

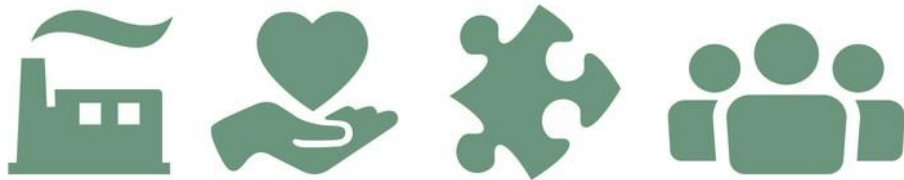


# Vision 2025:

## Gur Corporate Improvement Plan

### Annual Performance Report

April 2019 - March 2020



In April 2018 we launched Vision 2025: Powys County Council's Corporate Improvement Plan which set out our seven-year vision for the county and our plans for how we would achieve it.

This document presents our performance during 2019-20 against the Well-being objectives and activities set out in Vision 2025: Our Corporate Improvement Plan.

Let us know what you think of this report and how you think we could improve services in the future.

## Get in touch:

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## **1 Introduction**

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Key facts about Powys  
Leader's introduction  
Our Vision and Objectives  
Message from the Chief Executive  
How we measure and analyse performance

## **2 Delivering our objectives in 2019-20**

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The Economy  
Health and Care  
Learning and Skills  
Residents and Communities  
Making it Happen

## **3 Monitoring and Review**

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Listening to our residents  
Listening to our regulators  
Governance Arrangements  
Comparing our performance to other Welsh Council's

This document meets the council's responsibility under the **Well-being of Future Generations (Wales) Act 2015** to report on the progress it has made in meeting its Well-being objectives for the preceding financial year (2019-2020). Our well-being objectives show how we are contributing to a national set of goals (the 7 well-being goals) in a sustainable way (this means thinking about the longer term, involving people in planning our services, considering how we can deliver services in collaboration with others, ensuring our plans are integrated and putting resources into preventing problems occurring or getting worse). For a description of the 7 Well-being goals and 5 Ways of Working see Appendix A.

This report also meets the Council's responsibility to review its Improvement Objectives and assess its performance in the previous financial year in line with the **Local Government (Wales) Measure 2009** and shows how the council is delivering the 7 aspects of improvement.

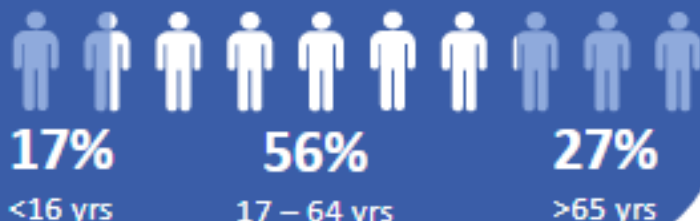


Key Facts About Powys

132,447

Powys residents in 2020

Predicted to decrease by 8% to 122,415 by 2039



98.4% of Powys population are white, with a small mix of other ethnicities; highest BME populations living in Brecon and Newtown. (Wales: 95.6%)

The predominant Religion is Christianity (62%) but there are small areas where other religions are more represented.

Heterosexual (around 95%) and 1-2% of people identify as Gay/Lesbian or Bisexual. Around half of the population are married and 0.2% are registered same-sex civil partnership.

In Powys, we have more than triple the rate of people with a registered disability compared to Wales. Powys' average rate per 1,000 population is 35.67 (Wales 9.17).

58,345

Households in Powys



33% are one-person households

£451m

Council's approximate gross annual expenditure



2,600 employees

all of whom provide a large range of services to meet the needs of local people.

3,100 school staff

73 elected councillors representing 73 council wards  
Male: 69%, Female: 31%

County Councillors play a key role in determining future plans and representing the residents voice. One of the key ways they do this is through scrutiny committees and working groups.

As corporate parents all Councillors also have a collective responsibility to ensure that Looked After Children and care leavers can have the outcomes every good parent would want for their children.

19%

of Powys residents are Welsh speakers

However, Welsh language proficiency varies widely across the county, for example 51% of residents in Glantwymyn lower super output area (LSOA\*) can speak, read and write in Welsh compared to 3% of people in Churchstoke LSOA.

'Ystradgynlais 1' LSOA ranks lowest in Powys on the Welsh index of multiple deprivation (WIMD) and there are known pockets of deprivation throughout Powys. In 2016 it was estimated that 23% of all households in Wales were fuel poor.

♦ Definition of a Lower Super Output Area (LSOA): An LSOA is a geographical area designed to improve the reporting of small area statistics. The minimum population is 1000 and the mean population is 1500 people. The Office for National Statistics produce output areas based on postcodes.

## 1.1 Leader's Introduction



Councillor Rosemarie Harris  
Leader Powys County Council

**In April 2018, my Cabinet and I presented our long-term aspirations for Powys – better known as Vision 2025: Our Corporate Improvement Plan. Our plan is ambitious, setting out 40 outcomes that we want to improve, to help make a real difference for Powys residents, communities and businesses.**

2019-2020 was the second year of our ambitious Corporate Improvement Plan, which we continue to be proud of. During this period, we were presented with significant challenges, including severe floods and the COVID-19 global pandemic, which we would never have predicted when we set out our vision almost three years ago. Despite the challenges, we remained committed to invest in the services our residents rely on the most. We also remained focussed on our four well-being objectives, which are:

- We will develop a vibrant economy
- We will lead the way in providing effective, integrated health and care in a rural environment
- We will strengthen learning and skills
- We will support our residents and communities

Developing and improving the way we work as a council has also been at the forefront of our agenda, to ensure we have the right skills and resources to make our plans happen.

Our plan has a range of activities, some short-term that can be delivered relatively quickly and others that are longer term that will take time to develop and implement.

Since the start of our plan in 2018 we have:

- Opened five new primary schools in the Gwernyfed catchment area as part of a £25m investment programme.
- Developed a new cultural hub (Y Gaer) in Brecon involving refurbishment of the town's Grade II listed museum and provision of a new library.
- Spent nearly £100 million with local businesses as part of our Powys Pound initiative
- Supported more than a thousand adults with Technology Enabled Care
- Completed the Welsh Housing Quality Standard refurbishment works, replacing over 11,000 components including kitchens, heating systems, door, windows and roof improvements in county houses
- Supported 24 apprentices
- Developed our website with 12 services now available to access on-line, 24-7
- Achieved £22.9 million cost reductions by becoming more efficient

I am very grateful to Powys residents, our staff, county councillors and partners for their contribution and helping to make our vision a reality.



## Our Well-being and Equality Objectives



### Well-being Objective 1: We will develop a vibrant **ECONOMY**

- o We will enable people with a disability to have improved opportunities for valued occupation including paid employment (Equality Objective 1)
- o We will ensure equality of opportunity for all our staff and take action to close the pay gap (Equality Objective 2)



### Well-being Objective 2: We will lead the way in providing effective, integrated **HEALTH AND CARE** in a rural environment

- o We will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations (Equality Objective 3)
- o We will help people to get the support they need to prevent homelessness (Equality Objective 4)



### Well-being Objective 3: We will strengthen **LEARNING AND SKILLS**

- o We will improve opportunities and outcomes for children living in poverty (Equality objective 5)



### Well-being Objective 4: We will support our **RESIDENTS AND COMMUNITIES**

- o We will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life (Equality Objective 6)

We are an open and enterprising council;

## Our Values



Professional



Positive



Progressive



Open



Collaborative

## Our Guiding Principles



Long-Term



Prevention



Integration



Collaboration



Involvement

**Long-term** - Balancing short-term needs with the need to safeguard the ability to also meet long-term needs

**Prevention** - Putting resources into preventing problems occurring or getting worse

**Integration** - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies

**Collaboration** - Working together with other partners to deliver our priorities

**Involvement** - Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area

*(based on the Well-being of Future Generations (Wales) Act 2015 sustainable development principles):*



## 1.2 Message from the Chief Executive



Dr Caroline Turner  
Chief Executive

**As Chief Executive, my role is to ensure that all staff have ‘Vision 2025’ at the core of the work that they do, whether they work in social care, education or highways and transport, or corporate services. We must all remain focussed on delivering the outcomes our residents and communities expect and deserve, particularly at a time when we face challenging budgetary pressures and begin to recover from the COVID-19 pandemic.**

I arrived at Powys County Council at a critical time when the council was working hard to set a balanced budget for the 2019-20 financial year, but I’m pleased to report that despite the challenges, we have delivered a number of improvements in key services and continued to progress our critical Transformation Programme. This programme was re-defined during 2019-20, to ensure we focused on projects that will have the most dramatic impact on the Powys population, including schools’ transformation, a place-based strategy for Brecon, a wellbeing programme for the whole of North Powys, a Mid Wales Growth Deal, investment in extra care and affordable housing. There are also three cross cutting programmes around workforce, digital technology and integrated business planning which are focused on transforming the way in which the Council works.

Outlined below are highlights from our performance in 2019-2020. There are areas we can be proud of, but we know we are not meeting expected standards in some areas and need to make these our priority as we improve.

### Good performance:

- 526 local suppliers engaged in the council's procurement process.
- 131 people supported back to work through council employability activities.
- 82% of children and young people were supported through Early Help services as a total of all referrals to Children's Services.
- 83% of adults who have completed a period of reablement did not need a package of care and support 6 months later or a reduced package of care and support.
- 95.8% of schools inspected were not in Estyn follow up categories.
- 84% of tenants were satisfied with the quality of their neighbourhood
- According to a staff survey 79% of council employees enjoy their job.

### Average performance:

- The proportion of revenue spend with Powys based suppliers and providers increased by 1% in 2019/20 (from 29% to 30%, equating to £62m)
- 3 communities supported through advice on community broadband.
- 92% of children looked after received a statutory visit within timescale.
- 708 adult clients were supported in their own home through assistive technology.
- 89% of all pupils attained the Key Stage Indicator at Key stage 2.
- 95.8% of pupil attendance of compulsory school age at primary schools and 94% at secondary schools.
- 9.29 working days/shifts per FTE employee were lost due to sickness absence.
- 8 new apprentices employed (59 total since 2017).

### Poor performance:

- 73% of assessments were completed for children within statutory timescales.
- 54% of LAC pupils attaining the Core Subject Indicator at Key stage 2.
- 57% of staff received an Annual Appraisal.

	 1. The Economy	 2. Health & Care	 3. Learning & Skills	 4. Residents & Communities	 5. Making it Happen
EXCELLENT					
GOOD				✓	✓
ADEQUATE	✓	✓			
POOR			✓		

Based on performance against our measures and activities we have rated each of our well-being objectives using a scale of excellent to poor.

During the financial year we had a critical Estyn inspection of our school services and are working hard to strengthen the service. We have an approved Post Inspection Action Plan (PIAP) in place and have agreed an ambitious transformation agenda to drive standards for the county's learners.

The closing quarter of the financial year was marred by a series of severe storms which had a huge impact on many of our communities and demanded the council divert resources to support residents facing floods. The storms were followed by COVID-19, a pandemic that has had devastating repercussions around the globe. In March the Council invoked its Business Continuity Plan to focus its resources on critical services and non-essential work was stepped down.

At the time of writing this report the country appeared to be past the peak of the pandemic and our attention is moving towards recovery. The impact of COVID-19 on the council's services and ambitions has been considerable, the full financial cost will not be known for some time but will be considerable and without Government support will impact services for years to come. Our response to the pandemic demanded a change in our ways of working, a greater reliance on home and agile working and greater use of technology.

We will learn from the experience and use the knowledge to transform the way the Council works for the benefit of our residents and communities. The post-pandemic world will be very different to the one we knew before. We cannot go back to business as normal, and need to plan for a better Powys, that is more equal, greener and healthier. We will continue to use the principles of the Well-being of future Generations (Wales) Act 2015 to guide us through these uncharted waters. Thinking about the long term, involving people, joining up policies and delivery of services, collaborating across all sectors, and focusing on prevention will be crucial in working more effectively with people, communities and each other to help us recover from these challenging times.

We are also committed to listening to the views of all our residents and partners and will have an extensive programme of consultation and public engagement during the life of our Corporate Improvement Plan. We encourage you to sign up to our Citizens Panel and have your say. You can also keep up to date with council news and events on our Twitter and Facebook pages.

Visit [www.powys.gov.uk](http://www.powys.gov.uk) 

## How we measure and analyse our performance

At the start of each year we publish an updated **Corporate Improvement Plan (CIP)** which sets out the activities and projects we will work on to help us deliver our long-term well-being objectives. The CIP also sets out a series of success measures with aspirational targets, showing the difference we're aiming to achieve for our residents and communities.

In order to know whether we are on track with our projects, activities and targets, we must have a robust and timely way of monitoring and measuring performance against them. That is why we have a **Performance Management and Quality Assurance Framework** in place. This is a process for asking **how many** or **how much** we have done, **how well** we have undertaken activities or **how good** was a service that we delivered.

The Council monitors performance against the projects, activities and success measures in its Corporate Improvement Plan quarterly (every three months). At the end of each quarter, each service completes a self-assessment to identify performance against the key projects and targets it is accountable for. The performance information is challenged at a Service Performance Review meeting, before being reported to the council's Senior Leadership Team and Cabinet. The quarterly report is used to provide assurance that performance is on track and that resources are being used effectively. Where performance is below expected levels, actions are identified to help bring performance back on track. This document draws on the information from the 2019-2020 quarterly reports and presents the following performance information:

A detailed analysis of the progress we have made to deliver each of our Well-being objectives during 2018-19, including:

An overall judgement of performance - Each of our objectives has been given an overall rank of excellent, good, adequate or poor depending on the BRAG (**B**lue, **R**ed, **A**mber, **G**reen) status given to the series of activities and success measures which support delivery of the objective (a definition of BRAG can be found in Appendix A):

- Excellent – All activities completed or on track and success measures meeting targets
- Good – Majority of activities on track and improving
- Adequate – Commitments broadly on track, but limited impact on outcomes
- Poor – Majority of commitments off-track and outcomes not improving

Progress against projects and activities (including real-life case studies)

Performance against our success measures and 2019-20 targets (including trend in performance from 2018/19 to 2019/20)

How much we have saved and spent?


How the steps we have taken contribute to a more sustainable Wales and Powys' journey so far towards maximising contribution to the seven well-being goals and acting in accordance with the sustainable development principle. (Appendix A sets out definitions of the national Well-being goals and explains the steps in the Future Generations Commissioner Journey Checker.)

How we have engaged and consulted with residents, communities and businesses

Feedback from our regulators (Wales Audit Office, Care Inspectorate Wales and Estyn) and how we are responding to their comments



## What outcomes are we aiming to achieve?

<p>.....</p>  <p>New business start-ups and relocations will increase</p> <p>.....</p>  <p>Skilled employment opportunities will increase</p> <p>.....</p>  <p>The economically active population will increase</p> <p>.....</p>  <p>Tourism &amp; leisure based activity and attractions will increase</p> <p>.....</p>	<p>.....</p>  <p>Local businesses benefit from good advice and support that help them thrive</p> <p>.....</p>  <p>Regulation supports business and communities and is proportionate</p> <p>.....</p>  <p>Council priorities are used to develop new industries and supply chains</p> <p>.....</p>	<p>.....</p>  <p>A greater supply and mix of suitable work space to support employment</p> <p>.....</p> <p>Powys is established as an innovation base for learning, skills and research for:</p> <table border="0" style="width: 100%;"> <tr> <td style="text-align: center; padding: 5px;">                   Farming and land-use innovation             </td> <td style="text-align: center; padding: 5px;">                   Health and care             </td> <td style="text-align: center; padding: 5px;">                   Rural teacher training accreditation             </td> </tr> </table> <p>.....</p>  <p>Local businesses and consortia competing for public sector contracts will increase</p> <p>.....</p>  <p>There is significant investment in the development of affordable and sustainable housing</p> <p>.....</p>	 Farming and land-use innovation	 Health and care	 Rural teacher training accreditation	<p>.....</p>  <p>More job opportunities and apprenticeships for young people</p> <p>.....</p>
 Farming and land-use innovation	 Health and care	 Rural teacher training accreditation				

## Overall assessment of performance:

Overall, we have judged performance of this objective to be 'Adequate'. 2 out of the 14 activities in place to support this objective during 2019-20 were reported as blue, 8 green and 4 amber. 6 measures used to monitor success were green and 4 were amber and 2 were red (no RAG status was available for 2 of the measures).



## Progress against our activities and success measures:



### Providing support for businesses to grow:

- **Revenue Spend with Powys Based Suppliers** - We continued to drive forward our Powys Pound initiative to support local companies and local job opportunities. During 2019/20 actual spend with local suppliers rose to £62 million. An internal governance process has been set up to review all significant procurements around our sourcing strategy and Well-Being of Future Generations goals to support the Council working with local suppliers.
- **Meet The Buyer Events** - Two construction orientated 'meet the buyer' events were held in November 2019 to demonstrate what work is becoming available on projects across the county, giving contractors the opportunity to meet the right people as well as the potential to win work as a result. Organisations that can help contractors prepare for tendering were present to discuss how to achieve the tender.
- **Local Supply Chains** - We are working with the Agora project to develop local supply chains in the south of the county by encouraging and supporting farmers and producers to work together to discover new business opportunities. The collaborative project, delivered by Menter a Business, helps producers of goods grown, grazed or made across 11 local authority areas in mid and south-west Wales.
- **Circular Economy Hub** - We are working with Riversimple (Welsh hydrogen electric car company) to develop a circular economy hub based in Llandrindod.
- **Promoting financial support** - We held an event at the Royal Welsh Winter Fair to help develop and promote financial support for businesses.
- **Grow in Powys** - A monthly business newsletter has been circulated to the Grow in Powys mailing list.

Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
Increased supply of employment sites and premises to meet business needs by a minimum of two premises per year	1	2	↑
25 vacant or underused properties have been enhanced or brought back into viable use.	20	26	↑
Occupancy rates for new Council owned industrial/commercial premises will be 85% (in 2017/18 this was 50%)	50% (2017-18)	80%	↑
The percentage of new business births/start-ups (VAT/PAYE registrations) per year is closer to matching the Welsh average	420 new business start ups (7.2% of Powys's total businesses compared to 13.7% across Wales).	Data is published by Welsh Government and is currently not available	N/A
The proportion of revenue spend with Powys based suppliers and providers (or suppliers who provide services from a location in Powys) increase by 2%	2% increase (from 27% to 29%, equating to £59m)	1% increase (from 29% to 30%, equating to £62m)	↓
Increased engagement of local suppliers in the council's procurement process	This is a new measure	526 local suppliers engaged	N/A

## CASE STUDY – Arwain and the LEADER Funding Programme in Powys

Since 2014, the Council's Arwain Team has been facilitating the delivery of the LEADER 2014 - 2020 programme in Powys. It is designed to get local people, businesses and communities involved in delivering sustainable, innovative solutions to address some of the economic, social and environmental challenges facing Powys. LEADER focuses on delivering a bottom-up method for encouraging and promoting rural development.

During 2019-20, a number of projects were completed, delivering the following outputs and outcomes:

- No. of feasibility studies – 11
- No. of jobs safeguarded – 8.33
- No. of networks established – 15
- No. of pilot activities undertaken/supported – 54
- No. of stakeholders engaged – 3,477
- No. of participants supported – 3,600
- No. of jobs created – 15.01
- No. of communities benefitting – 110
- No. of Businesses benefitting – 182
- No. of community hubs created – 12
- No. of project level participants – 8,295
- No. of literature items produced – 3

### Example: Get Into the Beacons

A pilot project to engage young people not currently fully employed (and lacking specific skills) in learning about and understanding opportunities for local employment and business in the local environmental heritage sector, gaining work ready skills, and gaining 3 months' work experience. This involved young people with low levels of formally accredited achievement and either not employed, in training, or working for under 16 hours a week. This project was delivered by the Brecon Beacons National Park Authority with the Prince's Trust. The individuals involved in the pilot undertook a variety of rural skills training. This was an extremely successful project and a number of the individuals used their training to gain employment or to access other training.

### Example: Our Future's People

This pilot project was set up to create a complete programme for secondary school students. The programme was delivered by Severn Wye Energy Agency (SWEA) and involved events that brought schools and businesses together and a full academic programme that gave students an overview of the skills that are required to successfully engage in action on energy sustainability. SWEA have used this project as a basis to apply for further funds to develop the programme further.







### Promote Powys as a place to live, visit and do business:

- **Mid Wales Growth Deal** - A £55 million investment was secured from the UK Government to support economic projects across Powys and Ceredigion. A proposition document was also completed which set out a vision for the region through the Mid Wales Regional Economic Strategy, as well as potential interventions for growing Mid Wales' economy via a Growth Deal.
- **OVO Energy Women's Tour** - Research has shown that the OVO Energy Women's Tour provided a £645,454 (Gross Value Added) boost to the economy of Powys. Supported by Powys County Council and Welsh Government, Stage 5 of the tour started in Llandrindod Wells, travelling through Knighton, Rhayader and Newbridge-on-Wye, before finishing in Builth Wells.
- **New Data Website Available** - 'Understanding Welsh Places' is now available through the Powys Wellbeing Information Bank. Understanding Welsh Places presents information on the economy, demographic make-up and local services of more than 300 places in Wales in a quick and easy format.
- **The Events Strategy** - The strategy was approved by Welsh Government and internally by the Board and is now available online. The process has been revised to make it easier for event holders to get a licence and register their event.

Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
The number of visitors to the midwalesmyway.com website will be over 17,500	18,705 visitors	28,084 visitors	↑
An increase in tourism income measured via the STEAM data categories.	Number of day visitors: 3.02 million in 2017 Total Visitor Days was 10.85 million in 2017 Economic impact was £815.5m, Average spend per visitor day was £54	Number of day visitors: 3.06 million in 2018 Total Visitor Days was 11.04 million in 2018 Economic impact was £864.5m, Average spend per visitor day was £58.76	↑
An increase in more technically skilled jobs and economic growth in the technical and motor industry as a result of securing investment funding from the Mid Wales growth zone.	N/A	Data is supplied by Welsh Government and is currently not available	N/A
We will host 6 business networking meetings and 12 workshop meetings for micro businesses.	12 business breakfast networking meetings and 12 workshop meetings were hosted for micro businesses, which engaged over 590 businesses.	6 business network meetings but no workshop meetings held.	↓



### Improve the availability of affordable and sustainable housing:

- **Extra Care Housing** - Work is progressing with the Pont Aur and Neuadd Maldwyn schemes. Pont Aur in Ystradgynlais is targeted for completion in 2021. Working with the designers, we intend making the best use of the latest technology to support residents to remain independent with our extra care plans. Extra Care schemes provide an independent living option where older people can live in their own self-contained home while accessing a wide range of communal facilities and access to personal care support packages.
- **Affordable Homes** - The project to deliver 250 affordable homes by 2023 is progressing, with sites purchased, planning applications submitted, and contracts awarded at sites throughout the county. The development underway in Brecon will include two-bedroom, three-bedroom and four-bedroom properties as well as a building containing 12 one-bedroomed flats. Active travel routes into the centre of Brecon will also be improved and upgraded.
- **Rough Sleeping Across Wales** - Local Authorities in Wales, in partnership with support agencies, undertook a count of rough sleepers on one night during the month of November 2019. Ahead of the actual count, research was undertaken with partner agencies to identify any incidences of rough sleeping across Powys.
- **Internalisation of Estate Maintenance** - This has proven to be a real success, with compliments and praise being received from residents. Last year the Council received complaints regarding the previous service, which was outsourced.
- **Home Grown Homes Programme** - The programme was reviewed, and recommendations were implemented. The programme encourages the use of local, sustainable timber for new Council and housing association projects. A study of the supply chain was undertaken, and Wood Knowledge participated in a number of innovative Housing Programme grant schemes.
- **Affordable Housing Register** - The Council has partnered with Tai Teg - an Affordable Housing Register hosted by Grwp Cynefin Housing Association covering Local Authority areas across North Wales and Powys. The Council is promoting the use of Tai Teg as a way of connecting people with housing opportunities in the area. Applicants will need to apply to register with Tai Teg before being assessed to confirm their eligibility for an existing or proposed affordable home.

Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
By 2023 we will build 250 new affordable homes in areas where they are most needed across the county	174 sites allocated	Worked has commenced on 32 units	N/A





### Improve our infrastructure to support regeneration and attract investment:

- Cycling and Active Travel Projects** - The Council secured funding of £480,000 from the Welsh Government to help fund eight cycling and active travel projects across the county. We continue to improve facilities for Active Travel across the county. With the benefit of substantial grants from Welsh Government we have created new shared use paths in Presteigne, Knighton, Llandrindod Wells, Newtown and Brecon. In addition, we have developed designs for a number of new schemes in Knighton, Builth Wells, Brecon, Crickhowell and Llangattock, and Llandrindod Wells that will enable us to work with Welsh Government to provide funding to enable us to implement these changes. We are undertaking a refresh of the Integrated Network Map over the next 12/18 months to identify key routes in conjunction with stakeholders and the public. We will continue to develop the Powys Active Travel Network in order to enable more people to choose to cycle or walk for journeys within our designated localities and beyond.
- Targeted Regeneration Investment Programme** - As part of our work with Ceredigion County Council to draw up a programme of regeneration projects based on the objectives of the Targeted Regeneration Investment Programme (TRIP) Welsh Government Funded initiative, we gained approval for the Riverside venue in Newtown.

Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
By 2020 we will complete the brief, design or construction phases on the following projects: <ul style="list-style-type: none"> <li>Transport Interchange Improvements at Machynlleth, Welshpool and Llandrindod</li> <li>Pedestrian and Cycle Links Crickhowell to Llangattock, Knighton to Train Station, Presteigne, Newtown Severn Crossing and Link.</li> </ul>	Llandrindod Transport Interchange completed. Phase 1 of Presteigne Active Travel completed, and Phase 2 started. Over £2 million of capital invested in transport infrastructure.	Only 65% of work completed against a target for 80%, including: Machynlleth Interchange designed / working with TfW; Knighton designed; Presteigne completed; Welshpool in conception stage; Newtown ongoing.	N/A
Increased number of communities supported through advice and assistance regarding community broadband solutions	4 communities supported	3 Communities supported	↓





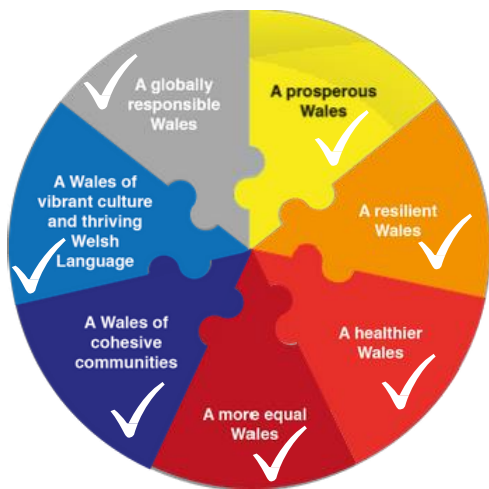


**Improve skills and support people to get good quality jobs:**

- **“Highways to Work”** - The project to identify skills and employment shortages and then to train, develop or otherwise support low income or unemployed tenants to access the posts available has progressed well. The first stages of the project, a joint initiative by Housing Services and Economic Development, are underway working with employers and employer bodies to identify real and available jobs that cannot be filled due to skills shortages and lack of suitably qualified or skilled applicants.
- **Workways+ Powys** - We continued to work with PRIME Cymru on the Workways+ initiative. In 2019 the target audience was widened to include people who were long term unemployed and aged 25 and older. The project finished at the end of February 2020 and over the life of the project (2017 – 2020) more than 320 participants were helped in a variety of ways. Of them 76 people entered employment, including becoming self-employed and 58 people completed volunteering placements.

Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
Over 100 people have progressed to employment as a result of their participation in Council operated employability activities.	34 people supported back to work	131 people supported back to work	↑

**Our contribution to the 7 Well-being goals:**



**How much did we save/spend in 2019-20?**

**Headline capital investments:**

- Active travel works – £431,000
- Business parks - £549,000
- New housing builds/repurchasing - £6 million

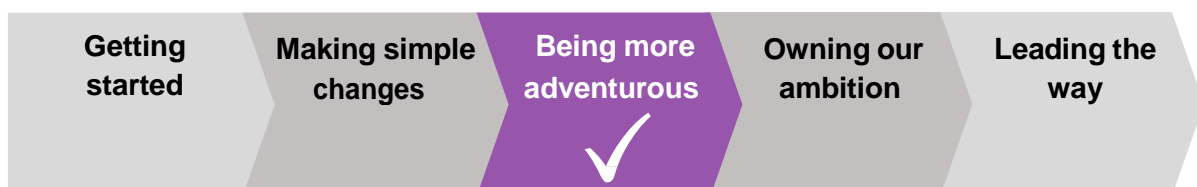
**Headline savings:**

- Review and reduction of staffing\* - £104,000
- Reduction of Third Party spend\* - £145,000

*\*Housing and Community Development*

**The Journey Checker**

Where are we on the journey to maximising our contribution to the 7 Well-being goals?





**What outcomes are we aiming to achieve?**



We focus on what matters to the individual



There is an increasing supply of housing with care



Families are supported to build resilience and stay together



Health and care teams support each other to get things right first time



Young people, adults and families are able to create the foundations of good physical and mental health throughout their life



People have good access to information, advice and assistance



Young people, adults and families experience health and care services as joined up and effective



Accessible and equitable services fit around people's busy lives



We concentrate on safeguarding and supporting vulnerable people and those at risk



Technology enables people to care for themselves more easily and remain independent



Positive partnerships which promote co-production in service design and delivery



We work together to deal with the major causes of illnesses which limit people's lives, especially cancer, circulatory diseases, mental health, and respiratory diseases



The physical environment helps people maintain their health and well-being



In the first 1,000 days of a child's life, we strive to ensure the maximum positive impact on their well-being



Significant investment in integrated health and care facilities and infrastructures

### Overall assessment of performance:

Overall, we have judged performance of this objective to be 'Adequate'. 10 (32%) out of the 31 activities in place to support this objective during 2019-20 were reported as green, 13 were amber, 2 were red and 6 were unavailable at the time of the report being written. 7 measures used to monitor success were green and 5 were amber and 2 were red (no RAG status was available for 6 of the measures).

### Progress against our activities and success measures :



#### Support for children and families:

- **Improved Leadership** - Throughout 2019-20 there has been consistent leadership across Children's Services with all Senior Manager posts appointed permanently. This has established a clear strategic vision for improving the service. The Service is two years into a journey of improvement. The restructure of the Service from one based on generic teams where workers were required to undertake tasks from referral to adoption to specialist teams. The restructure enables workers to have clarity of role and manageable workloads and makes Children's Services in Powys an attractive place to work. The specialist teams are now made up of the following:

- Early Help and Assessment
- Intervention and Prevention
- Care and Support
- Corporate Parenting
- Safeguarding and Quality Assurance

Following the restructure, staff morale has improved and colleagues report feeling better equipped to undertake their roles. Since April 2019 when the restructure began there have been 56.2 full time equivalent permanent appointments across the service. The number of agency social workers has reduced from 63 in November 2018 to 34 at end of March 2020. Every Senior Manager, Team Manager and Principal Social Worker in the Service is permanent. The number of qualified social work vacancies have reduced along with the reliance on agency staff. As at 31 March 2020 there were 32 posts vacant (29.41 full time equivalent) of which 9 (8 full time equivalent) are not covered by Agency staff. This number is reducing steadily month by month. Social workers are applying for jobs with us having heard through word of mouth that Powys is a positive place to be a children's social worker. The Service has undertaken several recruitment drives and initiatives to raise the profile of the Service and these are contributing to the steady permanent recruitment.

- **Early Help Service** - The restructure also included a big focus and investment in Early Help Services and Intervention and Prevention Services. The Intervention and Prevention Service works directly with children, young people and their families to help keep families together wherever it is safe and in the child's best interests and with foster carers to stabilise placements which may be at risk of breaking down and prevent escalation. Since these services began the number of children becoming looked after from April 2019 to March 2020 is 59, 23 fewer than in 2018-19. This can directly be attributed to the work of the Early Help and Intervention and Prevention Services and is evidence that the restructure has positively changed the way we work.



- **Signs of Safety** - The practice framework Signs of Safety has been rolled out and embedded across the service. Training for all staff has been implemented and a Signs of Safety Implementation Group was established and meets monthly to review all the forms the services uses to ensure they are in line with Signs of Safety. The Group is attended by staff from all aspects of the Service and examples of good practice are shared. Team Managers report that using Signs of Safety has transformed the way they work with families and the focus is on developing family support networks and keeping children safely at home wherever possible.
- **Closer to Home Strategy** - The Service is implementing a Closer to Home strategy to increase the supply of a range of placements that will meet the needs of children and young people while enabling them to live in their communities. We have reduced the number of children who are looked after from a high of 250 in February 2019 to 237 at the end of January 2020. We have established supported accommodation for care leavers in the North and South of Powys so that young people no longer have to go out of county, as well as opening a training flat to begin preparing young people for life as tenants of social housing. We have acquired a property which is being prepared as a children's home which will be able to accommodate two children. We have consulted with foster carers and reviewed the support offer, whilst working with national colleagues on the harmonisation of fees for foster carers across Wales.
- **Support for Care Leavers** - We have worked with Housing colleagues to establish a Housing Gateway Panel so that our care leavers no longer have to present as homeless in order to access social housing (the previous process).
- **Participation and Engagement** - The voice of the child and young person has been at the forefront of the restructure and the change in the way we work. All appointments are made with a young person's panel. The creation of the Children's Services Participation and Engagement Officer who will mentor and line manager the Participation and Engagement Care Leaver apprentice post, is linked to the youth work pathway. We have also re-established the Children in Care and Care Leaver fora. The service has invested in the app Mind of My Own which helps children and young people express themselves and communicate with professionals making sure they are heard. This app is currently being rolled out with training being provided to practitioners across the service.
- **Performance Management and Quality Assurance** - The Service has established a quality assurance framework and audits are regularly taking place with a quarterly theme. The Service has integrated the Social Services and Wellbeing Act and is continuing to develop practice standards for every part of the service. The Wales Community Care Information System (WCCIS) has been developed to provide essential management information data to enable the effective management of the business and contribute to effective strategic planning. A performance management framework has been developed working in collaboration with corporate colleagues. Performance has significantly improved with average performance for visits to children looked after within statutory timescales at 95% for the last 6 months and the visits to children on the Child Protection register averages at 90% completed within the statutory timescales.
- **The Powys Children Looked After Strategic Framework** - The framework continued to be implemented. It sets out Powys' aspirations, intent and vision for improving outcomes for Children Looked After. For those children and young people in our care we, as Corporate Parents, we need to provide positive parenting and specialist support. In Powys, current demand is greater than supply for quality placements for our Children Looked After whereby external placements include: Independent Foster Care; Residential Care; Semi-Independent Accommodation. We look to place children and young people in the following priority list in order to meet their needs: Within Powys; Out of county, in Wales; Out of county, and out of Wales.

- **National Carers Week (10 – 16 June 2019)** - To show support and to raise awareness of the role of carers, Social Care Wales and NHS Wales developed a Carer Awareness e-learning course. Staff were encouraged to undertake the training to support the 1,000 young people and around 16,000 adults who are unpaid carers in Powys. The support organisation, CREDU, held a series of free events to mark Carers Week, including one at County Hall.
- **National Adoption Week** – We supported the National Adoption Service in its search for more adopters and foster carers in Powys. Staff were encouraged to consider if they could provide a caring and safe environment within their home for local children, teenagers and siblings.
- **A Pledge to Children** – To mark Children’s Rights Day (Wednesday, 20 November) we raised awareness of a new pledge to all children and young people in Powys. ‘The Children’s Pledge’ was adopted by Powys County Council and Powys Teaching Health Board and forms a commitment to everyone under the age of 25. The council has worked with children and young people, as well as other partner organisations, to develop this pledge. It is based on what children have said is important to them during various engagement activities.
- **Success for Children’s Service Staff at Regional Awards** – The awards ceremony, organised by Mid and West Wales Adoption Service, was held to honour and thank social care workers in Carmarthenshire, Ceredigion, Pembrokeshire and Powys for their outstanding contribution towards Life Journey Work. Liz Margarlas won the Life Journey Worker Award and the council’s Through Care Team (Newtown) were awarded the Best Team Award.
- **Springboard Projects** - Two Springboard projects in Newtown and Brecon were completed and Young People moved in. The Young People met beforehand and with the support of the Leaving Care Team they put together the house rules. This is such a positive project for our Young People leaving care who can be closer to home, family and support networks.
- **Children First Project in Newtown** - This project was funded by the Integrated Care Fund through the Regional Partnership Board and was successfully piloted, working with the community and organisations to support and improve opportunities for children, young people and families. In partnership with other organisations in Newtown, the project provides children and young people with social events over the school holidays to provide opportunities for social interaction.



Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	
Improved emotional and mental Well-being amongst 75% of children and young people who access our counselling services	77% reported improved Well-being	72% <span style="color: red;">↓</span>	J
The percentage of assessments completed for children within statutory timescales will be 90% or above by 2019/20.	86.5%	73% <span style="color: red;">↓</span>	↓
Children Looked After (CLA) who have three or more placements in 12 months will be in line with the Welsh National average at 0% or less by 2019/20.	8%	4% <span style="color: green;">↑</span>	↑
The percentage of children looked after statutory visits carried out within timescale will be 95% or above by 2019/20.	90%	92% <span style="color: green;">↑</span>	↑
The percentage of child protection statutory visits carried out within timescale will be 95% or above by 2019/20.	83%	90%	1'
The percentage of operational staff who have had case supervision on a monthly basis will be 85% or above by 2019/20.	87%	80%	
The proportion of children and Young people who are supported through Early Help services as a total of all referrals to Children's Services will be 10% or higher	New Measure	82% <span style="color: green;">↑</span>	N/A
Improvements in outcomes for children and young people as measured by recognised Distance Travelled Tools will be 80% by 2019/20.	New Measure	Work has been ongoing to develop the recording and reporting mechanism but has been put on hold due to the service invoking its business continuity plan because of COVID-19	N/A
The percentage of placements accommodated with in-house foster carers will be 70% or more by 2019/20.	38%	56% <span style="color: red;">↓</span>	1'
Out of county placements will be 70 or less by 2019/20.	78	51 <span style="color: green;">↑</span>	↑
Improved perceptions from children and young people who access care and support responding to an annual survey.	46% reported that they lived in a home where they were happy	No survey undertaken due to the service invoking its business continuity plan because of COVID-19	N/A
The percentage of assessments completed with an outcome of no further action will be 40% or less by 2019/20.	44%	40% <span style="color: green;">↑</span>	1'



### Support for adults:

- **Leadership** - Through 2019-20 there has been consistent leadership within Adult Services, with a permanent senior leadership team in place. This continues to provide the stability in leadership required to further the vision for continued transformation of the service as well as managing day to day sustained improvements. The service has further embedded a strengths-based approach to its work and has invested jointly with Powys Teaching Health Board to develop the community connector capacity with partners in the voluntary sector.
- **ASSIST** - Our adult services front door, has increased its ability to respond to initial calls for information and advice, resolving issues at the earliest opportunity.
- **Domiciliary Care** - The challenges of ensuring availability of domiciliary care where and when required has improved during the year. The numbers waiting for care reduced significantly towards the end of the year and the service continues to work towards rolling out the dynamic purchasing system. There is significant work in developing Community Catalysts and an increase in Direct Payments take up. Using the strengths-based approach, integrated reablement service, and technology enabled care, the service has reduced the average size of domiciliary care packages and is delaying the need for residential care. The Service has developed excellent working relationships with statutory partners and made significant progress in early 2020 in reducing Delayed Transfers of Care and lengths of stay in hospital. However, the COVID-19 pandemic placed the service in business continuity from mid March 2020 onwards and many developments, including the dynamic purchasing system roll-out was put on hold.
- **North Powys Well-being Programme** - This major programme received £2.554 million funding from Welsh Government's £100 million Transformation Fund to back new ways of delivering health and social care services. This is a once in a lifetime opportunity to create Powys' largest ever intergenerational multi-agency wellbeing campus which could include primary education, health, social care and supported accommodation. The Rural Regional Centre could include rehabilitation services through in-patient beds, enhanced diagnostics and a wide range of other services. The first phase of public, community and staff engagement has been completed.
- **Discharge Pathway Framework** - The development of the new discharge pathway framework and escalation process has allowed the Council and Powys Teaching Health Board to have a clear understanding of all individuals' position on the transfer journey from hospital, enabling us to identify the correct pathway, addressing "what matters" and having an appropriate response time. This has allowed both partner agencies to better understand any blockages and barriers to discharge.
- **Adoption of the John Bolton Model** - The Council's Adult Service and Powys Teaching Health Board have jointly adopted the John Bolton model 'flow through the hospital system' approach which identifies how many individuals in a normal service end up e.g. receiving domiciliary care. Following an initial workshop, both organisations worked collaboratively to populate the model to identify demand. Professor John Bolton and the NHS Delivery Unit facilitated an event in September to discuss the findings.
- **Extra Care Project for Welshpool** - Plans to create much-needed 'Extra Care' accommodation in Welshpool with more than £10 million investment in the town were supported. The council will work with Housing Association partner ClwydAlyn to develop plans for new Extra Care accommodation at the council's Neuadd Maldwyn offices – which are scheduled for closure. Extra Care schemes provide an independent living option where older people can live in their own self-contained home while accessing a wide range of communal facilities and access to personal care support packages



**Crickhowell Day Support** - All service user care plans have been reviewed. The Council has given a 3-year grant to a stakeholder group to develop a community-based proposal to support older people in Crickhowell with or without assessed support needs.

**WCCIS Newsletter** – The first newsletters were issued to users.

**'Workforce Futures' Published** – Future plans for the health and care workforce in Powys were published, setting out priorities to 2027. The 'Workforce Futures' Health and Care Strategic Framework was commissioned and launched by the Powys Regional Partnership Board and is the first of its kind in Wales. It considers the health and care workforce in the wider context, including the private, independent and the third sector, and recognises the significant role played by volunteers and carers in delivering care.

**New Mandatory Course for Learning Disability Social Care Staff** - Social care and health staff have received training in a new course for people who work with clients with learning disabilities. The Positive Behaviour Support (PBS) course is mandatory for those working with this client group. The aim of the ethical framework is to improve the well-being and quality of life of service users in Powys by promoting inclusion, choice, participation and equality of opportunity for people with a learning disability.

- **Visit:** <https://www.youtube.com/watch?v=MILZxq49TiM>

- **Technological Solutions** - Adult Services have been providing more support to the citizens of Powys through the provision of technological solutions, which is supporting citizens to remain in their own homes. The numbers of individuals supported in this way are increasing, and ASSIST Contact Officers and Community Connectors have been trained to prescribe low level technology enabled care at the first point of contact.
  - **Visit:** <https://en.powys.gov.uk/article/1534/Get-help-at-home-with-daily-living> and <https://www.youtube.com/watch?v=KJ350uHTC2k>
- **"Ask Sara"** - A website which will help Powys people identify what support could be available to them has been launched. The "AskSara" Powys website asks a few simple questions of the user in an anonymous way and from the answers, can produce a personalised report with expert advice - written by occupational therapists - to help them with their needs. The site is aimed at older people, carers and people with disabilities as well as children.
  - **Visit:** <https://asksara.dlf.org.uk/?auth=powys>
- **Hospital-Based Social Work Team** - Development of a hospital based social work team commenced. The project covers 2 acute settings, Hereford and Nevill Hall, as well as Knighton, Llandrindod Wells, Brecon, Bronllys and Ystradgynlais community hospitals. The team are able to support individuals who are not yet medically safe for discharge but have an estimated end of intervention/therapy date and are stable enough to actively plan their discharge.
- **The Discharge Co-Ordinator** - The post holder commenced in post to support patient flow and management of delays, working collaboratively with the Council and Powys Teaching Health Board.
- **Carers Communication Champions** – Champions have been identified across Powys and training provided to support them in their roles. The Communication Champions are all carers and/or influencers in their local communities and the aim is that they will maximise the voice of carers within communities and continue to raise awareness of carers rights/issues. A representative from Adult Social Services Commissioning Team gave a joint presentation alongside Credu and a carer at a Commissioning Effective and High Quality Carers Services event; the presentation discussed best practice in respect of commissioning, specification design and evaluation of tenders. The event raised the profile of Powys and the work undertaken in collaboration with carers and Credu as the commissioned service.

- **Direct Payments** - A direct payments leaflet was launched that explains what direct payments are; the leaflet is available on the council's website and has been circulated widely in local towns, including being provided to citizens when social workers undertake visits. A short video promoting direct payments has also been published via our social media platforms.
  - **Visit:** <https://www.youtube.com/watch?v=5xhLhmS1sSY>
- **Mircoenterprises** - 6 Microenterprises, which provide employment within local communities, have been established and are supporting individuals within their own homes. The Community Catalyst who is supporting this project is working with our Adult Services operational teams on this innovative approach to providing care and within local communities on the Knighton / Presteigne / Hay on Wye border.
- **Active Offer** - A conference on the Active Offer was held by PAVO, commissioned by Powys Teaching Health Board and the council. A plan on a page was prepared and a group of 'champions' is being convened to undertake the work.
- **Dementia Awareness** - Newtown library held a dementia day as part of Dementia Action Week. Individuals and groups involved in dementia were invited to the library to meet with nurses and people from Dementia Friendly Newtown.

### CASE STUDY – Direct Payments

A north Powys woman has praised the Direct Payments system which allows more choice and control over her 107 year-old mum's social care provision. Mrs J's Mum is one of hundreds of people in the county who now receive their social care via Direct Payments - with assistance from her daughter. Direct Payments give people greater control over their lives and how their care is delivered by promoting independence, choice and inclusion. It is a flexible way of supporting residents, allowing them to decide what provision is best for them. Service users of all ages can benefit from building up a support packages which suits them and their families.

Mrs H receives money from the county council that she can then use to employ people to provide her care. This is managed on her behalf by her daughter Mrs J, who commented: "Direct Payments really have made a big difference to Mum's life. Mum can choose the people she wants to come and look after her, she can get up and go to bed when she wants and it means that she is able to continue living in her own home with the support she needs." "I'd certainly recommend it to others - it's allowed Mum to continue living as part of the family. She's able to see the great grandchildren play football when she wants and attending my daughter's wedding last year just wasn't an issue," added Mrs J. Mrs J purchases carers from her preferred domiciliary care agency, although most people use the funding to directly employ personal assistants or purchase services to meet their care needs. To help with all aspects of Direct Payments, the council has contracted PeoplePlus Independent Living Services. This agency gives support and assistance with understanding what Direct Payments can be used for, such as recruitment, employing personal assistants and ongoing advice and guidance around all aspects of managing direct payment accounts.



If you'd like to find out more **Direct Payments** then visit:  
<https://en.powys.gov.uk/article/1573/Direct-Payments>

Or call the council's **ASSIST service** on 0345 602 7050.

You can find out more about **PeoplePlus**' service at:  
<https://peopleplus.co.uk/communities/direct-payment-support-services/>



## Our success measures and targets for 2019-20

	2018-19 Performance	2019-20 Performance	
Number of service users with learning disabilities progressed from a residential care setting to a more independent and flexible community support options (non Powys and within Powys).	New Measure	Work has been ongoing to develop the recording and reporting mechanism but has been put on hold due to the service invoking its business continuity plan because of COVID-19	
We will increase the percentage of Adults who have completed a period of reablement and have no package of care and support 6 months later or a reduced package of care and support from 70% to 80% by 2019-20	83%	83%	→
We will ensure the number of identified carers who are offered an assessment is 300 or more	621	533	↓
Reduced numbers of persons (per 100 population) aged 75 and over who experience a delay return to their own home or social care setting following hospital treatment. (this was 15 in 2017/18)	149	Data not available due to NHS stopping recording due to COVID-19	N/A
The number of adult clients supported in their own home through assistive technology from 390 to 780 by 2019-20	553	708	
The percentage of adult protection enquiries completed within statutory timescales will be 95% or above	95%	96%	↑
The number of social services staff providing people with integrated/co-located social and health care services is a target set for 2019-20	7.9fte	34.1fte	↑
Improved perceptions from people who access social care responding to an annual survey regarding the following statements:			
o People reporting that they were in the right home for them (this was 81% in 2017)	63%	No survey undertaken due to the service invoking its business continuity plan because of COVID-19	NA
o People reporting they have received the right information or advice when they needed it (this was 72% in 2017)	51%		
o People reporting they have received care and support through the language of choice (this was 91% in 2017)	92%		
o People reporting they felt involved in any decisions made about their care and support (this was 72% in 2017)	63%		
o People who are satisfied with care and support that they received (this was 81% in 2017)	72%		
carers reporting they feel supported to continue in their caring role (this was 23% in 2017)	39%		

### Regional Partnership Board priorities

We are committed to working with our partners through the Regional Partnership Board (RPB) and have continued to play our part in delivering the priorities set out in the Joint Area Plan. For more information on the achievements of the RPB please visit <https://www.powysrpb.org/>

Bwrdd Partneriaeth  
Ranbarthol Powys  
Iechyd a Gofal  
Cymdeithasol



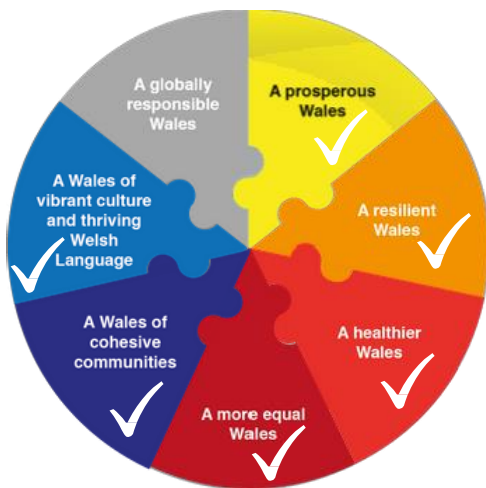
Powys Regional  
Partnership Board  
Health and  
Social Care

### Director of Social Service Annual Report

A report is produced every year called 'Annual Overview Report of the Statutory Director of Social Services', along with supporting documents. The purpose of this report is to present a recognisable picture of the services provided and delivered by social services. It provides a more in-depth view of what we have achieved in the last 12 months and highlights our priorities and improvement actions for the future.

For a copy of the latest report visit: <https://en.powys.gov.uk/article/2188/Social-Care-ACRF-Annual-Council-Reporting-Framework>

### Our contribution to the 7 Well-being goals:



### How much did we save/spend in 2018-19?

#### Headline capital investments:

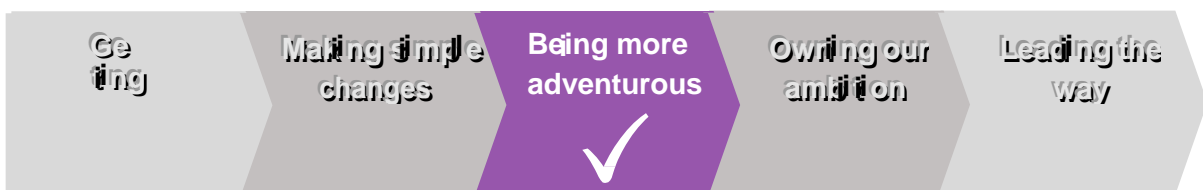
- Provision of community equipment - £120,000
- Redevelopment of Gowlg Y Bannau / Camlas - £30,000

#### Headline savings:

- Reduction in travel - £58,000
- Increased update of Direct Payments - £394,000
- Where people live project to support adults to return home - £630,000
- Reablement remodelling - £430,000

### The Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?





## What outcomes are we aiming to achieve?



All school leavers have the right qualifications to progress



Access to education provision and good career advice is equitable for all ages



Pupils have access to remote/ alternative learning opportunities



Early years provision is helping families to return to meaningful employment



Working in partnership with schools, colleges, universities and businesses will improve career opportunities



High quality teaching and learning environments embrace new technology for the population

## Overall assessment of performance:

Overall, we have judged performance of this objective to be 'Poor'. 4 (33%) out of the 12 activities in place to support this objective were green, 5 were amber and 3 red. 9 measures used to monitor success were green, 8 amber and 4 red (no RAG is available for 3 of the measures).



## Progress against our activities and success measures:



### Improve educational attainment of all pupils:

- **Estyn Inspection Response** - Powys Local Authority Education Service was inspected by Estyn in July 2019 and its report was published in September 2019. The inspection team concluded that "... there are many areas of the authority's work causing significant concern, such as those relating to school organisation, financial management, school governance, lack of action regarding schools causing concern and the co-ordination of provision for pupils with special educational needs or who may require extra support. These issues affect school leadership, staffing structures, curriculum planning and staff morale." The Council was required to prepare a (14) Post Inspection Action Plan (PIAP) in response to the recommendations made, and in November 2019 a Post Inspection Improvement Conference was held, chaired by Estyn to seek assurance that the Council had:
  - identified and understood the current issues
  - coherent plans to address these issues
  - enough resources to implement its plans
  - rigorous processes in place to monitor the implementation of its plans and evaluate the impact.
 Following the conference, the PIAP was refined and detailed actions were put into team plans. The Education Service, supported by the Transformation Team have worked with headteachers, teachers and governors to develop a case for change and a vision for the future of education provision in Powys. Cabinet approved a draft vision and engagement plan in January and then sought the views of key stakeholders including learners and parents in order to improve the vision so that it can bring forward plans over the coming years that can deliver an excellent schools' system for Powys, serving learners well into the middle part of this century. Estyn held a link visit with the Council on 11 February and concluded that that improvements are being made at pace.
- **Excellent A level results** - Powys pupils achieved excellent results in their A-Level exams. 23.9% of Powys learners achieved the highest grades A\*- A, an increase of 3.8% on 2018 (20.1%), with more than 7% of results at grade A\* and 16.5% at grade A. More than half of the county's learners achieved grades A\*-B (50.5%), up from 48.2% in 2018, and 75% of learners achieved grades A\*-C. The number of WJEC A-levels taken in Powys schools increased from 1,045 in 2018 to 1,054 in 2019.
- **GCSE standards maintained** - Powys pupils have again performed extremely well in the 2019 WJEC GCSE examinations. 65% of pupils achieved grades A\*-C with 17% at the highest A\*-A grades. This maintains the strong performance of Powys schools seen in recent years. These results maintain the high standards seen in previous years' performance and most remain above the all-Wales averages.
- **Welsh in Education Strategic Plan (WESP)** - A Welsh Medium Education Forum has been re-established with new terms of reference and membership, and the first meeting was held on 30 January 2020. A Welsh Medium Education Promotional Group has been established.
- **Person Centred Planning (PCP)** - The Additional Learning Needs team provided training for all schools on Person Centred Planning (PCP), with a focus on writing effective outcomes. In addition, bespoke support was provided for individual schools as requested. The team has also worked with schools to evaluate the appropriateness of targets on pupils' individual education plans.
- **Key Stage 2 Indicators** - At the end of the 2018/19 academic year, most pupils (89%) had achieved the Core Subject Indicator, and nearly all pupils maintained the expected progress from the end of the Foundation Phase to the end of Key Stage 2.
- **New Curriculum** – The roll-out of the new curriculum is progressing, and nearly all schools have the development of the new curriculum as a school development priority for this academic year.



## CASE STUDY – 10 Year Strategy to Transform Education

The Council developed a new vision, which will guide the transformation of the service and improve the outcomes for the county's learners. It has been developed as the council looks to meet the critical challenges facing education in the county. The emerging vision was shaped thanks to a series of engagement events involving county councillors, headteachers, governors, school staff, staff working in the council's schools service and town and community councils. The strategy includes a notional figure for capital investment in schools over the next decade.

In the summer of 2019, Powys Education Services were inspected by Estyn. Estyn's findings report outlined significant concerns regarding the Council's progress on school reorganisation, and included a recommendation to 'Ensure that the organisation of provision for non-maintained, post-16, Welsh-medium education and secondary education meets the needs of the children and young people of Powys.' Following the publication of Estyn's report, the Council recognised the need to review education provision in the county, and commenced a Strategic Review of education in Powys, with the aim of working with key stakeholders to develop a Case for Change, and to agree a new vision for education in Powys.

During the first phase of the review (Oct 2019 – Jan 2020), engagement took place with a range of key stakeholders in order to understand the challenges facing education in Powys, and what the Council needs to do to address these challenges. All Powys headteachers and Chairs of Governors were invited to attend a Schools Conference, and school staff were invited to attend engagement sessions held in all Powys high schools. Engagement sessions also took place with County Councillors, Governors, Town and Community Councils and Unions. This engagement work identified a number of challenges to be addressed in respect of the Council's education provision, which included a high proportion of small schools, decreasing pupil numbers, a high number of surplus places, building condition, financial pressures, inequality in access to Welsh-medium education, limited post-14 and post-16 offer, inequality in access to SEN provision and historical lack of political decision making.

Based on the findings of this phase, a draft 'Transforming Education in Powys' document was produced, which set out an emerging vision and guiding principles for transforming education in Powys. A second phase of engagement was launched in January 2020. During this phase, stakeholders were asked for their views on the draft 'Transforming Education in Powys' document. A second Schools Conference was held, and a virtual engagement session was held with pupils from Powys high schools, using digital learning equipment. 478 responses were received to an on-line questionnaire, which included 206 pupils. 124 other written responses were received, including 110 responses from school pupils, and pupil questionnaires were received from the School Councils of 13 schools. Based on the feedback received during this period of engagement, the 'Transforming Education in Powys' document evolved into a new 'Strategy for Transforming Education in Powys 2020-2030', which was approved in April 2020. The new Strategy sets out a new vision for education in Powys, and includes a number of strategic aims and objectives which will be guide the Council's work to transform education in Powys over the coming years.



**For more information:**

<https://en.powys.gov.uk/transformingeducation>



Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
Increase in the percentage of all pupils attaining the Key Stage Indicator at Key stage 2 from 91.2% to 92%	90.4%	89%	↓
Increase in the percentage of year 11 pupils achieving the Level 2 threshold including General Certificate of Secondary Education English or Welsh first language and maths from 62.2% to 68% by 2024	63.1%	Welsh Government has replaced this measure. Capped 9 score will be used going forward	N/A
Increase in the percentage of pupil attendance of compulsory school age at primary schools to 97%	95.1%	95.8%	↑
Increase in the percentage of pupil attendance of compulsory school age at secondary schools to 95%	94.5%	94%	↓
Increase in the percentage of schools who are not in need of Estyn follow up categories to 95%	90.4%	95.8%	↑
Increase in the proportion of schools with a Green or Yellow categorisation in the National School Categorisation System to 75%	72.3%	78%	↑
Increase the percentage of Looked after pupils attaining the Core Subject Indicator at Key stage 2 to 82%	44%	54%	↑
Increase the percentage of Looked after pupils with Personal Education Plan's completed to 83%	N/A	84%	N/A
Improved average capped points score for Looked after pupils to 276 or above	265	238	↓



### Support children and families to have the best start in life:

- **The Childcare offer** - The offer was instigated across Powys in April 2019 as a joint project from Education and Children's services. By July 2019, 993 children were able to access 30 hours of free childcare across Powys. The Education Service and Children's Service worked cooperatively to support settings to be able to provide for the 10 hours of education and 20 hours of childcare for the children eligible for this service.
- **'Other Groups' (Vulnerable Groups) Policy** - The Additional Learning Needs team produced an 'Other Groups' (Vulnerable Groups) policy. The policy set out clear responsibilities for the authority and for schools to ensure that there are effective systems in place to identify and support vulnerable learners.
- **Emergency Childcare Hubs** - In response to the COVID-19 pandemic, 13 emergency childcare hubs were opened across the county. Two emergency specialist hubs were also opened at special school sites in Brecon and Newtown.



- **Young People Not in Education, Employment or Training (NEET)** - At the end of the 2018/19 academic year, the Council calculated that 98.3% of Year 11 leavers were in Education, Employment or Training.
- **Incredible Years School Readiness Programme** - The Council reviewed its approach to delivering the programme to reflect the change in school admission age and the move to one school intake per year.
- **ALN Survey** - We conducted a survey to gain views from parents/guardians of children with Additional Learning Needs (ALN), of services provided to the children and young people. More than 250 responses were received and the information gained will be used by councillors and education officers as part of their review of the ALN service in the county. Catering and cleaning staff working in schools across the county have received awareness talks about additional learning needs. The talks are being provided following suggestion made by parents and carers during Additional Learning Needs Transformation events. Alongside this awareness-raising work, school menus are currently being updated with easy-read text and simple food descriptions.
- **Multimedia Tool Trial** - The Council agreed to trial a new multimedia advocacy tool - RIX Wiki - to support children and young people with additional learning needs. A wiki is a simple, easy-to-build personal website that can be accessed using a PC, laptop, smartphone or tablet. They can be used to create multi-media person-centred plans that use pictures, words, video and sound to capture the voice, skills, aspirations and needs of the individual. Initially the trial will be limited to a small number of schools but will be widened if successful.

Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
Improvement in the progress of individual pupils receiving Additional Learning Needs (ALN) and inclusion support			
<ul style="list-style-type: none"> <li>• The percentage of pupils at school action/school action +/statement attaining the Core Subject Indicator at Key Stage 2 will increase to 67%</li> </ul>	60.9%	61%	↑
<ul style="list-style-type: none"> <li>• The percentage of pupils at school action /school action + /statement attaining Level 2 at Key Stage 4 will increase from 30.9% in 2015/16 to 34% in 2025</li> </ul>	23.3%	Welsh Government has replaced this measure. Capped 9 score will be used going forward	N/A
<ul style="list-style-type: none"> <li>• The percentage of assessments completed for children within statutory timescales excluding exceptions will be maintained at 100%</li> </ul>	100%	100%	→
<ul style="list-style-type: none"> <li>• The number of pupils permanently excluded per 1,000 pupils in primary schools will reduce to 0</li> </ul>	Primary 0%	Primary 0.001%	→
<ul style="list-style-type: none"> <li>• The number of pupils permanently excluded per 1,000 pupils in secondary schools will reduce to 1.21</li> </ul>	Secondary 1.37%	Secondary 0.004%	↑
Increase in the uptake of early years services to 963	1065	993	↓
Maintain the percentage of 16 year olds who are NOT in education, employment or training below 2% (Baseline 1.9%)	1.7%	Data not available at time of publishing report.	N/A
Increased number of families accessing the Incredible Years School Readiness programme to 100 by 2020	50 families	44 families	↓



### Improve our schools infrastructure:

- **21st Century School Programme** - The latest project to be delivered as part of the Council's 21st century schools programme is the £21 million Brecon High School, which opened its doors to pupils for the first time in December 2019. Every project is unique and responds to local needs with a strong emphasis on community benefits, including examples of co-location of library services, community meeting and sporting facilities as well as facilities which centre around the needs of the family. In the last four years the council has successfully delivered nine projects under its 21st Century School Programme, which has seen one high school and seven primary schools being built and another primary school refurbished. Almost £56 million has been invested by the council and the Welsh Government as part of the programme's first wave of investment.
- **Post-16 Review Stage 1 complete** - The review has been discussed with the Learning and Skills Scrutiny Committee, and the schools data refresh exercise was completed.
- **New Contractor Appointed to Complete School Build** - Pave Aways Ltd was awarded the contract to finish the 360-pupil Welshpool Church in Wales Primary School, which is part of Welsh Government's and Powys County Council's 21st Century Schools programme.
- **E-sgol project** - A new initiative to develop e-learning in Powys secondary schools has been launched. The E-sgol project will connect pupils and teachers across Powys and ensure that pupils are offered a wider range of topic choices while giving them the best learning experience. Powys County Council signed up to the Welsh Government sponsored project, which has seen video link facilities installed in every secondary school campus in the county.

Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
Increase the percentage of our schools building blocks with an overall condition standard of A or B to 59% or above	59%	60%	↑
Reduce surplus places to 16% in primary (Baseline 16.7%) and 24% in secondary (Baseline 24%) by 2020	Primary 17.6% Secondary 25.5%	Primary 14.04% Secondary 24.09%	↑ ↑
Increase the percentage of pupils assessed in Welsh at the end of the Foundation Phase (Yr.2) to 20%	17.7%	19.6%	↑
Increase in the number of distance learning courses available from 0 to 3	1	1	→
Increase in the number of learners participating in distance learning course to 20	6	7	↑







### Improve the skills and employability of young people and adults:

**Careers Festival** - In March 2020 over 2,500 pupils and 70 employers attended the fourth Powys careers festival. Positive Pathways Powys, the partnership dedicated to providing careers advice to Powys' young people, pulled some 100 employers, universities, colleges, employer training providers as well as a range of other organisations to offer young Powys students from high schools, special schools and colleges an insight into the opportunities which await them. During the year, Positive Pathways Powys also held a business competition which encouraged students between the ages of 14-19 to think about 'What business would they set up in Powys in 2020 and why?'



- **Apprenticeship Programme** - The first Higher Apprenticeship programme was set up and held in conjunction with Powys Teaching Health Board.
- **Apprenticeship Talent Pool** - The Apprenticeship Talent Pool was launched in 2019. People have been invited to join the Talent Pool and advise what type of work they are looking for. Following a successful interview, the applicant becomes a member of the apprentice talent pool and automatically receives suitable apprenticeship vacancies.
- **Powys Learning Pathways** - The Powys Learning Pathways marketing campaign to promote sixth forms was launched in September 2019.
- **World of Work Transition** - A World of Work transition programme was held in Newtown High School, including 5 workshops for the young people from the primary feeder schools.
- **Seren Network Support Continued** - Two Powys sixth formers have secured offers to study at Oxford University, thanks to the help and guidance of the Seren Network. The Seren Network supports more able and talented pupils in the county and has helped many young people to enter Britain's top universities.

Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
Increase in the number of apprentices employed by the council from 35 in 2017-2018 to 65 apprentices by 2019-2020.	16 new apprentices employed (51 total since 2017)	8 new apprentices employed (59 total since 2017)	↓
Increase the percentage of all learning activities started through the Powys Adult Community Learning Partnership which reached completion and the qualification was achieved to 92% or above	99% reached completion and 94% achieved the qualification	99% reached completion and 95% achieved the qualification	↑

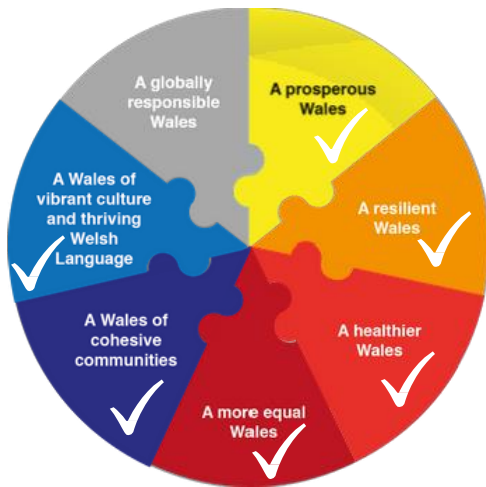


For more information:

[www.powyslearningpathways.wales/](http://www.powyslearningpathways.wales/)



## Our contribution to the 7 Well-being goals:



## How much did we save/spend in 2018-19?

## Headline capital investments:

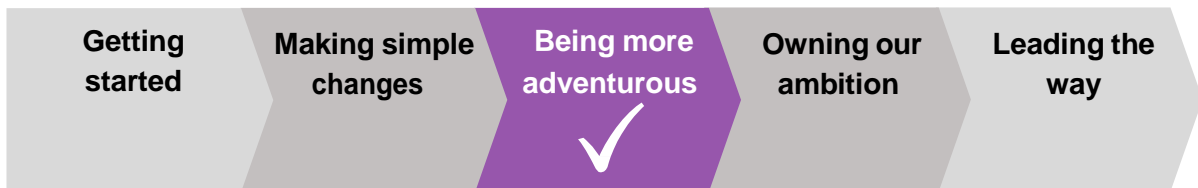
- Brecon Campus – £6.9 million
- Welshpool High School - £1.6 million
- ICT equipment for schools - £64,000
- Ysgol Calon Cymru Dda - £113,000
- Llangattock CiW School extension - £90,000

## Headline savings:

- Raising the age of school admission to a single annual entry - £187,000
- Review of pre-school foundation phase funding - £221,000
- Reduction in out of county placements - £298,000

## The Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?





## What outcomes are we aiming to achieve?



Residents take responsibility for their actions and support one another



Communities have access to a choice of both affordable and market housing



Communities have access to services that allow all to flourish and enjoy life



Communities have an active role in the design and delivery of the services they need

## Overall assessment of performance:

Overall, we have judged performance of this objective to be 'Good'. 5 out of the 7 activities in place to support this objective were green and 2 amber. 2 measures used to monitor success were green and 2 were amber. (No RAG was available for 2 of the measures).

## Progress against our activities and success measures



### Strengthen community development and resilience

- **Y Gaer Opening** - Brecon's flagship cultural and historic attraction y Gaer opened its doors to the public for the first time on 05 December 2019. It features a refurbished Grade II\* listed museum, a new library, art gallery and community facilities. Between January and March 2020 there were 55% more visits to Y Gaer than there had been to Brecon library during January to March 2019. The ambitious project has faced huge challenges during its construction, and we know that residents share our frustration at the time it has taken to finish the project.
- **Library and Museum Development in Welshpool** - The new name of the integrated museum and library in Welshpool was revealed as Y Lanfa/The Wharf. Work has been undertaken to prepare the Powysland Museum in Welshpool to accommodate the town's library. This is part of a wider property project which will see more supported accommodation for elderly people in the town.
- **Place Based Plans** - As part of this joint programme with PAVO the Plan for Brecon was submitted for final sign-off, and the Plan for Newtown reached the final consultation phase.
- **Tri Town Initiative** - The initiative was active in Llandrindod Wells, Builth Wells and Rhayader, and developed in Crickhowell, Talgarth, Hay-on-Wye, and in Knighton and Presteigne.



- **Pop-Up Powys and the Love Where You Live Campaign** - An outreach service trial was launched by Powys County Council involving mobile library and housing services. The Pop-up Powys trial, part of the 'Love Where you Live' campaign, used a mobile library to take housing services to rural communities in the north of the county. Housing Engagement officers joined library staff to provide an extra service on well-established mobile library routes and also used the mobile vehicle on Mondays when not in use. The outcomes included greater visibility for the Council and Housing Services, increased community networking helping to understand what matters, shared knowledge across services and bringing library services to a wider audience.
- **Response to Storm Dennis** - We immediately stood up an incident management team, and a Local Resilience Forum Strategic Coordination Group was established to help communities affected by Storm Dennis. Over 150 domestic properties were flooded in Powys and we supported with the following:
  - Flooded properties across Powys were visited by the Emergency Planning Team in order to coordinate the response work and to provide support, practical assistance and advice to residents (this work only ceased once Coronavirus became an issue).
  - A newsletter was produced and distributed to impacted properties offering information advice and assistance.
  - Income and Awards have contacted flooded residential properties and assisted with Welsh Government Discretionary Assistance Fund (DAF) claims and offered advice on Council Tax. This has resulted in 140 qualifying households receiving the DAF funding.
  - 69 applications for support from the Green Man Trust were processed by the Emergency Planning Team.
  - More than 25 road, bridge, and infrastructure works identified following the storm to be repaired by Highways.
  - Working with Business Wales and Welsh Government, Powys County Council hosted two business information meetings where 30 businesses received information on the Welsh Government Flood Relief Fund, how to claim business rate relief, and had the opportunity to feedback on their experiences.



## CASE STUDY - Housing Service Customer First Improvement Plan

The Council provides homes for one in ten of all households living in Powys as well as supporting mixed tenure estates that were initially developed by the Council. During 2019-20 we continued to implement our 'Love where you live' initiative, which focuses on how tenancy and estate management can help people enjoy their homes and neighbourhoods. We also carried out a number of improvement and adaptation works to council homes and it's important that continue to seek tenant satisfaction on the services we provide. That is why in April 2019 we carried out a Tenants' Satisfaction Survey. We used the STAR Survey method so that we can compare ourselves with other similar landlords using the same questions that tenants across the country have been asked.

More than 700 randomly selected tenants were interviewed over the telephone and 128 tenants were contacted as part of a call-back exercise by an in-house telephone survey. Results showed the overall level of satisfaction was good with two thirds of tenants satisfied with the overall housing service, but there were areas where residents were less satisfied, particularly around communication with residents and repairs and maintenance.

The Housing Service has now developed a "Customer First Improvement Plan", in consultation with the Tenants Scrutiny Panel and County Councillors who discussed the action plan mid-October. The aim is to improve the service, especially in relation to repairs and maintenance as well as listening to tenants views and acting upon them.

Below is a summary of the action plan and survey results:

### You said...

- 47% are satisfied that we listen to your views and act upon them. **We will...**
  - Consider how we can operate a joint Powys County Council and Heart of Wales Property Services repairs call handling centre
  - make it possible to report repair request on-line
  - introduce web chat
  - engage better to remove the barriers for people with disabilities who want to access our services
  - review the current Careline arrangements
  - improve the use of decoration vouchers for new tenants
  - send out a questionnaire to new tenants, a few months after moving in
  - hold Housing Surgeries, twice a year around the County

### You said...

- 54% are satisfied with the repairs and maintenance service. **We will...**
  - trial a "housing MOT", where we visit a home to check if there are any repairs and maintenance issues
  - call back a percentage of tenants after a repair has been carried out
  - look into the reasons for all cancelled and uncompleted repair jobs
  - research long term experience of completed works to meet the Welsh Housing Quality Standard



**Other survey results included:**

- 66% overall satisfaction with services provided by Powys County Council Housing Services
- 84% satisfied with their neighbourhood
- 76% satisfied with the quality of the home
- 70% satisfied that the rent provides value for money
- 65% satisfied that their service charges provide value for money
- 78% agrees that we have friendly and approachable staff
- 72% trusts us
- 61% agrees that we have a good reputation



We thank tenants for taking the time to get involved in the survey, it is only by listening to their views that we can improve our services.

Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
Agreed Place Based Plans with designated localities by 2020, setting out an understanding of each localities needs at a local level and what interventions are required, including street scene/cleansing, highways, waste and recycling, transport, public health, community areas to mention a few.	6 Place Based Plans agreed	2	↓
An increase in the percentage of residents that are satisfied with their local area as a place to live (90% in 2017 - National Survey for Wales)	90%	No survey undertaken.	N/A
An increase by 10% in the engagement of residents to volunteer to support local community initiatives. The last record showed 38% of people volunteering on a formal and informal basis.	N/A	48%	N/A
Increased levels of tenant satisfaction with the quality of their neighbourhood to 80% or above	N/A	84%	N/A
Increased level of housing tenant engagement (baseline to be established)	N/A	STAR survey to be done 2021-22	N/A
Development and implementation of up to two Community Hubs per year	0	1	N/A

**Strengthen our relationship with residents and communities**

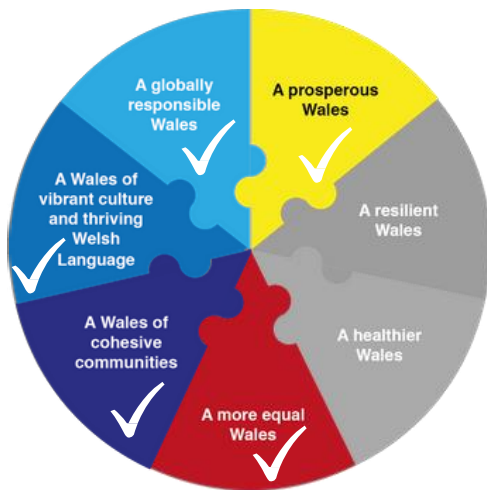
- **Review of Town and Community Councils** - The Council remains ready to support Welsh Government following their November 2018 Review.
- **Powys Lotto** - We launched our Loto Powys Lottery Page and the first draw took place on 22 June 2019. The Powys Lotto operates on the principle of raising money in the community, for the community - empowering local groups to generate vital funds in a fun and effective way, while enabling players to support the causes they care about the most.



### Safeguard and enhance the natural environment for residents and communities

- **Biodiversity and Section 6 of the Environment (Wales) Act 2016** - The Council drafted a report demonstrating its compliance. Once finalised and approved, the report will be sent to Welsh Government and published on the Council's website.
- **Llandrindod Wells Lake Enhancements** - Work to install new items of green infrastructure to improve public access around Llandrindod Lake have been completed, The work will be a real boost for residents and visitors alike, with an accessible bird hide designed to enable access for wheelchairs and buggies to get close to nature. The hide has viewing slots at different heights to allow adults, children and wheelchair users to view the wildlife. The roof provides an all-weather, all-year round experience for all including schools for educational purposes. Before the work was started a user-survey was undertaken showing that 77 per cent of respondents thought that improvements were needed to the fishing and bird watching facilities with 80 per cent thinking that they would improve the lake park. In March 2020, we launched a further survey to ask what people thought of the work now that it is completed.

### Our contribution to the 7 Well-being goals:



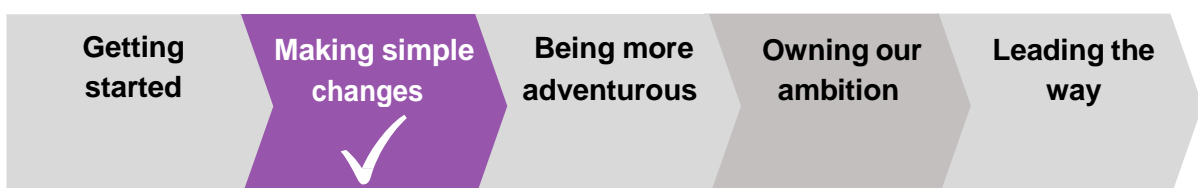
### How much did we save/spend in 2019-20?

#### Headline capital investments:

- Y Gaer (Brecon Cultural Hub) - £400,000
- Powysland co-location - £60,000
- Presteigne library - 52,000
- Library self-service terminals - £74,000

### The Journey Checker

Where are we on the journey to maximising our contribution to the 7 Well-being goals?







## What outcomes are we aiming to achieve?



### Engagement and communication

Listening, sharing information and building trust with our residents, communities and staff



### Leadership and governance

Our staff and Members work together with our partners, using the right systems and information to make sure the Council is well-run



### Change how we work

Making best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county's residents and communities

## Overall assessment of performance:

Overall, we have judged performance of this objective to be 'Good'. 6 (66%) out of the 9 activities in place to support this objective were green and 3 were amber. 5 measures used to monitor success were green, 2 were amber and 2 were red (no RAG status was available for 2 of the measures).

## Progress against our activities and success measures:



### Engagement and communication:

- **Staff survey conducted** - 1,421 employees responded to a survey conducted in November 2019, compared to 332 in 2018. The survey found that:
  - 77% are proud to work for the council (compared to 62% in 2018)
  - 77% are proud of the work they do (compared to 65% in 2018)
  - 83% feel confident making decisions without having to seek permission from their line manager (compared to 73% in 2018)
  - 91% will go that extra mile to get the job done (compared to 88% in 2018)
  - 32% don't feel involved in discussions around changes in their service area (43% in 2018)



**Growing Use of Social Media** - The Council has a corporate Facebook, Twitter, Instagram and Flickr account and its own YouTube channel. A proactive approach to the use of video, animations and infographics to promote key campaigns like Foster Carer recruitment has resulted in the growth of followers on both our Facebook and Twitter accounts and we monitor and share posts from partner organisations wherever relevant to ensure our residents gain access to information that may be useful to them.

**Ongoing Consultation and Engagement** - During the year several consultation and engagement exercises were conducted to seek views from the residents of Powys on a range of policy and service matters. The Big Squeeze – the Council’s budget consultation exercise – was one of the key exercises which helped to inform the council’s 2020-2021 budget. We continued to use the CitizenSpace digital platform to engage with residents. Over 620 residents used the platform as part of the latest budget consultation. It has also been used for Post-16 Education and Additional Learning Needs consultations. More detail can be found in section 3.

- **Staff Appraisals** - A further improvement to staff appraisals was introduced to focus on how our behaviours help bring the Council's values to life, which in turn helps us deliver better outcomes. The change was introduced because of staff survey findings. It better supports managers and employees when having a conversation about how their behaviour supports our values.
- **Chief Executive’s Roadshows** - Dr Caroline Turner, our Chief Executive, held roadshows in the ‘Conversations with Caroline’ series. In addition to these events, she spent time visiting a wide range of council settings right across the county, including schools, depots, social care settings, and council offices. The aim of this series was to introduce Caroline and the Executive Management Team to as many staff as possible and provide everyone with an opportunity to hear first-hand her priorities as the Council’s new Chief Executive.
- **Social Services Staff Conferences** - Three conferences were held with the aim of recognising and celebrating some of the excellent work happening across Social Services, providing an opportunity for staff to engage in sharing knowledge and good practice.
- **New Staff Suggestion Scheme** - The scheme was introduced to give colleagues across the organisation another way to have their say and contribute ideas that could lead to positive change within the council. It is run by staff, for staff, through the Engage4Change Staff Engagement Group which is a group of volunteers who give their time to improve engagement across the Council.
- **Dying to Work Charter** - Powys County Council signed up to the TUC’s Charter aimed at helping employees who become terminally ill at work. The Dying to Work campaign seeks greater security for terminally ill workers and offers them additional employment protections when they need them the most.

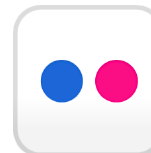
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- **Welsh Language Standards** – We continued to undertake work to ensure compliance with the Welsh Language Standards, including:
  - During November 2019, we ran a week-long internal campaign highlighting different aspects of what staff need to be doing in order to provide services to the public through the medium of Welsh
  - Work has continued within Powys social services to recognise what languages service users speak and which is their first language, to identify in which language they want to receive their services. Powys' social services teams within Children's Services, Adults Services and the Commissioning now have language skills data for 91.3% of their staff, and the data indicates that 11.4% have sufficient skills to be able to provide a face to face service through the medium of Welsh. A Welsh language Champions Group was established within the county's social services section.
  - The Council worked with Powys Association of Voluntary Organisations (PAVO) on a project to provide support to voluntary and 3rd party organisations (but would also be more widely available within the county, e.g. to health primary care settings) to help them provide the active offer, and provide more services through the medium of Welsh.
  - The Council's Translation Unit received 6832 requests for written translation service during the year, compared with 6724 the previous year, which shows that the Council continues to increase the information available bilingually for residents and visitors to the county.
  - The Council's new, bilingual intranet site was further developed during the year to include additional information and resources for staff, ensuring that all pages, resources, documents and tools work through the medium of Welsh as well as English.



To read **Powys County Council's Welsh Language Standards Annual Report 2020:**

<https://en.powys.gov.uk/article/3268/Welsh-Language-Standards>



Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
Implementation of new engagement platform	These were new measures for 2019-20, therefore were not reported in 2018-19.	A new platform is in use	N/A
Establishment of the Powys Citizens Panel on the My Account		Work has been ongoing to develop this but has been put on hold due to the service invoking its business continuity plan because of COVID-19	N/A
Completion of the Residents Survey		The survey is not due until 2021.	N/A



### Leadership and governance:

- **Workforce Strategy** - Plans were published that set out priorities for the Council's workforce over the next 3 years. The Workforce Strategy outlines the high-level activities that will develop the structure, capabilities, skills and engagement of the workforce to ensure Vision 2025 is a success. The strategy sits alongside and integrates with a number of other key strategies and projects, including Workforce Futures under the Vision 2025 Transformation Programme. Together they aim to shape a fit for purpose and strong organisation, delivering ever improving outcomes for local people
- **Improvement and Assurance Board (IAB)** - The IAB met monthly during 2019-20 to monitor the council's improvement journey in respect of corporate governance, adult and children's services and from October 2019 education service. The independent members of the board provided advice and guidance to officers on strategic and operational aspects of their plans throughout this period. A review has been undertaken by an independent advisor (Sean Harriss) of the effectiveness of the Improvement and Assurance Board. In addition to the IAB the council has established other internal improvement boards during 2019-20 including one for housing and corporate compliance improvements, one for social services. These boards have focused on identifying the interventions needed to drive rapid improvements in service performance.
- **Member Development** - In 2019-20 member development has been strengthened with a comprehensive programme including sessions on: financial planning and management (led by CIPFA); Service Improvement Plans; the 2020-25 Medium Term Financial Strategy (MTFS) and 2020-21 budget; the Vision 2025 transformation programme; the Estyn report and Post Inspection Action Plan; and schools' transformation (including presentation of data).
- **Improvement Plans** - In 2019-20 all twelve service areas had a Service Improvement Plan for 2019-22. Each of these plans was presented to Members in a Member Development session and individual Heads of Services were held to account for their delivery by their Director and Cabinet Member. Children's Services, Adult Services and the Education Service all have specific improvement plans to respond to recommendations made by regulators. These plans were overseen by the Improvement and Assurance Board.
- **Experienced Team Leading Education in Powys** - A small team of highly experienced education officers was appointed to lead education services in Powys as part of the interim arrangements. Lynette Lovell took up the role of Chief Education Officer, supported by Geraint Rees, an experienced education professional who has supported improvements in schools and education authorities across Wales over many years. The new arrangements will be in place until a permanent chief education officer is appointed.
- **Performance Management and Quality Assurance Framework (PMQAF)** - This key document was updated, which outlines performance management arrangements within the organisation. The Performance Management and Quality Assurance Framework lays out key principles, common systems and methods needed to perform and improve. It is the second major release of this document.



#### For more information about the PMQAF:

<https://en.powys.gov.uk/article/7911/Performance-Management-and-Quality-Assurance>



Our success measures and targets for 2019-20	2018-19 Performance	2019-20 Performance	Trend
Improvement in staff survey results	62% proud to work for the council 75% feel valued as a team member 72% enjoy their job	77% proud to work for the council 84% feel valued as a team member 79% enjoy their job	↑
Reduction in pay bill	£165,874,480	£165,769,597 *	↑
Reduction in Head Count to 4065.91	4118	4094.65	↑
Reduction in the number of working days/shifts per FTE employee lost due to sickness absence (12 month cumulative) to 9 days or below	9.5 days	9.29 days	↑
Number of successful candidates recruited internally/matched to roles	Due to the volume of staffing changes, this measure has proven no longer appropriate to measure		N/A
Percentage of staff receiving an annual Staff Appraisal will be 70% or above	Not available due to change in recording process from quarterly to annual	57% received Annual Appraisal	N/A

\*The actual pay bill figure for 2019/20 equates to £104,883 decrease (-0.364%) when comparing to the 2018/19 figure. The actual 2019/20 pay bill figure also included a pay bill pressure relating to 2018/19 of circa £103k, and as such the underspend is further increased to £207k (-0.125%) when comparing to the 2018/19 figure.



### Changing how we work:

- **Integrated Business Planning** - In 2019-20 the Council introduced a new corporate planning approach, Integrated Business Planning, which involves the development a single plan that connects the Council's Corporate Improvement Plan and statutory obligations to service area operational plans, budget and workforce plans while balancing practical constraints about the availability of financial and workforce resources with the Council's Medium Term Financial Strategy.
- **New Trading Company Established** - Transformation in Powys County Council took a step forward with the establishment of a Local Authority Trading Company (LATC). The LATC enables the council to use an alternative model of delivering services in the commercial marketplace. The establishment of Powys Commercial Services Ltd allows the council to generate more income in line with aspirations in Vision 2025.
- **Bring Your Own Phone (BYOP)** - This initiative was rolled out to save carrying around two mobiles and reducing the number of work phones which will contribute to the council's savings. Staff and Members can access work accounts for Email, Calendar, Skype for Business and many more applications all from a personal mobile phone.
- **National Accreditation for Cyber Security Work** - The Council was awarded national accreditation for its work protecting data, information security controls, and cyber security. Powys County Council achieved the Cyber Essentials Plus Certification along with IASME Governance (Silver Level) from the IASME Consortium. Powys is one of only four local authorities in Wales to jointly achieve this - the gold standard that Welsh Government want all councils to work towards.



- **Recycled Paper** - The Council has switch to recycled paper for all its multifunctional devices, printers and scanners. Machines are now stocked with recycled 'Steinbeis' paper. As well as being more environmentally friendly, it is manufactured in a responsible way and will provide cost savings for the council.
- **Brand New Council Tax Facility** – Thanks to this new facility, individuals who have registered for a 'My Account' on the Powys website can now view their full Council Tax account information online and view and download their council tax bill for any year plus recovery notices.

### Case study - New Digital Strategy launched

Digital Powys 2019 – 2025: A digital transformation strategy which aims to improve customer interaction with the council, support staff to up skill, safeguard our systems and support our communities was launched by the Cabinet Member, Councillor Graham Breeze alongside children attending a coding club at the newly open y Gaer building in December 2019. Children designed, built and coded their own Lego WeDo at the session run by Tilly Boscott, Library Assistant at the newly re-located Brecon library base. **You can read the strategy by visiting: <https://en.powys.gov.uk/article/8234/Digital-Powys>**

The strategy has the following vision: "**embracing new technologies to improve our customers' experience**"

#### It has five work streams:

- Customer Centred Digital Solutions
- Information Excellence
- Digital Places
- Digital Workforce
- Digital Infrastructure & Systems

#### In addition, four key principles:

- Customer Centred Digital Solutions
- Digital First
- Safe and Secure
- Working with partners

Councillor Graham who chatted to the children about coding and computers as they built and tested their bots said: "It's clear that children today are much more familiar and confident using a range of digital tools that are available at their fingertips. As a council, we want to extend this confidence to all who need to interact with us and embrace and keep on the front foot so we use the digital technologies available to best effect – helping and supporting people to access information, advice and the council services that they need quickly and efficiently."

We have already started to make improvements such as a **Brand New Council Tax Facility** – thanks to this new facility, individuals who have registered for a 'My Account' on the Powys website can now view their full Council Tax account information online and view and download their council tax bill for any year plus recovery notices. Staff in Income and Awards will be able to use the website easily and securely to see this information 'at a glance' when assisting customers with enquiries. They will also be able to send customers a copy of their Council Tax bill by email with only a few clicks which will save significant time and is a key benefit of the new functionality.

The council's web team were recognised in the Digital Technology Leaders Award for the digital transformation already underway. They were recognised for raising customer satisfaction and improving digital experience by implementing innovative platforms. As a result of this work there has been a 50% reduction in emails to customer services, an 80% reduction in calls relating to waste depots, and a customer satisfaction rating of over 80%.

Our success measures and targets for 2019-20	2018-2019 Performance	2019-20 Performance	Trend
We will improve our assessments received from external regulators. (The definition for how this measure is calculated has changed from 2018-19 to 2019-20)	25 recommendations of proposals for improvement received	5 assessments received with recommendations	N/A
The percentage of complaints responded to within statutory timescales will be 100%	79.21%	87.2%	↑
Total number of compliments received as an average for the last year will be 200 or more	185	249	↑
Percentage revenue budget variance will be within +/-1%	Revenue outturn (excluding the Housing Revenue Account and schools delegated budget) was a 0.4% (£713k) overspend versus the budget	Revenue outturn (excluding the Housing Revenue Account and schools delegated budget) was a 0.8% (£1.46m) underspend versus the budget	→

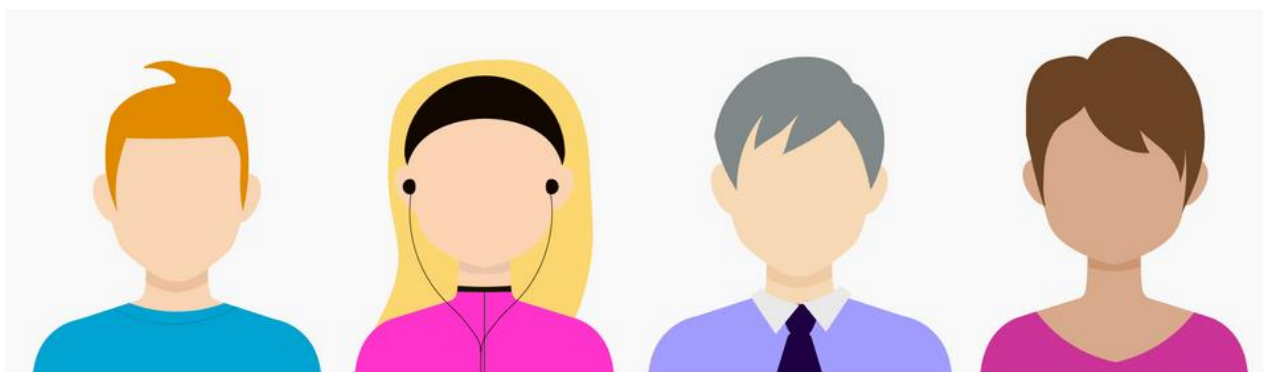
### How much did we save/spend in 2019-20?

#### Headline capital investment:

- HTR Service Transformation - £291,000
- Digital Transformation programme - £134,000
- Schools Transformation - £363,000
- Additional Learning Needs Transformation - £171,000


#### Headline savings:

- Reduction in Third Party grant - £78,000
- Customer Services digitisation efficiencies - £45,000
- Review of staffing structure in Member Services - £345,000
- Finance staffing restructure - £76,000
- Commercial Services staffing reduction - £100,000
- Restructure of Strategic Policy and Performance and Executive Support - £427,000



### How are we working more sustainably?

The Well-being of Future Generations (Wales) Act 2015, places a duty on local councils to consider how they can work more sustainably across 7 core areas of change. The table below outlines what we have been working on during 2019-20 to ensure our processes, and the way we plan and support front line services is done in a way that considers the long term, prevention, integration, collaboration and involvement.

<p>Area of change</p>	<p>How are we using the five ways of working to change how we think, plan and act?</p>  <p>Long-Term    Prevention    Integration    Collaboration    Involvement</p>
<p><b>Risk</b></p>	<p>There have been significant improvements to the council's risk management arrangements during 2019-20 in response to an internal audit report of risk management in March 2018. The Council now has a risk management system in place where all service and strategic risks are registered, mitigated actions are identified and risks monitored. Risk management reports are presented to Cabinet quarterly and are reviewed by the Audit Committee.</p> <p>The risks that the organisation faces are changing all the time, so it is important that we identify these at the earliest opportunity and manage them appropriately to prevent them from turning into issues. During the year, risk champions were identified for all Service Areas whose responsibility is to help embed the principles of our Risk Management Framework across the organisation. Further work is still needed to clearly identify the different risk appetites between services and how this is managed.</p>
<p><b>Performance Management</b></p>	<p>During 2019-20 we reviewed our Performance Measurement Framework to ensure that we have SMART measures that provide quality and timely information that can be used to make well-informed decisions and manage performance effectively at all levels of governance. During the second quarter of 2019-20, the method for reporting quarterly performance and progress against Vision 2025 Our CIP was refined following officer feedback and a change in governance. All performance reporting is now based on a simplified 'Achievements, Issues, Actions' principle.</p> <p>During 2019-20 the data analytics capability within the council has strengthened considerably, fully embracing Microsoft Power BI to undertake data modelling for service change (e.g. North Powys Wellbeing Programme and schools' transformation) and to provide interactive self-serve dashboards*, both internally and externally.</p>

The Council' leadership now has self-serve access to 1500 management information reports (including sub-reports) from the online Corporate Insight Centre (which has 500+ users), covering Adults' and Children's Services, as well as Council-wide workforce, finance (revenue and capital) and customer service information. The most popular reports focus on sickness, supervisions, complaints and open assessments. The Council also has a Wellbeing Information Bank with 74 dashboards that the public can access on our website (average 150 hits per month). A mobile management reporting tool has been rolled out to SLT and in the summer of 2020 Power BI premium will be implemented across the Council.

### Corporate Planning

In 2019-20 the Council introduced a new corporate planning approach, Integrated Business Planning, which involves the development a single plan. To assist in the development of an integrated business plan the organisation is adopting Outcome Based Budgeting (OBB) to seek to allocate financial resources to achieve priority outcomes.

The quality of Integrated Impact Assessments improved during 2019-20 although room for further improvement was identified by Scrutiny during the 2020-21 budget consultation process. Our Integrated Impact Assessment process is key to ensuring we prevent any adverse impacts on our well-being outcomes and ensure we fully consider the impacts our decisions may have on current and future residents.

During 2019-20 the Council has worked in collaboration with its Regional Partnership Board partners to develop the North Powys Wellbeing Programme under the Powys Health and Care Strategy, including developing an assurance framework for that programme. The Partnership has also developed and published a Strategic Framework for the Health and Care workforce in Powys and is currently working on a similar Framework for digital to ensure every opportunity for integration is explored. The council continues to work with its Public Service Board partners on the delivery of Towards 2040 and in 2019-20 held engagement event with Town and Community Councils to extend the reach of the plan. The PSB membership was also extended to include a Town and Community Council representative.



## Financial Planning

The Council's budget planning has traditionally been determined using an incremental budgeting approach and has tended to focus on one year with limited development over the longer term. This will not deliver a sustainable financial position for the Council going forward. The Council is therefore moving to an Outcome Based Budgeting approach, focused on the medium to long-term and aligned to service and workforce planning.

The strategy is based on an approach which brings together all elements of the Council activity to deliver Vision 2025, a programme of transformation, and one which encompasses service improvement and delivers appropriate levels of statutory service. It will better align revenue and capital to ensure that our limited resources are prioritised to achieve maximum effectiveness and based on securing outcomes that matter to our residents.

The strategy is supported by a detailed five year budget model, this has been strengthened in recent years with the development of service financial models which inform the corporate plan. The budget model has been improved with scenario planning across Best, Most Likely and Worse case scenarios.

There is further work to do to move properly away from incremental budgeting and to Outcome Based Budgeting and this work is planned, starting with a project focused on setting an outcome-based budget for Powys children, but with a plan over the period of the MTF5 to move fully to OBB as part of our Integrated Business Planning Programme.

## Assets

The council developed an agreement with Welsh Government to lease part of the ground floor of County Hall as a base for Welsh Government staff currently accommodated at the adjacent Spa Road offices. We are all facing significant financial pressures and the sharing of facilities is an obvious way to ensure that precious resources are used efficiently. Imaginative use of property management will be an important factor in the transformation of local government services. Agreements like this can generate useful income for Powys and ease the pressure on the council's finances.

The new Annual Appraisal is ensuring individuals are accountable for and receive feedback on their performance. The organisation is becoming more attractive to work for, and attracting new recruits, to reduce agency staff reliance.

In 2019-20 the Council developed a workforce strategy, supported by a Workforce Futures Programme which includes developments in leadership training, development and coaching as well as improved staff engagement and workforce planning all of which are designed to support the development of a highly skilled and productive workforce.

Every service area has produced a workforce plan as part of the Integrated Business Planning process and an organisation Training Needs Analysis has been undertaken. A corporate training plan and individual service training plans have been developed as a result of the TNA. As part of the Workforce Futures Programme a new Leadership Development Programme has been developed. The Council has also developed, with Regional Partnership Board partners a strategic framework for the health and care workforce in Powys

## Procurement

We have modified our procurement process so that from the outset we consider how any procurement would support and / or could have an impact on the seven wellbeing goals. This ensures that at the point of drafting specifications, terms and conditions and invitations to tender we are able to build specific requirements into our contracts to support these goals or mitigate any negative impacts. The Council is also developing a 'Powys Future Generations Commitments Charter' which once agreed will be published on the procurement portal. The five ways of working also underpin our approach to procurement and commissioning, with each procurement requiring the completion of an integrated impact assessment.

Under the Powys Pound initiative, we are helping local businesses to improve their tendering skills. We are also speeding up our payment processes and using payment cards where possible so that local companies are paid faster and without delay to boost their business. Many procurements deemed to be of interest to our local markets are preceded by pretender and even mid tender events encouraging local markets to prepare and encourage local companies to bid. We are encouraging companies to collaborate to provide consortia bids for contracts which individually they would not be able to bid for and already one is currently being developed and hopefully will submit bids for future schemes.

### 3.2 Listening to our residents

Over the past year, we have continued to build a dialogue and engage with Powys residents in a number of ways, whilst also growing and utilising social media channels to ensure we hear from as many stakeholders as possible when we are looking to change the way we deliver services. We recognise the importance of early engagement and dialogue to shape policy and services alongside the more traditional consultation type exercises. During 2018-19, a number of engagement and consultation exercises took place in support of Vision 2025:



#### Economy

**The Big Squeeze Budget Exercise** - The big squeeze budget consultation was one of the key exercises which helped inform the council's 2020-2021 budget. During late autumn 621 residents took part using an online budget simulator. The simulator tasked residents with finding savings to the tune of between £8 million -£13 million so the council could set a balanced budget. Users could see a range of proposals to save money across several council services and choose how or if to reduce the budget, sustain it or increase it for each service proposal. People could submit at any point during the exercise and were not forced to meet the budget shortfall. This provided useful feedback and resulted in an increase of £0.5 million for road maintenance and a council tax increase which was set in line with the views given by respondents.

**Lakeside Regeneration Surveys** – Two surveys were conducted during the year to capture views following a successful bid from the Welsh Government's Landfill Tax Community Scheme, to enhance the environment and facilities for those who enjoy fishing or birdwatching at the lake in Llandrindod Wells. The £50,000 grant provided funding for new fishing platforms and a wheelchair/pushchair friendly bird-hide for users of all ages.

The 'before work started' survey showed that 77 per cent of respondents thought that improvements were needed to the fishing and bird watching facilities, with 80 per cent of respondents feeling that the proposed work would improve the lake park. The follow-up survey closed with only 50 responses (COVID-19 impact). However, of these respondents, 18 had used the new fishing platforms, 26 the boardwalk and 30 had visited the bird hide. Overall, over half rated the new facilities as either good or excellent.



#### Health and Care

**North Powys health and wellbeing** - The council is working together with Powys Teaching Health Board to identify a health and wellbeing model for the north of Powys. Two rounds of engagement and consultation took place during the year which has resulted in a draft model of care being developed and consulted upon. Over a thousand in the communities of North Powys people took part in either workshops, meetings, or drop-in sessions. In addition, some responded to the two online surveys that ran. The first captured what helped them to keep well at home, in their community and in the North Powys region. The second survey used that information to set out the draft model of care and sought views on the health and care services that may be available to people at home, in their community, in the region and also out of the region. The Welsh Government will now consider the findings and a bid from the Regional Partnership Board to progress the project which supports both the Health and Care Strategy for Powys and Towards 2040 - the county's Well-Being Plan.

**New children's and adults service** - A new "Ask Sara" directory of services for adults, who may be seeking support in their local community, was launched during the year alongside a survey conducted to name a new service for children to complement the Assist Service launched for adults during 2018/19. The services aim to ensure that all children and adult care referrals are directed through one team to improve access to timely information, advice, and assistance.



### Learning and Skills

**Transforming education in Powys** - Towards the end of 2019/early 2020 the council organised a series of meetings with head teachers, school staff, governors and other education partners to consider the future of the education service and how to transform it to meet the needs of all children in the county. Supporting this was an online survey which captured additional feedback from parents and pupils alongside professionals. Over 450 responses to the survey were received which asked people to give their views on the draft vision for education in Powys, leadership, retention of teaching staff, the Welsh language provision and education for pupils with additional learning needs. The feedback has been fed into the next phase of the process and follow up consultation and engagement will take place once the COVID-19 restrictions are lifted.

**Review of the school formula** - An online survey was produced to comply with the requirement to review the funding formula for schools in Powys. The response: The feedback and analysis of the responses led to some minor changes to the formula creating a more equitable working model which has been implemented.

**Llanerfyl and Banwy primary schools** - The Council consulted on a proposal to close Llanerfyl Church in Wales School and Banw CP School and re-open a school on the site of one of the two establishments' sites. A consultation was carried out – a mixture of drop ins and an online survey, the latter of which received 250 responses. There was a mixed reaction to the proposal with arguments for and against both sites. The response: Cabinet discussed the findings in March 2019 but deferred the decision until a date in April to consider further information. Subsequently it was decided to close Ysgol Dyffryn Banw and Llanerfyl Church in Wales school on August 31st 2020. A new school will be opening on 1st September 2020.



### Residents and Communities

**Equality in Wales Regional Survey** - A regional survey was conducted in partnership with Ceredigion, Pembrokeshire and Carmarthenshire councils whereby residents were asked to rate their experiences of several services highlighted in the Equality and Human Rights Commission's report into equality in Wales. An online survey was promoted by all the public sector partners including fire, police and ambulance and a regional report and localised reports produced to inform the Strategic Equality Plans for the year ahead.

**Electric Vehicle Charging Points Survey** - To respond to the UK Government's 'Road to Zero' strategy which will see an increase in electric vehicles being used, the council ran an online survey to capture views from residents about preferred location of and potential use of charging points so as to put a bid to the Office for Low Emission Vehicles to install fast electric charging points in council long stay car parks. With over 700 residents responding to the survey the council was able to put forward a comprehensive and successful bid which resulted in a grant of £100,000.

**The Active Travel Survey** - Conducted in 2018, the survey captured feedback on how frequently people walk or cycle short distances in the 11 designated Active Travel towns. 92 responses were received with residents in Brecon, Presteigne and Llandrindod giving compliments regarding the ethos of active travel and requests for more collaboration and partnership working with Town and Community Councils and others (nature reserves) etc. The response: Views expressed around pavement conditions, cycle racks, safety for pedestrians have been used to inform successful bids and resulted in improvements Powys communities. One such project looking at the redevelopment of a busy high street in Llandrindod Wells was about to commence just as the COVID-19 lockdown occurred. The team is currently looking at ways to conduct online engagement on this topic with a view to doing wider public engagement post COVID-19.



**Library Engagement Exercise** - Following on from drop-in sessions in branch libraries held in February 2019, the Cabinet Member and Chief Librarian held meeting with town and community councils Friends and volunteers. Potential options to address challenging budget savings were discussed with views, concerns and solutions sought from the communities.

**Library Children's Satisfaction** - This national survey ran across all libraries in Wales for one week seeking views on satisfaction with the core library service from children aged 7 – 11 years or age and 11 – 16 years of age. Library staff hand out a paper survey and ask children attending to complete. All responses are then input and analysed and fed back to the relevant Welsh Government division. Around 60 responses were received from the 7-11 age group. They stated that their key reasons for visiting the library were to choose books to take home, to read books whilst in the library or to attend a club or a Storytime session. The older children (43 responded) replaced the club/Storytime session with use of the PC or to do homework as their joint third reason. All children agreed that the library was a safe and enjoyable place to be. The feedback was positive overall regarding services used.

**Welshpool Library Co-location** - A review of buildings in the north of the county led to a proposal to co-locate the current library with the museum in Welshpool. The decision was taken to consult residents in the town about the preferred proposal. An online survey was launched to capture views on how to make the best use of space if co-location were to go ahead. Alternative options were also listed, and residents asked to give their preferences. There was opposition to the proposal to co-locate the library into the museum and some alternative options put forward. These options were given due regard and following discussions with the town council about their proposal, it was deemed that the co-location was the best approach to enable staff to relocate into the library building and continue to provide services like housing advice, social care and trading standards to residents whilst also retaining a combined library and museum service – albeit in a smaller space. A legal challenge was put forward by a group of residents opposed to the decision and dismissed twice – in the first instance and then again on appeal. Both judges were content that the council had not made a decision in advance of the consultation exercise and had given feedback due regard before reaching its final decision.

**Town and Community Council Twice Yearly Meetings** - Two meetings took place during the year initially at the request of the Association of Town Clerks to aid their understanding around the council's budget position and laterally to build a better awareness and understanding of the two democratic roles that the councils play in relation to service delivery. The outcome: Useful conversations and presentations have taken place around the budget, the council's highway maintenance programme and planning.

**Registrars Survey** - The service hands out a survey to everyone who registers a birth, death or marriage along with a pre-paid envelope to capture feedback on the service provided. The response: The findings are used to better understand customer needs and to enhance/improve the service given wherever possible.

**Engineering customer satisfaction feedback surveys** - Contractors, and clients were asked to rate the quality of workmanship, regard to health and safety and overall satisfaction with works completed via an online survey. Overall ratings have consistently been above 5 where 0 = poor and 10 = high

**Welsh Language and Stakeholders** - During the year we also conducted an internal campaign focussing on some of the main elements of providing a service in Welsh, to ensure that we as a council provide the Active Offer of a service in Welsh when interacting with the public. This included services by telephone, in meetings, in correspondence and through digital communication, but also emphasised the importance of considering the impact of our policies and services on the Welsh language. To ensure the impact of our services in the Welsh language is considered, all surveys now incorporate three standard questions to capture feedback on how our decisions impact the Welsh Language and how they could be changed to ensure a more positive outcome.

### 3.2 Listening to our regulators

We are answerable to a number of external regulatory bodies who perform inspections on our services, these are:



- **Wales Audit Office (WAO)** is the public sector watchdog for Wales. Their aim is to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.



- **Care Inspectorate Wales (CIW)** (formerly known as Care and Social Services Inspectorate Wales) encourages the improvement of social care, early years and social services by regulating, inspecting, reviewing and providing professional advice to ministers and policy makers.



- **Estyn** is the Office of Her Majesty's Chief Inspector of Education and Training in Wales. Their mission is to achieve excellence for all learners in Wales through raising the standards and quality in education and training. Estyn has a wide range of statutory inspection and reporting responsibilities which include inspection of all publicly funded education and training across Wales.

We will continue to embrace the findings of our regulators and work in partnership with them to ensure our plans deliver the required service improvements.

Outlined below are key recommendations and proposals for improvement that we have received from regulators during 2019-2020. We have used these findings to strengthen our plan for 2020 onwards.



#### Health and Care

##### WAO - Well-being of Future Generations

*Our examination in 2019-20 considered the design of the North Powys Well-being Programme and conspired the steps taken by both Powys County Council and Powys Teaching Health Board. Our report concluded that the Council and the Health Board have applied the sustainable development principle and its associated five ways of working in designing the step. However, there are opportunities to further embed the five ways of working into the next phases of the North Powys Wellbeing Programme.*  
CIW

*Since 2017 the Council has been addressing the recommendations of highly critical CIW reports into both children's and adult's social services. These inspection reports highlighted failings, not only in these services, but also in the corporate leadership of the authority. In order to address the recommendations, the council has been focussed on delivering its Childrens and Adults Improvement Plans, progress of which have been monitored closely by a dedicated Improvement and Assurance Board.*

In June 2019, CIW published their Local Authority Annual Performance Review Letter 2018-19 for Powys County Council.

**A full copy can be accessed here:**

<https://careinspectorate.wales/sites/default/files/2019-06/190628-powys-en.pdf>

Key findings from the review are outlined below:

Creating and maintaining a permanent workforce in children's services continues to be a major challenge. While recruitment and retention is not such a significant issue in adult services, difficulties in recruiting experienced by domiciliary care providers is having an impact on capacity within the sector.

- On inspection, we found the strategic vision for children's services was poorly defined. A restructure of children's services is underway, the plan for which is well articulated by the Head of Service and is based on a coherent understanding of services and current legislative drivers.
- Despite considerable focus on the importance of practitioners seeing looked after children and those on the child protection register at regular intervals, this remains an area for improvement.
- Overall, the local authority has made significant improvements in the timeliness of its assessments of children.
- We raised concerns with Powys County Council about how it engages with protects children at risk of child sexual exploitation (CSE) in July and October 2018. In response, we are aware senior managers wish to bring in more expertise and capacity for staff development and operational management.
- When we completed monitoring work in adult services in November 2018, we found assessments and care and support plans that we considered good and excellent because they were strengths based and outcome focused. However, we did not consistently identify improvement and so we could not be sure of the extent of change since the inspection in January 2018. We found delays and deficits in service provision seriously affecting people. The length of time for people to have an assessment was impacting on people, particularly those waiting to be discharged from hospital. Senior managers consider the number of people delayed in hospital for social care reasons unacceptable. A review of the reablement service has been initiated and the local authority and health board have developed a programme of work designed to bring improvement.
- Powys County Council is completing almost all of its adult protection initial enquiries within the requisite timescale, an improvement across the year.



The Council has received the following CIW visits during 2019-20:

#### Adult Services:

- Reablement (Monitoring visit) – the council is currently awaiting feedback on this visit
- Assist – Information, Advice and Assistance Service (Monitoring visit) – the following proposals for improvement were issued:
  - Improved website access for professionals for information and referral to adult social care to ensure accuracy of contact details, accessibility of language for members of the public, assistance for professionals in use of the form as required
  - Continuous review of efficiency of working practices and consistency of recording practices within ASSIST
  - Communication with Senior Management Team to ensure handover of referrals from ASSIST to care teams is seamless for people and provides a timely response, commensurate with prioritisation.
  - Commissioning activity and targeted support for community groups/social enterprises etc
  - Ongoing monitoring and gap analysis exercises based on current information to inform future
- Mental Health (Monitoring visit) – the following proposals for improvement were issued:
- Strengths based outcome focused care and support for adults (Monitoring visit) - the following proposals for improvement were issued:
  - Ensure reviews of care and support plans involve reviews of all outcomes
  - Ensure significant risks to people are highlighted on the electronic case management system
  - Insufficient capacity in domiciliary care is significantly impact upon many people wishing to maintain their independence and stay at home

#### Children's Services

- Care Leavers
- Children who had been subject to Public Law Outline (PLO) – the following proposals for improvement were issued:
  - Achievement of a stable permanent social work complement in the care and support teams. Changes in social workers has contributed to drift and delays for children.
  - Development of performance management information in relation to Public Law Outline (PLO) timescales.
  - Further and continued improvement in individual relationships and communication between care and support social workers, Independent Reviewing Officers and Guardians (Cafcass Cymru), particularly in the north of the county.
  - Consistent decision-making with fully recorded rationale on child's file.
  - Standardised formats for all internal assessments and reports, including parenting assessment and chronologies
  - Embedding of framework and culture of increased Independent Reviewing Officer scrutiny, monitoring and escalation of concerns, as part of Quality Assurance framework.
  - Ensuring appropriate arrangements such that a dedicated Quality Assurance Officer is operational.
- Camlas - the council is currently awaiting feedback on this visit.





## Learning and Skills

### Estyn

In July 2019, Estyn carried out an Inspection of Local Government Education Services at Powys County Council - July 2019.

**A copy of the full report can be accessed here:**

<https://www.estyn.gov.wales/sites/www.estyn.gov.wales/files/documents/Powys%20County%20Council.pdf>

Key findings from the report are outlined below:

*Overall, many pupils in Powys schools make sound progress. However, in many secondary schools, pupils do not sustain the good progress they achieve in early years settings and primary schools. In particular, the performance of more able pupils is too inconsistent across secondary schools. A few secondary schools perform strongly whilst performance in many others is weak.*

*Overall, the local authority knows its schools well and has generally strengthened how it challenges the performance of schools and supports them to improve. For example, the Team Around the School approach is a useful way for schools to gain suitable support and challenge from the local authority and its challenge advisers. There are recent worthwhile initiatives to improve the support for school leaders, such as through mentoring of new headteachers and the recent use of 'champion' governors.*

*However, there are many areas of the authority's work causing significant concern, such as those relating to school organisation, financial management, school governance, lack of action regarding schools causing concern and the co-ordination of provision for pupils with special educational needs or who may require extra support. These issues affect school leadership, staffing structures, curriculum planning and staff morale, which in turn limit the impact of challenge advisers and other school improvement staff.*

*Estyn issued five recommendations to the council; these were:*

- R1 Improve standards in secondary schools, and especially the performance of more able learners
- R2 Improve the evaluation, planning and coordination of provision for learners with special educational needs and other pupils who may require extra support
- R3 Improve the consistency and impact of senior leaders in improving the quality of education services and continue to strengthen the rigour, scrutiny and challenge about performance of the authority's services
- R4 Ensure that the organisation of provision for non-maintained, post16; Welsh medium education and secondary education meets the needs of the children and young people of Powys
- R5 Continue to improve the quality of financial management in schools and take appropriate action to address schools with significant deficit budgets

In response to these recommendations, the council developed a Post Inspection Action Plan (PIAP), with clear actions for delivery. A Post-inspection improvement conference was held on November 28 2019, where Estyn approved the PIAP. Estyn will continue to review the council's progress through progress conferences. A monitoring visit will also take place to consider how well the local authority has addressed each of the recommendations and how much progress has been made overall.



## Making IT Happen

### **WAO - Audit of Accounts 2018-19**

*We gave an unqualified opinion on the Council's financial statements on 10 September 2019, five days ahead of the statutory deadline*

*The Council's Annual Governance Statement and Narrative Report were prepared in line with the CIPFA Code and relevant guidance.*

*The quality of the draft statements presented for audit on 3 June 2019 was generally good.*

### **WAO - Value for Money**

*We are satisfied that the Council has put in place proper arrangements to secure value for money from the resources it uses. Significant challenges remain particularly in terms of delivering timely transformation against the backdrop of a challenging financial position. The recent senior management restructure is beginning to provide a more focused strategic input to support the transformation agenda. The Council recognises the extent of the continuing financial challenge and the transformation required to its service delivery over the immediate and longer term.*

### **WAO - Continuous Improvement**

*We are satisfied the Council has met its legal duties for improvement planning and reporting and is likely to meet the requirements of the Local Government Measure (2009) during 2019-20.*

### Governance Arrangements

Powys County Council's governance framework comprises the systems, processes, cultures and values, by which the council is directed and controlled and through which it engages, leads and is accountable to residents and communities. It enables the council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of outcome-focused and cost-effective services.

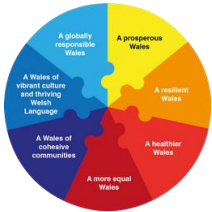
Each year we produce an **Annual Governance Statement (AGS)** which provides an account of the processes, systems and records the council has in place to demonstrate effectiveness of its governance arrangements.

### Comparing our performance to other Welsh Councils

As well as monitoring performance against the activities and success measures in our Corporate Improvement Plan, there are a set of national performance indicators which the Welsh Government require us to monitor and report to the public, these are called Public Accountability Measures. They allow us to compare our performance with the other 21 councils across Wales in delivering key statutory services. During 2019-20, the Council monitored its progress against 31 Public Accountability Measures, however due to the COVID-19 pandemic the Welsh Government have made a decision not to collect and analyse this data, therefore no comparable data is currently available to publish.



## Appendix A



### The Wellbeing of Future Generations (Wales) Act 2015 Seven Well-being goals:



A prosperous  
Wales

#### A prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.



A resilient  
Wales

#### A resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).



A healthier  
Wales

#### A healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.



A more equal  
Wales

#### A more equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).



A Wales of  
cohesive  
communities

#### A Wales of cohesive communities

Attractive, viable, safe and well-connected communities.



A Wales of  
vibrant culture  
and thriving  
Welsh  
Language

#### A Wales of vibrant culture and thriving Welsh language

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.



A globally  
responsible  
Wales

#### A globally responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.



## 5 Ways of working



**Long-term** - Balancing short-term needs with the need to safeguard the ability to also meet long-term needs

**Prevention** - Putting resources into preventing problems occurring or getting worse

**Integration** - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies

**Collaboration** - Working together with other partners to deliver our priorities

**Involvement** - Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area

## The Journey Checker

Where are we now?



- **'Making simple changes'** should be quick and easy to implement. They're often actions that are 'low hanging fruit', that have been tested by others and have a low risk of failure. They mobilise and involve people, aligning the agendas of different departments. The Commissioner recently launched some examples of the 'simple changes' some public bodies are already making in taking steps to meet their well-being objectives and maximise contribution to the national well-being goals:

<https://futuregenerations.wales/the-art-of-the-possible/>

- **'Being more adventurous'** involves stepping out of a 'business as usual' mind-set and acting to change how things are currently done. Signalling early progress to wider change, this might involve a change in strategy or team approach to doing something and could involve more departments and organisations than a 'simple change'.
- **'Owning our ambition'** can be a similar stage to 'being more adventurous' with initiatives developing and more people becoming involved. The organisation will be taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The organisation defines its approach as ambitious and staff feel empowered to work across sectors and influence change.
- Those that are **'Leading the way'** may be the first people or organisation to be taking these actions and are a guide for others to follow. This is a systemic, transformational change to how things have always been done and will require reallocating resources, time to put the changes in place and collaboration with other bodies. Actions are innovative, inspirational and collaborative, putting the Act into practice across larger portfolios to achieve the Wales we want. This way of working becomes embedded in the organisation and good practice is shared with others.

### BRAG and RAG status definitions

Delivery against activities	Performance of measures
<p><b>B</b> <b>BLUE</b> Action is complete</p>	<p><b>R</b> <b>RED</b> Performance not meeting target</p>
<p><b>R</b> <b>RED</b> Action is not on track with major issues</p>	<p><b>A</b> <b>Amber</b> Performance off target but within a variance of 10%</p>
<p><b>A</b> <b>Amber</b> Action is mainly on track with some minor issues</p>	<p><b>G</b> <b>GREEN</b> Performance is meeting target</p>
<p><b>G</b> <b>GREEN</b> Action is on track</p>	<p><b>○</b> <b>Grey</b> No data supplied</p>

