

Cabinet

Period: Quarter 4 (2017/18)

**Part A: Cabinet**

**1. CIP Overview**

<b>Corporate Improvement Plan</b>	<b>Status (BRAG)</b>	
<p>This report provides 2017/18 quarter 4 (and final) update against the Corporate Improvement Plan (CIP) 2016-20 which is based on the previous administration's priorities.</p> <p>There are a number of items identified as critical and that require attention, each of which are set out in section one of this report; identified under the respective CIP priority. Other items of importance are brought to the attention of Officers and Members under section four of this report.</p> <p>* It should be noted that as agreed by SOB at quarter 2 reporting against the Adults and Childrens Improvement Plans will commence formally titled 'Social Services Improvement' replacing the priority for Supporting People to live fulfilled lives. Other priorities will remain for the duration of 2017/18, however, it is also suggested that an additional priority for 'Corporate Leadership and Governance Plan /making it happen will also commence rather than awaiting the new financial year. The plans used are as follows;</p> <ul style="list-style-type: none"><li>• Corporate Leadership and Governance Plan (as at 09/04/2018)</li><li>• Childrens Improvement Plan (as at 30/04/2018)</li><li>• Adults Improvement Plan (as at 29/05/2018)</li></ul>		
<b>Priority: Developing the economy</b>	<b>Status (BRAG)</b>	
<p>The Economy programme is showing increasing pace around mobilisation. Initial officer and cabinet meetings have been held with Ceredigion to progress the potential of the Mid Wales growth deal. To support the process meetings have been held with WG to establish an outline approach using the mid wales footprint. Planning has been carried out for a series of Powys business breakfasts network events to be held April and May 2018. The events will have significant Cabinet presence. The quarter also saw the finalisation of the LDP for agreement by Council in April 2018.</p> <p>The Cabinet has shown significant interest in the level of expenditure by the Council with Powys based businesses. This has been termed the 'Powys Pound' and the commercial services team have been gathering data as well as running events to support local SMEs bid for council contracts.</p>		

Priority: Learning	Status (BRAG)	
<p>Education Service has embarked on an improvement programme in order to address areas identified as a priority focus (ie the quality of teaching and learning/leadership within schools and provision for our more vulnerable pupils). Further capacity has been allocated to both School Improvement and the ALN teams in order to meet those challenges/provide the necessary support and challenge to schools, along with a greater focus on cross-team working (including finance and HR). Greater emphasis has also been placed on ensuring we deliver our statutory powers in terms of holding schools to account for their financial management of school budgets, support and challenge for governing bodies and holding schools to account via School Improvement Boards.</p>		

Priority: Services delivered for less & CLGP	Status (BRAG)	
<p>Services delivered for less and the CLGP is now within the Making it Happen programme, the programme has five key themes including; Workforce, Communications and engagement, corporate support services remodelling, front line service re-design and agile. This change formally took effect from May 2018 when the MIH board was constituted. During Q4 a number of customer facing processes have gone 'live' via our new website realising benefits from a customer and efficiency perspective. In addition a set of council wide transformation principles have been agreed and a consistent approach and methodology to change implemented.</p>		

Priority: Social Services Improvement	Status (BRAG)	
<p>2017/18 has been a challenging year for both Children and Adult Services. Performance has shown some improvement in relation to those people independent following a period of reablement, those supported with technology and in the March 2018 some signs of improvement in relation to statutory visits and safe guarding. In 2018/19 this performance needs to be improved further and sustained and this will involve a clear end to end business process to enable staff to discharge their professional duties.</p>		

Corporate Measures	Status (BRAG)	
<p>The sickness level across the authority was below target however this is not consistent by directorate. Further work is underway to look at recording issues to ensure that the data is robust.</p> <p>The councils overall financial position saw an underspend at the end of Q4 meaning that there was a contribution made to reserves to assist financial resilience going forward. However the Council remains at a relatively low level in terms of budget savings delivered within year. This is disappointing and would have caused an issue if significant underspends in other areas as well as additional funding from WG had not been received.</p> <p>The low level of IPRs undertaken has led to a discussion at EMT about the process being followed and consequently there will be a revision in the approach in 2018-19 to ensure the approach is proportionate and more user friendly.</p>		

## Part B: Management Team

### 2. Achievements (potential communication stories)

Priority: Developing the economy	Lead Officer	David Powell
<p><b>Economy:</b></p> <ol style="list-style-type: none"> <li>1. Powys &amp; Ceredigion County Councils partnership agreement for Growing Mid Wales drafted. Aecom appointed, on behalf of the partnership, to develop a regional economic action plan and programme to drive economic growth.</li> <li>2. Initial £150,000 secured from Welsh Government Communities for Work Plus programme to support people into employment.</li> <li>3. Transport grants of £1.5m for 18/19 agreed and additional capital of £2.5 m for investment in the highway network.</li> </ol>		
Priority: Learning	Lead Officer	Ian Budd
<p><b>21<sup>st</sup> Century School Programme</b> - The first round of the authority's 21st Century Schools Programme, an £80m joint initiative between the local authority and the Welsh Government, had a number of projects in development:</p> <ul style="list-style-type: none"> <li>• Gwernyfed primary schools - Following a reconfiguration of primary education in the Gwernyfed catchment, the Council has invested in five new primary schools in this area of Powys. The schools have an innovative 'street' space that provides a flexible area for teaching and learning</li> <li>• Brecon high school - Construction has now started on the new 750 place secondary school, to replace the current school which is a very poor condition. The school is expected to open in 2019 and will provide bilingual education for 11—18 year olds in the area</li> <li>• Gwernyfed high school - The authority is working on remodelling of Gwernyfed High School, with plans to develop a new teaching and learning block, a new sports hall and refurbish some of the current teaching blocks. The design process is now underway</li> <li>• Ysgol Calon Cymru - Llandrindod High School and Builth Wells High School are merging to become a new school on two sites in September 2018, and the Senior Leadership Team has been appointed</li> <li>• Ysgol Bro Hyddgen, Machynlleth - Ysgol Bro Hyddgen was established as the authority's first all-through school in 2014. The next stage of the project will see the construction of a flagship 21<sup>st</sup> Century School building that will, for the first time, bring the primary and secondary campuses on the same site with brand new sporting and community facilities. The new school will be the first Passivhaus accredited all-through school in Wales and in the UK. Work is expected to start on site in 2019 with the school due to open by September 2020</li> <li>• Welshpool - Following the successful reorganization of primary education in Welshpool, we are now looking forward to stage 2 of the project, which is the construction of two new primary schools. Welshpool CiW Primary School will be a 360 place English medium school and Ysgol Gymraeg y Trallwng will be a 150 place Welsh medium school. <i>CADW has confirmed that the Howell Drive site (previously Ysgol Maesydre) is now a listed building and we are working on a new design for which includes the listed building. Both schools are expected to open in September 2019 and 2020 respectively.</i></li> </ul>		

- Ffwederasiwn Carno, Llanbrynmair and Glantwymyn - This formal federation of schools will see an investment in a new school building in Carno, to replace the current demountable , and remodelling at Ysgol Glantwymyn

**Increased early years pre-school education infrastructure** – Following a commissioning process there are now 80 early years providers across Powys providing early learning provision for three and four year olds. With the re-commissioning of Early Years provision the local authority has identified a need for focus of training for early years settings both maintained and non-maintained. The local authority is restructuring its support for Early Years/ Foundation Phase to ensure a seamless transition from Flying Start to Early Years to school to ensure appropriate capacity and expertise.

**New apprenticeship scheme launched** – The new scheme offers new employment opportunities for young people to help them into work. The council has for a number of years offered fixed-term apprenticeships and now it has launched a new career-graded apprenticeship. It is believed that that Powys is the first council in Wales to offer this. A career-graded apprenticeship is set over an agreed period with proportional pay. On completion of the apprenticeship, individuals take up a permanent position on full-pay. This contrasts with fixed-term apprenticeships which are offered for a specific time period but with no guarantee that suitable permanent employment will be offered.

**Support for graduates** - In partnership with Powys teaching Health Board we have participated in a graduate Scheme run by Cwm Taf Health Board and during 2017-18 five graduates have been on placement within the council and health board offering them good work experience opportunities as well as attracting high quality graduates into public services. This graduate scheme is being ended by Cwm Taf Health Board in November 2018. However, the council have drafted a graduate framework in conjunction with the University of South Wales, to include models that can be adopted by service areas on opportunities for employing/recruiting graduates. Work is currently ongoing to promote and raise awareness of this framework for all council services.

**Careers festival** - Around 3,500 young people from all over Powys visited the second Powys Careers Festival at Builth Wells. Students from high schools, special schools and further education campuses visited the 2018 festival which was organised by the Positive Pathways Powys Group, where they had the opportunity to talk to more than 110 exhibitors. As well as Powys students, this year the festival also welcomed some 40 students from Ysgol Henry Richard in Tregaron, Ceredigion.

**Extended our use of social media to promote employment opportunities** - We have continued to promote opportunities for young people such as apprenticeship and training, through the Positive Pathways Powys facebook and twitter pages. All partners on the Positive Pathways Powys Multiagency group use this as a platform to promote employment opportunities for young people.

**Successfully reduced number of learners not in education, employment or training** - We have continued to monitor the percentage of Year 11 school leavers known not to be in education, employment or training (NEET) and in September 2017 the NEET figures were reduced to 0.9%. This is the lowest we've ever achieved and the second lowest in Wales after Ceredigion (0.8%). The Youth Service worked with the high schools and Careers Wales to identify those young people most at risk of becoming NEET following Year 11. Contact was made with these young people in summer 2017 and additional transition support was offered. Work over the late summer and autumn concentrated on Careers Wales and the Detached Youth Work team tracking young people into their post-16 provision.

Priority: Services delivered for less & CLGP	Lead Officer	Mark Evans
<p><b>Corporate Leadership and Governance Plan (as at 09/04/2018)</b></p> <ul style="list-style-type: none"> <li>• All leads and sponsors have updated priority areas, and evidence has been requested for all tasks which have passed their deadline</li> <li>• No change requests for deadline dates have been allowed, resulting in several areas reporting red actions</li> <li>• The Making it Happen Programme is now being led by the Programme Sponsor; Mark Evans, Acting Director of Resources, projects are being defined and project managers/leads identified. This plan remains as a Project in the overall Programme</li> <li>• The first Making it Happen Programme Board will take place on 10<sup>th</sup> May, with the Leader and Deputy Leader in attendance. All projects including this plan, report quarterly to this Board. Other projects being defined include Workforce; Communications and Engagement, and Agile.</li> </ul>		

Priority: Social Services Improvement	Lead Officer	Alison Bulman
<p><b>Children’s Services Improvement Plan (as at 30/04/2018)</b></p> <ol style="list-style-type: none"> <li>1. The Service is nearing compliance in terms of statutory performance.</li> <li>2. The development of the performance culture within the teams is showing positive impact across all the service. We hold twice weekly team manager performance meetings, WCCIS dashboards are in place for all teams and there is clear evidence that the use of the dashboards and the Insight Centre is translating through to the improved performance.</li> <li>3. We are having positive response from the judiciary when we are in care proceedings with evidence of increased confidence in our work.</li> </ol> <p><b>Adult Services Improvement Plan (as at 29/05/2018)</b></p> <ol style="list-style-type: none"> <li>1. <b>Front Door Decision Making/Safeguarding (Powys People Direct)</b> <ol style="list-style-type: none"> <li>a) Thresholding document (developed via Regional Safeguarding Board) has been launched for consultation, it is currently in final draft which will be ratified at the July Regional Safeguarding Board.               <ol style="list-style-type: none"> <li>i. Quality Assurance – see developments under section 4.</li> </ol> </li> <li>b) PPD project commenced (Front line senior manager has been released to undertake on a full time basis) looking at quick wins such as improving access, reducing abandon call rates and opportunities for Chanel Shift. Current rates of abandoned calls are reducing. For March 2018, 75% of calls were answered as opposed to 58% in January 2018. Future model work planned in including staff engagement process designed.</li> </ol> </li> </ol>		

- c) Contact Staff have been recruited. This includes a team leader.
- d) Professional Social Worker appointed to support decision making.
- e) Improved performance on the 7 day enquiry target - up to 98% for April.
- f) All business processes and checkpoint action owners are being mapped for dissemination to all team and adapted for public facing documents.
- g) Consider merging PLOG/A to maximise use of partner time and cross cutting akin to Pembrokeshire model.

## 2. Practice

- a) Supervision Policy updated and approved.
  - i. Policy launched and available on Intranet
  - ii. Mandatory training sessions have commenced (supervision, case file recording and WCCIS, with further mandatory training planned for safeguarding/MCA and BIA). Stats showing improvement in recording of supervisions being completed since February
  - iii. A mandate has been made to staff and managers in relation to the expectations of supervision
  - iv. New QA Manager has now taken up post to support themed audits on quality of supervision, safeguarding as per the QA programme.
  - v. Observations in practice mandated and resources are being made available to undertake these.
  - vi. Important progress has already been made including feedback from practitioners but more to do to ensure full compliance (including quality of supervision).
  - vii. Quality Assurance – see developments under section d.
  - viii. New accountability framework to be issued to all staff week commencing the 28<sup>th</sup> May
  
- b) ‘Focus on Practice’ discussions held with practitioners at the Staff Roadshows, consistent message in the 3 rounds of roadshows through our April and May session:-
  - i. Staff have been engaged on this agenda. We have received positive feedback given practitioners want to lead on practice changes
  - ii. Morale continues to be good within the service
  - iii. Additional capacity out to recruitment front line practitioners in train
    - CSO x 4.5
    - SW x 12
    - Assistant Day service Managers
    - OT

Discussions and actions are in progress to support and enable team managers and senior managers to have the capacity to focus on front line practice and developing practitioners. A Business Manager post has been appointed to support with corporate systems such as GDPR and Recruitment processes.

## 3. Organisational Development

- a) Leadership and management arrangements have been strengthened.

- i. Director of Social Services has been appointed.
- ii. All team managers posts filled on a permanent basis
- iii. Clear staffing establishment agreed and funded
- b) Training plan developed (SCDWP) and approved by Social Care Wales which is being implemented with a focus on embedding the principles and practice of the SSWB Act.
- c) Mandatory training on case supervision, case recording and WCCIS in train.
- d) Further outcomes focused training commissioned and delivered, alongside MCA and safeguarding/Dols including regional training via the Regional Safeguarding Board.

#### **4. Quality Assurance processes**

- a) QA Panel refreshed with new QA Manager appointed. A draft programme of themed audits scoped out across the year to include the quality of supervision and safeguarding.
- b) Clear feedback given to practitioners and supervisors to be discussed in supervision to ensure the feedback loop is closed.
- c) QA processes to be embedded in the WCCIS system to streamline the process.
- d) Celebrating success and good practice at team meetings to be a standard agenda item.
- e) WCCIS reporting system is now well established with live caseload monitoring and performance measures in place linking to Business Insight centre.
- f) Exercise underway to streamline with WCCIS business processes to support practice and re-train all staff.
- g) Performance dashboards are now available for staff and managers to view.

#### **5. Governance**

- a) Corporate Safeguarding Group has been established with high attendance of Cabinet Members and partners.
- b) Fortnightly meeting in place with the Executive Leader, Deputy Leader, Opposition Leaders, Portfolio Holder and officers to monitor, challenge and scrutinise improvements within the service.
- c) 'Improving Social Care' is a standing item on the weekly Executive Management Team meeting which is chaired by the Acting CEO.

#### **6. Reporting mechanisms**

- a) Updated reports are now available in the Powys Business Insight environment. However, more work is necessary and currently in process of refinement. A workshop will take place in June to redesign and clarify areas for reporting.
- b) Improvement team capacity in place.

#### **7. Financial Management**

- a) £1.4 million investment into adult services to be designated to recruit to operational posts (see above).

#### **8. Staffing**

- a) Recruitment campaign to be established building on the existing children's campaigns.



- b) Social workers: leavers in May 2018 - 1 individual.
- c) 531 headcount/ 399 FTE (Business Insight 18/5).
- d) 15 social workers provided by agency.

**9. Strategy**

- a) The new Health and Care Strategy forms the strategic vehicle for the detailed development of the re-invigorated Regional Partnership Board and single agency developments moving forward.
  - i. This work will be under the 'Live Well and Age Well' element of the strategy, the key elements of which are:
    - Focus on wellbeing
    - Early help and support
    - Tackling the Big 4 diseases that limit life
    - Joined up care
  - ii. Further detailed work is scheduled under the new established joint partnership groups. Following this a longer term financial plan can be established

### 3. Performance Summary

#### Performance at a Glance

##### Objectives / Activity

At the end of March 2018 (Q4)\*, 75% of planned work contained within the Corporate Improvement Plan (CIP) and supporting plans received a BRAG status of blue or green with 25% indicating amber or red. The table below indicates planned work status by CIP Priority.

For all Red RAG status objectives/activity a comment should be received. Where these are missing from the CIP tracker comments must be provided.

##### Priority Measures

Out of the 35 measures contained within the CIP only 32% met target. 57% were off target and 34% off target by more than 10%.

Priority	Activity	BRAG - B	BRAG - G	BRAG - A	BRAG - R	No Update received	Not Due	Measures	RAG - G	RAG - A	RAG - R	No Data
Developing the economy	32	4	23	5	0	0	0	10	7	0	1	2
Learning	37	11	12	13	1	0	0	13	1	8	4	0
Corporate Leadership and Governance Plan/Making it Happen & Services delivered for less	72	26	31	12	3	0	0	2				2
Social Care Improvement	100	22	52	11	15	0	0	10	3	0	7	0
Supporting People in the Community – Capital Projects	13	0	10	2	1	0	0	n/a				n/a
Total	254	63	128	43	20	0	0	35	11	8	12	4
Planned work	254	25%	50%	17%	8%	0%	n/a	n/a	32%	23%	34%	11%

## Corporate Measures

### Sickness Absence (days lost per FTE)

Powys Level	Good	Period	Welsh Av 1617	Actual 1617	Target 1718	Actual Performance (based on a 12 month rolling)				Trend (RAG)			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Powys Overall	Low	2017-18	10	9	9	8.73	8.99	9.14	9.35		↓	↓	↓
People				13.03	13.03	12.67	12.38	13.45	15.58		↑	↓	↓
Place				9.67	9.67	9.46	10.43	10.91	10.62		↓	↓	↑
Resources				7.29	7.29	7.1	6.84	7.35	8.64		↑	↓	↓
Schools				7.62	7.62	7.45	7.69	7.4	7.1		↓	↑	↑

\* Figures of 2.4 for CEO & Member Services and 9.22 for Workforce and Organisation need to be added to the above.

### Efficiency Savings to Plan

Powys Level	Good	Period	Welsh Av 1617	Actual 1617	Target 1718	Actual Performance (Total achieved to date)				Trend (RAG)			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Powys Overall	High	2017-18	n/a	£9.633m	£11.780m	£5.846m	£6.164m	£7.197m	£8.327m				
People					£3.333m	£1.171m	£1.313m	£1.807m	£2.231m				
Place					£3.532m	£1.823m	£1.985m	£2.525m	£3.230m				
Resources					£2.760m	£0.917m	£0.917m	£0.917m	£0.917m				
Schools					£1.865m	£1.658m	£1.658m	£1.658m	£1.658m				

\* A saving of £290k for Chief Executives needs to be added to the directorate breakdown above to get to the PPC overall figure of £8.327m saved.

To be more meaningful and to enable more constructive challenge this measure needs to be monitored against the projected profile of delivery and this will be introduced for 2018/19.

## Budget Variance

Powys Level	Good	Period	Welsh Av 1617	Actual 1617	Target 1718	Actual Performance (Total achieved to date)				Trend (RAG)			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Powys Overall	Low	2017-18	n/a	0.3%	+/-1%	(3%)	(3.8%)	(3%)	2%		↓	↑	↑
People						(5%)	(8.5%)	(9%)	(6%)		↓	↓	↑
Place						(2%)	0.1%	2%	5%		↑	↑	↑
Resources						1%	1.1%	1%	2%		↑	↓	↑
Schools						(2%)	(2.3%)	(2%)	0%		↓	↑	↑

\* An underspend of 12% against Budget Variance for Corporate Activities needs to be added to the directorate breakdown above to get to the PPC overall figures of 2% underspend. The embedded report provides the commentary to support this data.



Budget Monitoring  
Report as at 31st Mar

## IPR

Powys Level	Good	Period	Welsh Av 1617	Actual 1617	Target 1718	Actual Performance (Total achieved to date)				Trend (RAG)			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Powys Overall	High	2017-18	n/a	59%	70%	62%	Questionnaire not done due to change of recording system	15%	28%				↑
People					70%	Not available		20%	26%				↑
Place					70%	Not available		14%	18%				↑
Resources					70%	Not available		28%	53%				↑
Schools					70%	Not available		Not applicable	23%				

\* Figures of 95% for CEO & Member Services and 72% for Workforce and Organisation need to be added to the above.

## Corporate Measures

### Performance Challenge

#### **Corp Q401 - Sickness Absence (days lost per FTE)**

Targets were not met for People, Place and Resources Directorates

#### **What is being done in these directorates to improve sickness absence?**

Management Team remedial action:

Overall the sickness figures appear to be positive when compared nationally, however, there is concern that there may be a low level recording of sickness onto Trent in Schools. Consequently this brings the overall accumulative figure down for the Council and therefore potentially masks the true level of sickness. We also need to explore the timescales allowed for adding retrospective sickness absence onto the Trent system. Delays in entries have a direct effect on the ability to report true figures.

#### **Corp Q402 – IPR**

Targets have been missed for the whole organisation and all directorates

#### **What is being done to improve performance?**

Management Team remedial action:

IPR levels are still a concern, especially with front line services and quarterly requirements are felt to be excessive.

Executive Management Team agreed to revise the Corporate IPR Policy to move to annual appraisal and undertake at least one monthly meaningful conversation per employee.

## 4. Performance by Priority

### Priority: Developing the economy

Measure of Success	Good	Period	Welsh Av 1617	Actual 1617	PCC Target 1718	Actual Performance				Trend (RAG)			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Tourism spend	High	2017-18	Not applicable	729 million (stream 2015)	700m	Annual							
The survival rate of business in Powys	High	2017-18	Not applicable	Not available	90% (after 1 year)	Annual – not yet available (currently only 2015 data available: Source Office for National Stats)							
The number of businesses relocating to Powys	High	2017-18	Not applicable	4	4	Annual							
The percentage of population that are economically active	High	2017-18	Not applicable	80.4%	80.5%	Annual – not yet available (source: Office National Stats)							
Percentage of planning applications determined within 8 weeks or within agreed time	High	2017-18	Not applicable	93%	>75%	88%	95%	82%	87%		↑	↓	↑
Number of businesses has grown in strategic sectors: - Energy & Environment - Health & Life Sciences - Creative Industries - Tourism	High	2017-18	Not applicable	1290 300	1295 302	Annual – not yet available (2016 data only source: Office for National Stats)							

				850	855								
Achieve WHQS, no of elemental improvements carried out	High	2017-18	Not applicable	2649	2600	88	145	551	1172		↓	↑	↑
Number of apprenticeships, work experience placements and graduate placements	High	2017-18	Not applicable	Not available	>	No data supplied	No data supplied	No data supplied	35 APP 32 WE 1 GRAD				
Number of post 16 learners studying key AS and A2 subjects.	High	2017-18	Not applicable	939		Annual			1072				
The percentage of Year 11 leavers not in education, employment or training (NEET)	Low	2017-18	Not applicable	1.93%	<3%	Annual			0.9%				

### Performance Challenge (by analysing CIP Tracker and supporting documentation)

#### Objectives / Activity & Measures of Success

##### Critical

**REF EQ401** - Percentage of planning applications determined within 8 weeks or within agreed time

**Although the target for the year was met performance is still lower than the previous year and significantly lower than the 1<sup>st</sup> half of the year? Why is this and what is being done to rectify the situation?**

Management Team remedial action:

Due to the LDP not being adopted in Powys, higher than normal numbers of applications were received during this period. This coincided with a lack of resources caused by one resignation and maternity leave of Planning Officers. It should be noted that the service is still classed as 'Good' under the WG definitions and that the Planning performance was still above target. Enforcement activity was also focussed on which has resulted in a successful prosecution and several other investigations underway

**REF EQ402** - Achieve WHQS, no of elemental improvements carried out

**Missed the target by more than 50%. Although there was an extended timeframe for completion of WHQS from March to December 2018 is this target going to be met by then?**

Management Team remedial action:

The number of properties which have elements which don't achieve the WHQS will reduce far quicker now as surveys are undertaken in properties where we had little or no stock condition data and where programmes of work are being undertaken. The windows and door replacement programme and heating system replacement programmes are now getting up to speed following the recent award of the framework contractors and we are about to re-tender for the reroofing contract in the south of the county, following delays caused by a legal challenge.

**Important**

**REF EQ404** - Brecon Cultural Hub; as previously reported cost issues and delays remain.

**This has been AMBER for 3 quarters.**

**Risk**

**Corporate Risk**

Ref	Trend	Corporate Priority	Risk Identified	Risk Owner	Portfolio Holder
HS9	NEW	All	Heart of Wales Property Services (HoWPS)	Nigel Brinn	Cllr James Evans Cllr Phyl Davies



**Priority: Learning**

Measure of Success	Good	Period	Welsh Av 1516	Actual 1617	PCC Target 1718	Actual Performance				Trend (RAG)			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
The percentage of pupils eligible for free school meals attaining the Core Subject Indicator (CSI) at key stage 2	High	2017-18	77.1%	68.3%	78%	Annual							
The percentage of pupils eligible for free school meals attaining the CSI at key stage 3	High	2017-18	69.4%	71%	78%	Annual							
The percentage of pupils eligible for free school meals attaining the CSI at key stage 4	High	2017-18	35.6%	41.7%	42%	Annual							
% of pupils with additional learning needs achieving the CSI at key stage 2	High	2017-18	62.6%	65%	68%	Annual							
% of pupils with additional learning needs achieving the CSI at key stage 3	High	2017-18	58.9%	62.1%	69%	Annual							
% of pupils with additional learning needs achieving the CSI at key stage 4	High	2017-18	26.1%	24.8%	28%	Annual							
The number of permanent exclusions in primary schools (per 1,000 pupils)	Low	2017-18	n/a	0	0	Annual							
The number of permanent exclusions in secondary schools (per 1,000 pupils)	Low	2017-18	n/a	1.5	0.3	Annual							
Attendance levels at primary schools	High	2017-18	94.9%	96%	96.5%	Annual							
Attendance levels at secondary schools	High	2017-18	94.2%	95%	95.5%	Annual							

% of 15 year olds leaving full time education without a recognised qualification	Low	2017-18	n/a	0	0	Annual	0.156%				
% of schools inspected that were categorised as 'good' or better by Estyn for prospects for improvement	High	2017-18	n/a	59.4%	70%	Annual	62.4%				
% of schools inspected that were categorised as 'good' or better by Estyn for current performance	High	2017-18	n/a	63.5%	70%	Annual	57%				

### Performance Challenge (by analysing CIP Tracker and supporting documentation)

#### Objectives / Activity & Measures of Success

##### Critical

**REF Q4L01** – The number of permanent exclusions in secondary schools (per 1,000 pupils) – **target has been missed and RAG status is RED**

Management Team remedial action:

Scrutiny and Cabinet have considered the 2018 rigorous self-evaluation (SER) of education services, which provides analysis on performance challenges. Cabinet have commenced a fundamental Additional Learning Needs (ALN) and Inclusion Transformation Programme. Key elements of this work include improving workforce skills and provision for Behaviour, Emotional and Social Difficulties (BESD) within schools and school support services.

**REF Q4L10** – The percentage of 15 year olds leaving full time education without a recognised qualification - **target has been missed and RAG status is RED**

Management Team remedial action:

Scrutiny and Cabinet have considered the 2018 self-evaluation (SER) of education services. The Secondary Schools Strategy and specific work with schools causing concern will impact on this indicator. The Additional Learning Needs (ALN) and Inclusion Transformation Programme will also positively impact on this indicator in relation to vulnerable learners.

**REF Q4L11** – The percentage of schools inspected that were categorised as 'good' or better by Estyn for prospects for improvement - **target has been missed**

**REF Q4L12** – The percentage of schools inspected that were categorised as 'good' or better by Estyn for current performance - **target has been missed and RAG status is RED**

Management Team remedial action:

The target as set was unrealistic given the profile of school performance and governance/ leadership capacity. Scrutiny and Cabinet have considered the 2018 self-evaluation (SER) of education services and a revised improvement plan will be presented to members following the SER and the Estyn improvement conference of April 2018.

**REFQ4L09** - Reduce the number of schools with deficit budgets – **RED for Q3 and Q4**

Management Team remedial action:

Scrutiny and Cabinet have considered the 2018 self-evaluation (SER) of education services and a revised improvement plan will be presented to members following the SER and the Estyn improvement conference of April 2018. Schools are being supported to take action where needed to reduce staffing. Progress has also been analysed in the recent Estyn improvement conference, for which the outcome letter is being presented formally to Cabinet and Scrutiny.

### **Important**

**REF Q4L02** - Ensure that a high quality of education is accessible to all, affordable and sustainable with a focus on high quality leadership, teaching and learning. This includes the development and implementation of a school transformation policy which provides a vision and infrastructure for 21st century schooling for a bilingual future – **AMBER for Q3 and Q4**

**REF Q4L03** - Review and re-commission our early years education provision across the authority to ensure a sustainable network of high quality provision for all 3 plus ages in Powys - **AMBER for Q3 and Q4**

**REF Q4L05** – Review Educated Otherwise Than At School (EOTAS) provision including Pupil Referral units - **This was AMBER all year**

**REF Q4L06** - To implement the closure of Llandrindod High School and Builth Wells High School and the opening of one school across two sites - **AMBER for Q3 and Q4**

**REF Q4L07** - Implement the Welsh in Education Strategic Plan - **AMBER for Q3 and Q4**

**REF Q4L08** – Implement a revised Home to School Transport Policy - **This was AMBER all year**

**Risk**

**Corporate Risk**

No new Corporate Risks or ones that have had their risk rating increased

**Priority: Services delivered for less & CLGP/MIH**

Measure of Success	Good	Period	Welsh Av 1617	Actual 1617	PCC Target 1718	Actual Performance				Trend (RAG)			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Savings achieved through remodelling services	High	2017-18	Not applicable	N/A	No target set	No data	No data	No data	Available Mid July				
Customer Satisfaction with Council Services	High	2017-18	Not applicable	60% 2015-16	N/A	Annual			No survey undertaken				

**Performance Challenge (by analysing CIP Tracker and supporting documentation)**

**Objectives / Activity & Measures of Success**

**Critical**

**Corporate Leadership and Governance Plan (as at 09/04/2018)**

**REF CLGPQ401** - Priority Improvement Area G: Communications Strategy/Engagement – **This is RED for Q4. Assurance is sought that this Priority is on track?**  
 Management Team remedial action:

Cabinet/Management Team exercise due to take place 05/06/2018 to review gold, silver and bronze campaigns. Findings from this session will inform the communications and engagement plan to be completed by September. The draft plan will go to EMT/Cabinet 31<sup>st</sup> July 2018. Delays were due to action G1 (Comms review) not being completed in initial timescales due to inclement weather in March.

**Risk**

**Corporate Risk**

No new Corporate Risks or ones that have had their risk rating increased

**Priority: Social Services Improvement**

Childrens Measure of Success	Good	Period	Welsh Av 1617	Actual 1617	PCC Target 1718	Actual Performance				Trend (RAG)			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Measure 24 - The percentage of assessments completed for children within statutory timescales	High	2017-18	90.8%	95%	95%	53%	48%	77%	66% (cum)	↓	↓	↑	↑
						85% for Q4							
Measure 33 - % of children looked after on 31 March who have had three or more placements during the year (This measure is based on a rolling 12 month period and details all those looked children who have been in 3 or more placements during that year as a percentage of all the children looked after on the last day of the reporting period) Formerly SCC/004	Low	2017-18	9.8%	13.5%	6%	14%	13%	14%	13%	↓	↔	↔	↑
% of LAC Statutory Visits carried out within timescale	High	2017-18	Local measure	n/a	95%	72%	70%	73%	75% (cum)		↑	↓	↑
						82% for Q4							
% of CP Statutory Visits carried out within timescale	High	2017-18	Local measure	n/a	95%	74%	71%	70%	73%		↓	↑	↑
						76% for Q4							
% of operational staff who have had Case Supervision on a monthly basis	High	2017-18	Local measure	n/a	95%	4%	33%	60%	76%				

Adults	Good	Period	Welsh	Actual	PCC	Actual Performance				Trend (RAG)			
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Measure of Success			Av 1617	1617	Target 1718	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Measure 19: The number of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment decreases	Low	2017-18	2.8	8.13	7.5	2.83	1.67	3.28	10.49 (cum)	↑	↑	↓	↓
Volumes are currently high for care transfers also includes delays due to confirmation of funding and through service user choice													
Measure 20b: Following a period of reablement support, the number of clients requiring no ongoing support will increase	High	2017-18	72.3%	66.5%	70%	tbd	79.94%	78.87%	76.43%			↓	↓
The number of adult clients supported in their own home through assistive technology will increase	High	2017-18	n/a	New measure	380	113	89	98	412 (cum)	↑	↓	↑	↑
The Percentage of Carers identified offered an assessment	High	2017-18	n/a	93.87%	91%	96.77%	93.33%	83.78%	88.47% (cum)	↑	↓	↓	↑
The number of service users with learning disabilities receiving residential care or supported tenancies outside of Powys will reduce	Low	2017-18	n/a	n/a	Reduce	0	1	0	0		↓	↑	↔
Reduced by 1 for the year													

**Performance Challenge (by analysing CIP Tracker and supporting documentation)**

**Childrens Improvement Plan (as at 30/04/2018)**

**Critical**

**REF Q4CS01 – Already highlighted above the concern that the following 3 measures did not hit target;**

- % of LAC Statutory Visits carried out within timescale
- % of CP Statutory Visits carried out within timescale
- The percentage of assessments completed for children within statutory timescales

Management Team remedial action:

% of LAC Statutory Visits carried out within timescale - Performance for April 2018 is 92%. This is showing continued improvement.

% of CP Statutory Visits carried out within timescale - Performance for April 2018 is 87%. This is showing continued improvement.

The percentage of assessments completed for children within statutory timescales - Performance for April 2018 is 99%. This is showing continued improvement.

**REF Q4CS02 - % of operational staff who have had Case Supervision on a monthly basis – Although improvement shown during the year. Still below target**

Management Team remedial action:

Performance for April 2018 is 90%. This is showing continued improvement.

### **Important**

#### **Priority Improvement Area B - Case Management, Practice and Quality Assurance**

REF Q4CS03 - Clear protocols between Emergency Duty Team and PPD, to ensure cases are not lost between services. **This is RED for Q4. Assurance is sought that this outcome is on track?**

#### **Priority Improvement Area C – Workforce**

REF Q4CS04 - Ascertain current workforce and identify gaps and resource issues. **This is RED for Q4. Assurance is sought that this outcome is on track?**

REF Q4CS05 - All staff to have the required skills and knowledge to undertake their role effectively. **This is RED for Q4. Assurance is sought that this outcome is on track?**

#### **Priority Improvement Area D - Reshaping and Reforming Services**

REF Q4CS06 - Consistent support, training and guidance to foster carers to improve the quality and availability of placements. **This was AMBER for Q4 moving from RED. Assurance is sought that this outcome is on track?**

### **Adults Improvement Plan (as at 29/05/2018)**



## Critical

**REF Q4AS01 – Already highlighted above the concern that the following 2 measures did not hit target;**

- The number of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment decreases
- The Percentage of Carers identified offered an assessment

Management Team remedial action:

- The main reasons for individuals not being able to return home from hospital for social care reasons are individuals not able to access their residential care home of choice and the lack of domiciliary care availability. The limited access to assessments has been addressed and the recruitment of more social workers and occupational therapists from the increased staffing budget has enabled swifter assessment and support. Work is ongoing in trying to increase the capacity in the domiciliary care market by developing the in-house domiciliary care service in the north of the county and by enabling the in-house service to become the service of 'last resort' (i.e. pick up packages that private agencies are unwilling/unable to pick up). Recently completed work on residential care home fees will ensure that there is less discussion around fees and should enable more efficient placements. A review of the reablement service is about to commence with the aim of increasing efficiency and effectiveness in reducing dependency upon domiciliary care, thus increasing the market's capacity. The use of My Care My Home was successful for a small number of service users in a pilot and work is ongoing to consider commissioning a home from hospital service that will support transfer of care. The Dynamic Purchasing System is being developed for domiciliary care with one of its aims to increase the domiciliary care market capacity.
- The increase in carers identified offered an assessment has been significant and the vast majority of carers now do receive the offer of an assessment. However, it is recognised that more work is required in order to promote the offer and take up of these assessments further, as well as ensuring that carers are identified in the first place. Training has been commissioned from Credu (Powys Carers) in order to increase awareness of carers issues and to support uptake of assessments. We also intend to commission (via the Integrated Care Fund) carers' rights booklets to support further uptake.

## Important

**Priority Improvement Area B - Case Management**

**REF Q4AS02 - To enable efficient access to services. RED for Q3 and Q4. Assurance is sought that this priority is on track?**

**REF Q4AS03 - To ensure that timely person centred assessments undertaken by appropriate and competent professionals aim to discover what matters to individuals and that outcomes are related to those matters. AMBER for Q3 and Q4. Assurance is sought that this priority is on track?**

**REF Q4AS04** - For Care and Support to be available, effective & safe for individuals and their carers, whilst not make individuals unnecessarily dependant. **RED for Q3 and Q4. Assurance is sought that this priority is on track?**

**Priority Improvement Area D – Practice Quality and Assurance**

**REF Q4AS05** - Ensure political and senior manager oversight of quality assurance - **RED for Q3 and Q4. Assurance is sought that this priority is on track?**

**Risk**

**Corporate Risk**

Ref	Trend	Corporate Priority	Risk Identified	Risk Owner	Portfolio Holder
ASC28	NEW	Health and Care	Legal case is being undertaken at the High Court with regards to payment for 'sleep-in' care work.	Alison Bulman	Cllr Stephen Hayes