



Annual Self-Assessment Report

April 2021 to March 2022



Executive Summary.....	3
1. Introduction.....	5
1.1 Context	6
2. Processes and Approach.....	9
2.1 How do PCC Carry out Self-Assessment?	9
2.2 Consultation and Engagement	9
3. What We Know About Our Performance Against the Well-being Goals	10
3.0.1 Method and limitations	11
3.1 We will develop a vibrant economy	13
3.2 We will lead the way in providing effective, integrated health and care in a rural environment.....	16
3.3 We will strengthen learning and skills.....	20
3.4 We will support our residents and communities.....	25
4. What we know about our progress on Strategic Equalities Planning (SEP)	29
4.1 How do we identify and collect relevant information	29
4.2 How does the Council use this information in meeting the three aims of the general duty?	30
4.3 How effective are the Council's arrangements for identifying and collecting relevant information?	30
4.4 What do our arrangements tell us regarding the equality of access to employment, training and pay?	31
5. How good is our Self-Assessment Process?	32
6. How are we working more sustainably?.....	35
7. What we Know About our Governance Performance	41
7.1 Our performance against the 2020/21 AGS action plan.....	41
7.2 Key performance insights from the AGS	43
7.3 Action Plan.....	44
7.3.1. Self-Assessment Priority Actions Summary for 2022/23	44
8. Certification of the Annual Self-Assessment Report 2021-2022	46
Appendix 1: Delivery against CIP Objectives and Measures.....	47
Well-being Objective 1	47
Well-being Objective 2.....	56
Well-being Objective 3.....	66
Wellbeing Objective 4.....	74
Public Accountability Measures (PAMs) – Our Performance	78
Appendix 2: Self-Assessment SWOT Report.....	81
Appendix 3: Consultations and Engagement	124
Appendix 4: Governance and Audit Committee	141
Appendix 5: Performance Definitions.....	142

Executive Summary

This report presents the results of the first Powys County Council (PCC) corporate self-assessment in fulfilment of its obligations under Part 6 of the Local Government and Elections (Wales) Act 2021. The Council is now obliged to publish an annual report that examines not only how we perform in several areas but also how we review our processes to ensure that they are working (and in particular how we respond to audits and regulatory reports). The period covered by this report is April 2021 – March 2022.

This report collates the results gathered from a variety of assessment processes and represents the Council's performance as an organisation against its [Well-being Objectives](#) as required by the Well-being of Future Generations Act (Wales) 2015 and its Strategic Equality Plan Objectives as required by the Equality Act 2010. It also evidences the Council's level of assurance that robust [governance](#) processes are in place. This report does not aim to provide insight into the performance of individual services (although the opinions expressed here have commonly been informed by the assessment of service-level evidence) but rather to indicate how the organisation is delivering at a strategic level.

In consideration of the [performance evidenced by the Council against its Well-being Objectives](#) during 2021/22, the Cabinet considered that the degrees of ambition (as defined by the [Well-being of Future Generations Journey Tracker](#)) that had been displayed were as follows:

Well-being Objective	Where we think we are	What does this mean?
Objective 1: We will develop a vibrant economy	Being more adventurous	Stepping out of a business as usual mindset and acting to change how things are currently done.
Objective 2: We will lead the way in providing effective, integrated health and care in a rural environment	Being more adventurous	Stepping out of a business as usual mindset and acting to change how things are currently done.
Objective 3: We will strengthen learning and skills	Owning our ambition and being more adventurous	Initiatives developing and more people becoming involved. Taking well-managed risks and collaborating beyond traditional partners/ stepping out of a business as usual mindset and acting to change how things are currently done.
Objective 4: We will support our residents and communities	Making simple changes	Steps that are quick and easy to implement. Methods have been tested by others and have a low risk of failure.

While wider national and global issues have had a significant impact on the Council's ability to complete some of its planned improvement work, significant evidence exists to conclude that the Council has been able to effectively maintain its public-facing services over the past year while continuing to work towards attainment of its Well-being Objectives. The additional and cumulative pressures and challenges of 2021 have exacerbated existing challenges, especially with regards to staffing recruitment and retention.

Conclusions surrounding the effectiveness of our Governance will be made within the Annual Governance Statement, which is due to be published in September alongside the Statement of Accounts.

1. Introduction

This report represents Powys County Council's fulfilment of its responsibility to undertake an annual corporate self-assessment, a requirement which has been placed on local authorities by Part 6 of the Local Government and Elections (Wales) Act 2021. This Act passed into law in April 2021 and requires local authorities in Wales to keep under review the extent to which they are fulfilling the 'performance requirements', meaning that Powys County Council is expected to use this opportunity to demonstrate:

- That it is exercising its functions effectively
- That it is using its resources economically, efficiently, and effectively and
- The extent to which its governance is effective for securing the above

Under the new legislation, the Council is expected to develop and publish a self-assessment report once in every financial period. The fiscal period covered by this report is 6 April 2021 to 5 April 2022.

Guidance provided by Welsh Government defines self-assessment as 'a way of critically, and honestly, reviewing the current position to make decisions on how to secure improvement for the future'.¹ In line with the requirements of the Act, the focus of the self-assessment report is that of revealing what can be determined from existing evidence and feedback regarding the Council's performance and the identification of further actions to drive improvement.

In addition, this report fulfils the Council's obligations with regards to providing an Annual Performance Report and Strategic Equality Plan as set out in the Well-being of Future Generations Act (Wales) 2015 and Local Government Measure 2009.

¹ Statutory guidance on Part 6, Chapter 1, of the Local Government and Elections (Wales) Act 2021, pp. 15-16.

1.1 Context

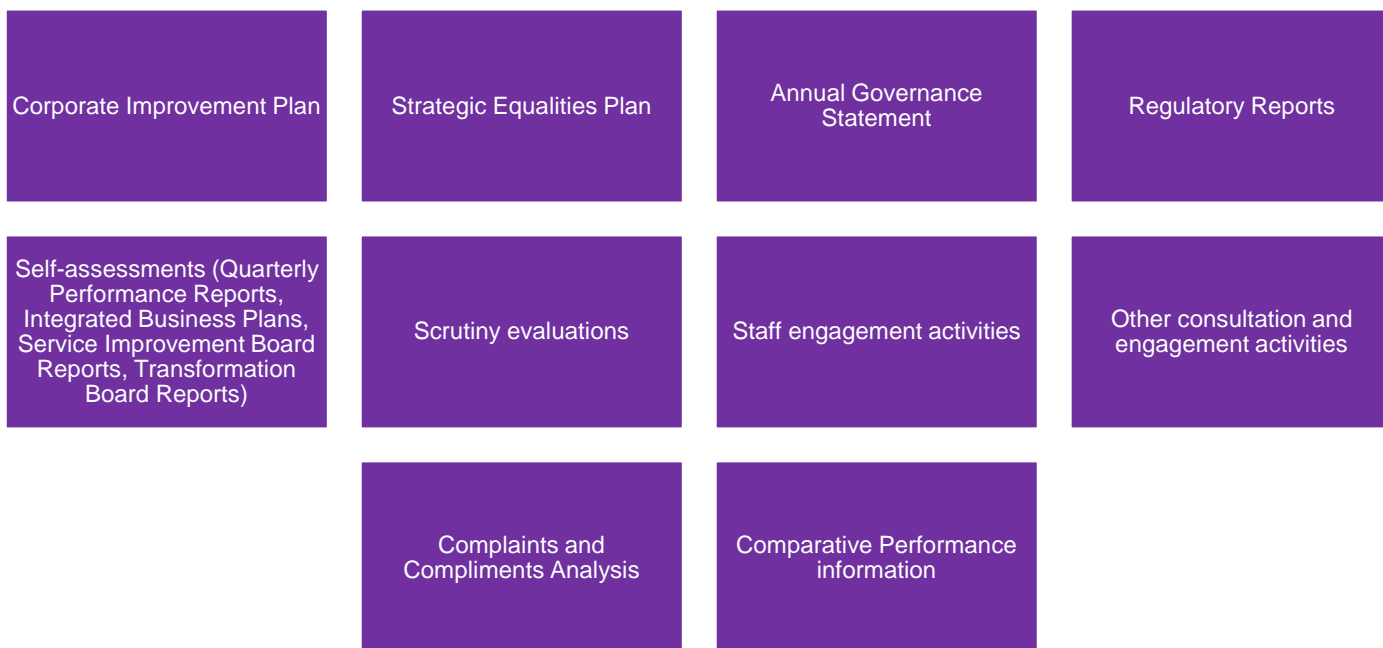
In order to assess the Council's performance over the past year in a transparent and fair way, it is necessary to consider the social, financial and environmental factors that have influenced the Organisation's focus and ability to effect improvement. 2021/22 has unsurprisingly posed a complex range of pressures and demands on the Council which include:

- The loss of EU funding which will have an impact on a number of areas of activity.
- A widespread impact on performance and resources which has been felt as a result of disease outbreaks; not only the COVID-19 pandemic but also e-coli, norovirus and avian influenza.
- The situation in Ukraine has started to impact both the Council itself and businesses within Powys, and efforts to understand the impact of rising costs on services, suppliers and contractors are ongoing. The effects on Pension Fund performance and funding position, and the Council's commitment to disinvest from Russia will also have an impact.
- The recruitment and retainment of staff is challenging across all services, although this has often manifested in a service-specific way. Ongoing challenges include:
 - Difficulty in recruiting Welsh speaking staff which creates pressure in particular for teams providing translation services and customer services.
 - Ageing workforce in some operational teams, when combined with strenuous manual work, leading to a high sickness rate and difficulty in maintaining full staffing levels.
 - Loss of experienced staff through retirement or change of employment leading to relatively inexperienced teams in some specialist areas.
 - Losing specialist staff to more highly paid positions with other organisations, exacerbated by the move towards online working.
 - National shortage of social workers.
 - National shortage of care workers.
 - National shortage of HGV drivers.
 - Skills shortage for Technical Engineers.
- High levels of staff sickness for some services, due to COVID-19 itself and increasingly as a result of workforce fatigue and stress.
- An increased number of extreme weather events, in particular Storms Dudley, Eunice, and Franklin, have required increased resource to support flooding prevention, public safety, and recovery.

- Increases in inflation may threaten the Council's ability to develop new programmes of work without the identification of additional sources of funding.

1.2 Annual Reports Aligned with this Self-Assessment

Pre-existing reporting channels that contain evidence that is aligned with the self-assessment report include, but are not limited to the:



2. Processes and Approach

2.1 How do PCC Carry out Self-Assessment?

The processes that Powys County Council uses to monitor and evaluate its performance against its objectives are set out in the [Performance Management and Quality Assurance Framework](#).

These processes follow a cycle of 'Plan, Do, Review' and seek to provide a rigorous framework within which staff are enabled to monitor performance, ensure compliance, assess effectiveness against objectives and produce valuable localised intelligence that will support future strategic planning.

2.2 Consultation and Engagement

The Council does not currently have an overarching policy that sets out the types of issues on which it will consult with its stakeholders. Decisions concerning engagement are often driven by a statutory requirement; for example, for the Powys school's transformation the public participation strategy is required to go out for public consultation in compliance with the Local Government and Elections (Wales) Act. Smaller engagement projects are frequently driven by the desire to inform the improvement of services, in which case the decision to engage will usually be taken by the relevant Head of Service. The Council has a [Consultation and Engagement Framework](#) that provides guidance for services that are planning to engage with the people of Powys. A summary of the consultation and engagement activities undertaken by the Council during 2021/22 may be viewed below. For full details of all consultation and engagement activities undertaken by PCC during 2021/22, please see [Appendix 3: Consultation and Engagement Activity 2021/22](#).

The Cabinet has approved plans for a Performance Feedback Ongoing Engagement Project (04/01/22 onwards) to gather views from the local community. These will be reported on quarterly and included as part of the council's future performance self-assessment work. Figures up to 31/03/22 show that there have been:

472 survey responses

2 questions asked by the public

1 idea submitted by the public

14% are satisfied with opportunities to have their say or contribute to decision making

3. What We Know About Our Performance Against the Well-being Goals

Our Well-being objectives evidence the extent to which the work of the Council contributes to the national well-being goals, as set out by the Well-being of Future Generations Act.

How Our Well-being Objectives Contribute to the Seven Well-being Goals

Our Well-being Objectives	A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
We will develop a vibrant ECONOMY (including Equality Objectives 1 and 2)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
We will lead the way in providing effective, integrated HEALTH AND CARE in a rural environment (including Equality Objectives 3 and 4)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
We will strengthen LEARNING AND SKILLS including Equality Objective 5)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
We will support our RESIDENTS AND COMMUNITIES (including Equality Objective 6)	Yes	Yes	Yes	Yes	Yes	Yes	Yes



Figure 1 How our Well-Being Objectives Contribute to the Seven Well-Being Goals

Assessing the Organisation’s performance against its Well-being objectives provides a focused view of some of the Council’s work. In addition to the opinions presented in this report, further insight into the evidence base that is drawn upon here is available via the following documents:

- The Council’s [Corporate Improvement Plan](#) (CIP) sets out the objectives and measures that underpin the Well-being Goals and support the assessments discussed in this section.
- A summary of quarterly reporting of performance against objectives and measures over 2021/22 may be viewed [here](#).
- A summary of 2021/22 delivery against Corporate Improvement Plan objectives and measures may be viewed at [Appendix 1](#).
- A SWOT (Strengths/Weaknesses/Opportunities/Threats) report assessing the information provided by Services during the self-evaluation process may be viewed at [Appendix 2](#).
- An evaluation of the projects included under the Transformation Programme is set out in [Vision 2025 End of Administration Programme Report](#)

3.0.1 Method and limitations

The Cabinet, the Executive Management Team and the Senior Leadership team jointly attended a workshop to facilitate their assessment of the Council's performance during 2021/22 against its Well-being Goals and to formulate judgements regarding the level of ambition evident in attainment over the past year. The discussion was supported by a [SWOT](#) report developed from information provided by the Services during the self-evaluation process (and in turn informed by a summary of performance against the CIP metrics which may be viewed in [Appendix 1](#)). The group provided a rating for each Well-being Goal in line with the Well-being of Future Generations Journey Tracker (below) and these ratings and the key points raised in the discussion are provided below.

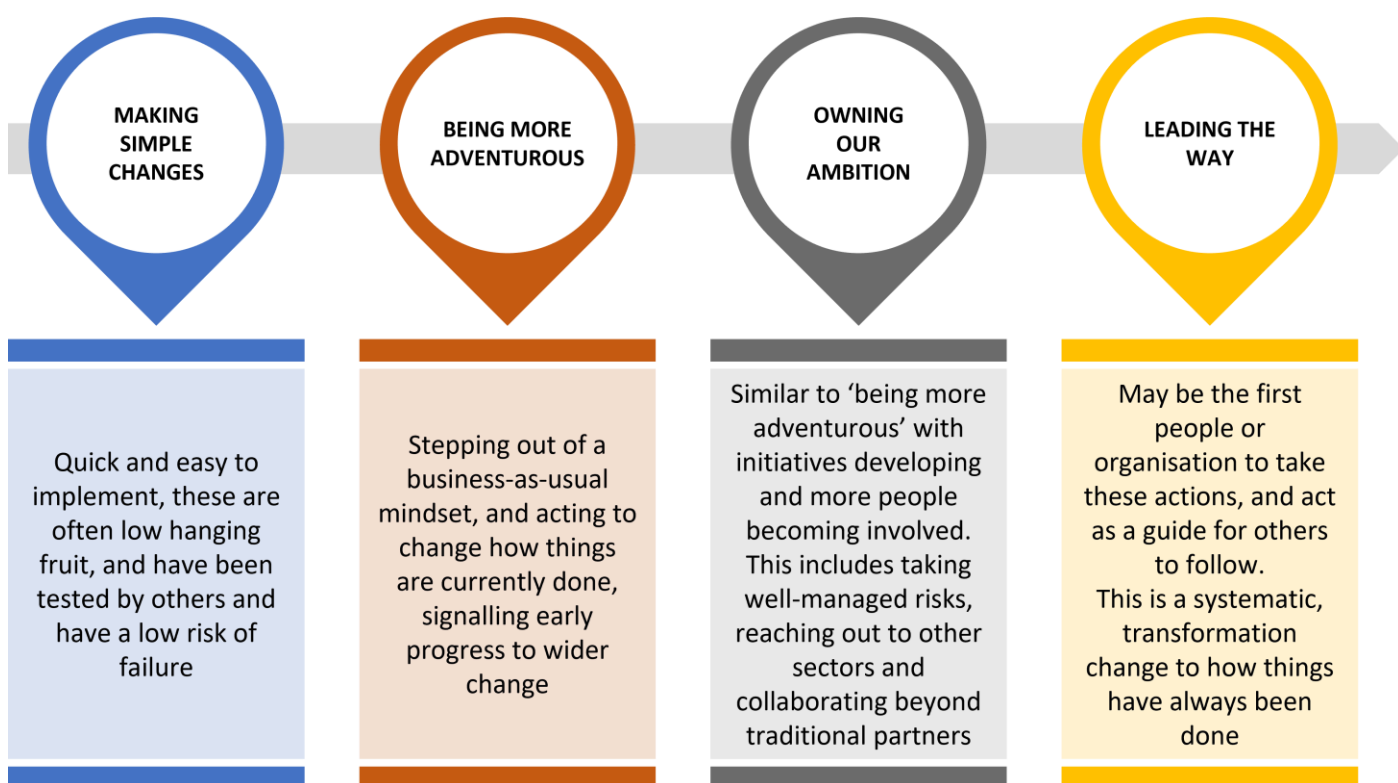


Figure 2 Well-Being of Future Generations Journey Tracker

A number of important issues were raised by the Group regarding the limitations of the process and validity of the judgements that could be made, and these may be summarised as follows:

- a. National, and even global issues are having a significant impact on the performance of the Council and for many of the challenges being encountered, a wider governmental discussion is needed to address the obstacles to improvement.

- b. The Cabinet is newly formed following Council elections in May 2022, and its members do not necessarily have an historical perspective of the Council's services and the landscape in which they have performed previously, making it difficult to form an accurate judgement where the previous drivers for specific change are not fully understood with regard to either the problem or scale of the challenge presented at that time. Similarly, where Members have previously acted in opposition, they may not have had access to all the information that would have been available to the Cabinet at that time and in which context past decisions were made.
- c. It is acknowledged by the present Cabinet that the previous administration made decisions five years ago in the context of a considerable financial deficit and a number of failing services.
- d. That the performance evidence currently available for consideration contains gaps and variation in quality that presents additional obstacles to forming robust conclusions regarding corporate performance or level of ambition.
- e. The services have been operating in an environment of significant pressures and disruption for the past two years. Resources have, in the majority of cases, been focussed on continuing to provide people-facing services and attempting to maintain business as usual where possible. Much of the planned review, restructure and improvement work has been delayed or cancelled and although the pandemic has receded in the public discourse, recovery is still ongoing for many services. In this climate, the Group felt that it was difficult to ascertain what might be due to disruption and what might be the result of underperformance or lack of ambition.
- f. That discussion with Heads of Service indicated that there was often a keen appetite for innovation and change but also significant challenges with regard to finding the necessary budget to fulfil those aspirations.
- g. For every goal the Cabinet returned a variety of opinion regarding level of ambition and the following narrative aims to reflect the range of discussion as well as the level eventually agreed as most indicative of consensus.

These points notwithstanding, the following judgements were considered by the Cabinet to represent a fair and accurate view of what might currently be deduced regarding the Council's performance during 2021/22.

3.1 We will develop a vibrant economy

Key Findings

The Cabinet considers the Council's performance against this goal to indicate it having been **'More Adventurous'** in its approach.

- a. Powys has previously not been eligible for some areas of EU funding; current successful bids for several funding opportunities including the Mid Wales Growth Deal and the Levelling Up Fund represent a significant achievement for the Council and a sound basis for future development. Although the benefits have not yet been realised, it was acknowledged that a great deal of groundwork had already been done over the past year that would yield many benefits following development and that this indicated a forward-looking and constructive approach.
- b. COVID-19 has skewed the economic picture for the County, making overall assessment of the level of performance difficult.
- c. We have helped the economy by providing support to business to grow. 1173 local suppliers have engaged with the PCC procurement process, and we have spent 37% of the total council spend with Powys based suppliers. There has also been support for businesses through the administration of business grants, rates relief and supplier relief, which has been positively received, and via our Economic Development Team, who have provided 126 local businesses with advice and assistance. However, whilst this is a large reach with supporting the economy in Powys, there is a need for increased engagement with the business community to further develop opportunities within this area as there are still numerous businesses which would further benefit from this support.
- d. We have continued to support people in access to employment, with 53 apprentices within PCC. 105 individuals have been supported through the Communities for Work Plus Programme, with 84 having progressed to employment because of taking part in employability activities. This support has enabled those who are economically inactive to enter the job market. However, there is a need to expand the reach of this scheme, as there are approximately 3700 unemployed people within Powys and a new permanent position has been appointed to support this.

- e. We continue to promote Powys as a place to visit through tools such as Mid Wales My Way and social media. However, the STEAM (Scarborough Tourism Economic Activity Monitor) annual survey indicates that there were 4.17m visitor days to Powys for tourism purposes during 2021/22 which falls below the target figure of 4.5m. This was likely affected by lockdowns and other pandemic disruption, alongside the increased appetite for international travel following the easing of COVID-19 restrictions. These visitor days support the economy of Powys by creating footfall in communities and the generation of income to many local businesses. This tourism offer will look to be further strengthened by the work proposed as part of the Mid Wales Growth Deal.

- f. Progress has been maintained towards the new housing development programme, with the completion of two schemes (the first new Council homes built in Powys for 30 years). Further site development and planning is continuing. The Council is now aiming to build on average fifty new homes every year. In 2021-2022, Housing Services completed the construction of 39 new social rented homes and enabled housing associations to build a further 91 affordable homes. This equates to 23 additional affordable housing units per 10,000 households. However, rising property and land values, alongside increased material costs, are making the development of affordable homes increasingly difficult without additional grant from the Welsh Government and/or property sales at market values to generate cross subsidy opportunities. This is against a context of requiring increased affordable housing to support the wider needs of the communities of Powys, which will be a fundamental aspect of the upcoming revision of the Local Development Plan.

Assurance provided by regulatory and audit reports

In common with much of the work undertaken by the Council, sustaining and developing the local economy rests to a significant degree on its ability to maintain effective and innovative digital provision. While not a formal audit report, a recent ICT Risk Review Assessment carried out by SWAP Internal Audit Services, looked at PCC's wider technology risk and found that:

Powys County Council ICT Department continues to address a period of significant challenge with diligence, imagination, and hard work. Much has been completed in difficult circumstances, with the pandemic and its impact on facilities, resources, systems, staff, and funding. Historic leadership arrangements in ICT have been in place for some time, this is now being consolidated, with a focus on improving the current model and developing capability and capacity. Staff are continuing to apply further enhancements considering the ever-evolving cyber threat landscape and the

technological advances being made by industry to address these. Consequently, the risks and issues are understood, and planned for.

Key Consultations and Engagement Activities for this Objective

Consultation	Period
A four-week engagement exercise to seek the views of businesses, residents, and visitors on the future of Powys town centres	22/06/21 to 19/07/21
Active Travel – Commonplace mapping	16/08/21 to 08/11/21
Pre-application consultation for the proposed development of 32 energy efficient one-bedroomed flats, for council rent, on the site of the former Robert Owen House in Newtown.	26/07/21 to 20/08/21
Homes in Powys Common Allocation Scheme.	13/09/21 to 06/12/21
How has COVID-19 affected Powys?	08/10/21 to 11/11/21
Budget Survey	29/11/21 to 19/12/21
Powys Local Development Plan (2011-2026) Review Report.	06/01/22 to 01/02/22
Replacement Local Development Plan (2022-2037) Delivery Agreement	06/01/22 to 01/02/22
Engagement exercise for Transport Levelling up bid	24/03/22 to 14/04/22

For full details of the above, and all consultation and engagement activities undertaken by PCC during 2021/22, please see [Consultation and Engagement Activity 2021/22](#).

3.2 We will lead the way in providing effective, integrated health and care in a rural environment

Key Findings

The Cabinet considers the Council's performance against this goal to indicate having been **'being more adventurous'**.

- a. Health and Care Services have needed to prioritise resources into maintaining business as usual during the pandemic and more recently in the post-pandemic to deal with the increased need to support people.
- b. A great deal of innovation was evident pre-COVID-19 with numerous trials planned and/or implemented to drive change and increase integration. Progress has, in many areas, been hampered or halted by pandemic pressures but it is recognised that a great deal has been achieved despite disruption.
- c. Children's Services have faced increased demand to their Front Door, which creates a pipeline of additional demand for their whole Service. Whilst there has been an increased demand for children's social care, the Service has continued to maximise opportunities for prevention, with an increased number of referrals to our Early Help Service. Of the young people supported by this Service during 2021-22, 93% reported achieving their goals.
- d. The Intervention and Prevention Services continue to further support young people to remain with families, 93% of children who the Intervention and Prevention Service work with around family breakdowns remain with their families safely.
- e. Whilst the number of Children Looked After is on a downward trend, there is also a challenging backdrop against supporting those who are looked after. For example, there has been a reduction in the number of Foster Carers (which can be attributed to several factors such as age, COVID-19 etc.), and an increased demand for more specialist placements, leading to a competitive commissioning landscape in helping bring children [Closer to Home](#). As a result, there has been an increase in the number of placement changes, including usage of residential provision, as a young person enters interim placements until a long-term placement is found that meets their needs. However, there is significant support to these young people to minimise placement breakdown, with 83% of those supported by Intervention and Prevention able to remain within their placement

safely.

- f. Staff have shown both resilience and a willingness to adapt to the swiftly changing landscape of provision over the past 2 years and have maintained as much face-to-face contact as possible. This is against the context of a national recruitment crisis for social workers, and despite several recruitment campaigns, there are still 38 social worker vacancies within Children's Services. However, work is being done to "grow our own social workers", which currently has 7 people undertaking this qualification. Whilst this does not resolve the recruitment issue in its entirety, it is a positive step in developing the existing workforce. Despite these pressures, the service has still been able to maintain high levels of performance, such as 88% of child looked after visits within statutory timescales.
- g. Adult Services staff have also identified a high post-COVID-19 demand for services following the lows experienced early in the pandemic. Potential underlying causes include:
 - o Relatives have been providing support within the home while furloughed or working from home and their situation has now changed.
 - o Reluctance to allow carers into the home during the pandemic has now reduced.
 - o People have not had access to care and support through social clubs and clinics leading to a deterioration in health and increase in frailty. This means that increased numbers of cases are presenting with significantly more complex and higher needs.
- h. Where possible, we continue to maximise opportunities for prevention, such as increasing the uptake of Technology Enabled Care (695 clients), the Home First project, signposting to Community Connectors and the promotion of tools such as Ask Sara. Whilst a high number of people have taken up these services, it is important to further analyse what impact this support has had upon their long-term outcomes and to extend their reach to maximise uptake. It is also important to consider that some preventative areas such as Clinics, Day Services and activities have not yet returned following the pandemic.
- i. This preventative work has helped support an increase in the average age of admission to residential care, meaning that more residents are being supported in the community for longer. This is also endorsed by increased Extra Care developments supporting people to remain within their communities, with building work in development for facilities in Welshpool and Ystradgynlais.

- j. People have also been supported to remain at home via the Fit for Life programme, where 187 properties in the past year have benefitted from the work carried out including improving access to homes and estates (which has included gardens and patios), improved security lighting of communal areas in line with RNIB (Royal National Institute of Blind People) and dementia partnership recommendations. Alongside this, there have been 75 disability adaptations undertaken to houses, within an average of 134 days. Whilst this represents a positive step in improving the living conditions of the people of Powys, this may be an area which requires further consideration as part of the longer-term housing needs of Powys.
- k. The organisation continues to operate in a challenging commissioning landscape, reflective of the national landscape, and struggle to find care home beds when looking to arrange timely patient flow; this is especially pertinent for those individuals that have high level or complex needs. The provider market has experienced difficulty in recruiting and retaining an adequate workforce and at least one care home in Powys has closed. Some care home providers with vacancies are unable to fill those places because of insufficient staffing levels to provide safe care. Adult Services moved Council staff into care homes when staffing fell below acceptable levels. Nationally there is a shortage of care workers, particularly within domiciliary care, where there is an increased demand and reduced availability to support people within their communities. Whilst there were a number of people who used direct payments to ensure their care and support needs are met previously, this has potentially increased (to amongst the highest in Wales) as people are seeking non-traditional, creative means to meeting their needs.
- l. Wales Community Care Information System (WCCIS) has been identified as a threat to performance across all Health and Care areas due to its performance issues, which is impacting worker morale and requiring additional administrative support to ensure the accuracy of information.
- m. Whilst there has been an increased amount of preventative work with positive outcomes, it is vital to consider that the longer-term detriments of COVID-19 still largely remain unseen, and are somewhat unknown, despite the increased demand and complexity starting to provide a challenge to this area.
- n. Although the Housing Service has managed the substantial increase in homeless households needing temporary accommodation (pending them finding a permanent home),

the 'Everyone In' policy introduced across Wales as part of the national response to the COVID-19 pandemic has created challenges in managing homelessness, with high demand for temporary accommodation high. The increase in demand started in 2020-2021 and has continued through 2021-2022. Currently there are between 300 and 400 live homeless cases at any one time (413 at the end of Q4) and the majority of people who are homeless (and in temporary accommodation) require one bedroom accommodation; across Powys only 6% of all housing (regardless of tenure) is one bedroom.

Assurance provided by regulatory and audit reports

There was an [inspection](#) of Youth Justice Services in March 2022, which considers the service to be “overhauled” and now rated as ‘Good’.

Key Consultations and Engagement Activities for this Objective:

Consultation	Period
Living in Powys – Informing our well-being plan	08/06/21 to 31/07/21
Health and Care in Powys: Informing our Population Needs Assessment.	01/09/21 to 28/10/21
How has COVID-19 affected Powys?	08/10/21 to 11/11/21
Well-being Assessment Report – Consultation.	16/11/21 to 17/12/21

For full details of the above, and all consultation and engagement activities undertaken by PCC during 2021/22, please see [Consultation and Engagement Activity 2021/22](#).

3.3 We will strengthen learning and skills

Key Findings

The Cabinet considers the Council's approach to attaining this goal to have reflected elements of both '**Owning our ambitions**' and '**being more Adventurous**', based on the complexities presented within this objective.

- a. It was identified that there had been a significant level of trialling of new approaches taking place, despite the pandemic, which indicated a willingness to change within services. This must now be sustained and built upon as COVID-19 disruption recedes.
- b. Post 16 education needs to be addressed with a focus on developing stronger partnership relationships with tertiary providers.
- c. National Key Performance Indicators do not provide adequate insight into pupil attainment or quality of provision.
- d. A key achievement has been the continued progress that has been made in addressing the 5 recommendations made by the Estyn report of September 2019. These were wide ranging in scope and much work has been achieved with regards to transformation, service performance and service delivery in schools to drive improvement across learner entitlement and outcomes for the children and young people in the County. All statutory and non-statutory services to the public and schools have been maintained throughout the pandemic and the transformation of education in Powys has continued with the establishment of 2 new all-age schools in the County and the closure of 7 primary schools. Following the dissolution of the Education through Regional Working (ERW) consortia, Powys and Ceredigion have formed a partnership to facilitate collaborative working on school improvement priorities which is underpinned by a Memorandum of Understanding that has been in place since September 2021.
- e. Key findings from the 2021/22 Headteacher Perception survey show that 89% of respondents felt that children and young people achieve well in Powys, 93% of respondents felt that schools in Powys provide a good education for children and young people and 89%

of respondents felt that Powys County Council has strong leadership in education matters.

- f. Schools are working well with Council officers to bring in-year budgets into balance and halt the growth of cumulative deficits. At the time of the Estyn inspection in July 2019, those schools on warning notices were projecting a cumulative deficit of £8 million. Prior to any action being taken the total projected deficit for all schools for 31st March 2022 was formerly £11.7 million. Following collaborative work with the schools and additional grant monies received during Spring 2021 (some of which were utilised against core costs), the budgets submitted in May 2021 indicate that the planned cumulative outturn at the 31st March 2022, for those schools on warning notice, is now projected to be a £3.5m deficit. The same budgets now show the total projected position for all schools as of 31 March 2022 to be a surplus of £1.4 million.
- g. Welsh language provision in Powys schools has continued to be a priority and 11.5% of year 11 pupils were studying Welsh (first language) last year. During the same period, 21% of pupils were educated through the medium of Welsh in Year 1 (which was a 1% decrease against the previous year's figure) and the Trochi Welsh-language immersion programme has been introduced to support learners new to the Welsh language who wish to be educated through the medium of Welsh. The recruitment of Welsh-speaking staff remains a significant challenge for both the Schools Service and individual schools, locally and nationally with the recruitment of more secondary specialists and also of specialist staff to tackle curriculum reform.
- h. The Council has continued to develop a joined-up system that will support children and young people with Special Educational Needs/Additional Learning Needs (SEN/ALN). The development of a proposal for the future of the specialist centres is on track and forms a key priority in the transformation programme for 2022-2023. In the past year, a satellite of one of our special schools has been developed and 14 teachers are currently working towards a post-graduate diploma in an area of SEN/ALN.
- i. The Council has supported Powys schools in improving pupil attendance rates and Powys learners who use the home to school transport service have been issued with a new QR coded bus pass which is scanned each time the pupil uses the service. This facility has helped us to understand pupil movement and track potential COVID-19 exposure during the pandemic and in the future will allow us to build a clearer picture of the service to support improvement. The system has been a huge a success across the County and has been

shortlisted for a Local Government Chronicle (LGC) Innovation award.

- j. As part of its work to improve skills and employability in the County, 11 apprentices were employed as part of a new programme to improve routes to employability with the Council that commenced this year. Over the last year only 1.2% of 16 year olds in Powys were not in education, employment or training during 2021/22 exceeding the target level of below 2%.
- k. The Council remains committed to improving opportunities and outcomes for children living in poverty and coordinated a Child Poverty in Powys consultation in August 2021 to further inform its work.
- l. The percentage of pupils who are eligible for Free School Meals (FSM) has increased significantly from 12.1% in January 2020 to 17.5% in March 2022 and during 2021/22 3098 pupils qualified for FSM in the County. The PCC Catering Service provided 908,829 school meals during 2021 which included 78,354 Free School Meals. Many of our pupils who are eligible for Free School Meals made progress in line with their expected outcomes, but some pupils were impacted by remote learning and became disengaged from learning during this period. Our schools have put in place support for these eFSM pupils but although they are now engaged in learning, they have not yet returned to their pre-pandemic levels.
- m. 5 schools in Powys participated in the School Holiday Enrichment Programme (SHEP) during summer 2021. Early expressions of interest have been collated for SHEP 2022 and 11 schools have voiced a wish to participate. Holiday Activities were supported through over 1,000 pupil sessions across all the SHEP sites over 39 events. Sport Powys together with Freedom Leisure provided 157 hours of free sports and physical activity sessions across the county and the officers providing the service delivered to just under 800 children. Attendance was significantly lower than hoped for last year; activities were cancelled during 2020 because of COVID-19 and revival of the programme during 2021 proved challenging amidst continuing disruption.
- n. 5 schools took part in activities funded by the Winter of Well-being Music Grant to offer opportunities for those learners who may not usually have access to music tuition.

- o. During the pandemic the Council offered support for digitally excluded learners through the provision of Wi-Fi connectivity via 4G MiFi boxes and the emergency issue of laptops to allow all pupils the opportunity to continue their education from home.
- p. The Council has supported period dignity and all schools have received regular supplies of feminine hygiene products to ensure that learners have access to free products. The scheme has been very successful with 812 requests received within the first 2 days alone during the autumn term.
- q. During 2021/22 the Income and Awards service have ensured that a greater number of eligible families were made aware of and took up the offer of Free School Meals. Over that period, take up has increased from 2,771 to 3,098. The Money Advice Team has continued to offer support to families across Powys to maximise benefit take-up and provide budgeting and debt advice. A joint mailing exercise was undertaken in November 2021, during which 2,761 households in Powys received a letter to promote the work of the NEST energy efficiency scheme. During 2021/22, the money advice team received 155 new family referrals and the benefits gain from their efforts amounted to £447,954.15. In 2021/22, 2,044 Pupil Development Grant payments were made to families, representing a total of £267,045 distributed.

Assurance provided by regulatory and audit reports

The Powys County Council School Service has performed well during 2021-22. A key achievement has been the continued progress that has been made in addressing the five recommendations made by the Estyn report of September 2019. These were wide ranging in scope and much work has been achieved with regards to transformation, service performance and service delivery in schools to drive improvement across learner entitlement and outcomes for the children and young people in the County. In their 2021 *Report following monitoring Local Council causing significant concern*, following the most recent core inspection, it was found that **‘overall, leaders have worked well with stakeholders and partners to make strong progress against all recommendations. Powys County Council is judged to have made sufficient progress in relation to the recommendations following the most recent core inspection. As a result, Her Majesty’s Chief Inspector is removing the Council from the category of local authorities causing significant concern’**. Estyn, 2021

Key Consultations and Engagement Activities for this Objective

Consultation	Period
Proposal to change the language category of Ysgol Dyffryn Trannon	25/02/21 to 15/04/21
Proposal to close Mount Street Infants School, Mount Street Junior School, and Cradoc C.P. School and to establish a new English-medium primary school for pupils aged 4-11 on the current sites of Mount Street Infants School, Mount Street Junior School, and Cradoc C.P. School	25/02/21 to 12/05/21
Proposal to close Castle Caereinion C. in W. School from 31 st August 2022, with pupils to attend their nearest alternative schools	14/04/21 to 02/06/21
Proposal to close Churchstoke C.P. School from the 31 st August 2022, with pupils to attend their nearest alternative schools	14/04/21 to 02/06/21
Proposal to close Llanfihangel Rhydithon C.P. School from the 31 st August 2022, with pupils to attend their nearest alternative schools	14/04/21 to 02/06/21
Proposal to close Llanbedr C. in W. School from 31 st August 2022, with pupils to attend their nearest alternative schools	21/04/21 to 23/06/21
Governor Questionnaire 2021	21/06/21 to 19/07/21
Pre-application consultation for the proposed development of a new £22m school for Ysgol Cedewain in Newtown	26/07/21 to 20/08/21
Child Poverty Survey	12/08/21 to 30/08/21
Draft Welsh in Education Strategic Plan (WESP) for 2022-2032.	24/09/21 to 19/11/21
School Funding Formula Review	05/10/21 to 22/10/21
Future plans for Ysgol Calon Cymru	30/11/21 to 26/01/22
School's admissions arrangements and catchment maps	01/02/22 to 14/03/22

For full details of the above and all consultation and engagement activities undertaken by PCC during 2021/22, please see [Consultation and Engagement Activity 2021/22](#).

3.4 We will support our residents and communities

Key Findings

The Cabinet considers the Council's performance against this goal to indicate it was **'making simple changes'**.

- a. Despite disruptions to services, Powys County Council has continued to support and deliver a range of opportunities for culture and leisure throughout Powys. It is notable that all 13 of the Powys Leisure/Sports Centres sites opened on Day 1 post-lockdown and that Q3 active participation figures showed an increase of 7% over 2019 Q3 figures. Swim school figures are now at 5,001 students per week which is a 15% increase over the numbers recorded pre-COVID-19.
- b. The Archives public search room remained open as advertised through the year with the number of documents produced remaining comparable with previous years (around 2,000), and enquiries by email to the research services remaining at around 1,500. Visitor surveys show that use of the Powys Archive Service is split roughly 50/50 between visitors and residents.
- c. Libraries, in common with all front-facing facilities, have been affected by a drop in visitor figures. The service has been inventive in reaching new and existing audiences and book loans have continued through the order and collect service. In Powys, the service has recorded a 77% increase in digital downloads since 2020, placing it just outside the top quartile for digital issues. Powys is 1 of 7 services across Wales to have seen an increase in library membership during 2020-21. In the last Welsh Public Library Standards return the service reports that it meets 10 of the 12 core entitlements in full, 1 in part and did not meet 1 (lending books and library strategy). The Standards are a guide to performance and not a legislative requirement. The council meets its statutory obligations under the Public Libraries and Museums Act 1964. The library service has also provided digital help sessions for members of the public to support people in accessing and using library apps (such as BorrowBox and Libby) as well as teaching participants how to use their tablets, phones, laptops and computers.
- d. Staff have continued to work in the Powys museums throughout the pandemic, even when the facilities have been closed to the public, with looking after the collections remaining a

key priority. During 2021/22 6 temporary exhibitions have been organised across the museums. Sales made during a temporary exhibition held at Y Gaer generated around £20k in commission for the Museum.

- e. The Creative Industries and Arts Sector responded swiftly to expressed customer and community needs, in particular, around mental health and well-being support by providing online programmes, events and resources in a variety of forms. Participation figures have been lower than hoped at Powys County Council grant funded arts and cultural events.
- f. As part of its efforts to safeguard and enhance the natural environment for residents and communities, the Council convened a Climate Action Project Board to support the delivery of its Red Kite Climate Vision & Strategy and deliver its vision that by 2030 Powys County Council will be carbon neutral and climate resilient. The Powys Nature Recovery Action plan policy has also been developed to further progress action within this area.
- g. In 2021/22, 66% of waste in Powys was reused, recycled or composted, slightly exceeding the Welsh Government target of 64%. The average number of working days taken to clear fly-tipping incidents was 2.6 during 2021/22 and this represents a significant reduction from the 2020/21 average of 6.3 days.
- h. The Council's Environmental Protection performance has been good, and recent targets have generally been met or exceeded, with only industrial authorised processes inspections and sampling of commercial private water supplies falling below. COVID-19 significantly impacted the way in which these services could be delivered e.g. carrying out site visits, sampling etc.
- i. The Council has taken strategic leadership/involvement in seeking to address the river SAC (Special Area of Conservation) phosphate pollution issue. Phosphate pollution in river SAC catchments has both short-term implications and impacts (e.g., planning decisions, reduced fee income to the Council) and long-term impacts (e.g., potential risk to Replacement LDP preparation, community needs may not be met, council tax implications).
- j. We continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the Love Where You Live tenancy sustainability strategy. In 2021-2022, 89% of tenants were satisfied with the major programmes of repair and improvement, 87% of tenants believed that the Council provides

homes that are safe & secure and 78% considered their rent to be good value for money. Compliance with the Welsh Housing Quality Standard has been maintained. Our greenspace improvement strategy for Housing Services owned sites has been progressed with greenspaces having been surveyed in all major towns and raised bed kits installed at Housing Services sites across the county, in response to feedback from residents. Estate management has been hampered as a result of COVID-19 disruption to normal interaction, which has reduced opportunities for the Housing Officers to visit sites and residents.

- k. The Survey of Tenants and Residents (STAR) has recently been completed (quotas were set on area, housing type and number of occupants, with no more than one person being interviewed in each household in order to reflect the overall tenant profile) with an overall sample size of 704 interviews being achieved. There has been a notable improvement in overall satisfaction with services provided by Housing Services since the 2019 survey, with the proportion who are either very or fairly satisfied increasing from 65% to 71% in 2021 (19% were dissatisfied). Performance is slightly under the 2021/22 target of 75% tenant satisfaction and has fallen from the 84% satisfaction rate achieved in 2019/20 (the STAR survey is completed every two years).

- l. Improved opportunities for our residents and communities to become more digitally inclusive have been achieved over the past year, in part driven by adaptations developed during the pandemic. The schools Hwb Programme has provided an environment that delivers blended learning (classroom and home based together) through digital technology to 100% of our schools and with all Wave 4 deliverables met. All Powys teachers (1,113) received a laptop to assist with classroom and online learning and laptops were provided to all year 12 learners. Wi-Fi connectivity was provided via 600 4G MiFi boxes and the emergency issue of 800 Chromebooks so learners could continue their education from home. In Powys, 86 of 91 (94.5%) schools have now achieved the 1 device:2 pupils' ratio.

Key Consultations and Engagement Activities for this Objective

Consultation	Period
Digital Services for Archives, Museums and Libraries	01/03/21 to 11/04/21
Staff Well-being Survey 2021	01/06/21 to 30/06/21
Internal Communications Survey	05/07/21 to 31/07/21
Climate Strategy Consultation	15/12/21 to 09/01/22

For full details of the above and all consultation and engagement activities undertaken by PCC during 2021/22, please see [Consultation and Engagement Activity 2021/22](#).

4. What we know about our progress on Strategic Equalities Planning (SEP)

In setting its SEP objectives, the Council has developed overarching objectives that are based on the needs and issues that people with protected characteristics face, and this is described in further detail in [Vision 2025](#). Where a specific protected characteristic is likely to experience particular disadvantage, this has been discussed in the CIP section ‘Why is this objective important and how will it support people with protected characteristics?’.² 2021/22 performance against the Equalities Objectives may be viewed at [Appendix 1](#) and [Appendix 2](#).

Characteristic	Supporting Objective					
	1	2	3	4	5	6
Sex			✓			✓
Age		✓	✓	✓	✓	✓
Disability	✓	✓			✓	✓
Race						✓
Gender Reassignment						✓
Religion/Belief						✓
Sexual Orientation						✓
Pregnancy/ Maternity						✓
Marriage/Civil Partnership						✓

4.1 How do we identify and collect relevant information

- Information is collected during the PCC recruitment process via an Equality Monitoring form.
- Equalities data is collected by services alongside other data during resident and service user surveys and other forms of engagement. This information is retained by the services to support decision-making and assist in service delivery.
- An equalities staff network continues to meet to help explore and better understand the issues and opportunities involved.

² These objectives were based on the evidence available at that time.

- For some service users, a different approach is required and a key objective towards the end of 2021 was the sourcing of additional venues from which to conduct drop-in sessions for people needing housing related support. Drop-in availability allows for the quick resolution of queries for those clients who may not need longer term support, but for whom, if this service is not available, issues may compound and necessitate longer-term support.
- Some equalities data is collected through the [Staff Engagement and Well-being Survey](#).
- The Powys Older People's Forum Report was completed in March 2022. Supported by a Welsh Government grant, the report was commissioned to identify ways in which the Council can potentially improve engagement with its older residents through the further development of its Older People's Forum.
- A key opportunity identified by Adult Services during the last 12 months was the engagement of a number of residents (who are living with physical disability and/or sensory loss), in the co-production of a citizens' charter.
- In response to recommendations made by Audit Wales, residents are now able to use the Council's website to suggest topics for scrutiny to consider and to comment on items due to be considered during Scrutiny meetings.

4.2 How does the Council use this information in meeting the three aims of the general duty?

- During 2021/22, the Council rolled out the implementation of New Ways of Working. It is anticipated that this process will be concluded for most service areas by the end of 2022. At the end of the year, 576 members of staff were deployed in flexible working arrangements and/or working from home on a regular basis which was above target. Staff are encouraged to work in a flexible way to enable them to balance work against their other priorities, whilst also ensuring the needs of the Council are met. The flexible nature of many of our roles are promoted widely and part time working is promoted and supported wherever possible.
- Closer links have been made with the Department of work and Pensions and several visits have taken place and more are planned over the coming months.

4.3 How effective are the Council's arrangements for identifying and collecting relevant information?

- While continuous improvements are being made regarding the ways in which the Council engages with the people of Powys, it is acknowledged that the identification and collection of information in support of the Council's Strategic Equalities Planning requires further development to reflect the importance that the organisation places on ensuring a fairer and

more equitable future for the people of Powys. A new Cabinet portfolio has recently been created with responsibility for 'a Fairer Powys' to provide increased focus on equality, diversity, and inclusion.

4.4 What do our arrangements tell us regarding the equality of access to employment, training and pay?

- The Gender Pay Gap (GPG) analysis for 2021 has evidenced a further improvement in the closing of the GPG for directly employed staff. From 2020 to 2021, the mean GPG reduced from 7.55% to 7.28%, with the median GPG falling from 7.62% to 4.14%. More detailed analysis, however, shows that when IR35 workers (who are more likely to be male) are included within the figures, the number of higher pay rates earned by this group increase the average hourly rate overall and the mean GPG increases from 7.55% to 8.18%.
- Equality Data for the period 2019 to 2021 has been verified and is currently being analysed to identify trends.

5. How good is our Self-Assessment Process?

- Powys County Council currently has robust processes in place that support self-assessment (these include quarterly performance review meetings, bi-annual Executive Management Team (EMT)/Cabinet Panels and Service Improvement Boards etc.) and there may therefore be no necessity to introduce additional structures at this time. It is, however, recognised that there is a need to strengthen how services use evidence and extract learning to inform improvement action. In addition, work is needed to improve the connection between the deeper understanding of measurement definition within services and the use of those same measurements in reporting for external distributions.
- While the organisational arrangements for monitoring and reporting performance against the well-being objectives are sound, an intensified programme of support and development may be required to fully embed evaluative process and capability at service level. For some services this will represent a significant resource challenge, and they may not presently be in a position to find the necessary capacity, especially while the disruption and uncertainty of COVID-19 continues.
- Performance measures are in place and the mechanisms for collecting, recording, and reporting data are adhered to but the quality of evidence provided is often of insufficient quality or focus as to allow a clear understanding of performance against the well-being objectives to emerge.
- Increased efforts to establish baseline trends are needed, along with a clear, evidence-based rationale for action.
- Services are currently working to introduce outcome-based measures.
- Actions formed in response to audit report findings are included in workplans to ensure action and monitoring.
- Cabinet and Scrutiny are engaged in the performance management process through opportunities to contribute towards the quarterly reporting process
- There is a positive relationship between the organisation and corporate performance colleagues, which has developed considerably over time to maximise the engagement with the strategic planning and performance process.

- The Council uses a range of metrics, measures and indicators to monitor its performance, and these include a mixture of Public Accountability Measures (PAMs) and more localised measures developed by individual services to reflect their attainment against current objectives in alignment with the Council’s Corporate Improvement Plan (CIP). Service-level objectives are set out in their Integrated Business Plan (IBP) and this forms the link between the strategy set out within the CIP and the actions required to implement that plan at Service-level. While most of the necessary elements are present to allow us to evaluate our performance against the well-being goals, some obstacles remain that prevent the emergence of a clear picture of all areas of attainment. Barriers that have been identified as impeding effective and holistic evaluation include:
 - Currently, for historical reasons, measures exist at the more granular performance level but are not in place for the overall attainment at well-being objective level
 - The existing measures are, in a number of cases, not fully achieving their purpose; the reasons behind this are complex and varied but can be largely summarised as follows:
 - Some of the measures, as they are currently reported, are not formally clearly defined (although there is often a clearly understood definition and value to the evidence at an operational level). This leads to a gap in meaning between that perceived by the service itself and that discernible once the measure is removed from its context and reported to a wider audience.
 - This may create the potential for negative or misleading interpretation. For example, in instances where client numbers are demonstrated to be falling (thereby achieving the target) without the commensurate assurance that the figures do not disguise a failure to identify potential cases in the population (i.e., that the measure does not provide a ‘perverse incentive’).
 - Some measures are not true measures, with confusion sometimes evident between measures, actions and targets.
 - Attainment of objective is often evidenced by the listing of actions without the presentation of a clear rationale to explain how the two relate.
 - Insufficient consideration is currently given to the establishment of appropriate degrees of contribution/attribution.
- Currently some of the measures in use by the Council refer to large-scale and complex issues over which it cannot hope to have a direct influence. Consideration may be required in the future to clarify how the Council approaches accountability in order to provide a clear

delineation between the population-level trends that we are attempting to influence (but cannot be expected to have total control over) and the measures that evidence our own performance (and for which we are answerable).

- It is not expected that immediate alterations can be made by services where problematic measures do not provide clear evidence and a programme of development will be required to strengthen capability and introduce change over time. The challenges inherent in improvement of this type are further exacerbated currently by the disruption and workload pressures created by the coronavirus pandemic. In order to provide an improved quality of evidence and a clearer picture of performance against objective, measures and significant data are presented below enriched with supporting context of improvement work provided by links to relevant processes, documentation and evaluative material.
- However, the above have been considered as lessons learned based on the previous strategic planning and performance cycle and are being used to inform the newly elected corporate plan, which is being developed ahead of March 2023.

6. 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 2020-21 to ensure our processes, the way we plan and the way we support front line services is done in a way that considers the long term, prevention, integration, collaboration, and involvement.

Area of change	How are we using the five ways of working to change how we think, plan and act?
Risk	<ul style="list-style-type: none"> • The Council's risk management arrangements have continued to be significantly improved during 2021-22 in response to a follow up internal audit report of risk management in March 2020. • The Council's risk management system holds all risk registers, and this is where all strategic, service and transformation programme risks are registered, mitigating actions identified and risks monitored. • Consideration of risk is an integral part of quarterly performance reviews held with Portfolio Holders, Directors and Heads of Service. • The Audit Committee also has a key role in monitoring and challenging the Council's risk register. More information about the Governance and Audit Committee, including strategic risk reports and copies of minutes of previous meetings, is available by visiting: https://powys.moderngov.co.uk/mgCommitteeDetails.aspx?ID=135
Performance Management	<ul style="list-style-type: none"> • The method of reporting through an AIA (Achievements, Issues, Actions) approach is now well embedded across the organisation and provides a clear and succinct way of communicating key information to strategic decision makers. • At the beginning of the year the council revised its Performance Measurement Framework to remove duplication in reporting and to ensure its measures / data sets are clearly aligned to the 'Golden Thread' of plans. • We recognise that further work is needed to develop more outcome focused indicators and to ensure that services can effectively demonstrate the impact on residents. This is further explored within the self-assessment document. • A new emphasis is being placed on self-assessment and arrangements have also been put in place to strengthen the role of scrutiny in the quarterly performance management cycle.

- The virtual training video on Strategic Planning and Performance Management continues to be available, which aims to support officers with improving the quality of planning and reporting. This is being rolled out as part of a Managers Induction course.
- During 2021-22 data analytics and insight has strengthened and been integral to our response and recovery to the pandemic. We have developed numerous automated reports to provide insight on vulnerable people and those shielding and supported an integrated approach to ensure we assist those most at need. We have produced reports for our local Track, Trace and Protect so that they can effectively target their approach. We produced the Well-being Assessment and Population Needs Assessment, analysing the needs of the local community through the prism of well-being.
- We have continued to develop a Corporate Scorecard which integrates workforce, compliance, finance, and audit. This supports the Senior Leadership Team and Executive Management Team with their work and provides a health check of the organisation.
- All Members produced an Annual Report on their activities, and these are all published on the Council's public website at <https://powys.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13340>
- A copy of our Performance Management and Quality Assurance Framework is available via our website by visiting: <https://en.powys.gov.uk/article/7911/Performance-Management-and-Quality-Assurance>

Corporate Planning

- During 2021-22, the Council revoked its Business Continuity Plan to respond to the extraordinary challenges presented by coronavirus (COVID-19), which meant that a range of services that were either adapted, suspended or, in some instances, established for the first time began to return to business as usual. This was largely across the whole organisation, followed by Social Services later, which remained within this state due to the pressures presented.
- During 2021-22 the Council's 5 stage corporate planning cycle was used as the framework for COVID-19 Recovery Planning and Budget Recovery Planning. As part of the process all services continued to refine and strengthen their Integrated Business Plans, including improving the long-term consideration of actions.

- The Council continues to embed a new Transformation Approach which draws on a range of key disciplines and methodologies, such as a customer centric approach to service re-design and agile project management. It focusses on having multidisciplinary teams to plan and deliver projects and development is based on continual customer feedback.
- During 2021-22, we successfully digitised the Impact Assessment form. This provides services with a more efficient and user-friendly method, enhanced robustness and introduction of an automated flow process to support governance. The central repository of impact assessments, for Members and staff to access, aids in developing proposals and sharing information, evidence, and good practice. The new system allows the Council to interrogate the data from multiple impact assessments, to look at the cumulative impact of decisions on particular geographic areas or groups within the community, as well as identifying changes that can be made to the proposal to improve the impact of an element of the assessment. Further developments are planned to support enhancing understanding surrounding impact.

More information about our plans (for Powys County Council) is available on our website by visiting:

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

Financial Planning

- 2021-22 has seen a much higher level of engagement in the development of the budget and the Medium-Term Financial Strategy (MTFS) with staff, Members, stakeholders, and the public.
- Use of the budget simulator, numerous Member engagement sessions, staff engagement events, meetings with stakeholders and scrutiny of the Draft 2021-22 budget and the 2020-25 MTFS have all helped to bring greater openness and transparency to the financial planning process.
- The Council's Capital Strategy has been amalgamated with the Treasury Management Strategy and is now integral to the Integrated Business Planning process. The strategy facilitates a seamless interface between business planning within the Council and the management of assets and capital resources. The introduction of a new governance framework for the inclusion of projects in the capital programme supported by CIPFA training for key staff

	<p>in business case development has helped to improve the quality of business cases and decision making around capital investment.</p> <ul style="list-style-type: none"> • Integrated Business Planning has been adopted since April 2019 with the aim of moving the Council away from traditional budget planning to one that focuses on how best to use our resources to make the biggest impact on the outcomes the Council is seeking to achieve, informed where available by comparative performance and unit cost data and feedback from regulators and customers. • There is further work to do to move properly away from incremental budgeting and to Outcome Based Budgeting (OBB) and this work is planned through the period until 2025. A number of pilot projects will commence in 2021-22 and be expanded across all services over the following 3 years. More information about the Council’s Budget and Accounts is available at: https://en.powys.gov.uk/article/7469/Council-Accounts
<p>Workforce Planning</p>	<p>Workforce futures is one of the Council’s key Transformation projects which focusses on:</p> <ul style="list-style-type: none"> • Developing organisational agility • Developing our approach to leadership and management • Culture and engagement • Developing our capability and capacity • Improving and transforming the council • Developing further our health and well-being offer <p>Further information can be found in the Transformation End of Administration report.</p>
<p>Assets</p>	<ul style="list-style-type: none"> • The Strategic Property Team on behalf of Powys County Council continue to explore partnership working with both public and 3rd sector organisations. The shared use of buildings is a key strategy, ensuring public services are maintained and accessible to all. • We continue to make available accommodation to partner organisations including national government agencies. • The organisation is still implementing New Ways of Working which will impact on how buildings are used in the future. We will continue to develop modern workplaces which align with smart working practices.

	<ul style="list-style-type: none"> • The schools' modernisation programme continues to be developed with new build schools becoming more community focused. This change in emphasis will enhance the way our school buildings are used both now and in the future; becoming more sustainable and reducing our carbon footprint.
Procurement	<ul style="list-style-type: none"> • 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 7 well-being goals. This ensures that at the point of drafting specifications, terms and conditions and invitations to tender we can build specific requirements into our contracts to support these goals or mitigate any negative impacts. • We have updated our Procurement strategy to be more inclusive and assist smaller businesses and local suppliers to bid for contracts, as well as using procurement models such as the dynamic procurement system (DPS) for smaller repetitive procurements. • We keep our procurement processes (e.g., terms and conditions and prequalification processes) under continual review to ensure that we are fully compliant with new legislation and policy requirements, such as the Modern Slavery Act and the Code of Practice for Ethical Employment in the Supply Chain. • The 5 ways of working also underpin our approach to procurement and commissioning, with each procurement requiring the completion of an integrated impact assessment which includes an evaluation of the extent to which the procurement is considering the sustainable development principle. • 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. Project Bank Accounts are used on all major capital projects to increase the speed of payment to subcontractors and suppliers. Annualised events are also undertaken to show and discuss our forward programme and up and coming procurement packages with suppliers and to encourage more localised bidding and engagement. We are utilising the TOMS and social value for all relevant (over £2 million) contracts, and these have been mapped against the Well-being of Future Generations goals and require tenderers to submit and to be evaluated on their social value content in any contract. The portal will also monitor progress against all

the tender submissions to show that each measure has been achieved successfully.

- The Council is also working collaboratively with Centre for Local Economic Strategies (CLES) Ceredigion Council, Powys Teaching Health Board, Hywel Dda Health Board, Mid Wales Fire Service, and the University sector on a Foundation Economy Project to benefit Community Wealth in our region. The Board has identified the following workstream and further work on spend and data is ongoing for each of them. These are: Opportunities for Start-ups; Food; Construction and Housing Retrofit; and Development of Generative Services. Our 21st Century Schools Programme is being designed as an ultra-low carbon impact schools using Passivhaus construction methods.
- Education is also working with Constructing Excellence Wales to pilot the Future Generations Directory Toolkit for the proposed Bro Hyddgen Community Campus through the design and build programme, which maps the design and build stages to each of the goals of the Well-being of Future Generations (Wales) Act.
- The Affordable Housing Development programme in the Council, which is modest compared to other local authorities, has built in low energy / low carbon / Passivhaus options into the build programme which will remove fuel poverty for families and residents of the homes impacting on Well-being / Education and skills, etc.
- For more information about procurement and contracts, including opportunities to tender, please visit:

<https://en.powys.gov.uk/article/4894/Procurement-and-Contracts>

7. What we Know About our Governance Performance

A full outline and assessment of the governance processes that have been in place in Powys County Council for the year ending 31st March 2022 may be viewed in the [Annual Governance Statement](#) (AGS). BRAG (Blue, Red, Amber, Green) ratings for the below actions have been considered using the method defined within the Performance Management and Quality Assurance Framework (PMQAF).

7.1 Our performance against the 2020/21 AGS action plan

Development Action	Lead/Deadline	BRAG
Review the Membership and Terms of Reference of the Governance and Audit Committee to meet the requirements of the Local Government and Elections (Wales) Act 2021	Head of Legal and Democratic Services (Monitoring Officer) December 2021	Blue
Review the effectiveness of the Governance and Audit Committee and undertake some refresh training for members as to the role of the Committee	Head of Finance (S151 Officer) / Scrutiny Manager 30 th May 2021	Green
Raise the profile and awareness of the new Anti-Fraud policies and develop the reporting of fraud activity and performance	Head of Finance (S151 Officer) 31 st December 2021	Green
Implementation of new consultation software Engagement HQ in partnership with Powys Teaching Health Board (PTHB) and Powys Association of Voluntary Organisations (PAVO)	Communications and Welsh Language Manager	Blue
Publication of a Public Participation Strategy	Communications and Welsh Language Manager April 2022	Red
Working with partners to update the Well-being Assessment and Population Assessment	Head of Transformation and Communications	Blue
New Vision 2025 communications campaign in accordance with the Welsh Audit Office recommendations	Head of Transformation and Communications	Blue

Implementation of the Socio-Economic Duty through effective Impact Assessment process and on-going training	Head of Transformation and Communications	Green
Transition the Service Improvement Boards to form part of the quarterly review meetings held as part of the Performance Management and Quality Assurance Framework	Corporate Directors December 2021	Amber
Continuation of the Integrated Business Planning Transformation Project and deliver Outcomes Based Budgeting pilots	Head of Finance (S151 Officer)	Green
Implementation of Part 6 of the new Local Government and Elections Wales Act	Head of Transformation and Communications	Green
Service Performance Panels to be undertaken to assess each service's performance and review Integrated Business Plans	Chief Executive	Blue
The number of staff attaining digital core skills (bronze level) will reach 100%	Head of Economy & Digital Services March 2023	Red
The percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%	Head of Economy & Digital Services March 2022	Red
Develop Outcomes Based Budgeting pilots across service areas to feed into the budget /IBP process for 2022/23	Head of Finance (S151 Officer)	Amber
Restart the Finance Transformation Programme delivering the identified objectives of the business case and improved financial acumen council wide	Income and Awards Senior Manager / Deputy Head of Finance	Green
Develop and implement the main drivers within the Capital and Treasury Management Strategy including the Schools' financial strategy and updating the Medium Revenue Provision policy	Capital & Financial Planning Accountant	Blue

Identify level of compliance with Financial Management Code and additional activities required to ensure adequate standard can be achieved when this becomes mandatory in 2021/22.	Financial Planning and Policy Accountant	Blue
Continue to embed a risk managed approach to decision making and good governance of the Council, to ensure everyone manages and understands risks which could prevent us from achieving our objectives.	Deputy Head of Finance / Strategic Equalities and Risk Officer	Green
Develop a Regulatory Tracker to keep a central record of the regulatory recommendations the Council receives and an overview of progress against them.	Head of Transformation and Communications	Blue
Continue to strengthen the performance of scrutiny in particular the scrutiny of performance and risk	Head of Legal and Democratic Services (Monitoring Officer) March 2022	Green
Review the effectiveness of Internal Audit with a greater focus on improvement across the organisation	Head of Finance (S151 Officer) March 2022	Green

7.2 Key performance insights from the AGS

- The local elections in May 2022 brought a new Administration that shifted the Council from a predominantly independent Administration to that of a Liberal Democratic/Labour Cabinet. It is acknowledged that with such a large number of newly elected Members, much work will be required to ensure that the training and development support provided for Members allows them to quickly understand their new roles and ensure smooth continuity of governance processes.
- The Council has opted to move to an Outcome Based Budgeting approach, focused on the medium to long-term and aligned to service and workforce planning. By better aligning revenue and capital, it will ensure that our limited resources are prioritised to achieve maximum effectiveness and secure outcomes that matter to our residents.

- In response to recommendations from Audit Wales, the Council has undertaken significant improvement work to strengthen its Scrutiny arrangements; and self-evaluation exercises undertaken in April indicated that many actions are already embedding with positive results.
- The initial Financial Management (FM) Code Assessment undertaken in 2021/22 indicated that of the 63 activities that underpin the 7 standards, 39 are rated green (62%) and 24 rated amber (38%), there were no red rated activities.
- Powys County Council follows a system of corporate governance that is consistent with the 7 principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Council Chief Executives (SOLACE) Framework Delivering Good Governance in Local Government (2016 Edition). This statement is structured around the 7 core principles and provides an overview of how the Council has discharged its responsibilities during 2021/22 and sets out recommendations of suitable areas for development.

7.3 Action Plan

The below action plans have been identified. These have been prioritised using the below matrix:



Figure 3 Action Plan Matrix

7.3.1. Self-Assessment Priority Actions Summary for 2022/23

Issue requiring further action	Responsible Officer	Priority
Further develop the prominence of equalities, and the Strategic Equality Plan, across the organisation	Chief Executive	P3
Work between Finance and Service areas to improve further understanding of outcome-based budgeting and look to implement further	Head of Finance (S151 Officer)	P3

Review performance measures used as part of the Corporate Improvement Plan to ensure there is a robustness as outlined in this report	Head of Transformation and Communications	P3
Integration of the Annual Council Reporting Framework (Director of Social Services Annual Report) within annual self-assessment report	Chief Executive	P4
Promote the role of the Performance Management and Quality Assurance Framework within the organisation to embed golden thread and understanding of self-assessment	Head of Transformation and Communications	P4
Work with recognised Trade Union representatives to engage further in understanding their views as part of the strategic planning and performance process	Head of Workforce and Organisational Development	P4

Further additional actions in areas which require improvement surrounding delivery against the existing Corporate Improvement Plan (CIP) and Strategic Equality Plan (SEP) are considered and managed via the quarterly performance management cycle and reported accordingly.

There are also wider actions surrounding how the organisation works to ensure the people of Powys achieve their well-being goals, as identified above and within the Public Service Board Well-being Assessment and Regional Partnership Board Population Needs Assessment. These are being used as key evidence bases to support the development of the new Corporate Plan, which will be based upon the areas identified as part of the [Progressive Partnership for Powys](#) and the wider Well-being Plan currently being developed by Powys Public Service Board.

8. Certification of the Annual Self-Assessment Report 2021-2022

Signed on behalf of Powys County Council:

Chief Executive		Leader of the Council	
Date		Date	

Well-being Objective 1

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



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

Overall assessment of performance:

Of the 23 objectives in place to support this well-being objective during 2021-22, 15 were reported **green**, 5 were reported **blue** and 3 were **amber**.

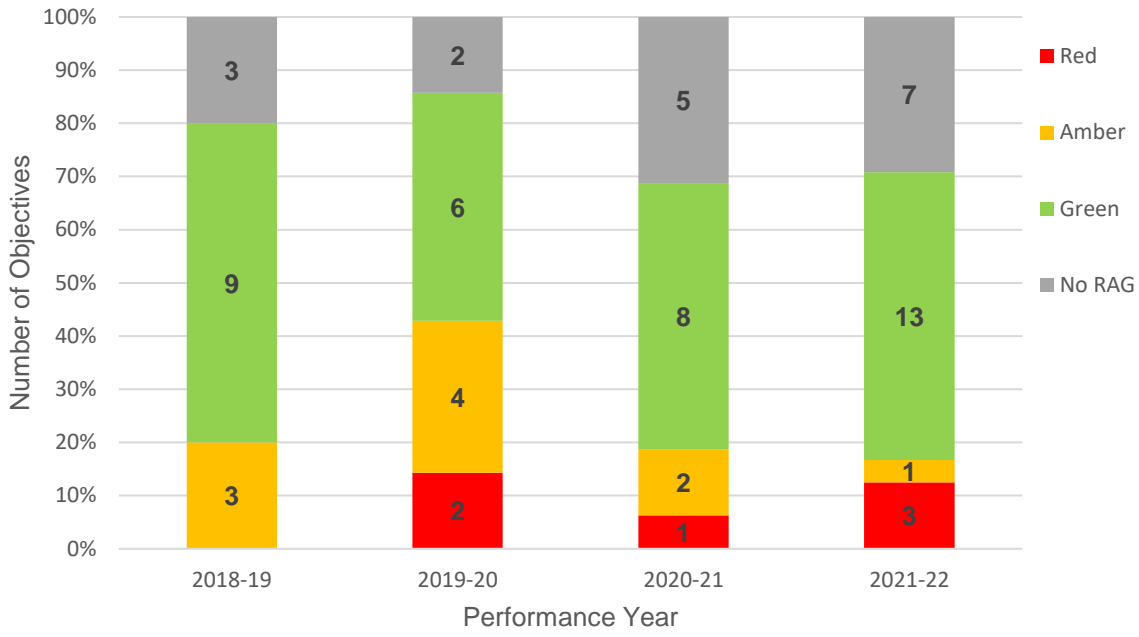
Our Objectives for 2022-23	2021-22	Linked Equality Objective
We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options, and improve road safety.	Green	
We will support businesses with recovery and the growth of new and established businesses.	Amber	
We will support the delivery of improved digital connectivity and encourage businesses and communities to take advantage of technology.	Green	
We will look for opportunities to secure external grant funding to support economic development and regeneration initiatives.	Green	
We will help support people into work and better paid employment opportunities.	Green	
By 2025, we will ensure our policies and processes make it easier for local private and third sector companies to become suppliers to the Council.	Green	
By 2022, we will develop business units at the Abermule business park for local businesses to establish and expand (subject to design measures).	Green	
During 2021-24, we will ensure all interview panels have a member who is safer recruitment trained	Green	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap

During 2021-24, we will continue to review the gender pay gap and action plan	Green	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
During 2021-24, we will collect and identify differences in pay and their causes between employees who have a protected characteristic and those who do not	Green	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
By March 2024, we will maintain and develop a range of workplace flexibilities for all staff and ensure our Senior Leadership Team role model flexible working	Green	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
By March 2024, we will promote and advertise jobs to encourage all applicants, whether part-time, job share or full time	Green	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
By March 2022, we will explore commissioning options to ensure that people have optimum opportunity to gain employment	Blue	Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment
By March 2023, we will use strengths-based approaches to ensure that supported employment converts to independent employment where possible	Blue	Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment
By March 2022, we will promote Leadership and Development Training for all staff	Blue	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
By December 2021, we will establish an Equality Workforce forum	Blue	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
By March 2022, we will create a work, leisure and learning partnership (including citizens and carers) to lead to the development of employment opportunities	Amber	Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment

By March 2022, a procurement strategy will be put in place for the next 4 years, to deliver the Council Vision and objectives and embrace the requirements of the Well Being of Future Generations (Wales) Act 2015	Blue	
We will support the development and promotion of Powys as a tourism destination	Green	
We will secure, implement, and claim grant revenue and capital funding for flood alleviation schemes	Green	
We will work with Ceredigion County Council, the Welsh Government Energy Service, and regional stakeholders to develop a delivery plan for implementing the Mid Wales Energy Strategy	Green	
TRANSFORMATION PROJECT: Mid Wales Growth Deal - We will work in partnership with Ceredigion County Council, the private sector, Welsh Government, UK Government and other partners to develop a Mid Wales Growth Deal to help drive transformational economic growth in the region over the next decade	Green	
TRANSFORMATION PROJECT: Affordable Housing - We will ensure there is an increased range of affordable housing, so people have a greater variety of where to live and stay in their communities	Amber	

27 measures used to monitor success 13 were **green** and 1 was **amber** and 3 were **red** (no RAG status was available for 7 of the measures).

The Economy: Year-on-Year Performance



Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
By March 2025 we will have increased in real terms the total amount spent with Powys based suppliers year on year from 2021 by 0.5% each year (this was 38% at the end of 2019-20).	2% increase (from 27% to 29%, equating to £59 million)	1% increase (from 29% to 30%, equating to £62 million)	39%	This measure is not available for calculation until the final close down and all journals are completed on the Finance system.	N/A	
By March 2025, we will have increased the number of local suppliers engaged in the Council's procurement process (from 526 in 2019-20).	New Measure for 2019-20	526 local suppliers engaged	634 local suppliers engaged	1173 suppliers engaged	↑	
By 2022, we will have developed nine business units at the Abermule Business Park (subject to design measures).	New Measure for 2020-21	New Measure for 2020-21	Contract awarded; contractors on site	Units currently under construction and on target for completion early July 2022.	N/A	
Number of Adults with a disability being supported to undertake employment.	New Measure for 2020-21	New Measure for 2020-21	Data not available	We have recruited into the support employment post within the Council in order to support further exploration of supported employment commissioning.	N/A	Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment
By the end of 2025, we will have built 250 new council-owned homes (dependant on availability of Welsh Government grant funding).	174 sites allocated	Work commenced 36 units	118 properties under construction	39 units completed with 79 under construction	→	Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes and life-time homes, that

						provide suitable and sustainable accommodation for future generations
Each year we will continue to reduce the gender pay gap.	New Measure for 2020-21	New Measure for 2020-21	The improvement from 2019 to 2020, from 8.1% to 7.55% mean and 8.3% to 7.62% median, represents a closure of the gap by 8.48% mean and 8.19% median	7.28% mean for directly employed staff (8.18% when including IR35 contractors) / 4.14% median	↑	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap
We will seek views and feedback from the Equality Workforce Forum on relevant equality and diversity issues, annually.	New Measure for 2020-21	New Measure for 2020-21	Although COVID-19 impacted on planned progress, an Equalities Group was formed in November 2020 and met 4 times.	We have sought views from staff through the staff engagement and well-being survey, which should support the review of the focus of the forum	N/A	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap
Number of communities and industrial estates supported to gain access to good quality, reliable, broadband.	4 communities supported	3 communities supported	12 communities supported	24 communities supported	↑	
Number of people progressing to employment as a result of taking part in employability activities.	34 people	131 people	168 people	86 people	↑	
Number of funding applications submitted to support Powys communities and the local economy.	New Measure for 2020-21	New Measure for 2020-21	20 applications	17 applications	↓	

Number of businesses assisted by the Council's Economic Development Team or referrals to partner organisations.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	126 businesses	N/A	
We will monitor the number of Community Benefits and social value targets set and included in contracts worth more than £2 million (this will be reliant on the number of capital projects and other procurement being taken forward in any one year).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	£343,200 (no baseline established)	N/A	
By March 2022, a procurement strategy will be drafted, together with an action plan and indicators to measure progress against the strategy.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Procurement Strategy has been approved and an action plan with measures in draft.	N/A	
Mid Wales Growth Deal: By March 2022, we will have developed a Portfolio Business Case for regional submission to secure Final Deal Agreement.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	In January 2022, in a virtual meeting with both Leaders and Ministers, the Final Deal Agreement for the Mid Wales Growth Deal was officially signed.	N/A	
Mid Wales Growth Deal: From March 2021, we will develop a series of initial Programme / Project Business Cases (This will	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Project detail is being developed at pace with project proposers to begin submitting their	N/A	

be implemented as a rolling programme over the next 15 years and dates will be added when the Council is in position to do so).				Strategic Outline Business Cases to Growing Mid Wales Board for review over the summer.		
Mid Wales Growth Deal: Following Final Deal Agreement in March 2022, we will start to deliver interventions, as identified. (This will be implemented as a rolling programme over the next 15 years and dates will be added when the Council is in position to do so.).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Following Final Deal Agreement in March 2022, we will start to deliver interventions, as identified. (This will be implemented as a rolling programme over the next 15 years and dates will be added when the Council is in position to do so.).	N/A	
The number of additional affordable housing units delivered per 10,000 households will be 29 in 2021-22, 23 in 2022-23, 46 in 2023-24, and 36 in 2024-25 (at the end of 2019-20 this was 12.4).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	23 housing units	N/A	
Total number of visitor days to Powys for tourism purposes (as measured by STEAM annual survey).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	4.17M	N/A	
Secure £1 million in grant funding for transport infrastructure Capital projects, of which 95% will be spent annually.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	LTF - £1.4m; RRF - £0.425m; ULEV - £1.2m; RS - £20k; AT - £1.3m	N/A	

Secure £500,000 in grant funding for flood alleviation Capital projects, of which 95% will be spent annually.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	FAS - £500k; NFM - £217k; SS - £138k; PS - £107K	N/A	
Having introduced the Introduction to Leadership and M(ILM) development programmes from ILM2 to ILM7 in 2020-2021, we are aiming to encourage 40 learners to start the programmes in 2021-2022.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	30 learners	N/A	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap
Monitor recruitment panels and ensure that at least one member of the panel has received safer recruitment training.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	This is ongoing. All paperwork is submitted to the Contracts team, and they check the form is signed.	N/A	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap
An increasing number of staff being deployed in flexible working arrangements and / or working from home on a regular basis.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	576 flexible workers	N/A	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap
An increasing number of visible adverts and promotions of the availability of flexible working in the Council. (Baseline to be established in 2021-2022.)	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	This is a key part of the recruitment review. Attendance at Careers Events and Job Centres is now being stepped up to make PCC more visible as an employer.	N/A	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap

Well-being Objective 2

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



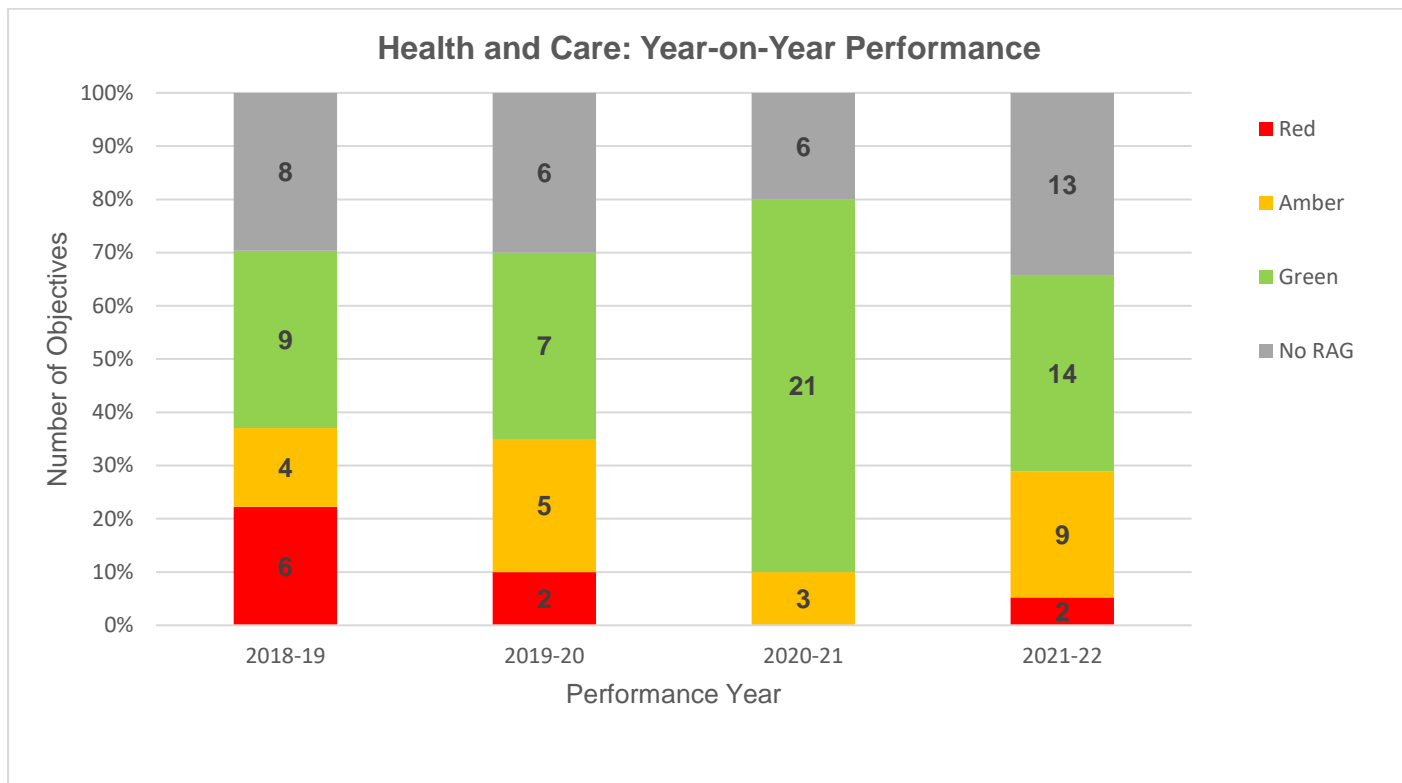
- We will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations (Equality Objective 3)
- We will help people to get the support they need to prevent homelessness (Equality Objective 4)

Of the 16 objectives in place to support this well-being objective during 2021-22, 11 were reported **green**, 0 were reported **blue**, 7 were **amber**, and 1 was reported **red**.

Our Objectives for 2022-23	2021-22	Linked Equality Objective
Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours.	Green	Equality Objective 4: By 2024, we help people to get the support they need to prevent homelessness
Promote access to a range of Early Help services, which families can access preventing the need for statutory intervention.	Green	
Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together where possible and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm.	Green	
'Work with' children, young people and their families rather than 'do to', to co-produce plans which will bring about the changes children need as quickly as possible.	Green	
Provide and commission a flexible and affordable mix of high-quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.	Red	
Achieve the best possible outcomes for those children in our care by providing good corporate parenting, specialist support and clearly planned journeys through care into adulthood.	Green	
Ensure that the service has a skilled, supported, workforce equipped to provide a high-quality service to children, young people, and their families, which is compliant with the legislative framework and in line with best practice.	Amber	
Front Door - Adult Social Care operate an effective front door which provides information, advice, and signposting, which enables residents to make informed choices in relation to their care and well-being. A service which focuses on resolution at the earliest opportunity for the resident.	Green	
Hospital - To work with NHS Partners to have in place a set of arrangements that allow for the speedy transfer of people home from hospital, to achieve the best possible outcomes for those people.	Amber	

Community - There is timely, targeted and effective use of reablement, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.	Amber	
Long-Term Care - People with long-term care needs have a care and support plan with a focus on achieving the maximum possible independence (as is realistic and possible for their individual circumstances) and delivers the desired outcome. Plans are regularly reviewed based on outcomes achieved.	Amber	
Workforce - The workforce is fully trained and supported to work with people needing social care which fits with the ethos and principles of the organisation.	Amber	
Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation.	Green	Equality Objective 4: By 2024, we help people to get the support they need to prevent homelessness
Develop housing options for people with special accommodation needs (including young people, those with learning disabilities, people experiencing domestic or sexual abuse and people with disabilities and sensory impairment).	Green	Equality Objective 4: By 2024, we help people to get the support they need to prevent homelessness
Between 2021 and 2024, the 'Fit for Life' programme will improve access arrangements to 500 homes.	Green	Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations
Between 2021 and 2024, the Disabled Facilities Grants programme will improve the quality of homes for 40 households each year.	Green	Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations
TRANSFORMATION PROJECT: We will ensure there is an increased range of affordable housing, so people have greater variety of where to live and stay in their communities.	Amber	Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations
TRANSFORMATION PROJECT: Extra Care: We will work with partner housing associations to secure the development of extra care housing schemes across the county.	Green	
TRANSFORMATION PROJECT: North Powys Well-being Programme - Aim to transform Health and Well-being services through a new integrated model of Care and Well-being along with further progressing the development of a Rural Regional Centre and Community Well-being Hub.	Amber	

38 measures used to monitor success; 14 were **green** and 9 were **amber** and 2 were **red** (no RAG status was available for 13 of the measures).



Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
The number of qualified social worker vacancies will be lower than the 2020-21 Q4 figure of 32.	36 vacancies	32 vacancies	32 vacancies	38 vacancies	↓	
70% of children, young people and their families report that they achieve their family goal through accessing Early Help.	New measure for 2020-21	New measure for 2020-21	94%	93%	→	
75% of audits will demonstrate that the child's voice is evidenced in the child's plan.	New measure for 2020-21	New measure for 2020-21	82.5%	71%	↓	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
85% of children who the Intervention and Prevention Service work with around placement stability will remain in placement.	New measure for 2020-21	New measure for 2020-21	96%	83%	↓	
90% of statutory visits for Children Looked After will be carried out on time.	91%	92%	93%	88%	↓	
Feedback using the Distance Travel Tool from 75% of young people demonstrates satisfaction with the service for children and young people.	New measure for 2020-21	New measure for 2020-21	83%	88%	↑	
The number of Children Looked After who have had 3 or more placement moves during the year	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	16%	N/A	
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Data not available	Data not available	Data not available	Delayed transfers of care data is no longer published due to the impacts of COVID-19.	N/A	
The number of persons (per 1,000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment.	Data not available	Data not available	Data not available	Delayed transfers of care data is no longer published due to the impacts of COVID-19.	N/A	
The number of unique adult clients supported in their own home	563 adults supported	708 unique adults supported	COVID-19 affected the prescribing of	695 unique adults supported	N/A	Equality Objective 6: By 2024, we will improve

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
through assistive technology will be higher.			technology, however a further 575 adults were supported			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
We will establish the percentage of new contacts who are referred to or receive information and advice.	New measure for 2020-21	New measure for 2020-21	28% of new contacts	26% of new contacts	→	
The number of adults receiving direct payments.	New measure for 2020-21	New measure for 2020-21	499 recipients	499 recipients	→	
Number of staff supported by the Local Council to commence a vocational health and social care qualification in Adult Services.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	44 staff	N/A	
New extra care facilities are open and utilised by mid-2023, with 66 additional apartments in use.	New measure for 2020-21	New measure for 2020-21	The new extra care facilities are not yet complete.	Building work has commenced in Ystradgynlais and Welshpool.	N/A	Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations
Reduction in admissions into residential care.	New measure for 2020-21	New measure for 2020-21	166 admissions	173 admissions	→	Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
						homes, and life-time homes, that provide suitable and sustainable accommodation for future generations
Delayed admissions into residential care (increasing average age on admission).	New measure for 2020-21	New measure for 2020-21	Average age = 85	Average age = 86.2	↑	Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations
Percentage of adult safeguarding enquiries completed within statutory timescales.	95%	96%	95%	94%	→	
85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely.	New measure for 2020-21	New measure for 2020-21	96%	93%	→	
Percentage of Children Looked After placed out of County with Independent Fostering Agencies or residential placements will be lower than the 2020-21 Q4 figure of 48.	78 children	51 children	48 children	60% (57 children)	↓	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
There will be an increased number of generic Powys foster carers	New measure for 2020-21	New measure for 2020-21	81 foster carers	70 foster carers	↓	
75% of young people who used the Intervention and Prevention services demonstrate positive progression.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	88%	N/A	
Increase the proportion of 16+ young people in accommodation in county.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	49%	N/A	
Percentage of Powys child care providers offered business support by Children's Commissioning Childcare Business Support Team.	New measure for 2020-21	New measure for 2020-21	100%	100%	→	
Grow our own: increase in the number of staff undertaking the social worker qualification (Open University Year 1 and Year 2, and the MA route).	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	7 workers	N/A	
Audit: Increase the proportion of audits that are graded 'good'.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	60% (Baseline TBD)	N/A	
We will increase the proportion of young people using the Child Exploitation Service that are stepped out because of improved outcomes.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
Improved accessibility to services and community infrastructure that meet the needs of the population.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Improved integration of services, partnership working, and confidence in leadership.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Increased focus on prevention and health promotion.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Increased emotional and behavioural support for families, children, and young people to build resilience and support transition into adulthood.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Strengthen people's ability to manage their own health and well-being and make healthier choices.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Increased independence and participation within communities.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Improve the opportunity for people to access education, training, and learning opportunities.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Total number of people who received Housing Related Support in the quarter. (This will be Housing Support Grant and	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	4292 people	N/A	Equality Objective 4: We will help people to get the support they need to prevent homelessness

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
Homelessness Prevention Grant funded activity).						
Total number of service users no longer requiring support and / or who have moved on from their current support services.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	409 people	N/A	Equality Objective 4: We will help people to get the support they need to prevent homelessness
Quarterly reports on the causes and incidence of homelessness, and the impact of work to prevent people becoming homeless.	New measure for 2020-21	New measure for 2020-21	Interventions put in place during the past year have reduced the impact of the barriers identified	There has been a significant increase in homeless presentations with 413 live homeless cases at the end of the Q4.	N/A	Equality Objective 4: We will help people to get the support they need to prevent homelessness
By March 2022, 168 homes will benefit from the Fit for Life programme, followed by 168 by March 2023, and 164 by March 2024.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	187 homes	N/A	Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations
We will deliver aids, adaptations and disabled facility grant funded works within 130 calendar days.	New measure for 2020-21	New measure for 2020-21	134 days	134 days	→	Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
						for future generations

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

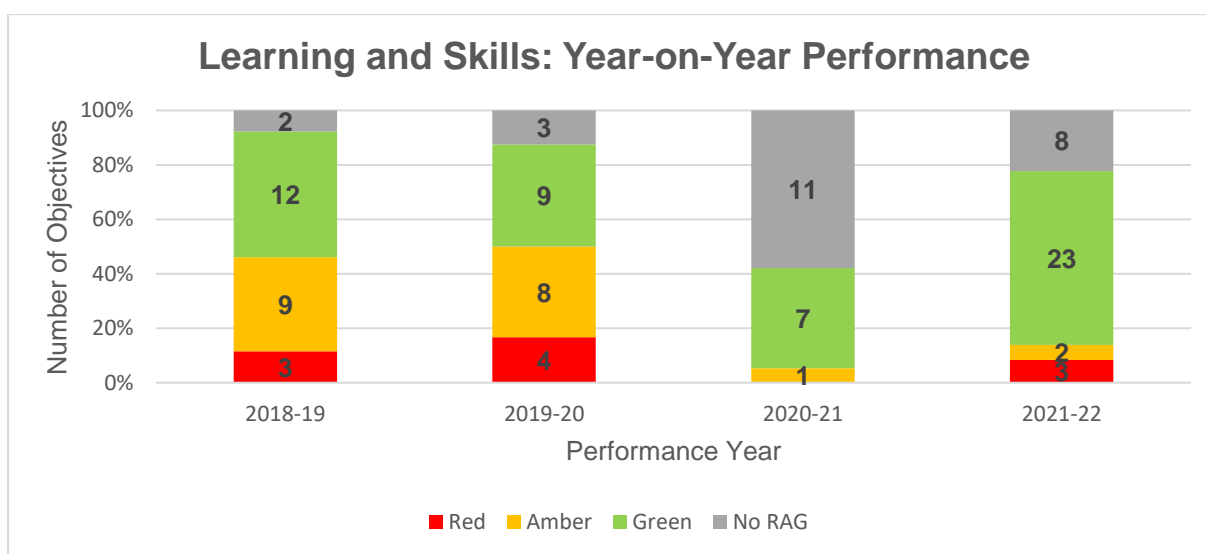


- We will improve opportunities and outcomes for children living in poverty (Equality objective 5)
- Of the 10 objectives in place to support this well-being objective during 2021-22, 6 were reported **green**, 0 were reported **blue**, 0 were **amber**, 0 were reported **red** and 4 were not given a BRAG rating.

Our Objectives for 2022-23	2021-22	Linked Equality Objective
We will improve pupil outcomes in secondary schools particularly Capped 9 scores and 5A*-A GCSEs.	For the 2019-20 and 2020-21 academic year, Welsh Government removed examinations for GCSE and A Levels.	
We will support all schools to improve pupil attendance rates.	Attendance data suspended due to the impact of COVID-19	
We will implement a joined-up system for supporting children and young people with Special Educational Needs (SEN) / Additional Learning Needs (ALN) to improve their experiences and outcomes by 2024.	Green	
We will support all schools to improve routes to employability and further education.	Funding has been allocated to all Secondary and Special schools on a per pupil basis and guidance shared with schools.	
We will improve routes to employability into the Council through an apprenticeship scheme, promoted to schools and people who want to return to employment across the County. As part of this we will strengthen work based learning across the Council and provide opportunities for work experience and employment / development in apprenticeship roles.	Green	
We will ensure that secondary school aged young people have access to high-quality counselling services to support their emotional health and well-being	Green	
During 2021 to 2024, we will support effective use of the Pupil Development Grant (PDG) to improve literacy and numeracy skills.	Nearly all schools have evaluated the use of the PDG funding for 2020-21. Many eFSM pupils made progress in line with their expected outcomes.	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty
During 2021 to 2024, we will support school to ensure all children in Powys are able to attend school without the	Green	Equality Objective 5: By 2024, we will improve opportunities

Our Objectives for 2022-23	2021-22	Linked Equality Objective
associated financial costs. Our actions (outlined in the CIP) will lead to equality of opportunity for all.		and outcomes for children living in poverty
During 2021 to 2024, we will provide families with support and advice to help them reduce costs of living.	Green	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty
TRANSFORMATION PROJECT: Transforming Education - We will improve learner entitlement and experience and implement our Strategy for Transforming Education in Powys.	Green	

Of the 38 measures used to monitor success; 23 were **green** and 2 were **amber** and 3 were **red** (no RAG status was available for 8 of the measures).



Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2023.	New Measure for 2020-21	New Measure for 2020-21	No Data Available	No Data Available	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2023.	New Measure for 2020-21	New Measure for 2020-21	No Data Available	No Data Available	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2023.	New Measure for 2020-21	New Measure for 2020-21	No Data Available	No Data Available	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2023.	New Measure for 2020-21	New Measure for 2020-21	No Data Available	No Data Available	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
By March 2024, the Council will employ a further 27 apprentices as part of a new programme due to commence during 2021-22.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	11 apprentices	N/A	
By March 2025, the percentage of Year 11 leavers who are NOT in education, employment or training will be maintained below 2%.	1.7%	1%	No Data Available	1.2%	N/A	
By March 2022, all young people are able to access a counselling service within 4 weeks of making contact.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	100%	N/A	
Increase head teacher satisfaction with the quality of guidance and support provided to schools by 2023 - 2024.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	1% increase	N/A	
By July 2025, all Powys schools will have maintained a transition rate of above 70% between upper sixth and	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	No Data Available	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
University, where the university course is completed in full.						
By March 2025, we will establish 8 new all-age schools in the county.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	2 schools	N/A	
By March 2025, we will reduce the number of primary schools in the county by 20 schools.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	7 schools	N/A	
By March 2022, all learners in Powys sixth forms will be offered a laptop to ensure they are digitally equipped to carry out their studies. (100% of incoming year 12 learners will be able to apply for a laptop. Uptake of the offer will be measured).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	100%	N/A	
Year on year, the number of learners continuing from year 11 into a Powys sixth form will increase by 2% (the baseline is 44% average retention).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	41.5%	N/A	
By May 2021, we will develop and publish a new approach to sixth form provision in Powys.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	In May 2021 Cabinet passed the new Post 16 provision.	N/A	
By May 2021, we will engage with representatives from all Powys sixth forms about our plans to transform post-16	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Post 16 learners were consulted on the transformation plans.	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
education in Powys.						
By March 2025, 6 schools will have moved along the language continuum.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	3 schools	N/A	
By March 2025, we will have established 2 new Welsh Medium provisions.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	0	N/A	
By May 2021, the newly developed Early Intervention model will be well established across Powys and draft proposals will have been developed for the future of the four pre-school centres.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	The Early Years assessment model is proving successful, and enabling smooth transition from flying start to 3+, and 3+ to school.	N/A	
By July 2021, nurture programmes will have been piloted and evaluated in at least one geographical area.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	3 areas piloted	N/A	
By May 2021, will have clear plans and feasibility studies to improve Pupil Referral Unit (PRU) accommodation.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	A new demountable has been built and installed at PRU south in Brecon.	N/A	
By September 2021, we will have developed a satellite of one of the special schools.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	1 school	N/A	
By March 2023, we will have developed firm proposals for the future of the specialist centres.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	This measure is on track and is a key priority in the transformation programme for 2022-2023.	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
By May 2021, we will have reviewed the current training offer and planned the training offer for 2021-2022 (academic year).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Training offer reviewed and planned	N/A	
By August 2022, 14 teachers in Powys should have completed a post-graduate diploma in an area of SEN/ALN.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	14 teachers participating	N/A	
By July 2022, schools will have begun converting all current Individual Educational Plans (IEPs) into Individual Development Plans (IDPs) using the electronic IDP system, and the Council will have begun converting all statements of Special Educational Need into IDPs using the electronic IDP system.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	The inclusion team communicate regularly with schools and settings, produce clear guidance and pathways, and provide support and advice through purposeful weekly bulletins, meetings and valuable online resources.	N/A	
By March 2025, we will have increased the number of new school builds in 'condition A/B' in Powys by 8 schools.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	0 schools	N/A	
By March 2025, we will have sought Welsh Government approval of another 4 Full Business Cases for new school builds.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	1 approval	N/A	
Between 2021 and 2025, an increased number of children that are entitled to	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	3098 qualifiers	N/A	Equality Objective 5: By 2024, we will improve

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
Free School Meals will take up the service.						opportunities and outcomes for children living in poverty.
Increased number of pupils using the School Holiday Enrichment Programme (SHEP) over the summer holidays which benefits their health & well-being.	New measure for 2020-21	New measure for 2020-21	Due to COVID-19, the SHEP programme for 2020 was cancelled, and data is not available.	5 schools participated	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
Between 2021 and 2025, we will report on the value of Pupil Development Grant Access grants provided.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	£267,045	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
Between 2021 and 2025, we will identify the number of families that receive financial (debt / budgeting / benefits) advice from the Council.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	155 families	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
By July 2023, 70% of secondary schools will have an average capped 9-point score above 385 (this was 27% in July 2019) and 40% will have an average score above 400 (this was 9% in 2019).	265	238	No Data Available	No Data Available	N/A	
Through increased challenge and support from the Council, nine secondary schools will have above 20% of pupils with 5A*-A GCSEs (this was 4 schools in 2019), eight	New measure for 2020/21	New measure for 2020/21	No Data Available	No Data Available	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
secondary schools above 22% pupils with 5A* - A GCSEs (this was one in 2019) and two secondary schools above 25% by July 2024.						
Improve attendance rates in secondary schools from 94% (2018-19) to 95%^ and in primary schools from 95.1% (2018-19) to 95.5% by July 2023	95.1% primary/94.5% secondary	95.8% primary/94% secondary	No Data Available	No Data Available	N/A	
The number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year.	New measure for 2020/21	New measure for 2020/21	22%	21%	→	
In 2021-22, a baseline will be established so that we can work to decrease reports of service dissatisfaction from the public.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Decreased	N/A	



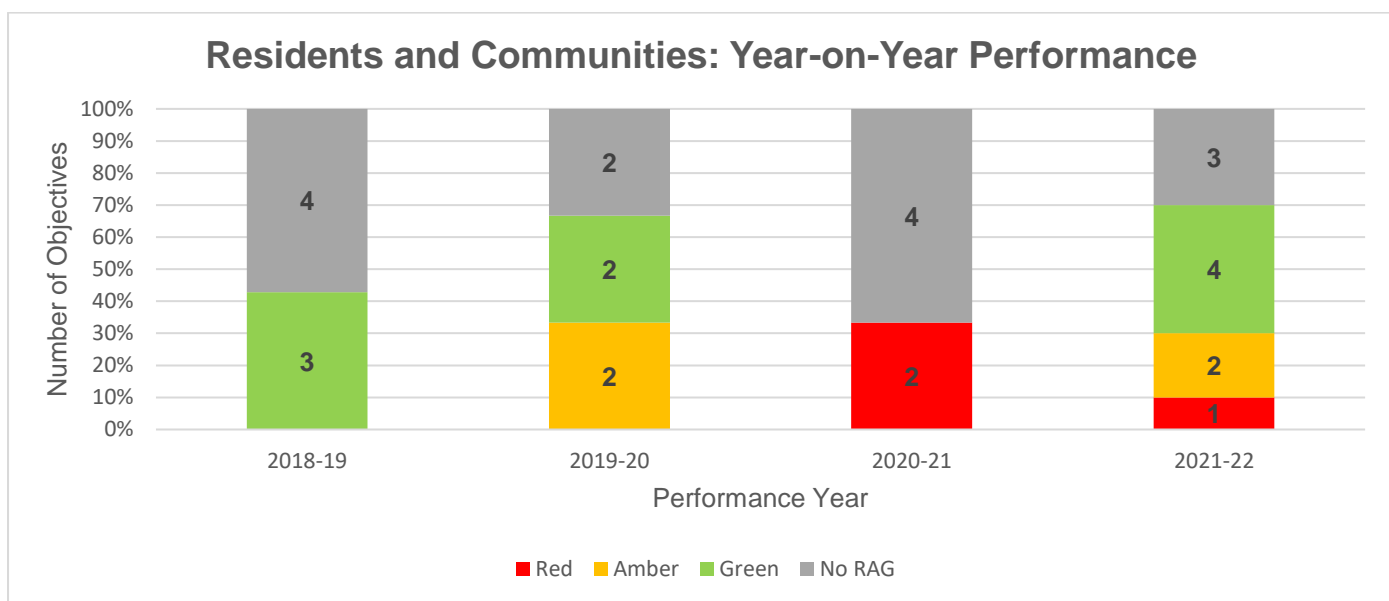
- We will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life (Equality Objective 6)

Of the 8 objectives in place to support this well-being objective during 2021-22, 5 were reported **green**, 2 were reported **blue**, 0 were **amber** and 1 was reported **red**.

Our Objectives for 2022-23	2021-22	Linked Equality Objective
Through the Hwb programme enable safe smart technology in schools and give pupils equitable access, through improved network infrastructure.	Blue	Equality Objective 6: By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life
By 2024, we will understand how to inspire and encourage our local digital economy to use the transformative power of technology and encourage engineers and developers to build the next wave of inclusive technology for people with disabilities, by research to understand the gap in provision.	Green	Equality Objective 6: By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life
By March 2025, we will continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the 'Love Where You Live' tenancy sustainability strategy.	Green	
We will work with partners and organisations to support and deliver a range of opportunities for culture and leisure throughout Powys, with a focus on the health and well-being agenda.	Red	
We will implement steps to actively maintain and enhance biodiversity when delivering our services, to comply with our duties under Section 6 of the Environment (Wales) Act 2016.	Green	
Meet Welsh Government recycling rates and contribute Towards Zero Waste outcomes; sustainable and prosperous society.	Green	
We will aim to become a zero carbon Council by 2030.	Green	

Our Objectives for 2022-23	2021-22	Linked Equality Objective
By March 2022, we will implement integrated telephony and web channels to improve accessibility and user experience when contacting the Council.	Blue	Equality Objective 6: By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life

Of the 10 measures used to monitor success; 4 were **green** and 2 were **amber** and 1 was **red** (no RAG status was available for 3 of the measures).



Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
Waste reused, recycled, or composted, meeting the Welsh Government Statutory Target.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	66.3%	N/A	
In the 2021-2022 STAR survey, overall tenant satisfaction with the housing services provided by the Council will exceed 75%, and in the 2023-24 survey the tenant	N/A	84%	The next STAR survey is due in 2021-22.	71%	↓	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
satisfaction will increase to 81%.						
At least 2% more people are physically active throughout Powys per year as a result of participating in the range of schemes on offer.	New measure for 2020-21	New measure for 2020-21	No Data Available	No Data Available	N/A	
Attendance at Powys County Council grant funded arts and cultural events.	New measure for 2020-21	New measure for 2020-21	No Data Available	No Data Available	N/A	
Attendance and participation (physical and virtual) for libraries, museums and archives.	New measure for 2020-21	New measure for 2020-21	117,204 visits	92,000 visits	↓	
Participation in Powys County Council grant funded arts and cultural events.	New measure for 2020-21	New measure for 2020-21	No Data Available	No Data Available	N/A	
By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	100%	N/A	
By March 2022, we will prepare a greenspace improvement strategy for Housing Services owned sites.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	Strategy progressed	N/A	
During 2021-2022, we will consult with all Council services to review and collate the actions being taken to maintain or enhance biodiversity.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	During 2021-2022, we will consult with all Council services to review and collate the actions being taken to	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
				maintain or enhance biodiversity.		
Percentage change in the Council's carbon emissions against baseline.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	2021 - 22 baseline currently being prepared, this will be reported to Welsh Government annually from June 2022	N/A	

Public Accountability Measures (PAMs) – Our Performance

Ref	Public Accountability Measure Description	2018-19	2019-20	2020-21	2021-22	Trend
PAM/001	Number of working days lost to sickness absence per employee	9.1 days (FTE)	9.3 days (FTE)	9.9 days (FTE)	10.1 days (FTE)	↓
PAM/044	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	New measure for 2020-21	New measure for 2020-21	Not Available	53	N/A
PAM/032	Capped 9 score	363.6	Not Available	Not Available	Not Available	N/A
PAM/007	Percentage of pupil attendance in primary schools	95.1%	Not Available	Not Available	Not Available	N/A
PAM/008	Percentage of pupil attendance in secondary schools	94.5%	Not Available	Not Available	Not Available	N/A
PAM/046	Percentage of Year 11 leavers not in Education, Training or Employment (NEET)	1.7%	Not Available	Not Available	1.2%	N/A
PAM/033	Percentage of pupils assessed in Welsh at the end of the Foundation Phase	Not Available	Not Available	Not Available	Not Available	N/A
PAM/034	Percentage of year 11 pupils studying Welsh (first language)	Not Available	Not Available	Not Available	11.5%	N/A
PAM/010	Percentage of streets that are clean	92.3%	97.6%	Not Available	Not Available	N/A
PAM/035	Average number of working days taken to clear fly-tipping incidents	5.1 days	7.2 days	6.3 days	2.6 days	↑
PAM/012	Percentage of households successfully prevented from becoming homeless	70.9%	Not Available	Not Available	39.5%	N/A
PAM/013	Percentage of empty private	1.6 properties	0.8 properties	0.6 properties	0.86 properties	↑

Ref	Public Accountability Measure Description	2018-19	2019-20	2020-21	2021-22	Trend
	properties brought back into use					
PAM/045	Number of new homes created as a result of bringing empty properties back into use	New measure for 2020-21	New measure for 2020-21	0 homes	Not Available	N/A
PAM/015	Average number of calendar days taken to deliver a Disabled Facilities Grant	142.3 days	125 days	168 days	150 days	↑
PAM/036	Number of additional affordable housing units delivered per 10,000 households	Not Available	Not Available	Not Available	23 housing units	N/A
PAM/037	Landlord Services: Average number of days to complete repairs	8.8 days	9 days	7 days	8.7 days	↓
PAM/038	Landlord Services: Percentage of homes that meet the Welsh Housing Quality Standard (WHQS)	Not Available	Not Available	Not Available	100%	N/A
PAM/039	Landlord Services: Percentage of rent lost due to properties being empty	3.8%	3.9%	3.1%	3.4%	↓
PAM/040	Percentage of Quality Indicators (with targets) achieved by the library service	Not Available	Not Available	Not Available	Not Available	N/A
PAM/041	Percentage of NERS clients who completed the exercise programme	Not Available	Not Available	Not Available	Not Available	N/A
PAM/042	Percentage of NERS clients whose health had improved on completion of the exercise programme	Not Available	Not Available	Not Available	Not Available	N/A

Ref	Public Accountability Measure Description	2018-19	2019-20	2020-21	2021-22	Trend
PAM/018	Percentage of all planning applications determined in time	90.7%	Not Available	Not Available	84.4%	N/A
PAM/019	Percentage of planning appeals dismissed	72.2%	Not Available	Not Available	100%	N/A
PAM/020	Percentage of A roads in poor condition	3.9%	3.9%	3.4%	3%	↑
PAM/021	Percentage of B roads in poor condition	5.3%	5.1%	4.5%	4.1%	↑
PAM/022	Percentage of C roads in poor condition	21.6%	22%	19.6%	17.9%	↑
PAM/023	Percentage of food establishments that meet food hygiene standards	95.3%	96.81%	97.13%	97.87%	→
PAM/025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75	Not Available	Not Available	Not Available	Not Available	N/A
PAM/028	Percentage of child assessments completed in time	Not Available	Not Available	Not Available	63%	N/A
PAM/029	Percentage of children in care who had to move 3 or more times	Not Available	Not Available	Not Available	16%	N/A
PAM/030	Percentage of waste reused, recycled or composted	Not Available	Not Available	Not Available	66.3%	N/A
PAM/043	Kilograms of residual household waste generated per person	Not Available	Not Available	Not Available	Not Available	N/A

Appendix 2: Self-Assessment SWOT Report

The Council's [Corporate Improvement Plan \(CIP\)](#) sets out the objectives and measures that underpin the Well-being Goals and these form the basis for this assessment of performance. Items shown in bold reflect performance against measures included in the CIP.

The Vision [2025 End of Administration Programme Report](#) provides an evaluation of progress made by the projects included under the Transformation Programme.

A summary of 2021/22 delivery against CIP objectives and measures may be viewed [here](#) and evidence directly related to these measures is shown in bold within the text below.

This information has been derived from a range of information including self-assessment workbooks, quarterly performance information, regulatory reports and discussions with Service areas.

The information provided is to be considered as a source for Cabinet Members, Executive Management Team and Senior Leadership Team to make a judgement against performance in delivery against organisational delivery against well-being goals, as required as part of the Well-being of Future Generations Act (Wales) 2015 and Local Government and Elections Act (Wales) 2021.

This information has been considered using the below method:





Objective	Strengths	Weaknesses	Opportunities	Threats
Provide support for businesses to grow	<p>During the past year, 126 businesses have been assisted by the Council's Economic Development Team or referred to partner organisations.</p> <p>During 2021/22, 206 business inquiries were received.</p> <p>By March 2025 we will have increased in real terms the total amount spent with Powys based suppliers year on year from 2021 by 0.5% each year (this was 38% at the end of 2019-20).³</p> <p>The Council has been responsible for delivering much of the support introduced by Welsh Government through the administration of Business Grants, Rate Relief, Care worker payments and Supplier Relief within the County.</p> <p>During 2021/22, 1173 local suppliers have been engaged in the council's procurement process. Engagement in the previous period was 634 indicating an increase of 85% this year.</p>	<p>As a result of the suspension of Level 2 Food Hygiene Training and paid for food hygiene advice work carried out by Environmental Health, Powys Food Businesses are experiencing difficulties in accessing 'face to face' training with a qualified EHO. This means that businesses are unable to retain their compliance which impacts their Food Hygiene Rating Scores.</p>	<p>In 2021, a new PCC procurement strategy has been drafted and will be followed up with an action plan (currently in draft) and associated indicators to measure progress against the strategy.</p> <p>Increased engagement with Powys businesses has been identified as an area for improvement.</p> <p>Nine business units are currently under construction at Abermule, and the work is on target for completion by early July 2022.</p>	<p>Additional COVID-19 workload has come at the expense of the planned review of trading standards which must now be rescheduled.</p> <p>Brexit remains a challenge with regards to legislative changes and the Council's understanding of the impact that these changes may have on local businesses.</p>

³ This measure is not available for calculation until the final close down and all journals are completed on the Finance system.

Objective	Strengths	Weaknesses	Opportunities	Threats
	£343,200 of Community Benefits and social value targets were set and included in contracts worth more than £2 million. ⁴ (No baseline established)			
Promote Powys as a place to live, visit and do business		The STEAM annual survey indicates that there were 4.17m visitor days to Powys for tourism purposes during 2021/22 which falls below the target figure of 4.5m but this was obviously somewhat affected by lockdowns and other pandemic disruption.		
Transformation Project -Mid Wales Growth Deal	In January 2022, in a virtual meeting with both Leaders and Ministers, the Final Deal Agreement for the Mid Wales Growth Deal was officially signed.		Project detail is being developed at pace with project proposers to begin submitting their Strategic Outline Business Cases to Growing Mid Wales Board for review over the summer.	
Objective: We will ensure there is an increased range of affordable housing, so people have greater variety of where to live and stay in their communities. * This project also contributes to our Equality Objective 3 See: Transformation Project -	<i>'Overall, Housing Services has performed well, dealing with the challenges prompted by the COVID-19 pandemic (with particular regard to maintaining income recovery in respect of municipal housing, delivery of aids and adaptations to improve quality of life for people with disabilities, improvement programmes to Council-owned</i>	Progress has been maintained towards the new housing development programme, with the completion of two schemes (the first new Council homes built in Powys for thirty years). Further site development and planning is continuing. The Council is now aiming to build on average fifty new homes every year. In 2021-2022, Housing	The Housing Service has completed a full-service redesign, 'Moving on Up'. Homes in Powys Common Allocation Scheme (Consultation held Sept – Dec 2021) Heart of Wales Property Services transitioning from joint venture with	Rising property and land values are making the development of affordable homes increasingly difficult without additional grant from the Welsh Government and/or property sales at market values to generate cross subsidy opportunities. During the next 12 months, there is a risk that the planning application

⁴ This is reliant on the number of capital projects and other procurement being taken forward in any one year.

Objective	Strengths	Weaknesses	Opportunities	Threats
<p>Affordable Housing [Link to report]</p>	<p><i>homes, progress on new development schemes and accommodating homeless households to avoid street-homelessness). This has taken place at the same time as full-service re-design (Moving on Up) and preparing for and working on Bringing It back Home.</i> HCD Self-Assessment</p> <p>The Council directly provides homes for just under 10% of all households in Powys. There are around 4,300 households in Powys registered with Homes in Powys for affordable, secure housing and this represents 6.6% of all households in Powys. All social housing in Powys (Council and housing associations - 16% of all homes in the County) is allocated by Housing Services.</p> <p>Income recovery from rented Council-owned homes has been maintained at a high level.</p> <p>During 2021/22 Finance Received the following awards on behalf of Powys Council: The Innovation Award Constructing Excellence Wales (October 2021) Home Grown Homes</p>	<p>Services completed the construction of 39 new social rented homes and enabled housing associations to build a further 91 affordable homes. The HCD Service considers 2021/22 performance against this measure to have been 6/10</p> <p>In 2021/22, PCC delivered 23 additional affordable housing units per 10,000 households (the target for this period was 29).</p> <p>The PPPP Service considers 2021/22 performance against their objective of delivering an efficient and effective Development Management function to have been 6/10.</p>	<p>Kier to PCC July 2022</p> <p>During the next 5 years, collaborative preparatory work will be carried out on the Replacement Local Development Plan for Powys (excl. Brecon Beacons National Park), and the commencement of a first Strategic Development Plan for Mid Wales.</p> <p>Powys Local Development Plan (2011-2026) Review Report and the Powys Replacement Local Development Plan 2022-2037 Delivery Agreement Consultation Draft completed public consultation in February 2022.</p>	<p>fee income target may not be met, as evidenced by reduction over 2021/22 when compared to previous years.</p> <p>A Planning consultation conducted in 2021 highlighted areas for development that included what some planning agents referred to as an 'email culture' that obstructed the formation of closing working relationships with staff. They expressed a desire for more business to be conducted via telephone.</p> <p>These issues are largely attributable to a recent high turnover of staff experienced by the Planning Service which has resulted in the loss of established relationships between staff and planning agents. The turnover of staff has also temporarily resulted in a team that has relatively limited experience within their roles which therefore lower levels of confidence when speaking directly with far more experienced agents. It is anticipated that these issues will be resolved as the</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>The Value award Constructing Excellence in Wales Award (October 2021) Home Grown Homes The Public Leadership Award for Social Value for Future Generations awards (WLGA/Social Value) Highly commended for the Value award for Constructing Excellence National (January 2022)</p> <p>During 2021/22 the total 'live' planning application numbers (all types) has been volatile, increasing from 757 (Apr 21) to 919 (Aug 21) before falling again to 700 (Mar 22).</p> <p>84.4% of all planning applications were determined in time.</p> <p>The PPPP Service considers 2021/22 performance against their objective of delivering an efficient and effective Planning Policy function to have been 8/10.</p>			existing team gains experience and assurance
Improve our infrastructure to support regeneration and attract investment	<p>The Council secured in excess of £1 million⁵ in grant funding for transport infrastructure Capital projects. LTF - £1.4m RRF - £0.425m ULEV - £1.2m; RS - £20k AT - £1.3m</p>		<p>Powys has successfully secured significant external grant funding of £29m from the Levelling Up Fund/Community Renewal Fund and £110m under the Mid Wales Growth Deal and this is</p>	

⁵ Exact figures will not be available until final accounts are confirmed.

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>Grant funding secured for flood alleviation Capital projects:</p> <p>FAS - £500k NFM - £217k SS - £138k PS - £107K</p>		<p>expected to provide significant benefits for the area that include attracting additional investment from other sources, restoration of environmental assets, development of skills and increased business opportunities, improved quality of life for residents, post-COVID-19 regeneration and decarbonisation initiatives</p>	
<p>Improve skills and support people to get good quality jobs</p>	<p>105 individuals have been supported through the Communities for Work Plus Programme with 84 having progressed to employment as a result of taking part in employability activities.</p> <p>53 apprentices (per 1,000 employees) are currently taking part in formal recognised apprenticeship schemes</p>	<p>In the last financial period, 17 funding applications were submitted to support Powys communities and the local economy (a decrease of 3 when compared to the previous period).</p>	<p>The success of the Communities for Work Programme will be further developed through the creation of a dedicated position within the Regeneration Service restructure.</p>	
<p>Equalities Objective 1: We will enable people with a disability to have improved opportunities for valued occupation including paid employment</p>	<p>Number of Adults with a disability being supported to undertake employment - Information recording mechanisms are being developed and will be used to baseline appropriate targets when available</p>		<p>We have recruited into the support employment post within the Council in order to support further exploration of supported employment commissioning.</p>	
<p>Equalities Objective 2: We</p>	<p>The Gender Pay Gap (GPG) analysis</p>	<p>30 learners have started the leadership</p>	<p>An Equality Forum has been</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
<p>will ensure equality of opportunity for all our staff and take action to close the pay gap</p>	<p>for 2021 has evidenced a further improvement in the closing of the GPG for directly employed staff. From 2020 to 2021, the mean GPG reduced from 7.55% to 7.28%, with the median GPG falling from 7.62% to 4.14%.</p> <p>More detailed analysis, however, shows that when IR35 workers (who are more likely to be male) are included within the figures, the number of higher pay rates earned by this group increase the average hourly rate overall and the mean GPG actually increases from 7.55% to 8.18%.</p> <p>Equality Data for the period 2019 to 2021 has been verified and is currently being analysed to identify trends.</p> <p>576 members of staff are currently deployed in flexible working arrangements and/or working from home on a regular basis.</p>	<p>and management development programmes (ILM2 to ILM7) in 2021-2022 and this falls 25% below the projected number.</p>	<p>established to disseminate information, obtain feedback and facilitate engagement with staff. The aims of the group are under review, and it will be necessary to confirm that there is sufficient investment being made in the Council's equality plans to ensure that the activities undertaken are meaningful and have impact.</p> <p>Closer links have been forged with the Department of work and Pensions. A number of visits have taken place with more are planned over the coming months.</p> <p>Increasing the number of visible adverts and promotions of the availability of flexible working in the Council forms a key part of the recruitment review.</p> <p>Attendance at Careers Events and Job Centres is now being stepped up to make PCC more visible as an employer.</p>	



Objective	Strengths	Weaknesses	Opportunities	Threats
Ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on				
Promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.	<p>Children's Services were able to maintain face-to-face services over the past year.</p> <p>93% of children, young people and their families report that they achieve their family goal through accessing Early Help. This exceeds the target of 70% but is slightly down (1%) on last year's figure.</p> <p>Early Help Strategy and relaunch</p> <p>Feedback using the Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people.</p>			WCCIS continues to be considered a priority threat across social care work areas; it is considered to be unsafe, creating excess risk. It is often offline for extended periods and creates additional stress for the staff using it.
Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm	<p>93% of children who the Intervention and Prevention Service work with around family breakdowns remained with their families safely (a drop of 3% from last year but remaining above the target figure of 90%).</p> <p>The percentage of young people who used the Intervention and Prevention services</p>	63% of child assessments were completed in time.	<p>Piloting of a court team has enabled the Care and Support teams to have greater focus on the child protection plans.</p> <p>A pilot trial of multi-agency triage has been carried out.</p> <p>The Signs of Safety Framework has</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>who demonstrate positive progression – this is a new measure for 2021/22 and the current percentage is 88% (target 75%).</p> <p>Percentage of young people using the Child Exploitation Service that are stepped out because of improved outcomes - No information provided</p> <p>During 2021/22, the number of Children Looked After in Powys has reduced.</p> <p>The number of children with a care plan has risen during the pandemic.</p>		<p>been implemented.</p> <p>Work has been undertaken to ensure that the system is swiftly responsive to the needs of children especially at step up/down points</p>	
<p>‘Work with’ children, young people and their families rather than ‘do to’, to co-produce plans which will bring about the change’s children need as quickly as possible.</p>	<p>Feedback using the Distance Travel Tool indicated that 88% of young people were satisfied with the service for children and young people. This exceeds the target of 75% and represents an increase of 5% on last year’s performance.</p> <p>A recent Youth Justice report judged the service to be ‘outstanding’.</p> <p>During the past year, the Child Exploitation Team received a national award for their work.</p>	<p>88% of statutory visits for Children Looked After were carried out on time (target 90%). This is a decrease of 5% on the 2020/21 performance.</p> <p>71% of audits carried out during 2021/22 demonstrated that the child’s voice was evidenced in the child’s plan. This falls below the target figure of 75% and represents a 11.5% decrease in attainment from last year.</p>		
<p>Provide and commission a flexible</p>	<p>During the year there were 40 step-</p>	<p>During 2021/22, 57 (60%) of Children</p>	<p>2021/22 has seen the</p>	<p>Powys has a continuing shortage</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
and affordable mix of high-quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.	downs as a result of the Closer to Home programme.	<p>Looked After were placed out of County with Independent Fostering Agencies or residential placements. This is an increase of 18.75% over the previous year.</p> <p>83% (target 85%) of children who the Intervention and Prevention Service worked with around placement stability remained in placement, a decrease of 13% when compared to last year's figure.</p>	<p>development in Powys of a new residential home for children with complex needs.</p> <p>Increase the proportion of 16+ young people in accommodation in county – this measure is new for 2021/22 and the current percentage is 49%.</p>	of fostering placements. In 2021/22 there were 70 generic Powys foster carers compared to 81 in the previous year.
Achieve the best possible outcomes for those children in our care by providing good corporate parenting, specialist support and clearly planned journeys through care into adulthood.		<p>88% of statutory visits for Children Looked After were carried out on time (target 90%). This is a decrease of 5% on 2020/21 performance.</p> <p>16% of Children Looked After had 3 or more placement moves during the year</p>		
Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant with the legislative framework and in line with best practice	<p>100% of Powys childcare providers were offered business support by the Children's Commissioning Childcare Business Support Team in 2021/22.</p> <p>Seven members of staff are undertaking the social worker qualification (Open University Year 1 and Year 2 and the MA route).</p>		<p>During 2021/22, 22 learning opportunities were created.</p>	<p>There is currently a national shortage of qualified social workers.</p> <p>There are, at present, 38 qualified social worker vacancies in Powys, an increase of 6 vacancies since last year.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	60% of audits were graded 'good' (Baseline TBD).			
Ensure children and young people have access to a range of opportunities and services to support them to recover from the COVID-19 pandemic.	<p>Children and young people in Powys report that they are able to access services which are beneficial and that they feel supported with their emotional well-being – no data provided</p> <p>Parents report that they and their families are able to access services which are beneficial and that their children feel supported with their emotional well-being / they feel able to support their children – no data provided</p>			

Ensure that Powys adults are safe, resilient, fulfilled and have their voices heard, valued and acted on

Front Door – Adult Social Care operate an effective front door which provides information, advice and signposting which enables residents to make informed choices in relation to their care and well-being. A service which focuses on resolution	Telephone demand via the ASSIST Front Door has risen steadily over the last year, almost doubling during this period to a monthly high of 605 new contacts during March 2022. ⁶ The average wait time for a call to be answered is falling	The Council's performance with regards to the percentage of adult safeguarding enquiries completed within statutory timescales has fallen over the year (from 100% in April 2021 to 85% in March 2022) with an overall average of 94%.	The Powys Older People's Forum Report was completed in March 2022. Supported by a Welsh Government grant, the report was commissioned to identify ways in which the Council	Adult Services staff have identified a high post-COVID-19 demand for services following the lows experienced early in the pandemic. Potential underlying causes include: <ul style="list-style-type: none"> • Relatives have been providing support within
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⁶ This includes both new referrals made to Adult Services and those who are already known to the Service and who have an open referral. The overall number of calls received by ASSIST has largely remained stable at 1400 - 1500 per month over most of the year with an increase of around 20% over base during the summer months.

Objective	Strengths	Weaknesses	Opportunities	Threats
<p>at the earliest opportunity for the resident</p>	<p>after the challenging period experienced over last summer (response time was 56 seconds in March 2022 as compared to a high of 166 seconds in October 2021). Correspondingly, the percentage of calls answered has risen to 95% as of March 2022. In addition, between 200-300 new contacts are received monthly via web form.</p>	<p>Note: The number of referrals received that are progressed to an enquiry are generally low (the highest monthly figure this year was 56 enquiries during March) meaning that even a quite small reduction in the number of enquiries completed to timescale may have a disproportionately large impact on the percentage completed. In addition, many of the barriers to completion of enquiries are beyond the control of the Council but may have an impact when evidencing performance against this measure.</p> <p>26% of new contacts were referred or received information and advice. This was a decrease of 2% over the previous year.</p> <p>The number of referrals for information and advice passed to the Community Connectors service has been variable over the past year with no clear relationship evident between the number of calls received by ASSIST and the number of referrals made. The overall percentage of referrals made to the Community Connectors remains at around 6-8% of the</p>	<p>can potentially improve engagement with its older residents through the further development of its Older People's Forum.</p> <p>A key opportunity identified during the last 12 months is the engagement of a number of residents (who are living with physical disability and/or sensory loss), in the co-production of a citizens' charter.</p> <p>Adults Social Care teams have identified an increased sense of empowerment in people, potentially supported by the removal of some significant barriers to participation through online engagement during the pandemic.</p>	<p>the home while furloughed or working from home and their situation has now changed.</p> <ul style="list-style-type: none"> • Reluctance to allow carers into the home during the pandemic has now reduced. • People have not had access to care and support through social clubs and clinics leading to a deterioration in health and increase in frailty. This means that increased numbers of cases are presenting with significantly more complex and higher needs.

Objective	Strengths	Weaknesses	Opportunities	Threats
		calls from new contacts received by ASSIST.		
Hospital - To work with NHS Partners to have in place a set of arrangements that allow for the speedy transfer of people home from hospital, to achieve the best possible outcomes for those people.	<p>Delayed transfers of care data is no longer published due to the impacts of COVID-19</p> <p>The time taken from social work assessment to care start was reduced significantly (by up to half) between 2020 and 2022 through the introduction of a dynamic purchasing system by the ICF Enhanced Brokerage project.</p>	During the pandemic, delayed transfers of care (DTOC) reporting requirements were suspended by Welsh Government.	Expectations around the provision of care are generally not managed in the same way as those around health care and NHS waiting lists, with relatively little coverage given by the media. There is an opportunity here for the dialogue to be addressed at the UK national level to increase understanding and raise the profile and challenges of care provision.	<p>Anecdotally, the pandemic has exposed frailties in the wider social system and as a result the number and complexity of complaints has risen for services attempting to bridge the gap.</p> <p>An increasing number of referred cases are presenting as more complex, in particular with regards to an increase in alcohol dependency in older people in Powys and a rise in domestic violence cases.</p> <p>All teams continue to struggle to find care home beds when looking to arrange timely patient flow; this is especially pertinent for those individuals that have high level or complex needs. The provider market has experienced difficulty in recruiting and retaining an adequate workforce, and at least one care home in Powys has closed. Some care home providers with vacancies, are unable to fill those places because of insufficient staffing levels to provide safe care.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
				<p>Adult Services moved Council staff into care homes when staffing fell below acceptable levels</p> <p>Nationally, there is a shortage of care workers.</p> <p>Some of the factors affecting the NHS also have impact on the provision of care by the Council.</p>
<p>Community - There is timely, targeted, and effective use of reablement, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.</p>	<p>During 2021/22, 695 adult clients were supported in their own home through assistive technology and during this period 139 new prescriptions were issued.</p> <p>2021/22 achievements identified by Adult Services staff include:</p> <ul style="list-style-type: none"> • reduction in average care package • reduction in double handed care packages • reduction in hospital length of stay <p>Contributory factors to these outcomes include more real-time quality assurance through screening calls and care practice forums, creating safe spaces to hold honest conversations regarding ways to</p>	<p>The number of independent living enquiries received through Ask Sara has been significantly below that anticipated and has fallen sharply from September 2021 onwards. PCC is currently seeking funding in association with the provider to commission research into what Ask Sara users do following receipt of their report.</p> <p>In common with the UK national picture, provision of domiciliary care for individuals who wish to return to their own home continues to be a challenge.</p>		<p>Domiciliary Care Providers are also struggling to employ staff meaning that there is pressure from both increased demand and shortage of provision. At least one Domiciliary Care Provider has gone out of business and others are under pressure.</p> <p>Preventative services such as day centres, falls clinics and other daytime activities that usually help people to maintain their health and fitness have not been in full operation or have ceased to exist.</p> <p>The funding of social care, although still difficult is not currently presenting as much of an issue as it has been in the past. The Welsh Government recovery and hardship funds have</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>deliver proportionate responses to requests for care and support.</p> <p>The Early Help and Prevention @ Home programme (previously known as Powys Home Support) was trialled in three localities using ICF funding. Following its success in supporting participatory residents to remain within their own homes for longer and reduce emergency callouts, the decision was made in 2021 to roll it out across all areas of Powys. In the programme's Three Year Review it was reported that 53% of Home Support callouts avoided some kind of more intensive/specialist intervention. Of these:</p> <ul style="list-style-type: none"> • 46% (89% in relation to a fall) meant there was no need to call ambulance services • 25% meant there was no need to call domiciliary care and support services • 9% meant there was no need to call qualified social worker (community based) support services avoided • 8% meant there was no need to 			<p>been helpful with Authorities able to draw down a significant amount of money to attempt to increase capacity within their reablement and domiciliary care teams. Around 24 posts were advertised but the first recruitment round received only three expressions of interest, meaning that the Service has the money to recruit staff but there is a limited available pool of potential employees to draw on.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>call police and fire services avoided</p> <p>Home Support services currently support an average of 8.75% of the 65+ population. This equates to 267 for each locality with an increase to 344 in 2036 based on ONS population projections.</p>			
<p>Long Term Care - People with long-term care needs have a care and support plan with a focus on achieving the maximum possible independence (as is realistic and possible for their individual circumstances) and delivers the desired outcome. Plans are regularly reviewed based on outcomes achieved.</p>	<p>The number of adults in receipt of direct payments has risen to 499 recipients meaning that more Powys resident are actively involved in the development of their own care provision. Throughout the year there has been a general trend of increase in the percentage of care packages provided via direct payments and as of March 2022, 22.5% of packages were funded in this way. It is not clear, however, if some individuals would prefer domiciliary care but have accepted the direct payment route in absence of an available domiciliary care package.</p> <p>The number of micro-enterprises operating in the County has risen over the year, (from 26 in April 2021 to 34 in March 2022) and this increase has continued into</p>	<p>Currently a 69% of direct payments are administered by a third- party provider employed by PCC. Virtual wallet is a tool that allows people to manage their Direct Payments and also facilitates the Council in the regular monitoring of spend while reducing the resources required to do so. Take up of the Virtual Wallet tool has been low (24% as of March 2022) and a project to provide support and training for people wishing to adopt the tool has been delayed as a result of pandemic pressure on Adult Social Care and the redeployment of staff.</p> <p>There remain challenges to be addressed in maintaining enough weekend provision through micro-enterprises and in finding sufficient cover for sickness and leave.</p>	<p>Increases in micro-enterprises support the local economy by creating small businesses and are offering care provision in settings where there may not previously have been commissioned services available.</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>April of the new financial year with 40 businesses recorded. These enterprises were supporting 108 individuals as of February 2022 and this shows a rising trend going into the 2022/23 financial year with 131 receiving support as of April 2022.</p> <p>[IAS]</p>			
<p>Workforce – The workforce is fully trained and supported to work with people needing social care which fits with the ethos and principles of the organisation.</p>	<p>44 members of staff have been supported by the Local Council to commence a vocational health and social care qualification in Adult Services.</p>		<p>The need to implement voluntary redeployments of staff during the pandemic in order to maintain critical functions, while often uncomfortable in the short-term, has proved valuable through the development of new skills and wider connection with colleagues. There is anecdotal evidence that it has in some contexts created a new and more flexible culture that is of benefit to the Service and to individual members of staff.</p>	
<p>Transformation Project -Extra Care</p>	<p>The number of admissions into residential care increased during 2021/22 to 173 (from 166 in the previous financial year).</p>		<p>New extra care facilities to be open and utilised by mid- 2023 with 66 additional apartments in use - building work has commenced in</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	The average age on admission to residential care has risen over the past 12 months to 86.2 (from 85 in the previous period) although it is possibly that the increase is a temporary distortion because of COVID-19. ⁷		Ystradgynlais and Welshpool.	
Transformation Project -North Powys Well-being Programme	<p>Endorsement of the Programme Business Case by Welsh Government.</p> <p>Strategic Outline Case approved by both sovereign bodies and submitted to Welsh Government for approval.</p> <p>Ongoing engagement with a range of stakeholders including staff, site stakeholders, communities, third sector groups, schools and primary care cluster – evidenced via engagement report.</p> <p>Transformation process developed to support the service planning/design work required to deliver the OBC.</p> <p>Many of the short-term acceleration for change projects continue to deliver</p>	Progress against the project's aims is rag rated as amber.		

⁷ Potentially reflecting families or individuals opting to delay admission to residential care as a result of high COVID-19 case numbers in residential settings during the pandemic.

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>as planned, with many delivering above expectation. Exit strategies and transition to business as usual has commenced. All acceleration for change project business cases developed and approved for 22/23.</p> <p>The programme's proposal for RIF funding 22/23 has been approved.</p> <p>Assurance framework finalised and governance arrangements reviewed, and amendment proposed to support next phase of programme.</p>			
<p>Equality Objective 3: We will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations</p>	<p>187 properties in the past year have benefitted from the work carried out under the Fit for Life programme. Measures undertaken have included improving access to homes and estates (which has included gardens and patios), improved security lighting of communal areas in line with RNIB (Royal National Institute of Blind People) and dementia partnership recommendations. PCC continue to be well on target to make improvements to 500 properties by 2024. The Housing Service considers</p>	<p>We will increase availability of affordable housing through new developments, turning empty properties into homes, and conversions and acquisitions to give more households the opportunity to have a secure, stable home in which to live - The Housing Service considers 2021/22 performance against this measure to have been 6/10</p> <p>We will deliver aids, adaptations and disabled facility grant funded works within 130 calendar days – the current average time is 134 days. The HCD Service considers 2021/22</p>		

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>2021/22 performance against this measure to have been 7/10</p> <p>During 2021/2022, the Council has delivered 148 adaptations in private sector dwellings as part of the Disabled Facilities Grants programme. These have included 75 Mandatory Disabled Facilities Grants and 73 Minor Adaptation Grants with 118 of the adaptations being carried out within our own housing stock. The HCD Service considers 2021/22 performance against this measure to have been 8/10</p>	<p>performance against this measure to have been 6/10</p>		
<p>Equality Objective 4: We will help people to get the support they need to prevent homelessness</p>	<p>Quarterly reports on the causes and incidence of homelessness, and the impact of work to prevent people becoming homeless - The Housing Service considers 2021/22 performance against this measure to have been 8/10</p> <p>409 people no longer require support and/or have moved on from their current support services.</p> <p>188 Homeless referrals were completed by the Cleaning Service over the last year, providing 188 families with the</p>	<p>4292 people received Housing Related Support in the quarter. (This will be Housing Support Grant and Homelessness Prevention Grant funded activity). - The Housing Service considers 2021/22 performance against this measure to have been 5/10</p>	<p>A key objective towards the end of 2021 was the sourcing of additional venues from which to conduct drop-in sessions for people needing housing related support. The availability of drop-in support had been severely curtailed for the past 2 years as a result of COVID-19. There is now a resumption of drop-in support across North, Mid and South Powys, and additional sessions are being added in line with levels of</p>	<p>Although the Housing Service has managed the substantial increase in homeless households needing temporary accommodation (pending them finding a permanent home), the 'Everyone In' policy introduced across Wales as part of the national response to the COVID-19 pandemic has created challenges in managing homelessness, with demand for temporary accommodation high. The increase in demand started in 2020-2021 and has continued through 2021-2022.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>necessary furniture to allow them to live in their own home.</p>		<p>demand. Drop-in availability allows for the quick resolution of queries for those clients who may not need longer term support, but for whom, if this service is not available, issues may compound and necessitate longer-term support.</p> <p>Discussions are underway to explore options for a dispersed accommodation grant from Welsh Government. Potential projects include a mother and baby unit specialising in working with cases of domestic abuse and a complex needs refuge to provide specialist support for mental health/substance misuse in the context of domestic abuse.</p> <p>A programme of support is in place for tenants whose well-being and tenancy sustainability is at risk because of hoarding behaviours. The Housing Department</p>	<p>Currently, there are between 300 and 400 live homeless cases at any one time (413 at the end of Q4) and the majority of people who are homeless (and in temporary accommodation) require one bedroom accommodation; across Powys only 6% of all housing (regardless of tenure) is one bedroom.</p> <p>There has been an increase in homelessness as a result of the loss of rented or tied accommodation with an increasing presenting of those presenting the result of rent arrears in the private rented sector.⁸</p>

⁸ 62 (19.5%) of were due to loss of rented or tied accommodation and 28 (3.3%) were due to Rent arrears on Private sector dwellings

Objective	Strengths	Weaknesses	Opportunities	Threats
			<p>provision is targeted at council tenants, but the Housing support Grant element is irrespective of the type of tenancy held or the rental provider. Actions are focussed on providing the therapeutic and practical support needed to make long-term changes that will reduce the threat of homelessness that can result from hoarding behaviours.</p>	



Objective	Strengths	Weaknesses	Opportunities	Threats
<p>Objective: We will improve pupil outcomes in secondary schools particularly Capped 9 scores and 5A*-A GCSEs.</p>	<p>Reporting has been suspended nationally during 2021-22 for the following measures shown in red:</p> <p>By July 2023, 70% of secondary schools will have an average capped 9-point score above 385 (this was 27% in July 2019) and 40% will have an average score above 400 (this was 9% in 2019).</p> <p>Through increased challenge and support from the Council, nine secondary schools will have above 20% of pupils with 5A*-A GCSEs (this was 4 schools in 2019), eight secondary schools above 22% pupils with 5A* - A GCSEs (this was one in 2019) and two secondary schools above 25% by July 2024.</p> <p>The Powys County Council School Service has performed well during 2021-22. A key achievement has been the continued progress that has been made in addressing the five recommendations made by the Estyn report of September 2019. These were wide ranging in scope and much work has been achieved with regards to transformation, service performance and service delivery in schools to drive improvement across learner entitlement and outcomes for the children and young</p>		<p>Following the dissolution of ERW, Powys and Ceredigion have formed a partnership to facilitate collaborative working on school improvement priorities which is underpinned by a Memorandum of Understanding that has been in place since September 2021.</p> <p>Future planning for improvement of provision- Building Capacity for School Improvement and the Delivery of the National Mission for Education</p> <p>Opportunities for improvement of performance in response to the COVID-19 pandemic have been identified and escalated as appropriate</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>people in the County. In their 2021 <i>Report following monitoring Local Council causing significant concern</i> [Link], following the most recent core inspection, it was found that ‘overall, leaders have worked well with stakeholders and partners to make strong progress against all recommendations. Powys County Council is judged to have made sufficient progress in relation to the recommendations following the most recent core inspection. As a result, Her Majesty’s Chief Inspector is removing the Council from the category of local authorities causing significant concern’. Estyn, 2021</p> <p>All statutory and non-statutory services to the public and schools have been maintained throughout the pandemic.</p> <p>The 2021 -22 Headteacher Perception survey received 44 responses representing a 52% response rate; this was a decrease on the previous year’s response rate of 63%.</p> <p>Some key findings:</p> <p>89% of respondents felt that children and young people achieve well in Powys. Comparative figures for this question include 84% in 2020-21 and 13% in 2019-20.</p> <p>93% of respondents felt that schools in Powys provides a good education for children and young people, which is a</p>			

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>5% increase from the 2019/20 survey figures</p> <p>89% of respondents* felt that Powys County Council has strong leadership in education matters. Whilst the figures remain the same as it was in 2019-20, the number of respondents who strongly agree has increased from 29% to 59%.</p> <p>The Education Service reports that 'Schools are working well with Council officers to bring in-year budgets into balance and halt the growth of cumulative deficits'⁹</p> <p>At the time of the Estyn inspection in July 2019, those schools on warning notices were projecting a cumulative deficit of £8 million.</p> <p>Prior to any action being taken the total projected deficit for all schools for 31st March 2022 was £11.7 million.</p> <p>Following collaborative work with the schools and additional grant monies received during Spring 2021 (some of which were utilised against core costs), budgets submitted in May 2021 indicate that the planned cumulative outturn at the 31 March 2022, for those schools on warning notice, is projected to be a £3.5m deficit.</p> <p>The same budgets now show the total projected position for all schools as</p>			

⁹ PCC, (2021), 'School Outturn Positions 31 March 2021 and Budget Plans 2021-22', p.5

Objective	Strengths	Weaknesses	Opportunities	Threats
	of 31 March 2022 to be a surplus of £1.4 million. School Outturn Positions 31 March 2021 and Budget Plans 2021-22			
Objective: We will support all schools to improve pupil attendance rates.	<p>Attendance data has been suspended due to the impact of COVID-19</p> <p>Powys learners who use the home to school transport service have been issued with a new QR coded bus pass which is scanned each time the learner uses the service. This facility has helped us to understand pupil movement and track potential COVID-19 exposure during the pandemic and in the future will allow us to build a clearer picture of the service to support improvement. The system has been a huge success across the County and has been shortlisted for an LGC Innovation award.</p> <p>The Council has provided increased support and training for school governors. Consultation with schools had highlighted this area of need so it was built into our work programme for 2021/22.</p> <p>100% of young people have been able to access a counselling service within 4 weeks of making contact.</p> <p>11.5% of year 11 pupils are studying Welsh (first language).</p>	<p>21% of pupils were educated through the medium of Welsh in Year 1. This did not achieve the hoped-for increase of 1% against the previous year (2020/21 rate was 22%).</p>	<p>The Trochi Welsh-language immersion programme has been introduced to support learners new to the Welsh language who wish to be educated through the medium of Welsh. See Pupils start new Welsh-medium immersion course</p>	<p>The recruitment of Welsh-speaking staff remains a significant challenge for both the Schools Service and individual schools, locally and nationally. The recruitment of more secondary specialists and of specialist staff to tackle curriculum reform is also an issue.</p>
We will implement a	The Education Service considers 2021/22	By July 2022, schools will have	During 2021/22, Digital Services	

Objective	Strengths	Weaknesses	Opportunities	Threats
<p>joined-up system for supporting children and young people with Special Educational Needs (SEN)/ Additional Learning Needs (ALN) to improve their experiences and outcomes by 2024.</p>	<p>performance against this objective to have been 8/10</p> <p>1 satellite of one of the special schools has been developed.</p> <p>14 teachers are currently participating in a post-graduate diploma in an area of SEN/ALN (due for completion by August 2022).</p>	<p>begun converting all current Individual Educational Plans (IEPs) into Individual Development Plans (IDPs) using the electronic IDP system, and the Council will have begun converting all statements of Special Educational Need into IDPs using the electronic IDP system. Support is being offered to schools and settings, but no information has been provided regarding current level of achievement.</p>	<p>enabled the delivery of integrated development plans for students with alternative learning needs. This work has been carried out in collaboration with colleagues from Education, Children's Services, and external partners to ensure a holistic approach to the development plans.</p> <p>Development of a firm proposal for the future of the specialist centres is on track and is a key priority in the transformation programme for 2022-2023.</p>	
<p>Transformation Project: Transforming Education (21st Century Schools)</p>	<p>The Education Service considers 2021/22 performance against this objective to have been 9/10 in respect of Wave 1 and 5/10 with regards to the full programme.</p> <p>2 new all-age schools have been established in the County.</p> <p>The number of primary schools in the county has been reduced by 7 schools.</p> <p>100% of learners in Powys sixth forms have been offered a laptop to ensure they are digitally equipped to carry out their studies.</p> <p>3 schools have moved along the language continuum.</p>	<p>41.5% of learners continued from year 11 into a Powys sixth form (failing to meet the target of a yearly 2% increase from the baseline of 44% average retention).</p> <p>No new Welsh Medium provisions have been established this year.</p> <p>There has been no increase in the number of new school builds in 'condition A/B' in Powys during 2021/22.</p>	<p>In May 2021 Cabinet passed the new Post 16 provision. Post 16 learners were consulted on the transformation plans.</p> <p>The Early Years assessment model is proving successful and enabling smooth transition from flying start to 3+, and 3+ to school.</p> <p>A new demountable has been built and installed at PRU south in Brecon in implementation of plans to improve Pupil Referral Unit (PRU) accommodation.</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>3 nurture programmes have been piloted and evaluated in at least one geographical area.</p> <p>Welsh Government has approved 1 Full Business Cases for new school builds this year.</p>		<p>Following public consultation (Nov 2021), PCC has agreed its Welsh in Education Strategic Plan (WESP) for 2022-2032, setting out the planned provision to increase the opportunities for children and young people in Powys to become fully bilingual.</p>	
Improve the skills and employability of young people and adults	<p>During 2021/22 the Council employed 11 apprentices (target 10) as part of a new programme to improve routes to employability with the Council that commenced this year.</p> <p>1.2% of 16 years-olds in Powys were NOT in education, employment or training during 2021/22 (exceeding the target level of below 2%).</p> <p>By July 2025, all Powys schools will have maintained a transition rate of above 70% between upper sixth and University, where the university course is completed in full - No Data Available</p>		<p>Funding has been allocated to all Secondary and Special schools on a per pupil basis and guidance shared with schools.</p>	
Equality Objective 5: We will improve opportunities and outcomes for children living in poverty	<p>PCC Catering Service provided 908,829 school meals during 2021 which included 78,354 Free School Meals.</p> <p>The following measures in red will be subject to change as a result of</p>	<p>Many eFSM (eligible for free school meals) pupils made progress in line with their expected outcomes. Some pupils were impacted by remote learning</p>	<p>The Child Poverty in Powys consultation was completed in August 2021.</p> <p>Five schools in Powys participated in the School Holiday Enrichment</p>	<p>The percentage of pupils who are eligible for Free School Meals has increased significantly from 12.1% in January 2020 to 17.5% in March 2022. During 2021/22,</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>disruption in reporting during COVID-19 and the changing landscape of schools' meal provision:</p> <p>The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2023.</p> <p>The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2023.</p> <p>The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2023.</p> <p>The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2023.</p> <p>During 2021/22, Income and Awards made 2,044 Pupil Development Grant payments to families, representing a total of £267,045 distributed. The Education Service considers its performance when monitoring the effective use of the PDG during 2021/22 to have been 9/10 (audit) and 6/10 (impact in schools).</p> <p>Five schools took part in activities funded by the Winter of Well-being Music Grant. The activities are run by schools, using the same format as that employed by the SHEP holiday events. The programme seeks to offer opportunities for those learners who may not</p>	<p>and became disengaged from learning during this period. Schools have put in place support for these eFSM pupils and although they are now engaged in learning, they have not yet returned to their pre-pandemic levels.</p>	<p>Programme (SHEP) programme during summer 2021. Early expressions of interest have been collated for SHEP 2022 and 11 schools have voiced a wish to participate.</p> <p>Holiday Activities were supported through over 1000 pupil sessions across all the SHEP sites over 39 events. Sport Powys together with Freedom Leisure provided 157 hours of free sports and physical activity sessions across the county and the officers providing the service delivered to just under 800 children. Attendance was significantly lower than hoped for last year; activities were cancelled during 2020 because of COVID-19 and revival of the programme during 2021 proved challenging amidst continuing disruption.</p> <p>Period Dignity: All schools have received regular supplies of feminine hygiene products to ensure that learners have access to free products. The scheme has been very successful with 812 requests received within the first two days alone during the autumn</p>	<p>3098 pupils qualified for FSM.</p> <p>Universal Primary Free School Meals is adding to workload and staffing issues in all areas have proved difficult and are still ongoing. There are difficulties with recruitment</p> <p>Staff absence due to COVID-19 are still ongoing and there are instances where the service is unable to provide meals to schools. The team do everything possible to avoid this.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>usually have access to music tuition.</p> <p>The Education Service considers its performance in ensuring that children in Powys can attend school without the associated financial costs to have been 8/10.</p> <p>During the pandemic, the Council's performance against this measure has included offering support for digitally excluded learners through the provision of Wi-Fi connectivity via 4G MiFi boxes and the emergency issue of laptops to allow all pupils the opportunity to continue their education from home.</p> <p>During 2021/22, Income and Awards have ensured that a greater number of eligible families were made aware of and took up the offer of free school meals. During that period, take up has increased from 2,771 to 3,098.¹⁰</p> <p>The Money Advice Team has continued to offer support to families across Powys to maximise benefit take-up and provide budgeting and debt advice. A joint mailing exercise was undertaken in November 2021, during which 2,761 households in Powys received a letter to promote the work of NEST. During 2021/22, the money advice team received 155 new family referrals. The Benefits</p>		<p>term. A budget was allocated to re-open the scheme in mid-March. The services will now be working together to evaluate if/how this could be offered in future financial years. Sustainable products have also been provided to the Youth Team to promote throughout the county.</p>	

¹⁰ The increase demonstrated here is very likely to be largely a reflection of increased need in the population rather than improvement of performance.

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>gain amounted to £447,954.15.</p> <p>The Education Service considers its 2021/22 performance in having provided families with support and advice to help them reduce costs of living to have been 8/10.</p>			

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



Objective	Strengths	Weaknesses	Opportunities	Threats
Strengthen our relationship with residents and communities	<p>56 communities have been supported with COVID-19 recovery</p> <p>The HCD Service considers 2021/22 performance when working with partners and organisations to support and deliver a range of opportunities for culture and leisure throughout Powys with a focus on the health and well-being agenda to have been 8/10</p> <p>All 13 of the Powys Leisure/Sports Centres sites opened on Day 1 post lockdown and the Q3 active participation figures showed an increase of 7% over 2019 Q3 figures. Swim school figures are now at 5001 students per week which is a 15% increase over the numbers recorded pre-COVID-19.</p> <p>The Archives public search room remained open as advertised through the year with the number of documents produced remaining comparable with previous years (around 2000), and enquiries by email to the research services remaining at around 1,500. Visitor surveys show that use of the Powys Archive Service is split roughly 50/50</p>	<p>Figures are not currently available for the number of people who are physically active throughout Powys per year because of participating in the range of schemes on offer.</p> <p>Library usage was impacted by the closure of all public libraries in Wales with an average 80% decrease in physical book issues across all services in Wales.</p> <p>92,000 visits (physical and virtual) were made to libraries, museums, and archives in 2021/22 (for comparison, 117,204 visits were made in 2020/21). The HCD Service considers 2021/22 performance against this measure to have been 5/10.</p> <p>Participation figures have been lower than hoped¹¹ and the HCD Service considers 2021/22 performance against attendance at Powys County Council grant funded arts and cultural events and participation in Powys County Council grant funded arts and</p>	<p>Work has begun on the development of a 5-year Cultural Services strategy for delivery in 2022/23</p> <p>A Significant amount of external capital and revenue funding was secured this year.</p> <p>In 2021/22 the Archive Service concluded discussions (in a consortium arrangement with all other archive services in Wales) for three online commercial contracts to webmount parish registers – Ancestry.com, the Genealogist and FindMyPast. These contracts will generate income for the service (income total tbc)</p> <p>PCC Arts Service increased supportive communication directly provided to the sector, and established Powys Arts & Culture Information & Support e-Bulletin which has been issued to a mailing</p>	<p>The library materials budget decreased in 2020-21 and while it has retained its level over 2021/22, there has been a 33% decrease since 2017/18.</p>

¹¹ No figures are currently available.

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>between visitors and residents.</p> <p>Information Management continues to store and receive records from PtHB generating substantial income for the service. Records are also stored for North and Mid Wales Trunk Road Agency. Income raised during 2021/22 for storage and records management on behalf of PtHB was £16,595 and £6,390 was received from North and Mid Wales Trunk Road Agency for storage of their records.</p> <p>Libraries, in common with all front-facing facilities, have been affected by a drop in visitor figures. The service has been inventive in reaching new and existing audiences and book loans have continued through the order and collect service. In Powys, the service has recorded a 77% increase in digital downloads since 2020, placing it just outside the top quartile for digital issues. Powys is one of seven services across Wales to have seen an increase in library membership during 2020-21.</p> <p>Although the libraries materials budget is one of the lowest in Wales per 1000 population, loans for adult and children are in the second quartile. Expenditure has been maximised and appropriate stock purchased for its customers. Welsh</p>	<p>cultural events to be 2/10.</p>	<p>list of approx. 290 names.</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>language resource expenditure has been maintained and the service works well with local partners to actively promote its Welsh collection and Welsh learning.</p> <p>In the last Welsh Public Library Standards return the service reports that it meets 10 of the 12 core entitlements in full, 1 in part and did not meet 1 (lending books and library strategy). The Standards are a guide to performance and not a legislative requirement. The council meets its statutory obligations under the Public Libraries and Museums Act 1964.</p> <p>Staff have continued to work in the museums throughout the pandemic, even when the facilities have been closed to the public, with looking after the collections remaining a key priority. Radnorshire Museum in particular, has been able to start auditing its stores and enter additional information about artefacts into the service database.</p> <p>The Creative Industries and Arts Sector responded swiftly to expressed customer and community needs, in particular around mental health & well-being support by providing online programmes, events and resources in a variety of forms.</p>			

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>During 2021/22 six temporary exhibitions have been organised across the museums. Sales made during a temporary exhibition held at y Gaer generated around £20k in commission for the museum.</p> <p>By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.</p>			
Safeguard and enhance the natural environment for residents and communities	<p>In January 2021, the Council convened a Climate Action Project Board [Link to TOR] to support the delivery of the Climate Change Strategy [Link] and its vision that by 2030 Powys County Council will be carbon neutral and climate resilient.</p> <p>The greenspace improvement strategy for Housing Services owned sites has been progressed. Greenspaces have been surveyed in all major towns and raised bed kits installed at Housing Services sites across the county, in response to feedback from residents.</p> <p>In 2021/22, 66% of waste in Powys is forecast to be reused, recycled or composted, slightly exceeding the Welsh Government target of 64%.</p> <p>The average number of working days taken to</p>	<p>% Change in the Council's carbon emissions against baseline – the 2021 - 22 baseline is currently being prepared, and will be reported to Welsh Government annually from June 2022</p> <p>Estate management has been hampered because of COVID-19 disruption to normal interaction, which has reduced opportunities for the Housing Officers to visit sites and residents.</p> <p>The representative STAR Survey has recently been completed (quotas were set on area, housing type and number of occupants, with no more than one person being interviewed in each household to reflect the overall tenant profile. An overall</p>	<p>Red Kite Climate Vision & Strategy - Climate change strategy adopted</p> <p>Powys Nature Recovery Action plan policy developed</p> <p>During 2021-2022, we will consult with all Council services to review and collate the actions being taken to maintain or enhance biodiversity.</p> <p>NWOW has the potential to reduce carbon and improve well-being.</p> <p>A restructure of the Emergency Planning and Community Safety teams has added resilience to the Council's response through the pooling of staffing resource and the creation of a Civil</p>	<p>The recycles market has been volatile meaning that the income derived has been variable. Phosphate pollution in river SAC catchments has both short-term implications and impacts (e.g., planning decisions, reduced fee income to the Council) and long-term impacts (e.g., potential risk to Replacement LDP preparation, community needs may not be met, Council Tax implications).</p> <p>A significant challenge that will continue into 22/23 is the recovery of the backlog of EH/TS work that has amassed over</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>clear fly-tipping incidents was 2.6 during 2021/22 and this represents a significant reduction from the 2021/21 average of 6.3 days.</p> <p>Compliance with the Welsh Housing Quality Standard has been maintained.</p> <p>By March 2025, we will continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the Love Where You Live tenancy sustainability strategy - The HCD Service considers its 2021/22 performance against this measure to have been 7/10</p> <p>In 2021-2022, 89% of tenants were satisfied with the major programmes of repair and improvement, 87% of tenants believed that the Council provides homes that are safe & secure and 78% considered their rent to be good value for money.</p> <p>The PPPP Service has taken strategic leadership/involvement in seeking to address the river SAC phosphate pollution issue.</p> <p>Performance across the objectives covered by the Council's Environmental Protection team has been good, with the Service rating its performance against all objectives as 8/10.</p>	<p>sample size of 704 interviews being achieved). There has been a notable improvement in overall satisfaction with services provided by Housing Services since the 2019 survey, with the proportion who are either very or fairly satisfied increasing from 65% to 71% in 2021 (19% were dissatisfied). Performance is slightly under the 2021/22 target of 75% tenant satisfaction and has fallen from the 84% satisfaction rate achieved in 2019/20 (the STAR survey is completed every two years).</p> <p>COVID-19 significantly impacted the way in which these services could be delivered e.g., carrying out site visits, sampling etc.</p> <p>Environmental Health and Trading Standards consider performance against the delivery of their functions to have been 3/10 over the past year because of staff being pulled away to address COVID-19 and other urgent disruptions to BAU. Although the teams have worked hard there is concern that statutory obligations may not be fulfilled.</p>	<p>Contingencies (CC) and a CS Lead Officer.</p> <p>During the next 12 months, EH will be able to continue to access the TTP fund to support their work with regards to protecting the vulnerable in settings such as care homes etc. Extension of this work beyond that period will require clarification regarding future funding.</p>	<p>the past two or more years because of other pressures. Many businesses have not been visited/inspected for several years and this situation will necessitate a long period of recovery to rectify.</p> <p>Recruitment is expected to present intensified challenge for Environmental Protection by autumn, with the retirement of a team member expected to worsen existing staffing gaps. There are currently 3 posts (one Senior EHO and 2 EHO posts) that remain vacant despite numerous attempts to recruit, and this equates to 25% of the potential team staffing. There is a potential for more staff losses as many other local authorities have received increases to base budgets in response to their COVID-19 work and are therefore recruiting additional officers at a higher grade than that offered by PCC.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>Recent targets have generally been met or exceeded, with only industrial authorised processes inspections (figures provided are Q3 and potentially not indicative) and sampling of commercial private water supplies falling below.</p>			<p>Reduction of staff resources in Trading Standards to achieve savings has equated to a cut of 1.8 enforcement officers, 1 financial investigator and 0.4 FTE from admin support. This represents a reduction of 21% of team workforce and has added pressures to an already small team.</p>
<p>Equality objective 6: We will improve opportunities for our resident and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life</p>	<p>The library service has provided digital help sessions for members of the public to support people in accessing and using library apps (such as BorrowBox and Libby) as well as teaching participants how to use their tablets, phones, laptops, and computers.</p> <p>Assistance has included how to access information and enabling people to set up email accounts, print documents, access benefits, partake in online courses, design their family tree, learn a new language, and purchase appliances. Figures for these activities have not been recorded for 2021/22 but will be captured from 1 April 2022.</p> <p>The schools Hwb Programme has provided an environment that delivers blended learning (classroom and home</p>		<p>During 2020/21, Powys libraries have loaned out 71 internet-ready iPads. Currently, many of the devices are loaned for a 3-month period to clients referred by partner organisations (to-date PtHB and PAVO) and a poster/social media campaign and press release will seek to extend the reach of the service.</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>based together) through digital technology to 100% of our schools and with all Wave 4 deliverables met.</p> <ul style="list-style-type: none"> • All Powys teachers (1113) received a laptop to assist with classroom and online learning • Laptops provided to year 12 learners • The provision of Wi-Fi connectivity via 600 4G MiFi boxes and the emergency issue of 800 Chromebooks so learners could continue their education from home • In Powys, 86 of 91 (94.5%) schools have now achieved the 1 device:2 pupils' ratio. 			

MAKING IT HAPPEN

Objective	Strengths	Weaknesses	Opportunities	Threats
<p>Engage and communicate - Listen, share information, and build trust with our residents, communities, and staff</p>	<p>During 2021/22, 422 unique positive news stories were published across a spread of 40 media outlets.</p> <p>This year, 99.5% of media enquiries were responded to within deadline.</p> <p>During 2021/22, 36 engagement and consultation activities were undertaken to engage residents and staff.</p> <p>Increase in the percentage of staff able to provide a service in Welsh, to help facilitate providing the Active Offer (10.9% as at December 2020).</p> <p>Increase the number of staff undertaking Welsh language training courses, to develop their Welsh language skills for the workplace (the provisional figure for 2020-21 is 92 people having completed or enrolled on a course)</p>			
<p>Transformation Project -Workforce Futures</p>	<p>80% of staff are proud to work for Powys County Council (this was 77% in the last survey).</p> <p>80% of employees feel valued by the Council (a 1% reduction from previous responses) and 85% feel valued as a team member (representing a 1% increase).</p>		<p>NWOW presents an opportunity to re-shape the way the Council's staff work and to look at the organisation's values.</p>	<p>Many service areas across the council are experiencing challenges in recruitment. A key area has been Social Care but there are a number of other teams that are struggling to recruit and/or experiencing high turnover.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>81% of staff report know why they do, what they do (previously 78%).</p> <p>The cumulative average sickness per full time equivalent employee was 10.1 days. *This does not include COVID-19 related sickness.</p> <p>Over the past 12 months there has been a significant increase in demand for H&S guidance and support, including guidance on risk assessment and safe working in regard to COVID-19.</p> <p>The Employment Services team has continued to deliver BAU for 5800 staff, while in addition assisting with the recruitment of hundreds of additional staff, making over 600 additional establishment changes and calculation and recovery of £1.15m in CJRS Furlough payments which has contributed significantly to the Council budget.</p> <p>100% of schools have chosen to sign up to the HR enhanced SLA service (the highest level of service offered). Annual feedback is received from all schools on the performance against the measures in the SLA and last year a 95% response rate was achieved with the overwhelmingly positive feedback.</p>			<p>Widespread changes in working practices present the Council with both opportunity and challenge. While there is a potential to attract a wider geographical pool of staff working remotely, there is the simultaneous risk of existing staff opting to work for companies situated in other parts of Wales and the UK, without a need to relocate. Retention as well as recruitment is therefore more challenging.</p> <p>RISK: The WOD Service lead on a strategic risk relating to the Council's ability to recruit, retain and commission the workforce required in the short term from the labour market and in the longer term as a result of an expected long term decrease on the local working age population. The controls and actions in place mitigate this risk from 25 to 16, meaning that it remains red.</p> <p>Some of the additional demand for H&S guidance and support over the past year has been in response to violence and</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
				aggression from people towards council officers which has increased, in particular for social care staff.
Change how we work – Make best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the County’s residents and communities	<p>During the last financial year, 2203 of 2477 (89%) staff annual appraisals were completed across the Council which represents a considerable achievement during pandemic disruption.</p> <p>466 corporate complaints were received between April 21 and Mar 22.</p>	77.2% of staff have completed mandatory training in the past year (against a target of 80%).	<p>A new learning management system (LMS) is being developed in conjunction with the WLGA. The cost of the system will be shared with other Welsh LAs and it will provide opportunities to digitise aspects of workforce performance intelligence.</p> <p>The Council’s Business Analytics and Systems teams have worked with external partners including Digital Health Care Wales (DHCW) to look at integrated opportunities, for example Urinary Tract Infections insight, which led to the development of a preventative campaign. This integrated work has been recognised nationally through a LARIA award.</p>	
Transformation Project --Digital Powys	Overall, the Council’s provision of economic and digital support services has performed very well during 2021/22, especially in light of the additional pressures created by the pandemic.	The number of automated processes available to our customers has increased but is not on target. This is a result of	<u>When is my Bin Day</u> , a recently published article on the Centre for Digital Public Services’ website, highlights how digital solutions	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>The number of residents with a My Powys Account increased from 28,000 to 50,898 during 2021/22 (the target for March 2023 is 50,000 meaning that the Council is performing well beyond expectation against this objective, potentially boosted by increased take up during COVID-19).</p> <p>On-line Customer provision has achieved high satisfaction rates and is currently 90.5% with an average of 85% throughout the year. It has been able to respond to COVID-19 pressures and additional requirements to support the economy and communities. Fifty-six processes have been redesigned and launched on the website enabling easier customer interaction and 24/7 accessibility and this has produced savings and increased customer satisfaction.</p> <p>During 2021/22, 24 Community Broadband Projects were established within Powys to install fibre and provide good quality, reliable broadband and the take-up rate for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) stood at 72.85% by March 2022. This means that PCC is performing well in advance of its targets but more importantly indicates that increasingly the businesses and residents of Powys can make full use of the benefits and</p>	<p>additional pressures impacting digital services that have required resource to be redirected. The increasing demand in services wishing to digitally transform is creating competing priorities and the rate of transformation is limited by resource.</p>	<p>are underpinning the improvement of services within Powys.</p>	<p>It is anticipated that reduced Welsh Government funding for broadband top-up schemes will impact on our capability to support an equal number of communities in the future.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>opportunities afforded by access to high-speed connectivity. For the Council itself, this means that more of our residents can make use of our digital services which improves accessibility, reduces our carbon footprint and helps to keep costs down.</p>			
<p>Strengthen leadership and governance – Our staff and members work together with our partners, using the right systems and information to make sure the Council is well-run</p>	<p>As the UK economy and services re-open, the Council, along with other employers, has been faced with a significant recruitment challenge. Services have been supported in the recruitment of staff and improvements (including increase of advertising reach and activity within Job Centres) have been made to recruitment processes and practices. An end-to-end review of the recruitment process has been commenced to identify further areas for improvement.</p> <p>Overall, the Council has performed well with regard to support of its workforce and ongoing organisational development during a period of intense demand and disruption.</p>		<p>A Leadership Behaviours Competency Framework has been developed, based on a compassionate and inclusive leadership style and Line Manager forums have been established to support staff, with regards to managing remotely and implementing the New Ways of Working protocols.</p>	

Powys County Council Engagement Reporting 2021-22

(The below figures include both English and Welsh hub sites/engagement projects)

EXTERNAL ENGAGEMENT

Quarter	External PCC Surveys	External Visitors	External Engaged Participants ¹²	Have opportunities to have their say and participate in decision-making ¹³	Speak positively about the Council ¹⁴	New Membership of Powys People's Panel
1	9	5,896	1,031	N/A	N/A	500
2	8	5,510	864	N/A	N/A	680
3	7	12,894	1,959	N/A	N/A	1073
4	7	6,381	926	12%	14%	561
TOTAL	31	30,681	4,780	12%	14%	2,814

INTERNAL ONLY ENGAGEMENT

Quarter	Internal PCC Surveys	Internal Visitors	Internal Engaged Participants
1	3	4,006	1,039
2	1	2,192	499
3	1	529	30
4	1	3,087	1,319
TOTAL	6	9,814	2,887

Breakdown of engagement projects by quarter:

QUARTER 1

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Ysgol Dyffryn Trannon	25/02/21 to 15/04/21	The proposal to change the language category of Ysgol Dyffryn Trannon: - To make a regulated alteration to alter the medium of instruction at	<ul style="list-style-type: none"> 71 completed the consultation response form 	<p>Consultation Report</p> <p>On the 14 September 2021, the Council's Cabinet considered the Objection Report and agreed to go ahead</p>

¹² Number of people who have engaged (taken part) in external engagement and consultation activities

¹³ % of people that are satisfied or very satisfied that they have opportunities to have their say and participate in the Council's decision-making processes

¹⁴ % of people that speak positively about the Council (with or without being asked)

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			Ysgol Dyffryn Trannon to Welsh-medium - This would be introduced on a phased basis, year-by-year, starting with Reception in September 2022	<ul style="list-style-type: none"> 9 written responses 	with the proposal to move Ysgol Dyffryn Trannon along the language continuum. The decision letter outlining the Cabinet's decision is available online.
External	Digital Services for Archives, Museums and Libraries	01/03/21 to 11/04/21	Libraries Service were seeking views on how they can develop digital resources so that they can deliver improved and more efficient services. This includes using technology to connect with communities, offering more services online and helping people to use those services with confidence.	234 responses	Report of findings compiled and sent to Catherine Richards and the external company running the project Ammba Digital.
External	Brecon Schools (Mount St Infants, Mount St Juniors, and Cradoc CP Schools)	25/02/21 to 12/05/21	<p>The Proposals are as follows:</p> <p>Phase 1</p> <ul style="list-style-type: none"> To close Mount Street Infants School, Mount Street Junior School, and Cradoc C.P. School To establish a new English-medium primary school for pupils aged 4-11 on the current sites of Mount Street Infants School, Mount Street Junior School, and Cradoc C.P. School. <p>The current target date is to close the three schools on the 31 August 2022, with the new school opening on the 1 September 2022.</p> <p>Phase 2</p> <ul style="list-style-type: none"> To make a regulated alteration to transfer the new school to a new school building on a new site in Brecon. <p>The current target date for this phase is September 2024 at the earliest.</p>	<ul style="list-style-type: none"> 229 completed the consultation response form 53 written responses 1,275 signature petitions 	<p>Consultation Report</p> <p>On the 11 March 2022, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposing to close Mount Street Infant School, Mount Street Junior School and Cradoc C.P. School from the 31 August 2023 and establish a new primary school for pupils aged 4-11 on the three current sites from the 1 September 2023.</p> <p>The decision letter outlining the Cabinet's decision is available online.</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Castle Caereinion C in W School	14/04/21 to 02/06/21	The proposal is to close Castle Caereinion C. in W. School from 31 August 2022, with pupils to attend their nearest alternative schools.	<ul style="list-style-type: none"> 68 completed the consultation response form 25 written responses 676 signature petition 	<p>Consultation Report</p> <p>On 23 November 2021, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposal to close Castle Caereinion C. in W. School from 31st August 2022.</p> <p>The decision letter outlining the Cabinet's decision is available online.</p>
External	Churchstoke	14/04/21 to 02/06/21	The proposal is to close Churchstoke C.P. School from the 31st August 2022, with pupils to attend their nearest alternative schools	<ul style="list-style-type: none"> 347 completed the consultation response form 163 written responses 1,744 signature petition 	<p>Consultation Report</p> <p>The Council's Cabinet considered the Consultation Report on the 23 November and agreed to end the process to close Churchstoke C.P. School.</p> <p>However, concerns remain regarding the school which need to be addressed and Cabinet gave the go-ahead for the council to further consider options to address these concerns. A further report will be brought back to Cabinet in due course.</p>
External	Llanfihangel Rhydithon C.P. School	14/04/21 to 02/06/21	The proposal is to close Llanfihangel Rhydithon C.P. School from the 31 August 2022, with pupils to attend their nearest alternative schools.	<ul style="list-style-type: none"> 290 completed the consultation response form 130 written responses 	<p>Consultation Report</p> <p>On the 8 February 2022, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposal to close Llanfihangel Rhydithon C.P. School from 31 August 2022.</p> <p>The decision letter outlining the Cabinet's</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
					decision is available online.
External	Llanbedr C in W School	21/04/21 to 23/06/21	The proposal is to close Llanbedr C. in W. School from 31 August 2022, with pupils to attend their nearest alternative schools .	<ul style="list-style-type: none"> • 113 completed the consultation response form • 62 written responses • 2,119 signature petition 	Consultation Report On 8 March 2022, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposal to close Llanbedr C. in W. School from 31 August 2022. The decision letter outlining the Cabinet's decision is available online.
Internal	Staff Well-being Survey 2021	01/06/21 to 30/06/21	Following more than year of COVID-19 restrictions and changes to how we live and work, this survey provided an updated insight into staff well-being across the council. This survey has been conducted six-monthly since the COVID-19 pandemic hit and asks staff opinions on how they are finding work at the moment, whether they are working from home or on the front line.	821 responses	Key Findings Summary Report The Senior Leadership Team used the feedback and ideas to ensure staff are supported across the whole Council and to help shape the new ways of working.
Internal	Member Survey 2021	07/06/21 to 01/07/21	Survey of members during COVID-19 to assess home working and welfare at the current time (June 2021).	35 out of 73 members responded	Report of findings sent to EMT July 2021 to inform Council recovery and make recommendations for action.
External	Living in Powys – Informing our well-being plan	08/06/21 to 31/07/21	<p>The Well-being of Future Generations (Wales) Act, which came into force in April 2016, is about improving the social, economic, environmental, and cultural well-being of Wales.</p> <p>The Act established Public Service Boards (PSB) for each local Council area, made up of the council, the</p>	475 responses	The PSB gathered data from a variety of sources, conducted a Living in Powys survey and used many other engagement sources to get a good understanding of people's well-being needs across the county.

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<p>health board, the fire and rescue service and Natural Resources Wales. The PSB is responsible for developing a local Well-being Assessment and Well-being Plan for the area and updating that plan every five years. It details the actions that will be taken to address local issues and contribute to the national Well-being goals.</p> <p>The information from this survey, along with other sources of data, will be used to inform the next Well-being plan and ensure we understand the pressures that our communities are facing.</p>		All this information resulted in a detailed and comprehensive assessment of well-being in Powys which was published on the PCC Engagement Hub with an accompanying survey that ran from 16 November to 17 December 2021.
Internal	Governor Questionnaire 2021	21/06/21 to 19/07/21	School Governors and Clerks to the Governors were invited to complete an online survey, asking for their views on training, briefing sessions and the Governors' Bulletin.	200 responses	Report of findings compiled and sent to Beth Groves (Principal Officer – Governor Support)
External	The future of our town centres	22/06/21 to 19/07/21	A four-week engagement exercise to seek the views of businesses, residents, and visitors on the future of Powys town centres. The COVID-19 crisis has had a significant impact on the lives and health of many Powys citizens, but it has also had severe economic consequences. The lockdown had an immediate impact on the way in which our town centres operate with many businesses adapting the way in which they have worked to ensure that their local communities were provided with the services and goods they needed throughout the pandemic.	1044 responses	<p>Following extensive feedback, the temporary arrangements in Brecon, Newtown and Crickhowell will stay in place for now.</p> <p>Smaller measures in other towns, including pavement licences granted to individual businesses to make use of public areas such as walkways and roads, will also remain.</p> <p>On the contrary, in line with the initial feedback from the engagement exercise and at the request of the town council, the temporary restrictions in Hay on</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
					Wye were lifted from 7 August 2021.

QUARTER 2

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
Internal	Internal Communications Survey	05/07/21 to 31/07/21	It's important that we take stock of how we communicate across our organisation. The survey captured views on a range of topics, including how we use email to keep you informed, the staff intranet, and much more. Staff feedback will directly help identify what is and isn't working, inform improvements, and be able to help the organisation and Communications Team know what can be done to support better internal communications.	472 responses	Report of key findings shared with EMT and SLT for their information, including: <ul style="list-style-type: none"> Comms Team - reviewing detailed feedback and actions Intranet Governance Group – reviewed relevant results to inform refresh of the Staff Intranet front page Main findings overview - EMT & SLT for information Main findings overview - NWOW working group
External	New Llanfair Caereinion All Age School - Election of Parent/Governor	06/07/21 to 14/07/21	Parent Governor Election: Ballot Paper The number of parent governors to be elected on this occasion was two.	73 responses	Top two candidates were elected as Parent Governors
External	Ysgol Cedewain, Newtown: Pre-application consultation	26/07/21 to 20/08/21	Pre-application consultation for the proposed development of a new £22m school for Ysgol Cedewain in Newtown. As part of the proposed development, the new Ysgol Cedewain school will have purpose-built and state-of-the-art facilities including a hydrotherapy pool, sensory and physiotherapy rooms and garden as well as a community café.	Unknown (Hosted a link on our engagement hub to a third-party project)	Sept 2021 - A planning application has been submitted by the county council. The new school will be built by Denbighshire-based company Wynne Construction, who carried out the pre-application consultation.
External	Robert Owen House, Newtown: Pre-	26/07/21 to 20/08/21	Pre-application consultation for the proposed development of 32 energy	Unknown (Hosted a link on our	June 2022 - A planning application for the flats on the site of the

	application consultation		efficient one-bedroomed flats, for council rent, on the site of the former Robert Owen House in Newtown.	engagement hub to a third-party project)	former Robert Owen House in Newtown was approved by Powys County Council's Planning, Taxi Licensing & Rights of Way Committee today (Thursday, June 16).
External	Llanfair Caerenion Town Plan Consultation	03/08/21 to 11/09/31	Llanfair Caerenion Town Council prepared its Town Plan for consultation. The plan covered everything from governance, finance and projects for the Town along with a programme and monitoring system in place.	Unknown (Hosted a link on our engagement hub to a third-party project)	November – consultation report was considered by the town council. Included in the meeting agenda documents online.
External	Child Poverty Survey	12/08/21 to 30/08/21	As part of the PCC Economy, Residents and Communities Scrutiny Committee's investigation into child poverty in the county, a survey was conducted to understand the picture of child poverty in Powys and to ensure that the council targets its resources effectively to improve the opportunities and outcomes for children living in poverty.	121 responses	Report of findings compiled and sent to Economy, Residents and Communities Scrutiny Committee to consider at their meeting on 6 September 2021 .
External	Active Travel – Commonplace mapping	16/08/21 to 08/11/21	Following feedback from residents, town and community councils, schools, and other stakeholders (in 2016/17), the draft Active Travel Network Map (ATNM) have been developed for each of the county's 11 designated active travel localities (as defined by Welsh Government).	Unknown (Hosted a link on our engagement hub to a third-party project)	The draft Active Travel Network Map will now be finalised before being submitted to Welsh Government for consideration.
External	Homes in Powys Common Allocation Scheme	13/09/21 to 06/12/21	Following a review in December 2020, the Council and its partners recommended changes to the Common Allocation Scheme. A summary of the proposals, together with the reasoning behind each recommendation was put out for consultation	264 responses	Documents considered by: Portfolio Holder for Adult Social Care, Welsh Language, Housing & Climate Change - Friday, 11th March, 2022 "The proposed amendments to the 'Homes in Powys' Common Allocations Scheme, set out in

					Appendix A to the report, are approved."
External	Draft Welsh in Education Strategic Plan (WESP) for 2022-2032	24/09/21 to 19/11/21	<p>The School Standards and Organisation (Wales) Act 2013 requires all local authorities to prepare a Welsh in Education Strategic Plan (WESP) setting out how they will develop Welsh-medium education.</p> <p>The councils draft 10-year plan (2022-2032) sets out the Council's vision for Welsh-medium education, followed by a number of targets and actions, based around 7 Outcomes, with the aim of increasing the use of Welsh in education over the next 10 years. These outcomes will contribute towards achieving the Welsh Government's Cymraeg 2050 Strategy, which aims to have one million Welsh speakers by 2050.</p>	93 responses	<p>Consultation Report</p> <p>25 January 2022 - Cabinet approved the updated WESP, which will now be submitted to the Welsh Government for their consideration and approval.</p>

QUARTER 3

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Health and Care in Powys: Informing our Population Needs Assessment	01/09/21 to 28/10/21	<p>The Social Services and Well-being (Wales) Act 2014 requires that local authorities and local health boards must jointly carry out an assessment of the needs for care and support, and the support needs of carers in the local Council areas.</p> <p>The Population Needs Assessment consists of two sections:</p> <ul style="list-style-type: none"> Assessing the extent to which there are people (or their carers) who need care and support and the extent to which they need this 	8 responses	<p>Following the publication of our PNA, we will produce an area plan which outlines our integrated priorities for the next five years. The plan will be published in March 2023.</p> <p>The PNA will be used to inform the upcoming regional Market Stability Report which is due for publication in June 2022. The Market Stability Report will assess the stability and sufficiency of the social care market considering</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<ul style="list-style-type: none"> Assessing the range and level of services required for the care and support needs of the population (and carers) to prevent needs arising and escalating, and the actions required to provide services in Welsh <p>The Powys Regional Partnership Board is required to produce a population needs assessment every four years. The next assessment is due for completion in March 2022. Views will feed into this work and will help inform future decision-making around health and care services in Powys.</p>		the findings and needs identified within this assessment.
External	Brecon High School - Election of Parent Governor	29/09/21 to 18/10/21	<p>Parent Governor Election: Ballot Paper</p> <p>The number of parent governors to be elected on this occasion was two.</p>	627 responses	Top two candidates were elected as Parent Governors
Internal	School Funding Formula Review	05/10/21 to 22/10/21	<p>The current funding formula came into effect in the 2019-20 financial year following a fundamental review carried out to create a clear and transparent funding model to deliver a core educational offer to schools in Powys. The proposals on which we are consulting are intended to support a move to a pupil-led formula whilst also securing stability for schools across Powys. This should provide a stable, transparent, and equitable funding arrangement for schools, which will:</p> <ul style="list-style-type: none"> Create a more equitable provision for all learners across Powys Support the aspirations of the transformation programme 	30 responses	<p>December 2021 - Cabinet considered responses received to the consultation to changes to the School Funding Formula for mainstream Primary phase schools and revisions to the Powys Scheme for Financing Schools.</p> <p>More detailed information on Cabinet decision can be found online.</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<ul style="list-style-type: none"> Support all learners including helping offset the effects of disadvantage Support a collaborative schools' community which offers effective professional learning to facilitate the self-improving system Support inclusion and bilingualism, and promote access to excellence for all learners <p>The proposals will apply to primary schools and the primary phase of all-age schools only. Work on reviewing the formulae for secondary schools and special schools is ongoing and will align with the progression of the Strategy for Transforming Education in Powys 2020-2030.</p>		
External	How has COVID-19 affected Powys?	08/10/21 to 11/11/21	<p>PCC wanted to find out what impact the COVID-19 pandemic has had on the well-being of our communities and on individuals.</p> <p>This information will help us to understand the wider effect, beyond its immediate impact on those who have contracted the virus. It will also help us decide how we will respond in the future, in ways that best support the good health and well-being of Powys residents.</p>	204 responses	
External	Well-being Assessment Report - Consultation	16/11/21 to 17/12/21	<p>The Public Service Board (PSB) gathered data from a variety of sources, conducted a Living in Powys survey (mentioned earlier) and used many other engagement sources to get a good understanding of people's well-being needs across the county.</p>	614 responses	<p>An updated full Well-being Assessment analysis for Powys was published.</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			All this information has resulted in a detailed and comprehensive assessment of well-being in Powys. However, we really need your help to understand what well-being means to you and what you consider is important for well-being.		
External	Budget Survey	29/11/21 to 19/12/21	The budget survey happens every year and allows us to understand what our residents, businesses and communities feel is important and should be prioritised in the coming years.	493 responses	Consultation Report January 2022: Cabinet considered the draft Medium Term Financial Strategy (MTFS) for 2022-27, which included a Financial Resource Model (FRM) for 2022-27, a draft revenue budget for 2022-23 and a draft capital programme for 2022-23 to 2026-27. Each had been reviewed and developed by the Cabinet and Executive Management Team as part of the overall strategic planning process alongside Vision 2025, the Council's Corporate Improvement Plan.
External	Future plans for Ysgol Calon Cymru	30/11/21 to 26/01/22	In 2020, the Council developed a business case which looked at future options for Ysgol Calon Cymru. This identified the following possible plan: <ul style="list-style-type: none"> • A new 11-18 English-medium campus in Llandrindod Wells; plus • A remodelled 4-18 Welsh-medium all-through campus in Builth Wells. <p>The Council wanted to know what people thought about the possible plan before it started the legal process that</p>	516 responses	March 2022 - The Transforming Education Team are considering the results and will report the findings to Cabinet in due course.

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			would need to be followed to make these changes.		
External	Climate Strategy Consultation	15/12/21 to 09/01/22	<p>Powys County Council declared a climate emergency in September 2020 and the council agreed to create a cross-party motion on climate change. This document builds on that declaration highlighting how acting on climate change meets all four pillars of vision 2025 and is delivering on and strengthening the councils existing policies and approach.</p> <p>Through this strategy we aim to play our part in combatting climate change by facilitating change and providing civic leadership across our County that will encourage others to follow. We also recognise that we do not have the sole responsibility to make this happen and are keen to work with all local, regional, and national stakeholders in order to ensure sufficient action is taken and progress made.</p> <p>This engagement exercise asks you a few general questions about your interest in climate change, to rate each of the sections of the new strategy and gives you the opportunity to leave wider feedback.</p>	175 responses	<p>Consultation Report</p> <p>March 2022: Cabinet considered the revised Climate Change Strategy which had been updated following a consultation exercise and presented to the Climate Action Programme Board and the Cross-Party Working group. The revisions addressed a number of issues highlighted in the consultation.</p> <p>Cabinet approved the publication of the Climate Change Strategy as set out in Appendix A to the report.</p>

QUARTER 4

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Performance Feedback Ongoing	04/01/22 ongoing...	Welsh Government requires councils to keep under review the extent to which they are	<p>Up to 31/03/22:</p> <ul style="list-style-type: none"> 472 survey responses 	Quarterly data included with engagement

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
	Engagement Project		<p>fulfilling the 'performance requirements', that is, the extent to which:</p> <ul style="list-style-type: none"> • they are exercising its functions effectively • they are using resources economically, efficiently, and effectively • the governance is effective for securing the above. <p>To fulfil this requirement an ongoing engagement exercise was proposed to (and approved by) Cabinet to gather views from the local community which will be reported on quarterly and included as part of the council's performance self-assessment work.</p>	<ul style="list-style-type: none"> • 2 questions asked • 1 idea submitted • 12% are satisfied or very satisfied that they have opportunities to have their say and participate in the Council's decision-making processes • 14% speak positively about the Council (with or without being asked) 	<p>information in cabinet report:</p> <ul style="list-style-type: none"> • % Of people that are satisfied or very satisfied that they have opportunities to have their say and participate in the Council's decision-making processes • % Of people that speak positively about the Council (with or without being asked) <p>Full report including verbatim open comments, ideas and Q&A is also sent with the high-level figures.</p>
External	Powys Local Development Plan (2011-2026) Review Report	06/01/22 to 01/02/22	<p>The Powys Local Development Plan (LDP) adopted in April 2018 sets out the Council's policies for the development and use of land in Powys (except for the area within the Brecon Beacons National Park) up to 2026.</p> <p>The Review Report Consultation Draft sets out the information that has informed the review and considers the impact of the findings on the LDP. It also sets out the proposed approach towards revision of the LDP. The Review Report Consultation Draft concludes that the most appropriate form</p>	12 responses	<p>Following this consultation, the Council will review the comments received and make amendments to the Review Report as considered appropriate. The comments will be summarised within the final Review Report, which will also include the Council's response to the comments along with any changes proposed to the Review Report. The Review Report will be considered for approval by the Council before being submitted to the Welsh Government and then published</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<p>of revision would be a Full Revision of the LDP through preparation of a Replacement LDP for the period 2022-2037.</p> <p>As part of this consultation, we are seeking your views on the findings and conclusions set out in the Review Report Consultation Draft and on what other issues should be considered in the review. It is not possible to consider changes to the LDP in detail at this stage, as this will be considered as part of the Replacement LDP process.</p>		<p>on the Council's Local Development Plan website.</p>
External	<p>Replacement Local Development Plan (2022-2037) Delivery Agreement</p>	<p>06/01/22 to 01/02/22</p>	<p>This consultation concerns the delivery agreement for the Replacement LDP (2022-2037). The Delivery Agreement Consultation Draft sets out the proposed timetable for the key stages in the preparation of the Replacement LDP, along with the proposed Community Involvement Scheme detailing how and when the community will be able to get involved in the Replacement LDP process.</p> <p>This consultation seeks your views on the content of the Delivery Agreement.</p>	<p>8 responses</p>	<p>Following this consultation, the Council will review the comments received and make amendments to the Delivery Agreement as considered appropriate. The comments will be summarised within the final Delivery Agreement, which will also include the Council's response to the comments along with any changes proposed to the Delivery Agreement. The Delivery Agreement will be considered for approval by the Council before being submitted to the Welsh Government for agreement.</p> <p>The Delivery Agreement must be</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
					<p>formally agreed by the Welsh Government. The agreement of the Delivery Agreement will mark the formal start of the Replacement LDP process.</p> <p>The approved Delivery Agreement will be published on the Council's Local Development Plan website and will be made available for inspection at the principal office of the Council during normal opening hours.</p>
External	Llangorse Church in Wales School - Election of Parent Governor	28/01/22 to 09/02/22	<p>Parent Governor Election: Ballot Paper</p> <p>The number of parent governors to be elected on this occasion was one.</p>	214 responses	Top candidate was elected as a Parent Governor.
External	School's admissions arrangements and catchment maps	01/02/22 to 14/03/22	<p>This consultation was broken into two parts.</p> <ol style="list-style-type: none"> 1. Admissions Information and Arrangements 2023 - 24. 2. Catchment areas <p>Public Consultation on school's admissions arrangements and catchment maps - Powys County Council</p>	Unknown (Hosted link to survey on main PCC webpage – led by Sarah Quibell)	Powys County Council have determined the admissions arrangements for 2023-24 , following the consultation which ran from 1 February 2022 until the 1 March 2022.
External	Llandrindod Wells Town Council Banks Survey	17/02/22 to 31/03/22	Llandrindod Town Council has established a Banking Task and Finish Group and have developed a survey to understand what residents and businesses want from their bank and whether the physical presence of national banks in the	Unknown (Hosted a link on our engagement hub to a third-party project)	Unknown - Survey link is still live.

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<p>town provides a real benefit to individuals, businesses, and charities.</p> <p>The survey was for residents of the town and anyone who banks (or used to bank) there.</p>		
Internal	Staff Well-being Survey Winter 2021/Staff OD Survey	07/03/22 to 11/04/22	<p>The last staff engagement survey was held in 2019 which told us a lot about our organisation and how employees felt about their jobs, being a team member, how valued and informed they felt about changes taking place in their service area, and whether they felt their line manager took account of their views.</p> <p>During the past two years of working through a global pandemic, we focussed on asking you about your well-being whilst working in different ways.</p> <p>This time, we merged the original staff engagement survey with the well-being survey, so we can get up-to-date results and measure progress across the Council in both areas.</p>	703 responses	Sway report of key findings sent to SLT and will be communicated to wider staff w/c 20 June 2022.
External	Engagement exercise for Transport Levelling up bid	24/03/22 to 14/04/22	In 2021, Powys County Council submitted a bid to the UK Government's Levelling Up Fund, seeking funding for local infrastructure improvements. The purpose of the Levelling Up Fund is to	68 responses	Data sent to, and report compiled by, Atkins and shared with key stakeholders/senior managers from Highways team.

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<p>provide one-off investment in infrastructure which will make a real difference for local people and the local economy.</p> <p>The original bid was not successful; feedback from the Government indicated that the council should undertake engagement with stakeholders, particularly businesses in the tourism and leisure sectors, to demonstrate strong local support. Of particular interest was how the schemes would support tourism and Net Zero.</p> <p>In response, as part of their support with the bid resubmission, Atkins has carried out engagement activities to gather feedback from local businesses and organisations to understand how the proposed schemes might bring benefit to our communities and businesses.</p>		

Appendix 4: Governance and Audit Committee

An initial session was held with Governance and Audit Committee during the Spring to understand their view of the Council's considering the three requirements of the Local Government and Election (Wales) Act. This was considered amongst the additional evidence bases identified within the report in forming the initial assessment.

Following the draft of the report, a session was held with Governance and Audit Committee to review the findings and provide any recommendations surrounding the conclusions made and the information provided within the report.

A summary of the Committee's recommendations can be seen below:

Ref.	Recommendation	Agreed?	If no, why not?	Actions

Appendix 5: Performance Definitions

Delivery against objectives

BLUE: Action is complete

RED: Action is not on track with major issues

AMBER: Action is mainly on track with some minor issues

GREEN: Action is on track

Delivery against performance measures

RED: Performance is not meeting target

AMBER: Performance is off target but within a variance of 10%

GREEN: Performance is meeting target

GRAY: Performance is not able to be given a status

Trends

IMPROVED: Performance has improved

NO CHANGE: Performance is within a 10% variance year on year

DECLINED: Performance has declined

NOT AVAILABLE: Data is not available to compare year on year