The retendering exercise has resulted in an improvement in provision with more consistent care secured at better value.
- In February 2015 we published our regional statement of intent focused on how we will deliver enabling, person centred services for people with Learning Disabilities in partnership with our regional partners in the Mid and West Wales Regional Collaborative.

What do we need to further improve?

- Powys County Council has 4 short stay houses for people with learning disabilities where they can go for a break or for emergency placements. In March 2014 it was decided to close the Ystradgynlais house and transfer the service to the house in Brecon. We will work with the current provider to close the house in Ystradgynlais whilst working with the Learning Disability teams to review the service. Once the service has been right sized and the service specification is completed the service will be retendered.
- Further out of County placements are still being pursued with 'reluctant' host authorities in order to achieve correct residential status for individuals who wish to remain in their host authorities and also achieve further savings for the council.

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Vulnerable families

Last year we said we would work together to make the following difference:

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

To help achieve this, we made six commitments. Overall we feel we have been 'Successful' in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community to live fulfilled lives
- Remodelling council services to respond to reduced funding

What difference have we made?

- The percentage of cases open to children's services where domestic violence is a significant factor has reduced to 35% from 40% in 2013. Awareness of domestic violence is a driver for police and therefore we are actually expecting this figure to increase over the next few years rather than decrease.
- 23 schools have been implementing KiVa anti-bullying programme during the 2014-15 academic year. 100% of KiVa participants have evaluated the training very positively and reported that it will enhance or change their practice.
- Incredible Years: 48 staff from around 30 schools attended a 5 day Incredible Years Teacher Classroom Management training for teachers in 2014/15. More than 70% of schools have at least one person trained and many schools use this programme as a whole school approach. 100% of participants reported that training will change or enhance practice

Powys People Direct:

In October 2014 we implemented our Single Point of Access for Children's Services known as Powys People Direct (PPD). When calling Powys People Direct, an experienced contact officer answers the call to ensure that people access the right support without delay. Children, young people and families are able to access children's social services as well as youth support services, adoption and fostering, integrated disability services; as well as all prevention and early intervention services. The new services is dealing with on average 500 calls a week, and progressed 236 referrals to Children's Services in the first 2 months of operation. From March 2015 Adult services joined Powys People Direct to further improve the way service users contact the council and its services.

Although a major success in its implementation, the service has experienced some issues with the council's telephone system and auto attendant, with the majority of these issue now begin progressed. This service places us well for compliance against the new Social Care and Well Being (Wales) Act.

- Since the launch of our new Powys People Direct service in October 2014, 27 enquiries have been effectively signposted to the Early Intervention services through the Team Around the Family Team. The secondment of a TAF Team member to PPD has helped to ensure that appropriate calls are transferred to our Early Intervention Service which might otherwise have been missed. Previously these callers may not have accessed the early intervention/prevention services and could potentially have escalated until needs were more significant, requiring a statutory intervention.
- The numbers of children who are “looked after” was 136 as at 31.03.2015 compared to 151 in 2013/14. On average we had 147 LAC children during the year (2014/15). Our target is to reduce this to 140 by 2016/17. We believe our early intervention and whole system approach has contributed to this position. All children who become looked after have a care plan in place and we have achieved 97.5% of all reviews have being undertaken within the required timescales in 2014/15.
- The percentage of children looked after by external providers has reduced from 17% in 2013/14 to 13.25% in 2014/15.
- The number of contact points with individuals as part of the Families First programme increased to 41,343 in 2014/15 from 32,845 in 2013/14 which included the following:
 - Youth & Family Information Service/Single Point of Access 34,313
 - Online Counselling 526
 - Young Carers 713
- The number of contacts made as part of the Families First programme where an individual made an improvement as measured by a recognised, evidence based system (e.g. General Health Questionnaire) has increased from 438 in 2013/14 to 629 in 2014/15.
- 490 new registrations were made to the Online counselling Service in 2014/15. Data from the online service shows that 85.1% of young people who articulated a goal at the start of therapy achieved their goals. Young people also report that they value the counselling service on offer - in Q4 2014/15, 100% of young people would recommend the independent counselling service to a friend and 93% of young people using the online service reported that they "felt listened to".
- The average educational point score of our looked after children has increased from 222 in 2012/13 to 277 in 2014/15, exceeding our original target of 235 by 2016/17. This is the average amount of points scored in approved external qualifications by looked after children. Points are gained for the level of achievement against these qualifications.

How did we do it?

- We have commenced work in establishing a multi-agency response to domestic violence. This has seen us establish a multi-agency project board, and we are regularly engaging with all our stakeholders in order to ensure we commission a fully integrated strategic response to domestic violence prevention and early intervention by March 2016.
- We are rolling out the KIVA (anti –bullying programme) in schools across Powys.
- We have continued to deliver the Incredible Years programmes which is a set of complementary courses for parents, children and teachers which reduce aggression and behaviour problems in young children and increase social competence at home and at school.

- We developed a single point of access known as Powys People Direct to ensure children are safeguarded and families have the right information, advice and support at the right time.
- We reviewed our 'Joint Assessment Family Framework (JAFF)' which was re-launched as the newly branded 'Team Around the Family (TAF)' service. As part of the review we undertook extensive consultation with both families and professionals. The results of the review build on what was already a strong service foundation and a new and improved TAF process has been launched. In 2014/15 we received 310 referrals to the Team Around the Family (TAF) Team. There were 154 on-going cases at the end of 2014/15.
- We have developed and are embedding a multi-agency early intervention and prevention programme for children and families through the Families First and Flying Start programmes. The Flying Start programme extended into the Llandrindod Wells Area in 2014/15 bringing the total number of children benefiting from the service to 795. In 2015/16 the Flying Start service will extend further in Newtown and into the deprived areas of Disserth and Trecoed (Howey) on the southern end of Llandrindod Wells providing an additional 100 places.
- Our blended counselling service continues to provide support to young people in Powys. They are able to access the 24-hour online counselling service via Kooth.com and can also choose to request a face to face appointment with a counsellor via the online service.
- A review of the role of the looked after children education (LAC Ed) coordinators is underway. This is now being progressed in line with developing a programme of work to improve the education outcomes for looked after children. The aims of the programme will be to: work jointly with partners to ensure that schools are held accountable for the achievements of looked after children.; work with partners to increase the support for learning available to looked after children; incorporate support for out of school learning and homework into training for foster carers LAC Ed coordinators in Powys also complete the Personal Education Plans, ensuring consistency in planning arrangements.
- The Council's Children's Services Scrutiny Group scrutinised the National Inspection on Safeguarding and Care planning of Looked After Children and Care Leavers who exhibit vulnerable or risky behaviour. The group also examined the education attainment of looked after children jointly with the Education Scrutiny Group.

What do we need to further improve?

- The numbers of children on the child protection register was 169 in 2014/15, compared to 118 in 2013/14 and 123 in 2012/13. Our target by 2016/17 is 110. We recognise that the number of children added to the child protection register has increased in 2014/15. Analysis found that there were several contributory factors to this increase, the largest of which was the increase in the number of domestic abuse referrals from Dyfed-Powys Police. Other authorities in the Dyfed-Powys Police region have also seen an increase in domestic abuse referrals, although not to the same extent as Powys. The most recent figures for 2015/16 show that child protection registrations have reduced to 103 in April 2015.
- Due to temporary staffing issues during 2014/15, the numbers of children 'in need' rose to 415 compared to 357 in 2013/14. In these circumstances our priority was to manage the safeguarding needs, leaving a greater number of open cases in that period. The staffing issues have been resolved and the number of children in need will be closely monitored.

Healthy lives

Last year we said we would work together to make the following difference:

People will:

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

To help achieve this, we made nine commitments. Overall we feel we have been 'Partly Successful' in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Supporting people in the community to live fulfilled lives

What difference have we made?

- From the 99 schools in Powys who participate in the Healthy Schools Scheme (HSS); 88% of have achieved HSS Phase 3 or above, 7 Schools have achieved Powys Excellence Award (PEA) and 4 Schools have achieved National Quality Award status of the Welsh Network of Healthy Schools Scheme.
- The percentage of adults in Powys who report being a smoker is 19% - the lowest (BEST) of all Health Boards (Wales 22%).
- At the third quarter of 2014/15 Powys tHB ranked 3rd best for the number of Treated Smokers out of the 7 Health Boards, with 1.76% of the smoking population (estimated at 20,500 adult smokers) being treated at a specialist smoking cessation service; (Welsh Government target: 5%)

National Quality Award of the Welsh Network of Healthy School Schemes:

Four Powys schools have become the first in Wales to gain a National Quality Award following assessment from Welsh Government. The award looks at the seven health themes through leadership and communication, curriculum, ethos and environment and family and community, with emphasis on the importance of pupil participation in key areas of school life.

The successful schools are Llanfyllin High School - the only successful secondary school, Llangorse Church in Wales School, Newbridge on Wye Church in in Wales School and, Carreghofa Primary School.

All schools received training, workshops and intensive support from the Healthy Schools team who worked with them to gain the Powys Excellence Award before applying for the national award. In her 2013/14 Annual Public Health Report, the Director of Public Health recommended that the Powys CYPP should receive an annual report of the healthy schools and preschools programme in Powys; this recommendation has been accepted.

- The percentage of children in reception who are overweight or obese in Powys tHB is 23.9% (Child Measurement Programme for Wales Report 2013/2014). This is the 2nd lowest (i.e. BEST) of all HBs and compares well to Wales (26.5%).
- 137 people have been on community food and nutrition skills training courses which will support them as individuals - and their families and communities - to have a healthier diet and improved health outcomes
- Currently 40% of adults in Powys drink above the guidelines (Welsh Health Survey, 2012/13) which is the 2nd lowest (BEST) of all HBs (Wales average is 42%)
- Currently 22% of adults in Powys report binge drinking, which is the lowest (BEST) of all HBs and below the Wales average of 26% (Welsh Health Survey, 2012/13)
- The percentage of 4 year olds up to date with routine vaccinations is 88.9% (2015 Q1 (Jan-Mar data) from COVER 114 report) which is the 3rd highest of all HBs and compares favourably with the percentage for Wales (86.1%).
- Uptake of flu vaccination has improved amongst healthcare staff (total staff) in Powys to 48.6% at Feb 2015 which is up from 42.4% in Feb 2014 and compares well to Wales = 42.9% (40.6% in Feb 2014). This represents excellent progress since the baseline of 36.8% in 2012/13 and towards the target of 50% by 2016/17. Powys tHB ranks 2nd highest of all HBs on this measure.
- Flu vaccination in at risk patients under 65: uptake in Powys tHB = 47.9% (March 2015) compared to Wales = 49.5%
- Flu vaccination in pregnant women: uptake in Powys tHB = 46.6% (March 2015) compared to Wales = 45.3%

How did we do it?

- We are continuing to further develop and implement the Powys Making Every Contact Count (MECC) programme which involves training healthcare/other staff to have brief, purposeful and opportunistic conversations with their patients/clients about health-related behaviours and lifestyle factors that influence health (e.g. smoking, physical activity and alcohol) and where appropriate to signpost people to services (e.g. stop smoking services) or sources of further information (e.g. about opportunities for being more active).
- Two local smoking cessation champions were identified to support Stoptober in 2014
- We have rolled out Alcohol Brief Intervention (ABI) training, MECC and Brief Intervention (BI) training to help ensure a consistent and integrated approach to advice and messages about healthy lifestyles and behaviour change across the NHS and other partner organisations in the county.
- We have worked with midwives to promote smoking cessation pathways and increase referrals (all midwives BI trained and have CO monitor).
- We have engaged with GPs to increase awareness of smoking cessation services in Powys, including joint work between Powys PH Team, Medicines Management and SSW. A bespoke smoking cessation referral resources pack has been produced for GP practices.
- All Health Visitors trained in the benefits of smoke free homes.
- Powys tHB is rolling out a new weight management programme known as 'FoodWise' across Powys and a referral pathway for FoodWise has been implemented.

- Public Health Wales has provided training to professionals to deliver brief interventions enabling them to identify clients who are hazardous, harmful or dependent drinkers and provide appropriate advice and/or signposting to services. Frontline staff trained to date include: midwives, health visitors (including flying start) and pharmacy staff. From Jan 2014- March 2015 9 Alcohol Brief Intervention training sessions took place and 76 people were trained. Powys ranks 2nd highest of all Health Boards for staff trained per head of population.
- Flu vaccination plan in place providing co-ordinated approach to flu vaccination of at risk groups and health and social care staff in Powys. Joint work completed with PCC in relation to immunisation rates in Powys care homes.
- "Flu Buster" programme developed to support uptake via work with voluntary sector organisations in Powys. Six organisations currently participating with members trained as community flu "myth busters" to act as advocates for flu vaccination in their communities.

What do we need to further improve?

- MECC package to be rolled out to midwives, health visitors and other community groups
- Powys tHB website being updated and content improved
- Increase the numbers of schools engaged with the Powys Healthy School Scheme at Phase 3 or above to 95%
- GP Engagement plan to be implemented in Phased approach - focusing on areas with high smoking rates
- Further work is required to increase flu vaccination uptake in over 65 year olds - uptake in Powys is 66.6% (March 2015) compared to Wales; 68.1%
- Develop an approach to use social networks to promote vaccination to target audiences.

Education

Last year we said we would work together to make the following difference:

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

To help achieve this, we made four commitments. Overall we feel we have been 'Successful' in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Improving learner outcomes for all, minimising disadvantage
- Remodelling council services to respond to reduced funding

Ysgol Dafydd Llwyd:

"Fulfilling the dream of building a brand new, purpose built school will mean the continuation and a future for the Welsh Language in Newtown area. From the beginning of the process, the school's governing body and myself as Head have been a key part of the meetings and decisions. We worked alongside officers from the Authority and therefore everyone's voices were heard. The process (although long at times!) was clear, advanced and positive. One of the positive impacts of this was an open, constructive and comprehensive process. I would like to thank all layers as we succeeded in ensuring a project which will be influential and critical to the lives of very many children and the community for many years."

What difference have we made?

- At the Foundation Phase 89.6% of learners attained the Foundation Phase indicator placing Powys third in ranking of the 22 Local Authorities in Wales. This was an improvement of six places from the previous year. At Key stage 2 88.3% attained the core subject indicator placing Powys in sixth place in LA ranking, an improvement of one place. At key stage 3 86.5% attained the core subject indicator, placing Powys in third place in LA ranking. At year 11, 60% attained the Level 2 inclusive of 5A*-C including English/Welsh and maths
- The percentage of pupils in receipt of Free School Meals attaining the Core Subject Indicator (CSI) at KS2 increased to 77.6% from 74.0% in 2012/13
- The percentage of pupils in receipt of Free School Meals attaining the Core Subject Indicator (CSI) at KS3 increased to 64.3% from 54.9% in 2012/13
- The percentage of pupils in receipt of Free School Meals attaining the Core Subject Indicator (CSI) at KS4 increased to 37.2% from 25.2% in 2012/13
- The percentage of pupils in receipt of Free School Meals attaining the Level 2 Threshold including GCSE English or Welsh 1st Language and Maths at KS4 increased to 38.0% from 31.4% in 2012/13
- 53.3% of schools inspected (8 out of 15) were categorised as "good" or better by Estyn for prospects for improvement, compared to 68.8% in 2012/13
- 40.0% of schools inspected (6 out of 15) were categorised as "good" or better by Estyn for current performance, compared to 50.0% in 2012/13

- 64.1% of pupils with additional learning needs achieved the CSI (Core subject indicator) at KS2, compared to 56.2% in 2012/13
- 57.0% of pupils with additional learning needs achieved the CSI (Core subject indicator) at KS3, compared to 47.1% in 2012/13
- The number of permanent exclusions in primary schools (per 1,000 pupils) was 0.00, compared to 0.25 in 2012/13
- The number of permanent exclusions in secondary schools (per 1,000 pupils) was 0.00 compared to 0.96 in 2012/13
- Attendance levels at primary schools increased to 95.6% compared to 94.2% in 2012/13
- Attendance levels at secondary schools increased to 94.4% compared to 93.3% in 2012/13
- 0.07% of 15 year olds (1 pupil) left full time education without a recognised qualification, compared to 0.00% in 2012/13 (0 pupils)
- 20.9% of pupils with additional learning needs achieved the CSI (Core subject indicator) at KS4, compared to 17.7% in 2012/13
- 22.6% of pupils with additional learning needs attained the Level 2 Threshold including GCSE English or Welsh 1st Language and Maths at KS4, compared to 20.2% in 2012/13

How did we do it?

- A joint agreement has been signed by PCC alongside 5 other constituent authorities of ERW for the National Model for School Improvement to be commissioned to ERW, the regional consortium for South West and Mid Wales. The Regional approach to implementation of the National Model for School Improvement is now fully in place. All schools have been allocated a support category through the national model. Regular monthly meetings with Senior Powys Challenge Advisor, Head of northern hub for school improvement and Heads of Service in Powys and Ceredigion ensure consistent application of the regional ladder of support and intervention.
- A school perception survey was carried out and head teachers reported that the following were good/very good - The clarity of Powys County Council's definition of monitoring, support and intervention; Powys County Council's effectiveness in challenging your school to perform better (B3); Schools' understanding of the regional approach to school improvement through ERW
- A revised SEN strategy was produced and approved by Powys CC. The strategy provides clarity to schools around SEN services and the importance of a graduated response to need - this means, introducing the right support and intervention at the right time, which is appropriate to the recognised needs of each individual child. The strategy was disseminated to head teachers and posters have been placed in schools to communicate and promote the new approach. We have established a parent / carer forum through which the local authority and parents will now work together with schools to implement and keep under review, Powys' new Additional Learning Needs strategy as well as defining future priorities.
- We have commenced the review of early years education provision across Powys. We are keen to engage with parents and providers to help shape future early years services and will begin consultation in early Summer 2015. All three year old children in Powys are entitled to 10 hours a week of free early years education. We fund settings across the county to deliver this 3+ education. There are a number of challenges, such as increased staffing costs and surplus places which makes the current situation unsustainable. Parents, carers and providers have been invited to help look at ways to improve how things are done.

- A new schools transformation policy including an organisation review panel for Powys' primary and secondary schools was approved by the county council's cabinet in October 2014. The new policy replaces the county's policy for the organisation of primary schools approved in 2006 and the secondary schools modernisation policy approved in 2010.
- We continue to make significant progress in implementing our 21st Century schools capital Programme. Work on construction of the new Welsh medium school in Newtown started in December and is on track for the school to open in January 2016. The new school will meet the growing demand for Welsh medium provision in the Newtown and adjacent Severn valley catchment area. We also successfully developed the Strategic Outline Business Cases for the Beacons campus and Gwernyfed review, ready for submission to WG in May 2015. The purpose of the SOC's are to get support from Welsh Government for our proposed plans and to draw down funding for the 21st Century Schools projects. A stakeholder group has been established in Welshpool and discussions have taken place to consider the future configuration of the primary schools in Welshpool and Leighton - including consideration of Welsh Medium education in the area. We commenced the secondary schools re-organisation programme and PCC Cabinet have identified areas for priority.
- The county council is exploring a new system to allow cashless payments for a range of transactions, including school meals and parental payments. The aim is to reduce the risks and costs of cash transactions within schools, as well making the payment process consistent and easier for all involved. It is hoped the first cashless system will be introduced at a Powys school during 2015/16.
- The Education Scrutiny Group scrutinised the proposals regarding SEN/ALN and attended Cabinet on 6th May 2014 to present their views. The group have also looked at school standards and the group will increase its focus on this in the future. The group has received briefings on the Cabinet proposals for school modernisation and will continue to provide Cabinet with scrutiny views on proposals as this matter proceeds.

"If the new system means that Parents can see what we are eating then I think it would encourage healthy eating".

"WOW, Powys County Council are going modern".

What do we need to further improve?

- To improve the performance of boys at all key stages.
- Continue to improve the performance of learners in receipt of free school meals to break the link between poverty and attainment.
- Continue to improve the % of learners who attain the level 2 inclusive threshold
- Continue to provide support and challenge to schools in order to ensure that Estyn outcomes are further improved. This will be done through robust implementation of the ERW programme of support through the deployment of challenge advisors and brokering of support according to the National Model support category. Low numbers of schools are inspected each year and therefore one school carries a significant percentage. The profile however in Powys is similar to Wales in respect of the % of schools in follow up activity.

- The complexity and scale of the 21st Century schools projects has caused significant challenges in terms of capacity and resource, leading to some delays in progress, particularly with the Beacons Campus and Gwernyfed Review. However, in order to mitigate further delay we took the decision to procure specialist resource to help develop the complex Strategic Outline Business Cases.
- Due to the significant funding reduction by Welsh Government, the range of Post 16 academic subjects available in individual schools has reduced, however the council has facilitated and funded a collaborative model whereby learners in 6th forms are able to access additional subjects at other schools or the college. The sustainability of this model in the long term however, is at risk and could potentially result in more learners not able to access their preferred course of study at Post 16 in Powys. This is why we are implementing the new school transformation policy to ensure that all learners have access to a full range of courses within Powys.

DRAFT

Training and jobs for young people

Last year we said we would work together to make the following difference:

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

To help achieve this, we made eight commitments. Overall we feel we have been *'Partly successful'* in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Developing the economy

What difference have we made?

- The council's project to improve opportunities for apprenticeships, work experience placements and graduate places has achieved the following during 2014/15:
 - 6 apprenticeship opportunities offered (baseline 2013/14: 15)
 - 61 work experience opportunities offered (baseline 2013/14: 76)
 - 4 services offering apprenticeships (baseline 2013/14: 9)
 - 15 services offering work experience (baseline 2013/14: 15)
 - 1 graduates employed in the council (baseline 2013/14: 0)
- In September 2014, 2.3% of Year 11 leavers were not in education, employment or training, compared to 2.7 in 2013. (2014 Welsh average is 3.1%)
- The continuing work in securing European Social Funding and other funding opportunities will allow an increase in the number of lead workers deployed to support young people in their progression into training and employment opportunities within Powys.

How did we do it?

Apprenticeship scheme

Josh Gresty is a Highways Apprentice within the Local Environment team in Welshpool.

Why I chose an Apprenticeship?

I chose an apprenticeship so that I would be able to work and learn at the same time.

What my Apprenticeship involves?

My apprenticeship involves working as a Local Environment Operative. I undertake my apprentice training in Exeter on block release to follow the Level 2 Diploma in Highways Maintenance/Excavation Operations.

Skills I have learnt

I have learnt a lot more about the theory of my job. I have also gained an abrasive wheel ticket and a lot of other training.

How does your team support you?

My colleagues take the time to help and explain to me what we are doing and the reasons why we are doing it.

"We have now been offering apprenticeships for the 3 years in our highways operations service area. There are clear service outcome benefits gained through these planned training programmes designed to produce operatives with the specific set of skills and knowledge required for efficient service delivery.

It is encouraging that the majority of apprentices engaged have thrived on the opportunity and help to stand us in good stead for the future challenges."

Adrian Jervis the Senior Manager Highways Operations, Powys CC

- A new Inform Powys website was launched (<http://www.informpowys.co.uk/>) helping people find training and job opportunities through South West and Central Wales.
- We have continued to strengthen and expand the work of the Powys Youth Academy looking at opportunities to create a shared apprenticeship scheme and exploring volunteering opportunities for young people to support them to access training and work.
- A Youth Engagement Progression Board has been formed to move forward an action plan which will focus on reducing the number of young people Not in Education, Employment or Training (NEETs). An Early Identification process has also been developed and implemented for those who are at risk of becoming unemployed or not in education or training. This process identifies the most vulnerable young people who are supported and assigned a lead worker to address the barriers and issues which they face.
- A funding strategy continues to be developed to identify the various funding streams that can be used to support the Powys Youth Engagement and Progression Framework.

What do we need to further improve?

- Further research and discussions are needed to construct a graduate scheme which will provide opportunities for young people in Powys returning from university or with the skillset required to develop within Powys reducing the need to migrate to find opportunities for professional development.
- More young people 19-24 NEET (Not in education, employment or training) will be supported. Our priority during 2014/14 has been focussed on early identification of those at risk of disengagement and those who are NEET in the 16-18 age range. Powys Youth Engagement Progression Framework will look to work with other agencies to improve how young people 19-24 are identified and provided with the correct support they need to achieve their full potential.

Stronger communities

Last year we said we would work together to make the following difference:

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

To help achieve this, we made six commitments. Overall we feel we have been 'Partly successful' in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Developing the economy
- Remodelling council services to respond to reduced funding

What difference have we made?

Improved the supply of affordable and suitable housing in our communities

- The Council successfully exited from the Housing Revenue Account subsidy regime, which marks a key date in the history of council housing in Wales. This means Powys County Council will no longer be in a position where it has to repay rental income to HM Treasury (a negative subsidy situation), which will mean that it retains £1.2 million of revenue annually, which was previously given to HM Treasury. The exit from the HRA subsidy regime also means that council landlords will now have additional borrowing freedom, becoming self-financing and able to use their resources in a way similar to that enjoyed by housing associations, albeit subject to a borrowing ceiling.
- As part of the council's commitment to bring council housing stock up to the Welsh Housing Quality Standard a total of 2143 elemental improvements were carried out in 2014/15 against a target of 1800. This included the following installations: kitchens 636; bathrooms 595; heating

Eight new affordable homes in CefnMoel Close, Bwlch

Powys CC has worked with Melin Homes to provide new affordable homes in Bwlch. This is an excellent example of partnership working between Melin Homes, Powys County Council, the Rural Housing Enabler project and the Brecon Beacons National Park. CefnMoel Close was specifically developed because affordable housing in the area was scarce, and people who had grown up in the village were struggling to stay living there.

The new development of CefnMoel Close consists of a mix of two and three bedroom properties, including two bungalows, which have been built upon the Rural Exception site. The environmentally friendly homes have been designed to be in keeping with the local surroundings of the National Park, using natural stone and wooden fixtures. Melin has worked closely with the Brecon Beacons National Park, Powys County Council and Cwmdu and District Community Council to deliver these properties, which have been built by contractor P&P Developments.

300 including new gas supplies to properties; 572 properties have had works carried out to the external elevations. A major refurbishment project commenced in Brecon where roofing, insulated render system and fire proofing works are being carried out with over 40 properties completed under Phase 1.

- 65 affordable homes have been delivered through Supported Housing Grant (SHG) and Housing Associations (HA), against a target of 49. (Using £1.6m of housing grant).
- 28 private sector properties that had been empty for more than 6 months have been returned to occupation during the year through direct action by the Council. We have spent £487,782 delivering those 28 properties, from a budget of £984128. The £496346 which is carried forward into 15-16 will deliver another 30 dwellings.

Promoted the use of the County's assets to help build a strong economy, create jobs and encourage community development and ownership

- We successfully organised and hosted the start of the Tour of Britain event in Sept 2014, generating income in Powys of over £500k
- Agreement was reached with Cardiff City Council to extend the Broadband Connection Voucher Scheme to Powys. This provides for all SMEs in Powys towns to apply for a voucher of between £100-£3,000 towards one-off broadband connection costs. Broadband is increasingly vital for business development and growth and this scheme aims to help businesses increase their efficiency and maintain a competitive edge in their market.
- 70 businesses have been supported through the Severn Valley Effect project which gives free and confidential business support to local people, start-up ventures, existing businesses and social enterprises.
- 8 new start-up businesses have been supported in Newtown through the councils £50k investment in to the 'Vibrant Towns' project.
- We held 8 Business Teas providing a one-stop shop of information on how to start and grow a business in Mid Wales. 147 people attended the events and feedback captured at two of the events indicated 95% of attendees rated the events as either excellent or good.
- Works have commenced to replace and update town visitor signage in Welshpool, Newtown, Talgarth, Hay-on-Wye and Crickhowell to help promote key facilities and attractions in these towns.
- Tirabad Community Hub is now complete (opening event on 29th May) providing an attractive facility for community groups to hold events for the local area. The Library will also use it as a drop off and collection point.
- We supported local communities to lever additional external funding of £7.8m through the Community Grant Programme. Successful projects include, conversion of Llandislio Old School to a Community Building and conversion of Llanwrtyd Chapel into an Art and Heritage Centre

Developed mechanisms to find and create job opportunities for young people

- We continued to implement the Rural Development Plan for Powys which has supported a range of micro and SME's with funding to develop their business:
 - 83 jobs have been created or safeguarded
 - 140 New services and/or facilities have been created
 - £590,084.78 of private investment has been levered from the RDP into the Powys rural economy
 - £1,446,009.71 of public funding has been invested into the Powys rural economy through the RDP

Encouraged communities to work with local organisations and groups to improve and sustain services at a local level

- Since autumn 2014, we have had a number of conversations with town and community councils to explore options and the potential appetite for communities to run services traditionally run by the council and its partners. There have also been a series of 'cluster' meetings where town and community councils are in talks locally to have a joined up approach in taking on services, and how each community could benefit from a pooling of resources. Conversations have been held with North Montgomeryshire Forum to agree 'clusters' for community delivery. To find out more about Community Delivery you can visit Powys County Council's website - <http://www.powys.gov.uk/en/democracy/one-powys-plan/one-powys-plan-stronger-communities/>
- 6 public toilets have been transferred to local communities (either town and community councils or other community organisations). The council is currently in the process of finalising agreements for the transfer of a further 8 toilets and are in discussions with local organisations regarding many more.
- The Councils Cabinet Agreed to transfer assets to Hay-on-Wye including public toilet provision, maintenance of the Recreation Ground and Sports Pavilion, transfer of the Council offices within Hay and establishment of an income stream from carpark income generated from Council car parks. The proposals for Hay on Wye allow the continuation and development of public services and also greatly enhance community capacity by introducing an innovative mechanism for the future funding of services that are delivered within the community. By moving towards this community delivery model, the transfer of these facilities has the potential to create local employment and provide a more cost-effective service. It will also give communities more control over their local facility, while a better and more responsive service could be provided.

Encouraged and supported more people of all ages to volunteer

- We placed 733 new volunteers (against target of 500) and dealt with 525 (against a target of 200 enquiries) about good practice in managing volunteers in 2014/15 (baseline 2012/13: 905 volunteers placed and 92 enquiries dealt with).
- 56 new community or voluntary organisations/social enterprises or new services have been supported to develop
- 268 activities undertaken in support of the development of coproduced public services

How did we do it?

- We developed and agreed a Housing Revenue Account business plan for 2015/16 and submitted to Welsh Government.
- We developed a new website which will provide a one stop shop for business support information, including promoting Powys for inward investment, providing funding apps to businesses, advertising jobs, interactive maps of business property and community assets.
- We developed the 'Mid Wales My Way' website to promote Tourism in Powys.
- We have enabled Powys's organisations to make the most of the roll-out of high speed fibre broadband by hosting several 'Fibre for breakfast sessions' across the county. We've also held training sessions for people on the use of broadband, helping businesses to identify, maximize and ultimately profit from the opportunities that superfast broadband and new technologies present. 5000 homes are already able to access the fibre optic broadband being installed through the Superfast Cymru Project, with the whole of Powys due to be enabled by spring 2016.

- Powys County Council has successfully secured £1.25m of funding from the Welsh Government as part of a £5 million package for four councils to improve town centres in Wales. The Town Centre loan scheme the scheme will provide interest-free loans to property owners to refurbish, convert or develop redundant, vacant and underutilised sites and premises in town centres.
- Powys CC has agreed a mandate for procurement of a developer / partner who will work with us to dispose of our properties at enhanced values while also creating regeneration opportunities in our towns. The proposed Powys LABV is a long term regeneration, property disposal and development vehicle for the Council.
- £2.5m of Heritage Lottery funding has been secured to support the development of the Brecon Cultural Hub project. Planning permission and listed building consent has also been granted by the Brecon Beacons National Park Authority (BBNPA) for the Hub which means the future of the museum is now more certain and will provide enhanced regeneration prospects for Brecon town centre. Work has commenced on preparing the building for restoration works and we aim to complete the project by Easter 2017.
- A budget of £5.1m has been allocated to Powys under the new ARWAIN programme which is the highest allocation in Wales. ARWAIN will replace the current Rural Development Programme that ended in 2014 and will support rural communities and businesses in Powys. Two Local Development Strategy (LDS) 2014-2020 Workshops were held to gain input and views from individuals, communities and businesses into the next LDS which will govern the delivery of activity in Powys under the new Rural Development Plan.
- We have developed a template for the Service Transfer Catalogue. This will enable us to collect service and financial data for services that are available for transfer in order to give clarity on what is available to transfer and the running costs behind them. In development is a one stop shop for information and guidance for the council, and town and community councils to access and find the information they are looking for. This will be in a web format and an online directory that will be available to download and print if required. We will also develop a FAQ sheet from the feedback and questions that we have received from the earlier workshops.
- PAVO held a series of Community Asset Transfer briefing events in January 2015 to provide information on common issues such as funding opportunities, legal and governance issues associated with asset transfer, queries about PCC's asset transfer process and issues relating to it. The events were also an opportunity for organisations interested or engaged in asset transfers to meet and share experience and ideas.
- Powys CC and PtHB ran a series of budget and Community Delivery events across Powys to look at new ways of delivering services. There were daytime workshops and evening drop in sessions during September and October 2014. The council is now considering the public's comments.
- PAVO in partnership with PCC and PtHB completed a research study to assess the capability of the third sector in Powys to deliver health and social care services in the current challenging financial and social climate. It is clear from the study that the third sector in Powys is of huge significance and value, in terms of the service provision benefits that it brings to individual clients and their families. Conclusions and recommendations of the report will be used to inform future service transformation.
- The responsibility of seasonal maintenance of recreational facilities has been transferred to a significant amount of clubs. Conversations have been ongoing with clubs and communities to discuss opportunities for transfer and in many areas arrangement are nearing completion for the transfer of facilities to clubs / town and community councils. Planning to complete all transfers in 2015/16. Agreement has been reached in transfer of outdoor recreational facilities to Town Councils, clubs and community groups in Talgarth, Crickhowell, Hay-on-Wye, Llandrindod, Builth Wells,

Presteigne, Ystradgynlais, Brecon, Gwernyfed, Rhayader. In addition, discussions have been held in seeking to transfer recreational land to the Town Council in Newtown, but have now become part of the wider Community Delivery project here. Work is also being pursued in seeking to support the sports association in Ystradgynlais in developing a new lease for recreation land currently leased to the County Council.

- A new scheme to extend volunteer working in the Powys countryside has been developed by the council and three other organisations. The idea being that we train and enable Volunteer Leaders to organise and supervise groups of volunteers to undertake practical works in the countryside.

What do we need to further improve?

- The Deposit Local Development Plan was published for public consultation in summer 2014 and 670 comments were received. However, Welsh Government advised the Council that further supporting evidence should have been available to support the LDP at the time of the deposit consultation and without this in place there is a risk that the LDP might be found unsound. Following WG advice we will ensure necessary resources are in place to deliver the revised Delivery Agreement plan accordingly.
- A Neighbourhood Management pilot scheme was undertaken in Newtown during 2013/14 which aims to encourage agencies to work together to deliver improved public services by working with communities to define priorities and taking a holistic approach to tackling issues of concern. The inter-personal connectivity generated through this was sustained during 2014/15 enabling public organisations to cooperate and respond to local issues more swiftly and fluidly. Agreement has now been reached on a way forward to deliver neighbourhood management throughout Powys and we will use the current virtual network of multi-agency groups to resolve issues within neighbourhood areas.

Transport

Last year we said we would work together to make the following difference:

- There will be a safe, efficient and reliable bus service that:
 - enables people to travel around the county
 - maintains as much of the appropriate network of services that is affordable to the council and customers
 - is co-ordinated within existing council resources with external partners and other agency transport services
- The use of community transport will be broadened

To help achieve this, we made two commitments. Overall we feel we have been *'Partly successful'* in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Developing the economy
- Remodelling council services to respond to reduced funding

What difference have we made?

- We have maintained our statutory function for home to school transport whilst saving £500k. All school children are now transported on dedicated school transport.
- The number of passengers using public bus services has grown by 4.8% since 2012/13 (baseline 2012/13: 1,099,014 passengers) and the number of passengers using community transport has increased by 21% since 2012/13 (baseline 2012/13: 88,168 passengers)
- We have improved transport services and road safety at Newtown and Ystradgynlais bus interchanges. The new interchanges promote the safe interchange of passengers between bus services, promote the use of public transport and provide an interchange with other modes of transport particularly cycling and walking. The general response of bus passengers to the new Newtown Interchange is positive. They like being able to join

Newtown Bus Interchange:

Powys County Council was successful in securing £315,000 from the Welsh Government under the Local Transport Fund for 2014-15 to undertake this project and improve the facilities for the travelling public.

Work on the interchange included improved road safety with a 'drive in drive out' layby for town bus services. The changes allow passengers get on and off long distance buses at four boarding platforms, allowing all users to get on and off buses easily and safely at a central passenger point. Previously passengers had to reach buses by crossing the site amongst moving vehicles."

Four large bus shelters have also been installed offering better protection from the weather for passengers compared to previous shelters, a new drainage system has also been installed and three taxi parking spaces have also been provided near the new exit.

General feedback from the public has been very positive although there has been a small pocket of negative response from some local residents.

buses and disembark from buses which have been able to dock accurately and which offer level access. This is particularly the case with passengers using wheelchairs and mobility buggies, those with child buggies, with large amounts of shopping or who are elderly and frail.

- We have secured £428,385 of Welsh Government funding to be used to improve road safety and safe routes in the community during 2015/16. Road Safety Grant schemes will include: Pass Plus Cymru, Motorcyclist Training, Older Drivers Training, Pre-Driving Events and Cycle Training, “Kerbcraft”. Safe routes in communities grant will be used to make improvement in Crossgates – Llandrindod, Maesydre -Welshpool and Ystradgynlais.
- Plans to develop the Newtown by-pass have been initiated with an initial projected investment of £83million. This announcement is in response to extensive public demand and will relieve significant traffic congestion issues in Newtown.

How did we do it?

- We undertook E-auctions on some home to school routes achieving £545k of savings in total. All other routes will either remain as at present with no change, or re-awarded.
- We successfully secured £315,000 from the Welsh Government under the Local Transport Fund to re-build the Newtown bus interchange which took just 3 months to complete.
- Three consultation events were held to allow people to have their say on the development of the joint local transport plan. The plan covers Powys, Ceredigion and Gwynedd and sets out a vision to deliver, in partnership, an integrated and affordable transport system in the region that facilitates economic development, ensures access for all to services and opportunities, sustains and improves the quality of community life, and makes an active contribution to the management of carbon and the quality of the environment.
- We consulted with Powys residents, so that they could have the opportunity to comment on two possible options to reconfigure publicly supported bus routes as part of plans to reduce the near £5m annual cost. Following feedback from residents and service users, further scrutiny of all routes and discussions with some bus operators, a third option was considered and supported. The option supported will see 22 bus service protected, that’s more than 900,000 passenger journeys and 2.4m bus kilometres delivered by the county council. The move will deliver the £500,000 needed in the next financial year.

What do we need to further improve?

- We will look to secure Welsh Government funding to develop a bus interchange in Llandrindod Wells.
- We were unable to progress the development of a ‘real time’ transport information app, as we were unsuccessful in our bid for funding through the Local Transport Fund. We will continue multi-agency discussions to fund and lead this project.

Organisation and partnership development

Last year we said we would work together to make the following difference:

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

To help achieve this we made four commitments. Overall we feel we have been *'Partly successful'* in delivering our commitments and making a difference to citizens.

This work is aligned in supporting the following council priorities outlined in its Vision for Powys 2020:

- Remodelling council services to respond to reduced funding

What difference have we made?

- There has been a recognisable shift in approach to 'integration' and this is clear through the commitment of the Powys LSB Transformation Board who meet on a bi-monthly basis to discuss multi agency transformational issues.
- Powys CC were placed in the top six of UK local authorities as part of the National Training Journal awards - Best Public Sector Programme. This recognised their achievements in Leadership Development across the council. The Wales Audit Office are also promoting Powys as a best practice example and are recommending that other Welsh authorities talk to Powys to learn about the Leadership Development programme. Powys CC have already been to Merthyr Council to offer advice.
- A number of Powys CC and PtHB officers have completed training in leadership and management:

- Coaching Manager 1 day course -22
- ILM Level 5 in Coaching & Mentoring – 14
- ILM Level 3 in Leadership & Management – 46
- ILM Level 5 in Leadership - 32
- MSP Programme Management Foundation – 23
- MSP Programme Management Foundation + Practitioner – 19
- APM Introductory Certificate in `Project Management – 51
- Welsh Government have shown support for our direction of travel in terms of 'Integration', whereas proposals from many other regions across Wales have been rejected.
- There has been development of numerous e-forms to allow a member of the public to request various services electronically; some on a self-serve basis only (e.g. Residents Parking Permits).

How did we do it?

- A programme of work consisting of four projects was identified to deliver the first phase of commitments under this priority.
 - Developing Leaders & Managers
 - Develop joint staff engagement including values, behaviours and culture
 - Integration of HR & OD
 - Shared Scrutiny & Governance
- A Joint programme management methodology has been developed and agreed between Powys CC and PtHB Programme Management Office to maximise capacity and efficiency in managing delivery of the One Powys Plan.
- The Executive teams from PCC & PtHB are now holding joint meetings to ensure the joint integration of our approach to planning & resources in line with William's Commission recommendations. They held a joint away day on 15th April, to help build relationships and to begin identifying priorities for joint delivery and integration.
- We have made good progress in establishing five programme boards, each responsible for delivering transformational projects to achieve our shared priorities for improvement in the One Powys Plan. Each board has a range of partner organisations represented and a clear set of processes that helps everyone understand the progress of the work being undertaken.
- Powys CC and PtHB have set up shared training courses for coaching and ILM (Institute of Leadership and Management).
- An Expression of Interest has been submitted to Welsh Government outlining our approach to Integration in line with the 'Williams Review'
- A multi-agency working group has been established to ensure a joined up approach to the development of the Joint Strategic Needs Assessment that will inform our future service planning.

- A Business Intelligence Project is underway within Powys CC to develop a reporting infrastructure to automate internal reporting systems. This has been designed to be compatible with Health board reporting in readiness for future integration. A Business Intelligence Project is also being established in Health to ensure we have appropriate intelligence to deliver the Transformation Programme and business as usual activities.
- A joint LSB, Transformation Board and scrutiny workshop took place on 19th February to discuss and agree a joint vision for shared scrutiny. Agreement has been reached to establish a multi-agency scrutiny group and a project plan has been developed.
- A new mobile responsive website was launched in July 2014 with all content reviewed. A Digital Access Strategy has been published including Channel Access analysis to identify high demand target areas. A new residents parking permit application form/system has been implemented and a number of additional e-forms have been introduced such as report a litter problem, request private water testing.
- The council has developed a Finance Scrutiny Panel. This project to strengthen financial resilience through scrutiny was led by the Centre for Public Scrutiny (Wales) with CIPFA and encompassed training and development sessions for Members appointed to the Panel, Cabinet and Management Team. Eight recommendations were developed and submitted to Cabinet at the end of the first phase of the project. An Action Plan has been prepared and is being worked through. The Finance Scrutiny Panel will now finalize its work programme and build upon the new relationship with Cabinet and Management Team to provide the evidence on which to base future strategic decisions regarding the provision of services.

What do we need to further improve?

- Further work is needed to develop the internal training courses for Programme and Project Management in line with the joint methodology.
- Better alignment in improvement and financial planning is needed to ensure we can resource our plans effectively.

Guiding Principles

Equalities

Work has continued delivering the ten objectives of the councils Strategic Equality Plan 2012-2016. The annual evaluation of progress demonstrated solid progress, including outcome improvements against a number of elements of the ten objectives. Highlights from some of the progress include:

- The Local Authority through ERW, the regional consortium for South West and Mid Wales through its deployment of challenge advisors will monitor the performance of all vulnerable groups of learners, including those registered as disabled through the core visit programme as defined by the regional ladder of support and intervention. Monitoring will include academic attainment and school attendance.
- The Youth Intervention Service is now an established, successful and effective service. In April 2013 it integrated with the Youth Service and Youth and Family Information Service. This new service now delivers a range of universal services available for all young people (including youth clubs, projects, holiday activities), targeted support for more vulnerable young people facing particular challenges in their lives and a range of information and advice services. The Youth Service is coordinating the implementation of the Youth Engagement and Progression Framework which is the Welsh Government strategy to support young people into making effective transitions into education, training and employment. This includes identifying and providing additional support for vulnerable learners and those young people most at risk of disengagement.
- The use of Teachers Centre has been rolled out to all schools with the functionality to track achievement, attainment and engagement including attendance. The system enables reports to be generated for specific cohorts of pupils including those with additional learning needs and those in receipt of free school meals. One of many benefits is it enables schools to be challenged and pupil level performance.
- The fairer recruitment process developed for jobs in the councils in the cleaning and catering departments for people with Learning Disabilities/Mental Health has proven to be very successful and has enabled service users either with LD or MH to demonstrate their capabilities at carrying out the job, which would not have been possible via the traditional interviewing process.
- Increased numbers of people with a learning disability securing employment through Brecknockshire supported employment service.
- Since 2012 we have webcast 19 of our public meetings on a variety of subjects from a young persons engagement conference (which has attracted 7201 views to date) to our full council budget setting meeting, which attracted 2035 live views and a total of 3344 views altogether. In the last public webcast we ran a live social media conversation alongside the webcast with viewers who were watching, enabling viewers to engage with the democratic process from home.
- The Multi-Agency Risk Assessment Conference (MARAC) process with our public and third sector partners, for disability-related harassment, abuse and violence, to protect victims from further harm, works particularly well in Powys with monthly north and south MARACs held consistently. The Powys MARAC has been upheld as an example of good practice by Co-ordinated Action Against Domestic Abuse (CAADA) now rebranded as SafeLives.
- Equalities is embedded throughout the Institute of Leadership Management programmes and is part of the whole learning process.
- The plan sets out what the council will work on, to improve the way in which it meets people's needs when accessing our services and employment, and to also ensure that we also assist in tackling the disadvantage that some people experience living in Powys. The plan can be viewed at http://static.powys.gov.uk/uploads/media/Powys_Strategic_Equality_Plan_2012-2016.pdf

Welsh language

Powys has a population in the region of 133,000 with 18.6% of our residents who speak Welsh. We are committed to delivering our services through our service user's language of choice recognising how essential and integral this is to an individual's wellbeing.

Within both Children's Services and Adult Social Care we ensure all of our contracts provide a clear legal framework for delivery. Through the service specifications we identify the services to be provided, including the requirement to provide services through the medium of Welsh and we monitor delivery on a quarterly basis. However while we offer these services through the medium of Welsh we want to improve the take up of these services. On an individual basis service users have individual care plans/personal plans which identify needs specific to the individual.

We have a Cabinet lead for the Welsh language and the Council has established a Welsh Language Working Group, to look at the 2011 Census figures for the Welsh Language, and to identify areas where the Council can act in order to halt and reverse the decline in the number of Welsh speakers, and to promote and increase the use of the Welsh language within Powys. The Working Group will include elected members, representatives from the business and voluntary sectors, and Welsh language practitioners working within Powys, and will be supported by Council officers.

The Children and Young People's Partnership is establishing a Welsh Language Compliance & Support Group, which will be led by the Welsh Language Officer and chaired by the Third Sector. This will enable us to measure ourselves and improve our performance against the national standards for Welsh language. A launch event, including workshop sessions to discuss the implications and requirements of the More than just words framework will take place in 2015/16.

Following comments from the Wales Audit Office, the Welsh Language was incorporated within the remit of the Corporate Scrutiny Working Group, with performance against the Welsh Language Scheme being considered by the group for the first time in October 2014.

A great deal of the Council's work in promoting the Welsh Language during 2014-15 has been around the National Eisteddfod, which will be visiting Powys during 2015. The Eisteddfod offers a great opportunity to support and promote the Welsh language and culture, and around that, there will be opportunities to increase language use and regeneration and economic opportunities for the area.

Sustainable development

Powys County Council has continued to contribute to the consultation and scrutiny of the emerging Well-being of Future Generations (Wales) Act and the development of the accompanying statutory guidance. Under the Act, which received Royal ascent in April 2015, public bodies will have to work together as part of a Public Services Board and demonstrate how they are contributing to the seven well-being goals set out in the Act.

The council has taken part in the WLGA "Early Adopter" programme looking at how to embed sustainable development in decision making and how best to prepare for the introduction of the Act. This network of 'early adopter' local authorities has shared good practice and developed innovative solutions which will benefit communities in the long term.

We have continued to embed sustainable development through a range of training sessions and events for elected members and employees.

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

- The EU Zero Impact Cultural Heritage Event Network – investigating how to reduce the environmental impacts of events
- CydCymru, a pan Wales collective energy switching scheme, potentially reducing energy bills for Powys residents.
- the Commissioner for Sustainable Futures in the national conversation, *the Wales We Want* which informed the first *Report on behalf of Future Generations*

Our annual Sustainability Day took place at the Centre for Alternative Technology where, as well as having a site visit, workshop sessions promotion long term thinking were held.

To support the sustainability agenda, a scrutiny review was commissioned into Energy Efficiency in New Builds. The review was completed but was not considered by Cabinet in September 2014 as planned as new legislation was due to affect the processes. The Council's Cabinet have agreed to take forward a range of energy efficiency measures.

A continued focus on sustainable development for public services will help us deliver a better long term future for our communities with long term benefits to the economic, social, environmental and cultural wellbeing of Powys.

More information can be viewed at www.powys.gov.uk/sustainability

Communications and Engagement

We are committed to engaging with residents as part of developing and delivering our plans. During 2014/15 the council has made a commitment to engage digitally with citizens to test our assumptions of need as we gather information and intelligence. We are also developing a framework to engage more proactively to truly understand need and opinion of our communities.

More information on specific engagement undertaken by each of the LSB partners during 2014/15 is outlined on page 48 (Listening to you).

Gathering and sharing information

As LSB partners we have started to work together to gather information to inform our plans for delivering services, but we recognise there is much more we need to do to ensure this information becomes a shared local resource and is accessible and well presented for public use. During 2014/15 we have:

- Set up a joint working group with representation invited from all LSB partners who have agreed 10 key principles for developing an approach for gathering and sharing intelligence.
- Powys CC and PtHB are developing business intelligence across their organisations using the same systems and collection methodology to allow for integration of data in the near future. This joint approach will allow partners to look at robust integration of data on an individual or community basis.
- Updated our Joint Strategic Needs Assessment with a focus on poverty (WIMD)
- The council website has been revamped and will now host the 'One Powys Plan' (<http://www.powys.gov.uk/en/democracy/one-powys-plan/>).
- Developed digital stories and news bulletins, letting people know what difference our programmes are making

Early prevention and intervention

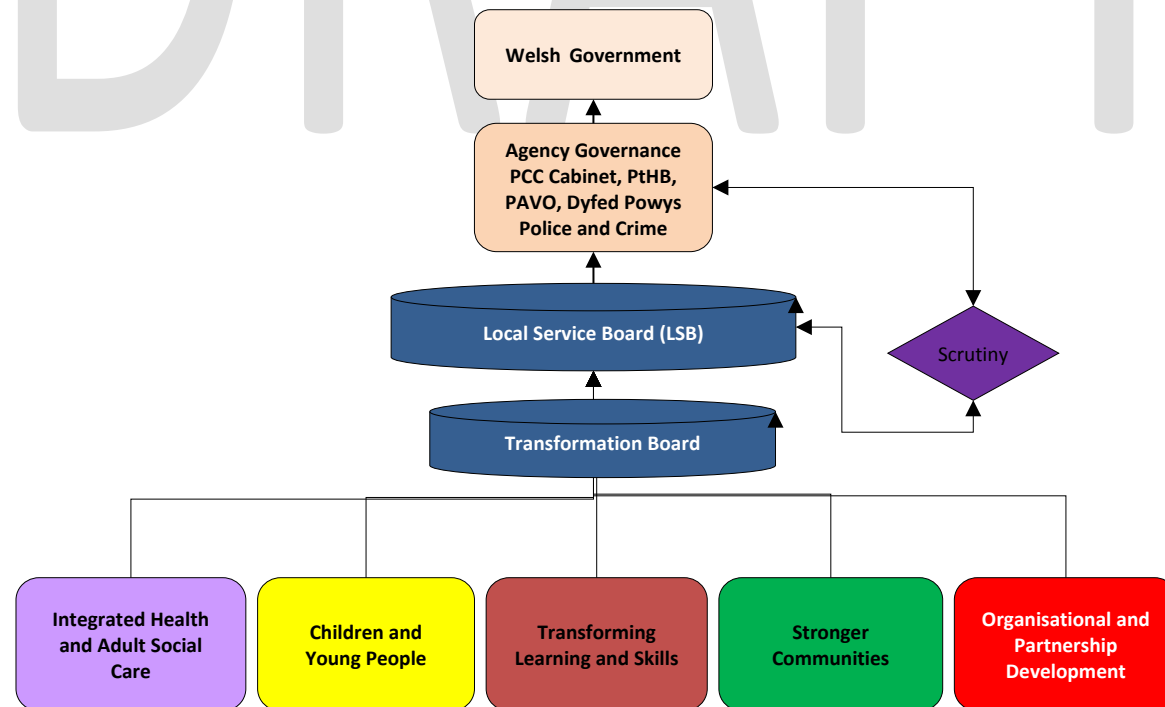
The development of an early intervention and prevention approach is key to enabling the delivery of effective Social Service. We have a well – developed model under the umbrella of the Children and Young People’s Partnership for children, young people and families and we are seeking to develop and strengthen our approach for adult social care. Under the leadership of the Health and Adult Social Care Leadership Board work is underway to develop a strategy to progress further early interventions which enable our citizens to remain living successfully and independently in their own communities.

DRAFT

Staying on track and monitoring performance

Governance arrangements

- In the One Powys Plan 2014-17 we committed to managing the delivery of our priorities through a more streamlined and effective governance structure than was previously in place. In order to do this we have established five new programme boards which replace the partnerships structures that were previously in place to deliver shared priorities. As well as having representation from a range of partner organisations, each programme board has a lead council portfolio holder, a programme sponsor, a deputy programme sponsor and a dedicated strategic programme manager. Programme Briefs have been defined and agreed by each programme board which translate the One Powys Plan Outcomes and commitments into a number of deliverable projects. It is the responsibility of the programme boards to actively manage the delivery of the projects outlined in the programme briefs and to ensure benefits are realised. Each programme board is accountable to the Transformation Board which is made up of directors from across the LSB partner agencies. The purpose of the Transformation Board is to provide a cross cutting approach to managing each of the five programmes and supporting the development of collaboration within the principles laid out by the LSB. They work to reduce/ remove barriers to efficient and effective delivery of the projects and escalate issues to the Local Service Board if necessary. The Powys Local Service Board is ultimately responsible for overseeing the delivery of the One Powys Plan 2014-17. As a group of organisations operating the Local Service Board, we have encountered some assurance issues in our monitoring arrangements during the first year, in particular between Programme Boards and Transformation Board. These are being addressed so that the LSB has effective visibility of progress in delivering the intended outcomes from the One Powys Plan going forward. Whilst progress has been satisfactory on the whole, governance arrangements must be effective so that any barriers to delivery can be overcome when required.



Monitoring our performance

- In order to effectively monitor our performance and report back on the progress we are making we introduced a 90 day reviewing cycle. Every 90 days each of the five Programme Boards formally evaluates progress and performance against the projects in their programme of work using a reporting mechanism which assesses key achievements, issues and actions. By regularly assessing our progress and levels of performance we can evaluate what is working and what is not. Where things are not going as planned we can change the way it is done, or how we use our resources to ensure we maximise the effect our projects have on the lives of Powys citizens. A 'Programme Highlight Report' summarising progress and achievements of each of the programmes is presented to the Local Service Board and Transformation Board every 90 days to allow them to track delivery against the commitments in the One Powys Plan.

At the end of the year we also carried out a process of challenge using Performance Evaluation Grids (PEGs), which asked the following questions of each commitment we made in the One Powys Plan 2014-17:

- What did we achieve during 2014/15?
- Is anyone better off / what difference have we made to citizens and communities?
- What do we need to improve?

Each of the PEGs has been through a process of scrutiny and challenge before being used to develop this Annual Performance Evaluation, which is how we show our citizens and regulators how we are fulfilling the commitments we made.

We will continue to improve the way we monitor our performance using the key principles of self-evaluation – these are:

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

Powys County Council's performance compared to other Welsh councils

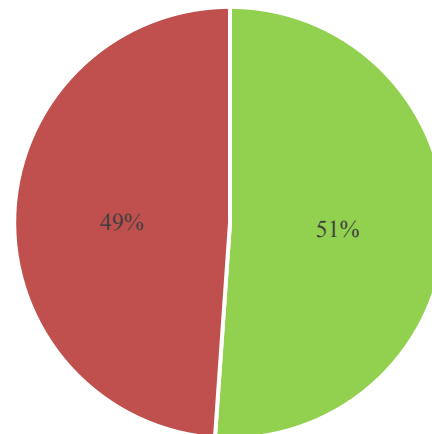
As well as monitoring performance against the commitments and performance measures in the One Powys Plan 2014-17, there are two sets of national performance indicators which the Welsh Government require Powys County Council to monitor and report to the public. These are, National Strategic Indicators (NSI's) and Public Accountability Measures (PAM's). They allow us to compare our performance with the rest of Wales, in delivering key statutory services.

National Strategic Indicators (NSI) are a set of measures that allow authorities to quantify and report their contribution to major all-Wales policy objectives.

Public Accountability Measures (PAM) offer a high level view of the council performance across a range of key areas including:

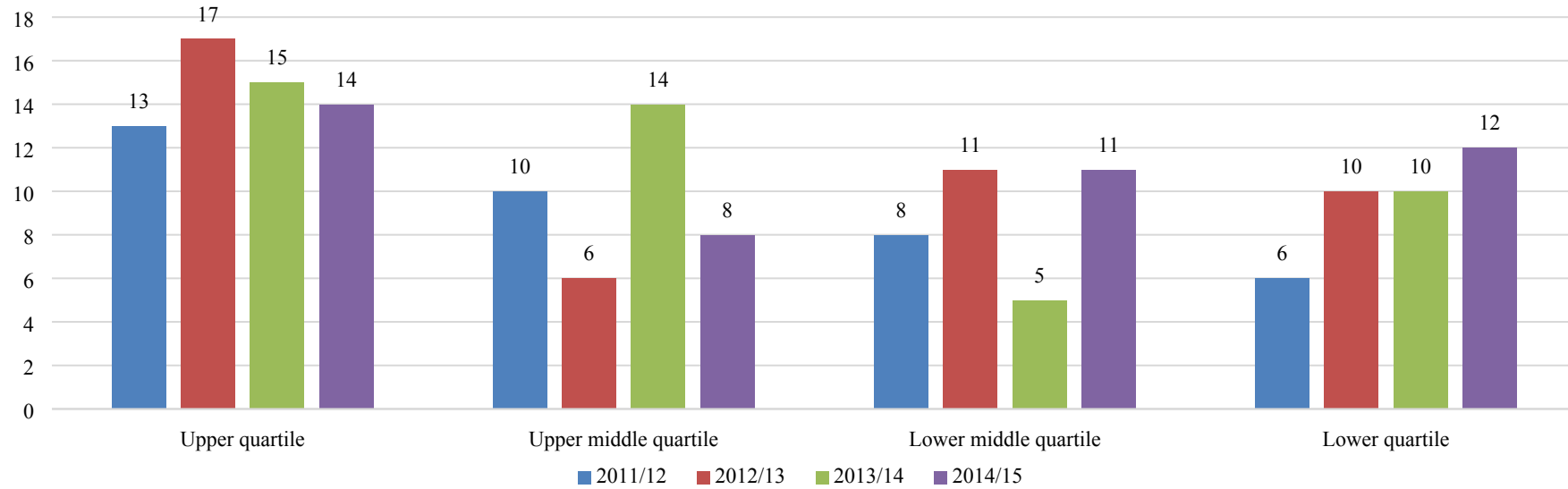
- Affordable and appropriate housing
- Sustainable futures
- A clean and safe environment
- Supporting safe and independent lives
- Safeguarding children
- Educating children

Summary of PCC's performance during 2014/15



■ Percentage of PIs showing improvement (or maintaining 100%) ■ Percentage of PIs showing declining performance

Number of PI's by quartile by year



Measure	NSI/ PAM	2013/14 Actual	2014/15 Target	2014/15 Actual	Trend between 2013/14 to 2014/15	Welsh Average	All Wales Rank and quartile
Adults – Social Care					4 declined 0 Stayed the same 3 Improved		0 Upper 1 Upper middle 3 Lower Middle 3 Lower
(SCA/020) The percentage of adult clients who are supported in the community during the year	PAM	82.86	83	83.28	↑	85.2	16 th Lower Middle
(SCA/18a) The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	PAM	87.4	93	79.7	↓	88.3	19 th Lower
(SCA/007) The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	PAM	67.2	80	73.6	↑	80	18 th Lower

Measure	NSI/ PAM	2013/14 Actual	2014/15 Target	2014/15 Actual	Trend between 2013/14 to 2014/15	Welsh Average	All Wales Rank and quartile
(SCA/019) The percentage of adult protection referrals completed where the risk has been managed	NSI & PAM	93.5	90	92.66	↓	95.6	16 th Lower Middle
(SCA 002a) The rate of older people (aged 65 or over) supported in the community per 1,000	NSI	71.16	67.5	67.24	↓	67.3	8 th Upper Middle
(SCA/001) The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	NSI	9.17	5.5	14.84	↓	4.83	22 nd Lower
(SCA002b) The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	NSI	20.95	19.5	19.62	↑	18.85	13 th Lower Middle
Children – Social Care					8 declined 0 Stayed the same 3 Improved		2 Upper 4 Upper middle 4 Lower Middle 1 Lower
(SCC/045) The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	PAM	84.5	87	78.9	↓	88.9	21 st Lower
(SCC011a) The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	PAM	88.2	88	87.2	↓	78	8 th Upper Middle
(SCC/025) Percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	PAM	94.6	95	94.8	↑	87.7	2 nd Upper
(SCC/004) The percentage of children looked after on 31 March who have had three or more placements during the year	NSI & PAM	4.0	6	8.8	↓	9	12 th Lower Middle
(SCC/033d) The percentage of young people formerly looked after with whom the authority is in contact at the	NSI	100.0	100	92.9	↓	93.3	12 th Lower

Measure	NSI/ PAM	2013/14 Actual	2014/15 Target	2014/15 Actual	Trend between 2013/14 to 2014/15	Welsh Average	All Wales Rank and quartile
age of 19							Middle
(SCC/033e) The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	NSI	100.0	90	92.3	↓	93.1	10 th Upper Middle
(SCC/033f) The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	NSI	64.3	80	76.9	↑	59.5	3 rd Upper
(SCC/041a) The percentage of eligible, relevant and former relevant children that have pathway plans as required	NSI	98.8	98	97.6	↓	91.2	14 th Lower Middle
(SCC/037) The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	NSI	290	235	277	↓	276	14 th Lower Middle
(SCC/011b) The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	NSI	57.0	48	56.0	↓	44.8	7 th Upper Middle
(SCC/002) The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	NSI	17.6	14	13.3	↑	13.5	11 th Upper Middle
Housing / Homelessness / Planning					1 declined 0 Stayed the same 3 Improved		2 Upper 0 Upper middle 0 Lower Middle 1 Lower 1 N/A
(PSR/002) The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI & PAM	268	320	170	↑	231	3 rd Upper

Measure	NSI/ PAM	2013/14 Actual	2014/15 Target	2014/15 Actual	Trend between 2013/14 to 2014/15	Welsh Average	All Wales Rank and quartile
(PSR/004) The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	NSI	6.72	1.5	1.83	↓	11.76	22 nd Lower
(HHA/013) The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	NSI & PAM	77.5	65	87.4	↑	N/A	N/A
(PLA/006) The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	NSI & PAM	38	N/A	53	↑	41	4 th Upper
Leisure / Libraries					2 declined 0 Stayed the same 0 Improved		1 Upper 0 Upper middle 0 Lower Middle 1 Lower
(LCL/001) The number of visits to Public Libraries during the year, per 1,000 population	NSI	6399	6324	6,002	↓	5526	6 th Upper
(LCS/002) The number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity	NSI	7885	8642	7.348	↓	8662	17 th Lower
Education					3 declined 0 Stayed the same 8 Improved (or stayed at 100%)		8 Upper 0 Upper middle 3 Lower Middle 0 Lower
(EDU/16a) Percentage of pupil attendance in primary schools	PAM	94.2	95	95.6	↑	94.8	3 rd Upper
(EDU/16b) Percentage of pupil attendance in secondary schools	PAM	93.3	93.5	94.4	↑	93.6	3 rd Upper
(EDU/003) The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local	NSI &	86.4	87	88.3	↑	86.4	6 th Upper

Measure	NSI/ PAM	2013/14 Actual	2014/15 Target	2014/15 Actual	Trend between 2013/14 to 2014/15	Welsh Average	All Wales Rank and quartile
authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	PAM						
(EDU/002i) The percentage of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification	NSI	0.0	0.25	0.1	↓	0.3	6 th Upper
(EDU/002ii) The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	NSI & PAM	0.0	0	0.0	⇒	1.2	1 st Upper
(EDU/006ii) The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	NSI	12.7	11.5	10.5	↓	17.2	12 th Lower Middle
(EDU/011) The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	NSI & PAM	510.8	520	531	↑	530.4	12 th Lower Middle
(EDU/015a) The percentage of final statements of special education need issued within 26 weeks (including exceptions)	NSI	91.8	88	77.1	↓	64.5	12 th Lower Middle
(EDU/015b) The percentage of final statements of special education need issued within 26 weeks (excluding exceptions)	NSI	100	100	100	⇒	95.6	1 st Upper
(EDU/017) The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	NSI	58.1	61	59.6	↑	55.5	6 th Upper

Measure	NSI/ PAM	2013/14 Actual	2014/15 Target	2014/15 Actual	Trend between 2013/14 to 2014/15	Welsh Average	All Wales Rank and quartile
(EDU/004) The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	PAM	83.0	84	86.5	↑	81.2	3 rd Upper
Waste Management					1 declined 0 Stayed the same 1 Improved		0 Upper 0 Upper middle 1 Lower Middle 1 Lower
(WMT/004) The percentage of municipal waste collected by local authorities sent to landfill	NSI & PAM	37.56	48	35.62	↑	29.38	15 th Lower Middle
(WMT/009) The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	NSI & PAM	52.52	53	52.07	↓	56.24	19 th Lower
Street Scene					2 declined 0 Stayed the same 0 Improved		0 Upper 1 Upper middle 0 Lower Middle 1 Lower
(STS/005b) The percentage of highways inspected of a high or acceptable standard of cleanliness	PAM	99.6	96	97.8	↓	96.9	8 th Upper Middle
(STS/006) The percentage of reported fly tipping incidents cleared within 5 working days	NSI	91.81	90	90.09	↓	93.05	19 th Lower
Transport and Highways					1 declined 0 Stayed the same 4 Improved		0 Upper 1 Upper middle 0 Lower Middle 4 Lower
(THS/007) The percentage of adults aged 60 or over who hold a concessionary bus pass	NSI	66.1	N/A	67.2	↑	85.8	22 nd Lower
(THS/012) The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor	PAM	20.4	23	19.7	↑	11.9	22 nd Lower

Measure	NSI/ PAM	2013/14 Actual	2014/15 Target	2014/15 Actual	Trend between 2013/14 to 2014/15	Welsh Average	All Wales Rank and quartile
condition							
THS/012a: The percentage of principal (A) roads that are in overall poor condition	PAM	5.0	N/A	3.3	↑	4.1	8 th Upper Middle
THS/012b: The percentage of non-principal (B) roads that are in overall poor condition	PAM	8.6	N/A	6.0	↑	5	17 th Lower
THS/012c: Percentage of non-principal (C) roads that are in overall poor condition	PAM	26.7	N/A	27.1	↓	17.2	22 nd Lower
Public protection					0 declined 0 Stayed the same 1 Improved		0 Upper 1 Upper middle 0 Lower Middle 0 Lower
(PPN/009) The percentage of food establishments which are 'broadly compliant' with food hygiene standards	PAM	90.28	N/A	94.69	↑	94.19	9 th Upper Middle
Human Resources					0 declined 0 Stayed the same 0 Improved 1 N/A		1 Upper 0 Upper middle 0 Lower Middle 0 Lower
(CHR/002): The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	PAM	N/A	8	7.4	N/A	9.9	2 nd Upper

Scrutiny arrangements

- During 2014/15 a dedicated project has been launched under the Organisation and Partnership Development programme of the One Powys Plan to develop and establish a sustainable approach to scrutinising the LSB and its members. A Scrutiny Development session was held involving members of the LSB, Transformation Board and the council's scrutiny joint chairs group to review current approaches & 'best practice' in multi-agency scrutiny and to consider

establishing an independent LSB Scrutiny arrangement. As a result it has been agreed to set up a multi-agency scrutiny group with representatives from all LSB partners. In the interim work of the Local Service Board has been regularly evaluated by the council's Joint Chairs and Vice Chairs Steering Group.

DRAFT

Listening to you

Since publishing our One Powys Plan 2014-17, we have continued to build a dialogue and engage with Powys citizens in a number of ways to ensure services are delivered in a way that meets their needs.

As individual organisations we engage regularly with citizens to help improve services. At present we work together as partners to coordinate consultation activities or share learning. We recognise that we can do more to develop a joined up approach and therefore we will look to strengthen consultation and engagement during 2015 - 2016.

Outlined below is an account of each LSB organisations engagement activity during 2014-15:

Powys County Council

- **Community delivery / budget consultations:** During September and October 2014, Powys County Council and Powys teaching Health Board, with the support of Powys Association of Voluntary Organisations, engaged with local communities across Powys to discuss three key issues:
 - the council's financial position, ideas for possible savings and views on key services
 - the potential of community delivery and any concerns around this approach
 - proposed changes to the eligibility criteria for adult social care

Overall, feedback from communities revealed that they would be willing to take on the management and delivery of some of the services that the council may no longer be able to provide but to do so some key issues would need to be addressed, such as demystifying what is involved in running a service and providing support around the legal, financial, health and safety and compliance aspects of running a service.

Knowing that savings to the tune of £70 M have to be made by the council by the end of the decade the services which people feel are most crucial for their community are:

- Education / Schools
- Adult Social Care including care in the community
- Children's Services / Child Protection

Following on from these events Powys County Council firmed up some final proposals for this coming year's budget. A number reflect the views given by citizens and aim to reduce what we spend without drastically effecting the provision of a service valued by residents. In January 2015, the council launched an online survey asking citizens to give their views on the key proposals before the council set its budget.

- **Citizen Panel:** During January and February 2015 we asked members of Powys County Council's Citizens' Panel for their views on our current improvement priorities as set out in the One Powys Plan 2014-17 and what they think is most important to help tackle poverty. 275 members responded either through an online or paper survey. The results of the survey showed that the majority of citizens agree that our current set of priorities are still the most important ones to focus on and as a result we reaffirmed our existing priorities for 2015/16 in the One Powys Plan Update 2015.
- **Public Transport:** Powys bus users were asked to comment on two options being put forward to reduce the cost of public transport by £500,000. Both options meant a reduction in the number of bus services on offer in the county but aimed to sustain key routes and ensure residents get the most equitable service from the budget available. To aid and inform the options to be put forward the transport manager and an engagement officer met with representatives from the Powys Youth Forum, the Older People's Forum, Disability Powys, Brecon U3A and Powys People First. The wider consultation exercise ran for just under a month and comprised of an online /paper survey which people could access via the council's website or via their local library, a series of six drop in events, attendance at some public meetings organised by local councillors. In total well over a thousand people responded to the consultation. The consultation provided the council with a whole wealth of data and insights into the public's view and use of the current public transport service in the county. Respondents on the whole recognised the challenge the council faces in having to make savings year on year, but a large number felt there were alternatives to both options.
- **Local Development Plan:** As part of the process of preparing the Powys Local Development Plan (LDP) (2011-2026), the Council consulted on Deposit Local Development Plan (LDP) documents. 670 comments or representations were received. Welsh Government advised the Council that further supporting evidence should have been available to support the LDP at the time of the deposit consultation. Without this in place, they advised that there may be a risk that the LDP might be found unsound at examination or additional work would be required at that point. Having discussed and considered Welsh Government's comments, the Council decided to repeat the consultation in 2015. Upon adoption, the LDP will replace the current [Unitary Development Plan](#) and form the basis for decisions on land use planning for the County of Powys (excluding the Brecon Beacons National Park).
- **Learning Disabilities Joint Commissioning Strategy:** Workshops were held with a mix of stakeholders to capture initial views around what the strategy should focus on and views captured helped shape the first draft of the strategy. A Second round of consultation was undertaken to check and validate the priorities which had been identified in the draft strategy against views that had already been given. Service users, family members and respondent to the online survey said: *"I think the plan is very good and if all it says really does happen it can only make a positive difference to lives of people with learning disabilities."*
- **Digital Stories:** We have engaged with a number of individuals and individual communities to listen to and share their views and experiences of services delivered as part of the One Powys Plan. Their feedback have been used to create a series of digital stories which can be seen on the One Powys Plan website.
- **Physical Disability and Sensory Loss Engagement Forum:** We set this forum up in 2014 to bring challenge, share expertise and engage in a partnership approach in the design and development of health and adult care services that affect people with a physical disability or sensory loss. Services users have received some specific training via PAVO (Powys Association of Voluntary Organisations) on chairing skills and confidence building. The group have provided constructive feedback around the training needs of professionals around the issues they face and this has helped the health board and council to consider this more fully and develop relevant training including a level 5 diploma course.
- **Engagement with Children and Young People:**

- This year has seen the introduction of our Junior Corporate Parenting Group. The group gives looked after children in care and care leavers a chance to have their say about issues that matter to them and report these to the council's senior corporate parenting group.
- Work to complete the CYP Participation strategy for 2014 – 2017 has been compromised by the uncertainty created through the loss of the National Youth Assembly for Wales – Funky Dragon. This has impacted on the local strategy as it is not clear how local governance arrangements for the 'Children's Voice' can connect with the Welsh Government or the National Assembly for Wales. Despite this, we have started to develop our strategy and will continue to do so into 2015/16.
- Our Youth Forum has held 5 residential during the year and participants have been consulted on a range of issues and have researched and presented their own issues to key decision makers in order to inform future priorities. Some of the issues they have been involved in during 2014/15 include; E-books, School councils, Welsh language in education, Mental health training for young people and Public transport changes.
- One Youth Forum member commented: *"You'll be surprised how much the skills you learn from being with the forum affect your life :) the skills I learnt from the time I spent with the forum has got me everywhere in life, from getting into uni, getting a promotion in work last week and being a big leader in festival planning! It opens much more doors as well as being able to meet some amazing people."*
- We have continued to involve young people's interview panels in the appointment of appropriate posts within Children's Services.
- Following an inspection from trained Young Inspectors, our 16+ Team has achieved the Participation Standards Kitemark.
- We have started to develop a young commissioners' programme with our Youth Forum to involve our young people in our commissioning process to ensure that their views inform our decisions.
- On average over 80% of our over 5 looked after children participate in their reviews in one form or another, via consultation booklet, via advocate, or in person either via attendance at reviews or face to face meeting with the Independent Reviewing Offices.
- Our Junior Corporate Parenting Board (Young People's Division, Let's Hear Our Voice) which made up of 15 young people who are either looked after or care leavers has been meeting quarterly since April 2014 and the group has also been involved in the ACRF challenge process in order to capture their views.

Powys teaching Health Board

The Health Board aims to engage across the communities of Powys with our patients, carers, partners, public and staff to inform the delivery and commissioning of healthcare services.

Over the last year the Health Board worked with Powys County Council to engage around key issues in relation to community delivery and budget consultations. Further joint working took place on the public consultation around improving mental health services in the county which has contributed significantly to the ongoing work to return the direct management of adult mental health service to the health board.

There are multiple ongoing strategic change programmes underway around our borders and in 2014 the THB has been part of an engagement process with Powys residents in respect of the proposed future change and transformation of health services across the health systems in which we operate.

These include:

- Future Fit – The change programme for future services in Shrewsbury and Telford NHS Trust;
- South Wales Programme – engagement on the roll out of the outcomes of the consultation on service change in South Wales through the Acute Care Alliances;
- Mid-Wales Healthcare Collaborative following the publication of the Mid-Wales Study by the Welsh Institute of Health and Social Care.

Locally we have also been engaging with the public and service users through patient forums and engagement events around service developments and community hospital site developments such as the Bronllys health and wellbeing park and condition specific services.

Dyfed Powys Police and Crime Commissioner

We ran three community engagement events in Powys in 2014/15. The Commissioner's "Your Voice" days were held in:

- Welshpool
- Hay on Wye
- Presteigne and Knighton

The purpose of the events is to listen to individual/community concerns. Issues raised have included ASB, speeding, rural crime, community policing as well as specific complaints/concerns in respect of policing. To find out more about what people said and what response was given, you can visit the Dyfed Powys Police and Crime Commissioners website and click on the 'Listening to you' link. <http://www.dyfedpowys-pcc.org.uk/>

A number of online surveys and polls were also conducted to capture views on issues including Council tax precept, drink driving, rural crime and police mergers. To find out the results of these surveys, you can visit the Dyfed Powys Police and Crime Commissioners website and click on the 'Listening to you' link. <http://www.dyfedpowys-pcc.org.uk/>

Dyfed Powys Police

A significant amount of engagement has taken place with communities in Powys over the last year and this has included engagement at the Royal Welsh Show, National Eisteddfod and the Hay Festival to name a few. In addition Powys has a confidence and equality group which meets regularly to consider specific engagement with minority and hard to access groups. The group is made up of a wide cross section of community members and they have acted as a conduit for engagement across Powys.

All the Powys Neighbourhood Teams are active on twitter and have established bespoke local accounts for engagement with their communities. Engagement on here has included local priority identification and pact meetings.

Individual Police Stations across Powys also regularly hold community Surgeries in their local area to allow for greater engagement and give the community the opportunity to meet their local Neighbourhood Policing team.

Powys Association of Voluntary Organisations

- **Community delivery / budget consultations:** During September and October 2014, PAVO supported Powys County Council and Powys teaching Health Board, to engage with local communities across Powys to discuss three key issues:
 - the council's financial position, ideas for possible savings and views on key services
 - the potential of community delivery and any concerns around this approach
 - proposed changes to the eligibility criteria for adult social care

Following on from the community delivered services element of this activity PAVO delivered a series of events about Community Delivered services in January 2015. These were targeted at Town and Community councils, and provided access to a range of information and support services, as well as gathered the views experiences and needs of those organisations either considering or already engaged in the community delivery of services. This information was shared with Statutory Partners to help inform collective planning activity to support these initiatives.

- **Third Sector Voice:** PAVO works with, supports and helps articulate the views experiences and needs of community groups, voluntary organisations and of their services users on a wide range of issues affecting them.

This work includes facilitating, preparing and submitting responses to public sector consultations and engagement activity and during 2014/15 there were 101 different activities of this kind undertaken by PAVO. This role also involves PAVO articulating these views, needs and experiences through Powys' partnership bodies and in other interactions with public sector bodies. This was done on 202 occasions during 2014/15.

During the year 603 citizens participated in engagement and/or participation activities delivered by PAVO and its projects. The range of issues upon which we engaged organisations and citizens was very broad and examples include:

- Proposals for changes to Eligibility Criteria for Adult Social Services
- 'Future Fit' reconfiguration of Shropshire Hospital Services affecting North Powys
- Early Years, Childcare, Playwork Workforce 10 year strategy
- Community Health Councils Amendment Regulations and Establishment Order
- Draft implementation codes for Social Care and Well-being Act
- Wales Audit Office inspection of PCC Adult Social Care

During 2014/15 PAVO undertook a digital 'stories' activity with a range of Community Transport service users to capture evidence about the value and impact of these services to their users. This evidence will be used to help inform future planning discussions in this field, as well as providing useful evidence to support wider discussions around the value of Community Transport and future project development.

- **Community Voice Project:** This Big Lottery funded PAVO project aims to empower citizens receiving a range of different Community and voluntary organisations to have a greater influence on the design and delivery of statutory services in Powys. As a result of the project, during 2014/15:
 - 402 people reported feeling more independent as a result of the project
 - 439 people reported that they feel they have influenced the design, planning or delivery of service
 - 424 people who reported an increase in the mechanisms available to ensure their voice is heard
 - 154 people reported an increase in the quality of services they use
 - 638 people who feel supported within their community as a result of the project
 - 49 service provider agencies have engaged with the project and incorporated the community's views into their service delivery

An example of how the project can work to develop and influence the way in which citizens can have their voices heard was work undertaken with the Office of the Commissioner for older people, explaining the work of the Good Neighbour project and Neuro Voice in particular and highlighting the difficulties faced by older people in Powys. This was acknowledged by the Commissioner when she wrote on her blog and arranged for a Community Transport Manager to attend a meeting with service users to discuss issues with transport that individuals were experiencing to ensure that these problems were taken into account in future decisions on transport in Powys.

We are committed to having an ongoing conversation with citizens and welcome any views you may have. For details of how you can get involved, please see page 67.

Listening to our regulators

Powys LSB partners are answerable to a number of external regulatory bodies, who perform inspections on our services. We have embraced the findings of these inspections and will work in partnership with our regulators to put actions in place to deliver the required service improvements. Since our One Powys Plan 2014-17 was published we have received the following feedback from our regulators during 2014-15.

Powys County Council:

Wales Audit Office - Annual Improvement Report 2014-15 (ref: 433A2015)

The Council has strengthened its governance arrangements and is making progress in its priority areas, but faces significant challenges in commissioning and providing its adult social care services.

Use of Resources

- *The Council has generally robust financial management arrangements, and it is further developing them to ensure they remain fit for purpose in the increasingly challenging financial climate.*
- *The Council has committed most of Discretionary Housing Payments but because of weaknesses in its management and monitoring of funds, it is not clear if those in the greatest need are receiving help.*

Governance

- *The Council has undertaken a robust approach to strengthening its financial scrutiny and is well placed to drive improvement in relation to its medium-term financial planning.*
- *The governance, accountability and management arrangements for safeguarding responsibilities to children are mostly adequate but some improvements could be made.*
- *The Powys ICT partnership has improved service resilience and reduced IT risk, and section 33 arrangements provide a good basis for integrated working.*
- *The Council has embedded a coaching approach to help address capacity and capability issues.*

Performance

- *The Council is facing significant challenges in the shaping and remodelling of its current and future social care provision and the robustness of its contracting and commissioning function (CSSIW).*
- *The Council is delivering environmental health services at the required standard, but will find it a challenge to take on new statutory duties that protect the public and the environment.*
- *The Council has identified the Welsh-language needs of its citizens and its workforce and is integrating this information into the way it provides services (Welsh Language Commissioner).*

Improvement Planning and Reporting Audits

- *The Auditor General issued audit certificates stating that the Council had discharged its duties under the Local Government (Wales) Measure 2009.*

Proposals for Improvement

1. *Review its working practices against the recommendations in the Auditor General's 2014-15 Local Government Reports and implement improvements where appropriate*
2. *Extend its financial monitoring arrangements to include service performance data to ensure that expected service standards are not being compromised at the expense of securing financial savings.*
3. *Ensure appropriate and timely action is taken to manage risks and under performance in relation to safeguarding and ensure elected members are informed of risk management arrangements, and progress in addressing safeguarding risks is included in future scrutiny work.*
4. *Improve the work of the Council's Scrutiny Committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements*
5. *Ensure all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding*
6. *Identify and agree an appropriate internal audit programme of work for safeguarding*

Wales Audit Office - Annual Improvement Report 2013-14 (ref: 405A2014)

We found that, during 2013-14, the Council's planning for improvement and its arrangements to support improvement are sound in most respects. We came to this conclusion because the Council:

- *has discharged its statutory improvement planning duties under the Local Government (Wales) Measure 2009 (the Measure) and is taking action to strengthen its arrangements to monitor and report progress against its improvement objectives;*
- *is making good progress in implementing recommendations made by its regulators although more robust arrangements are needed to ensure that such recommendations, and those arising from internal audit and scrutiny, are collated and explicitly monitored in managing and delivering improvement; and*
- *continues to manage its financial position robustly and responsibly and is developing plans to address the significant financial challenge it faces over the medium term*

Taking the above into account, the Auditor General believes that the Council is likely to make arrangements to secure continuous improvement for 2014-15.

To find out more you can visit the Wales Audit Office Website – <http://www.wao.gov.uk>

Care and Social Services Inspectorate Wales

The council is facing significant budget reductions, this together with the implementation of the Social Services and Wellbeing (Wales) Act 2014 and an ambitious service improvement agenda will present significant challenge, especially in the context of service delivery and modernisation in adult social care.

The council submitted its statement of intent for the delivery of integrated health and social care services for older people with complex needs to the Welsh Government in March 2014. This provides an assessment of current arrangements and sets out the position for the delivery of integrated services and a series of commitments for building on these in the future.

The council has progressed the development of its county wide reablement service, to the extent that it is now fully operational within a large part of the county.

A real challenge for the council this year has been the re-tendering of its domiciliary care provision. The negative impact of this on a large number of vulnerable adults in the community has been significant.

(Annual Review and Evaluation of Performance 2013/14)

To find out more you can visit their website - <http://cssiw.org.uk/>

Institute of Public Care (IPC): Independent Review of the Implementation of the Commissioning Exercise for Domiciliary Care in Powys:

The review was instigated following feedback from service users directly affected by changes; the experience for some service users, particularly in the north of the county, had been very difficult and unacceptable and we deeply regret that this was the case. The Council had also received feedback from a number of different sources on behalf of service users. The review's findings highlight the complex nature of providing care services in a rural area the size of Powys, a service that is essential for supporting vulnerable citizens to remain in their own home and communities. The IPC review offered 8 recommendations.

To find out more you can visit their website: <http://ipc.brookes.ac.uk/index.html>

Estyn:

Extract from the Estyn letter considered by cabinet on the 1st July 2014.

- *Powys County Council is judged to have made sufficient progress in relation to the recommendations following the inspection of February 2011 and the monitoring visit of October 2012. As a result, Her Majesty's Chief Inspector of Education and Training in Wales considers that the local authority is no longer in need of significant improvement and is removing it from further follow-up activity*
- *Next Steps: The authority should continue to work to improve its provision for pupils with additional learning needs. Your link inspectors will continue their work with the authority, in their normal link role.*

(Estyn letter – 1st July 2014)

To find out more you can visit their website - <http://www.estyn.gov.uk/>

Powys teaching Health Board:

Wales Audit Office:

Wales Audit Office work is divided into two areas:

- audit of the financial statements and provide an opinion thereon;
- forming an assessment of the Health Board's use of resources and performance work.

The Wales Audit Office reviewed the Health Board's arrangements for securing efficiency, effectiveness and economy in the use of its resources, undertaking a Structured Assessment which examined the robustness of the Health Board's financial management arrangements, the adequacy of its governance and change management arrangements. Wales Audit Office undertook performance audit reviews on specific areas of service delivery. For 2014, Wales Audit Office concluded that:

- The necessary changes to the Health Board's governance arrangements are not yet embedded or fully effective
- The Health Board's capacity to drive change at the required pace is exacerbated by the impending departure of the Chief Executive
- Performance audit work identified opportunities to secure better use of resources in a number of areas

The Wales Audit Office undertook an audit of the Annual Accounts 2014/15 and reported to the Audit Committee that the financial statements gave a true and fair view of the state of affairs of the tHB as at 31st March 2015 and of its net operating costs, its recognised gains and losses and cash flows for the year then ended; and that they had been properly prepared in accordance with the National Health Service (Wales) Act 2006 and directions made there under by Welsh Ministers.

The Wales Audit Office concluded within its Audit of Financial Statements that for 2014/15 the Auditor General for Wales had issued an unqualified opinion on the financial statements of the Health Board, although in doing so brought several issues to the attention of officers, the Audit Committee and the Board. Consequently, a substantive report was placed on the Health Board's financial statements alongside the audit opinion. This report outlined that the tHB had not achieved its statutory requirement of an approved Integrated Medium Term Plan, although acknowledges that approval has been secured in 2015/16.

Healthcare Inspectorate Wales

Healthcare Inspectorate Wales (HIW) is the lead independent inspectorate for healthcare in Wales. Its purpose is to provide independent and objective assurance on the quality, safety and effectiveness of healthcare services making recommendations to healthcare organisations to promote improvements.

During 2014-15 HIW focussed its inspection programme to create broad coverage across the NHS by type of setting and speciality. During the year HIW has conducted 21 visits within Powys Teaching Health Board, these included 6 Dignity and Essential Care Inspections (DECI), 8 dental inspections, 4 GP inspections and 3 other types of visits (1 Laser, 1 Mental Health Act and 1 Mental Health Unit).

All reports can be found on the Healthcare Inspectorate website: www.hiw.org.uk

Dyfed Powys Police:

Her Majesty's Inspectorate of Constabulary (HMIC):

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing across activity from neighbourhood teams to serious crime and the fight against terrorism – in the public interest.

During 2014 -15 HMIC conducted a number of inspections into Dyfed Powys Police's operations, to provide authoritative information and evidence which is used to drive improvements in the service to the public. Key inspections included:

- **Core business: An inspection of crime prevention, police attendance and use of police time** - how well forces are preventing crime and anti-social behaviour; how forces respond to reports of crime, including investigating crime and bringing offenders to justice; and how well forces are freeing up the time of their staff so they can focus on core policing functions.
- **National Child Protection** - The aims of the inspection programme are to assess how effectively police forces safeguard children at risk.
- **Crime Data Integrity** - Inspection to assess whether there are systems and processes in place to ensure that; crime is correctly recorded in accordance with Home Office Crime Recording Standards.
- **Valuing the Police phase 4 (VtP4)** - how well the force is achieving value for money

To find out more about the findings of these and other inspections you can visit the HMIC website - <http://www.hmic.gov.uk/dyfed-powys/>

Powys Association of Voluntary Organisations:

As a non-statutory body PAVO is not subject to external regulation. However, the organisation is committed to continuous quality improvement, is regularly subject to external audit and evaluation and was the first in Wales to attain the PQASSO quality mark at Level 2.

- **Mindful Employer**
Following the review of PAVO's progress as a Mindful Employer, your charter membership (for employers who are positive about mental health) has been renewed for a further two years.
(Review 13th January 2015)
- **Investors in Volunteers**
The Investing in Volunteers UK Quality Assurance Panel met on 27th January 2015. I am delighted to tell you that your award was confirmed and will be valid for three years from that date.
- **Powys Befrienders**

A comprehensive administrative foundation of policies and procedures together with all the working documents facilitates consistency of service delivery and supports best practice. The project is working towards a quality mark in befriending, through Befriending Network Scotland, with the aim of providing confidence in the service to commissioners and future funders.

(Interim evaluation report December 2014)

The Charities Evaluation Service (CES):

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

DRAFT

Finding out more

For more information on each of our One Powys Plan programmes, you can visit our website at www.powys.gov.uk/onepowys. Here you will find news bulletins and short films which aim to show you the difference our plan is making.

For more information on Powys Local Service Board partners, please visit our websites:

- Powys County Council - www.powys.gov.uk
- Powys teaching Health Board - www.powysthb.wales.nhs.uk/
- Dyfed Powys Police - www.dyfed-powys.police.uk
- Dyfed Powys Police and Crime Commissioner - <http://www.dyfedpowys-pcc.org.uk/en/>
- Powys Association of Voluntary Organisations - www.pavo.org.uk
- Welsh Government – <http://wales.gov.uk/?lang=en>

Having your say

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

You could:

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

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

Contacting us

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