



# Corporate Improvement Plan 2020-25

## Vision 2025

***“By 2025 Powys will be widely recognised as a fantastic place in which to work, live and play”***

Published March 2020



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

We review Vision 2025 annually, reflecting on the progress we have made and updating our plans to ensure that we are on track to deliver the commitments contained within it and to achieve the wellbeing objectives we set in 2018. This year, for the first time, we have also incorporated our Strategic Equality Objectives into Vision 2025 to ensure they are fully embedded in our plans.

You can track our recent performance against Vision 2025 by looking at the performance management reports that go to Cabinet on a quarterly basis. We will also publish an Annual Performance Report in July 2020.

## Accessibility / Contacting Us

We are committed to making our services including our websites and applications accessible to all, removing barriers (where reasonable) and giving due regard to all groups when making decisions.

Please let us know what you think of this plan or about any problems you have experienced or are currently experiencing. We value your views and will use them to change and improve services in the future. Get in touch using our contact details below.

If you would like this publication in an alternative format or larger font please contact us using the details below.

**By post:**

Chief Executive and Member Support  
Powys County Council,  
County Hall,  
Llandrindod Wells,  
Powys, LD1 5LG

**By Phone:**

01597 826000

**By email:** [business\\_intelligence@powys.gov.uk](mailto:business_intelligence@powys.gov.uk)**Website:** [www.powys.gov.uk](http://www.powys.gov.uk)**Twitter:** @powyscc (eng)  
@cspowys (welsh)**Facebook:** @powyscc  
@cspowys**Youtube:** Cyngor Sir Powys County Council**Instagram:** @powyscountycouncil

## About Us

**The Cabinet:** Powys County Council's Cabinet is made up of the Leader of the Council and seven other county councillors, called Cabinet Members, who are appointed by the Leader. Each Cabinet Member looks after an individual area of responsibility. They make decisions on how your money is spent and how services are delivered. The Cabinet drives forward Vision 2025: Our Corporate Improvement Plan and oversees its delivery.



**Leader of Powys County Council**  
**Cllr Rosemarie Harris**



**Deputy Leader and Portfolio Holder  
for Finance, Countryside & Transport**  
**Cllr Aled Davies**



**Portfolio Holder  
Education and Property**  
**Cllr Phyl Davies**



**Portfolio Holder  
Environment**  
**Cllr Heulwen Hulme**



**Portfolio Holder  
Adult Social Care & Welsh Language**  
**Cllr Myfanwy Alexander**



**Portfolio Holder  
Young People & Culture**  
**Cllr Rachel Powell**



**Portfolio Holder Corporate  
Governance and Engagement**  
**Cllr Graham Breeze**



**Portfolio Holder Economic Development,  
Housing & Regulatory Services**  
**Cllr James Evans**

## **Powys County Council** (info graphic)

- We serve a population of 132,447 residents, 17% of which are 16 and under and 27% are over 65. Powys' projected population in 2039 is 122,415, an 8% decrease. 98.4% of the population of Powys are white (Wales: 95.6%). Powys also has a mix of other ethnicities, with the highest BME populations living in Brecon and Newtown. The predominant Religion is Christianity (62%) but there are small areas where other religions are more represented. Although there is no Powys specific data for sexual orientation, a large majority of the population identify as Heterosexual (around 95%) and 1-2% of people identify as Gay/Lesbian or Bisexual. Around half of the population are married and 0.2% are registered same-sex civil partnership. In Powys, we have more than triple the rate of people with a registered disability compared to Wales. Powys' average rate per 1,000 population is 35.67 (Wales 9.17).
- There are 58,345 households in Powys, with 33% being one-person households.
- 19% of Powys residents are Welsh speakers. However, Welsh language proficiency varies widely across the county, for example 51% of residents in Glantwymyn lower super output area (LSOA\*) can speak, read and write in Welsh compared to 3% of people in Churchstoke LSOA.
- 'Ystradgynlais 1' LSOA ranks lowest in Powys on the Welsh index of multiple deprivation (WIMD) and there are known pockets of deprivation throughout Powys. In 2016 it was estimated that 23% of all households in Wales were fuel poor.
- The council's gross annual revenue expenditure is approximately £451 million. It employs around 2600 staff and there are an additional 3100 schools' staff, all of whom provide a large range of services to meet the needs of local people. The council has 73 elected Councillors representing 73 council wards with a male/female split of 69%/31% respectively. County Councillors play a key role in determining future plans and representing the residents voice. One of the key ways they do this is through scrutiny committees and working groups. As corporate parents all Councillors also have a collective responsibility to ensure that Children Looked After and care leavers can have the outcomes every good parent would want for their children.

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

# Contents

## **Section 1: Introduction**

Our vision, objectives and values

A message from the Leader

Chief Executive's introduction

## **Section 2: Our plans for 2020 onwards**

The Economy

Health and Care

Learning and Skills

Residents and Communities

Making it Happen

## **Section 3: Financial Strategy**

## **Section 4: Planning, Monitoring and Review**

How we set our objectives

How we monitor our performance

How we scrutinise performance

How we govern the delivery of our plan

How we work in partnership

DRAFT

## Section 1: Introduction

### Our vision:

*“By 2025 Powys will be widely recognised as a fantastic place in which to work, live and play”*

### Our Well-being and Equality objectives:

- We will develop a vibrant **ECONOMY** (Well-being Objective 1)
  - We will enable people with a disability to have improved opportunities for valued occupation including paid employment (Equality Objective 1)
  - We will ensure equality of opportunity for all our staff and take action to close the pay gap (Equality Objective 2)
- We will lead the way in providing effective, integrated **HEALTH AND CARE** in a rural environment (Well-being Objective 2)
  - We will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations (Equality Objective 3)
  - We will help people to get the support they need to prevent homelessness (Equality Objective 4)
- We will strengthen **LEARNING AND SKILLS** (Well-being Objective 3)
  - We will improve opportunities and outcomes for children living in poverty (Equality objective 5)
- We will support our **RESIDENTS AND COMMUNITIES** (Well-being Objective 4)
  - We will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life (Equality Objective 6)

## Our Values:

**Professional:** Whatever role we play in the council, we act with professionalism and integrity

**Positive:** We take a positive attitude in all we do

**Progressive:** We take a proactive and responsible approach to planning for the future

**Open:** We keep each other informed, share knowledge and act with honesty and integrity

**Collaborative:** We work constructively and willingly on joint initiatives

## Our approach:

We are an open and enterprising council:

- Working with communities, residents and businesses
- Willing to look at new ways of working and delivering services
- Focussing on solutions rather than problems

## Our Guiding Principles<sup>1</sup>

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

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

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

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

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

---

<sup>1</sup> Our guiding principles are based on the Well-being of Future Generations (Wales) Act 2015 sustainable development principles

## A message from the Council Leader

Our Vision is that: “By 2025 Powys will be widely recognised as a fantastic place in which to work, live and play”

We are confident that the well-being objectives set out in this plan will enable us to deliver better outcomes for Powys residents as well as contribute to the wider well-being goals for Wales.

As a council, we are also committed to promoting equality and diversity and improving our services and employment practices to meet the different needs of our residents and employees. In doing so, we aim to contribute towards improving outcomes for those who experience disadvantage in life. Since 2016 we have focussed on seven key equality objectives which included, closing the attainment gap in education, encouraging fair recruitment and eliminating violence in the community. During 2019-20 we have been engaging with residents and reviewing the challenges both locally and nationally, to check whether our current objectives are still relevant or whether we need to focus on new priorities for the next four years.

After reviewing the current issues, we have decided to focus on six new equality objectives from 2020 onwards. These include, improving outcomes for children living in poverty, preventing homelessness, enabling people with a disability to gain valued occupation and improving the availability of accessible homes. We have also taken the opportunity this year to integrate our new equality objectives into this update of the Corporate Improvement Plan. In previous years, our equality objectives have been published separately in our Strategic Equality Plan. By bringing our plans together, we want to ensure that our equality objectives become integral to delivering the outcomes of Vision 2025.

Our plan is ambitious, but we have the passion to achieve real change and believe by working together with our partners and supporting each other we will have a council everyone can be proud of. Since the start of our plan in 2018 we have:

- Opened five new primary schools in the Gwernyfed catchment area as part of a £25m investment programme.
- Developed a new cultural hub (Y Gaer) in Brecon involving refurbishment of the town's Grade II listed museum and provision of a new library.
- Spent nearly £100 million with local businesses as part of our Powys Pound initiative
- Supported more than a thousand adults with Technology Enabled Care
- Ensured 72% of children and young people are supported through Early Help services that are not stepped up to statutory intervention
- Completed the Welsh Housing Quality Standard refurbishment works, replacing over 11,000 components including kitchens, heating systems, door, windows and roof improvements in county houses
- Supported 24 apprentices
- Developed our website with 12 services now available to access on-line, 24-7
- Achieved £22.9 million cost reductions by becoming more efficient



I am looking forward to working with my Cabinet, our dedicated workforce and our partners to make further progress on our transformation and improvement journey. For the first time in many years we have received a cash increase in our settlement from Welsh Government, which is much needed. A decade of austerity has taken its toll on council services and our financial position. The Council will continue to make cost reductions to balance our budget while at the same time putting additional investment into education, roads maintenance and social care to improve the quality of the services we provide. We will also remain committed to ensuring that our most vulnerable children and adults are safe.

Listening to the views of the public, our staff and our partners is crucial if we are to deliver what matters to you. We hope you find our plan inspiring and exciting and that you will work with us to achieve our shared vision for Powys in 2025.

***Councillor Rosemarie Harris, Leader of Powys County Council***

## Chief Executive's introduction

Each year we review our progress in the previous year to learn what has worked well and what could be improved. We listen to what our residents, members, regulators and workforce are telling us, and we review our service and financial performance. Sometimes this means changing aspects of our Vision 2025 plan to ensure we remain on course to deliver our well-being and equality objectives within the resources that we expect to be available to us. 2019-20 has been an exciting and challenging year which has seen the appointment of a new Senior Leadership Team, the establishment of our Vision 2025 Transformation Programme and the delivery of some important improvements in key services.

### ***Why is this plan important for our residents, employees and partners?***

Vision 2025 is the overarching plan for the council, setting out our vision for the future of Powys, the well-being and equality objectives we need to priorities and the activities we will take to get us there. It lets our stakeholders know where we plan to invest our resources and what improvements they can expect to see when our plans are delivered. It provides a vision for the workforce from which service plans and individual objectives can be drawn to ensure that as an organisation we are all working towards the same outcomes. And, it sets out our commitment to work with partners to deliver programmes and projects aligned to Vision 2025 through the Powys Public Service Board Well-being Plan (Towards 2040) and Regional Partnership Board's Health and Care Strategy (Healthy, Caring Powys).

Vision 2025 is supported by the council's Medium-Term Financial Strategy and is underpinned by the workforce and digital strategies we have developed during 2019-20. The Plan is translated into twelve service area operational integrated business plans for 2020-23. It does not include everything the council does but focusses on the things that matter most to our residents and actions that we believe will have the greatest impact.

Informing you of our plans is important to us as is ensuring that it shows how we will meet our duties under the following legislation:

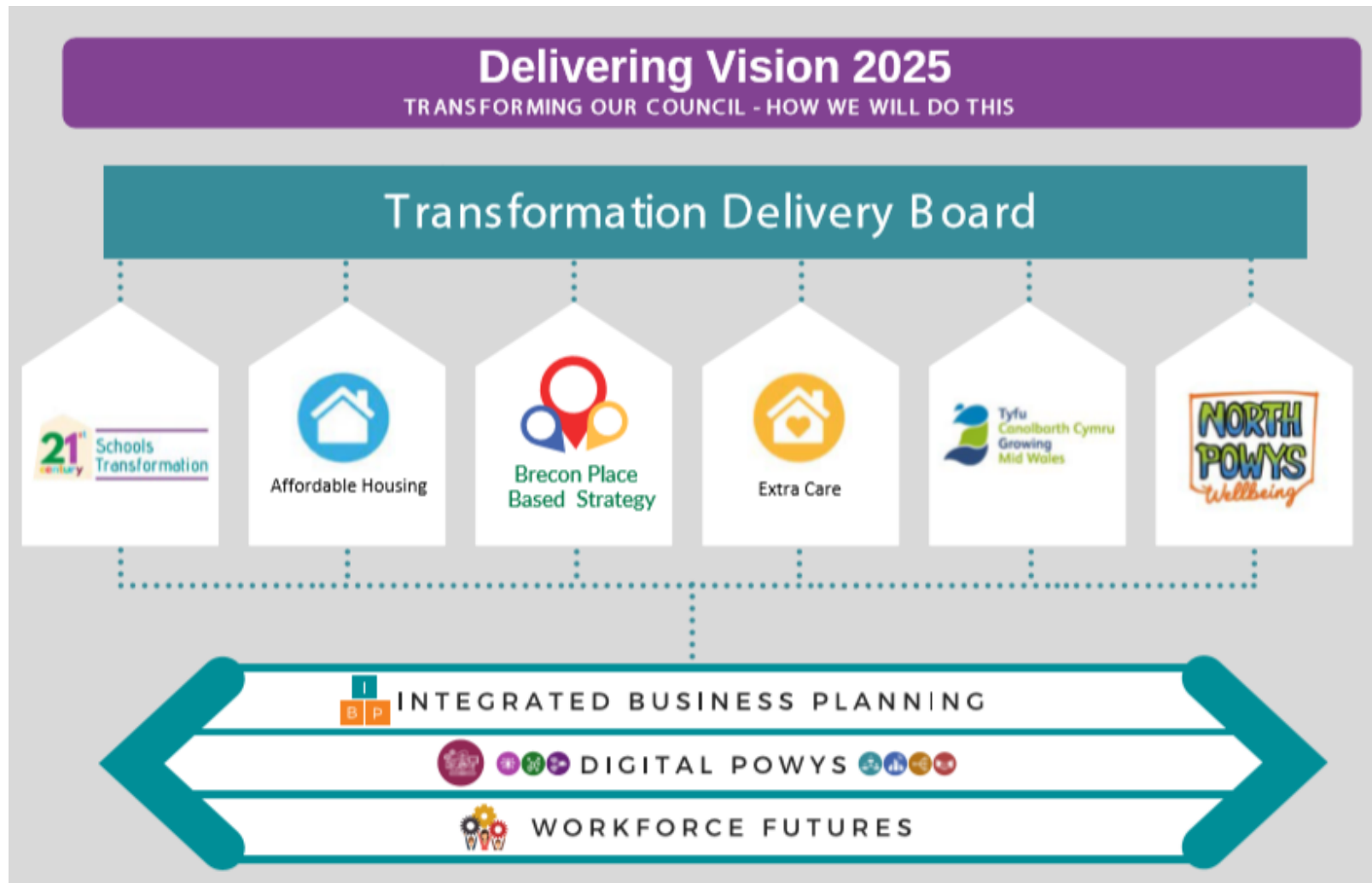
- **Well-being of Future Generations (Wales) Act 2015** which requires the council to publish well-being objectives and a supporting statement by the beginning of each financial year to show how it will contribute to the seven national well-being goals set out in the Act. The council's four well-being objectives contribute to one or more of the well-being goals that will help us improve Powys now and over the long term. We must also demonstrate how we are adopting the 'sustainable development' principle in the way we plan and deliver our objectives.
- **Local Government (Wales) Measure 2009 Part 1** which requires the council to set and publish key priorities for improvement on an annual basis.
- **Equalities Act 2010** which places a general duty on public sector organisations to have 'due regard' to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
  - Foster good relations between persons who share a relevant protected characteristic<sup>2</sup> and persons who do not share it
- **The Specific Public Sector Equality Duties for Wales** which requires the council to: set equality objectives and publish a Strategic Equality Plan; engage with people in relation to the protected characteristics; collect and publish information relevant to compliance with the General Duty; carry out equality impact assessments and publish the results; annually publish employment monitoring information; promote knowledge and understanding of the General Duty amongst staff and provide training; set a gender pay equality objective where a gender pay difference is identified and establish relevant conditions to meet the general duty in procurement processes.

### ***Our transformation journey***

To successfully achieve the aspirations in Vision 2025, fundamental changes are needed in key areas. That's why we have established a transformation programme which brings together nine key projects for transforming Powys.

---

<sup>2</sup>Technically, everyone is protected under the Equality Act. However, the General and Specific Public Sector Equality Duties refer to people who have particular 'protected characteristics'. This is the term used to identify the types of things that affect how people could be treated and the law is designed to protect people who are discriminated in relation to these characteristics: Sex – being male or female; Age – being a certain age; but often being younger or older; Disability – all disabled people, both physically and mentally; Race – being a particular colour, ethnic origin, national origin or nationality; Gender Reassignment – people who change their gender from the one assigned at birth; Religion or Belief – having a recognised religion or belief, or a lack of belief; Sexual Orientation – how people feel as well as act, in respect of people of the same sex, people of the opposite sex, or both sexes; Pregnancy and Maternity – woman who are pregnant or on maternity leave; and Marriage and Civil partnership – being in a marriage or civil partnership



You will find more detail about each project in section 2 of this plan, as well as other activities we have planned to help achieve our vision.

With continuing financial pressures, there's no doubt that the council of the future will be smaller, more agile, with a greater emphasis on performance and delivery. It will be very different from the council of the past, but I am confident we can deliver the outcomes our residents expect and deserve.

***Dr Caroline Turner, Chief Executive***

## Section 2: Our plans for 2020 onwards

### Well-being objective 1: We will develop a vibrant economy

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

Strengthening the economy of Powys is at the heart of Vision 2025. A strong, vibrant, enterprising economy will provide high quality jobs, create and nurture our local companies, attract inward investment and encourage people of all ages to work and live in Powys.

1. New business start-ups and relocations will increase
2. Skilled employment opportunities will increase
3. A greater supply and mix of suitable workspace to support employment
4. More job opportunities and apprenticeships for young people
5. Local businesses benefit from good advice and support that help them thrive
6. Regulation supports business and communities and is proportionate
7. Powys is established as an innovation base for learning, skills and research for:
  - Farming and land-use innovation
  - Health and care
  - Rural teacher training accreditation
8. The economically active population will increase
9. Tourism and leisure-based activity and attractions will increase
10. Local businesses and consortia competing for public sector contracts will increase
11. Council priorities are used to develop new industries and supply chains
12. There is significant investment in the development of affordable and sustainable housing

#### *How will we achieve these outcomes?*

**Between 2020 – 2025 we will:**

#### **Provide support for businesses to grow**

What we will do	How we will know we are succeeding	Outcomes that our activities will support											
		1	2	3	4	5	6	7	8	9	10	11	12

We will develop business units at the Abermule business park for local businesses to establish and expand.	By 2022 we will have developed at least two business units at the Abermule Business Park	•		•									
We will continue to provide a signposting and advice service to support new and established businesses in the county.	By March 2021 working in partnership with key agencies we will have engaged with and informed at least 400 businesses across the county.					•	•						
By 2020 we will ensure our policies and processes make it easier for local private and third sector companies to become suppliers to the council.	By March 2021 we will have increased in real terms the total amount spent with Powys based suppliers above the total amount spent in 2019-20.  By March 2021 we will have increased the number of local suppliers engaged in the council's procurement process and the number of tenders awarded to local suppliers, compared to 2019-20.					•	•				•	•	
We will take all opportunities to work with neighbouring Local Authorities on regionally important economic development projects and programmes.	Measure yet to be developed.	•	•		•					•		•	

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

## 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. The region will identify key economic objectives, projects and funding sources to drive transformational economic growth over the next decade.

### Outcomes that this project will support

1	2	3	4	5	6	7	8	9	10	11	12
•	•	•				•	•				

This transformation will achieve:

- An investment programme over 10-15 years that delivers focused, transformational economic growth which is strategically aligned, innovative, additional and unique to the mid Wales region.

The proposed Growth Deal themes are:

- Agriculture, food and drink
- Advanced research and innovation
- Tourism
- Energy
- Supporting Enterprise
- Transport
- Skills and employment
- Digital

How we will know we are succeeding:

- In 2020-21 we will have secured a Mid Wales Growth Deal
- By 2030 we will have increased Gross Value Added\* across the Mid Wales region

\*Gross Value Added - In economics, gross value added (GVA) is the measure of the value of goods and services produced in an area, industry or sector of an economy.

### Improve the availability of affordable and sustainable housing

#### Transformation Project: Affordable Housing

We will ensure there is an increased range of affordable housing, so people have greater variety of where to live and stay in their communities.

#### Outcomes that this project will support

1	2	3	4	5	6	7	8	9	10	11	12
											•

This transformation will achieve:

- Increased and better-quality output of affordable homes
- Increased housing that meets need at affordable, social rent levels
- Homes that make significant contributions to the lives and well-being of their occupants
- New homes will be energy efficient, and where possible, use locally sourced materials and locally based tradespeople in their construction

**\* This project also contributes to our Equality Objective 3.**

How we will know we are succeeding:

- By the end of 2023 we will have built 250 new council homes, let at social rents on secure tenancies, in areas where they are most needed across the county

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

What we will do	How we will know we are succeeding	Outcomes that our activities will support											
		1	2	3	4	5	6	7	8	9	10	11	12
We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options, road safety and flood alleviation.	By March 2021 we will have completed the brief, design or construction phases for the: <ul style="list-style-type: none"> <li>• Transport Interchange Improvements at Machynlleth, and Welshpool</li> <li>• Pedestrian and Cycle Links from Crickhowell to Llangattock and at Newtown Severn Crossing</li> </ul>	•											
We will support the delivery of improved digital connectivity and encourage businesses to take advantage of technology.	By March 2021 we will have supported more than three communities through advice and assistance regarding community broadband solutions. (three communities were supported during 2018-19 and two communities have been supported during April to December 2019).					•							
We will look for opportunities to secure external grant funding to support investment in economic development and community regeneration projects.	By March 2021 we will have supported the submission of at least ten relevant funding applications to support Powys Communities and the economy (we supported eight applications in 2018/19)			•		•				•			

## Improve skills and support people to get good quality jobs

What we will do	How we will know we are succeeding	Outcomes that our activities will support											
		1	2	3	4	5	6	7	8	9	10	11	12
Help address barriers to employment by supporting people into work and better paid opportunities.	By 2022, more than 150 people will have progressed to employment as a result of taking part in employability activities (34 were supported into work in 2018/19 and a further 20 from April to December 2019)		•		•				•				

## Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment.

### Why is this objective important and how will it support people with protected characteristics?

- Disabled people's employment rate is less than half that for non-disabled people and disabled people are less likely than non-disabled people to work in managerial or professional occupations, which tend to have higher pay.
- UK-wide research indicates that employment rates for disabled people vary considerably according to the type of disability or health condition, and that people with mental health conditions and those with learning difficulties have the lowest rates (Brown and Powell, 2018).
- Disabled people are more likely to live in poverty and experience severe material deprivation than non-disabled people. Median hourly earnings were higher in 2016/17 for non-disabled (£10.67) than for disabled (£9.72) employees, a disability pay gap of 8.9%.
- As well as helping disabled people to become independent, self-sufficient and feel valued, paid employment will provide social opportunities and support them to live full and productive lives.
- Findings from our regional engagement showed that the groups rated as having the worst experiences of work, compared with the population as a whole were disabled people and older people.

What we will do	How we will know we are succeeding
Explore commissioning options to ensure that people have optimum opportunity to gain employment.	Each year we will see an increase in the number of people with disabilities in paid employment in the county
Use strengths-based approaches to ensure that supported employment converts to independent employment where possible.	



Create a work, leisure and learning partnership (including citizens and carers) to lead to the development of employment opportunities.	Each year we will see an increase in the number of people receiving social service support to access employment
---	---

## Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap.

### Why is this objective important and how will it support people with protected characteristics?

- Women continue to earn less than men on average. The council's mean gender pay gap in hourly pay for males is £13.34 and females £12.04, a difference of £1.31 (for full time relevant employees). The underlying reasons for this are often quite complex and not necessarily addressed through processes such as Job Evaluation which do promote like-for-like pay but do not address other issues such as part time and flexible working.
- According to the 'Is Wales Fairer- The State of Equality and Human rights Report 2018', seven out of 10 mothers in Wales have had a negative or possibly discriminatory experience during pregnancy or maternity leave, or on returning from maternity leave. The council believes in creating a diverse and gender balanced workforce which reflects the residents and communities we serve. We believe in job opportunities for everybody regardless of gender and will challenge ourselves to be more inclusive as a public organisation.
- Findings from our regional engagement showed that the groups rated as having the worst experiences of rates of pay than the population as a whole were younger people, disabled people, females and pregnant women or those who had recently given birth. Males and Welsh speakers are perceived to have better experiences of rates of pay in comparison to the wider population.

What we will do	How we will know we are succeeding
Ensure that all interview panels are equality and diversity trained.	<p>By March 2021, we will have increased the number of people who have been trained in equality and diversity (e-learning)</p> <p>Each year we will continue to reduce the gender pay gap</p> <p>Each year we will obtain feedback from staff in relation to this objective, from survey(s) and/ or focus group(s).</p>
Continue to review the gender pay gap and action plan. The action plan can be found in Appendix B.	
Collect and identify information about differences in pay and their causes between employees who have a protected characteristic and those who do not.	
To promote Leadership and Development training for all staff.	
Explore developing/establishing a range of workforce forums, e.g. women's, disability, LGBT.	
Identify and promote return to work opportunities, ensure that the recruitment processes are returner friendly.	
Identify funded training opportunities to encourage returners.	

Maintain and develop a range of workplace flexibilities for all staff.	
Promote and advertise jobs to encourage all applicants, whether part-time, job-share or full-time.	
Ensure our Senior Leadership Team role model flexible working.	

## Well-being objective 2: We will lead the way in providing effective, integrated health and care in a rural environment

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

*High quality health and care services are a priority for all of us and we are committed to working with our partners in the NHS and the third sector to provide seamless health and social care services at the right time and in the right place. We will continue to do all we can to provide as many caring services within the boundaries of Powys, whilst using a strengths'-based approach to promote independence and self-care wherever possible.*

1. We focus on what matters to the individual
2. Young people, adults and families are able to create the foundations of good physical and mental health throughout their life
3. We concentrate on safeguarding and supporting vulnerable people and those at risk
4. The physical environment helps people maintain their health and well-being
5. There is an increasing supply of housing with care
6. People have good access to information, advice and assistance
7. Technology enables people to care for themselves more easily and remain independent
8. In the first 1,000 days of a child's life, we strive to ensure the maximum positive impact on their well-being
9. Families are supported to build resilience and stay together
10. Young people, adults and families experience health and care services as joined up and effective
11. Positive partnerships which promote co-production in service design and delivery
12. Significant investment in integrated health and care facilities and infrastructures
13. Health and care teams support each other to get things right first time
14. Accessible and equitable services fit around people's busy lives
15. We work together to deal with the major causes of illnesses which limit people's lives, especially cancer, circulatory diseases, mental health, and respiratory diseases

### *How will we achieve these outcomes?*

During 2020 – 2025, we will:

Ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on

What we will do	How we will know we are succeeding	Outcomes that our activities will support														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.	<p>By March 2021:</p> <ul style="list-style-type: none"> <li>The number of Children Looked After per 10,000 population will be lower than the number in 2019-20 and the Wales average (this was 99 at the end of 2018/19 year compared to the Wales average of 109 and was 97.37 at the end of December 2019)</li> <li>The number of children subject to child protection plans per 10,000 population will be lower than the Wales average (this was 58 at the end of 2018/19 year compared to the Wales average of 45 and was 47.84 at the end of December 2019)</li> <li>There will be an increased number of children at Edge of Care who do not become a Child Looked After (from June 2019 to the end of Dec 2019 the Edge of Care Service worked with 239 children. Of these, 131 were at Edge of Care, 12 of these became looked after and 119 were prevented from coming into care).</li> </ul>	•	•				•		•	•	•					
Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm.		•	•				•		•	•	•					
‘Work with’ children, young people and their families rather than ‘do to’, to co-produce plans which will bring about the change’s children need as quickly as possible.		•		•					•	•	•	•				
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.	<ul style="list-style-type: none"> <li>The number of qualified social worker vacancies will be lower (as at 01.01.2020 there were 32 qualified social worker vacancies)</li> <li>The number of children out of county, placed with Independent Fostering Agencies or residential placements will be lower than the number in 2019-20 (as at 5.02.2020, there are 54 out of county placements)</li> <li>70% of children, young people and their families will report that they achieve their family goal through accessing Early Help</li> <li>75% of audits will demonstrate that the child's voice is evidenced in the child's plan.</li> <li>There will be an increased number of Powys foster carers (as at the end of January 2020 there were a total of 75 full time foster carers)</li> <li>90% of statutory visits for Children Looked After will be carried out on time (this was 89% at the end of 2018/19 year and 96% at the end of December 2019)</li> <li>Feedback from 75% of young people demonstrates satisfaction with the service for children and young people</li> </ul>															
Achieve the best possible outcomes for those children in our care by providing good parenting, specialist support and clearly planned journeys through care into adulthood		•					•		•	•						
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.		•		•					•	•		•		•		

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

What we will do	How we will know we are succeeding	Outcomes that our activities will support														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

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.	<ul style="list-style-type: none"> <li>During 2020-2021 we will establish the percentage of new contacts who are referred to or receive: <ul style="list-style-type: none"> <li>Information and advice</li> <li>Community Connector support</li> </ul> </li> <li>By March 2021 100% of adult safeguarding enquiries will be completed within statutory timescales (this was 97.2% at the end of December 2019)</li> </ul>	•		•			•	•							•	
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.	<ul style="list-style-type: none"> <li>By March 2021, the number of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment will be lower than in 2019/20 (this was 1.36 at the end of December 2019)</li> <li>By March 2021, the rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over will be lower than in 2019/20 (this was 1.13 at the end of December 2019)</li> </ul>	•	•	•	•	•					•	•	•	•		
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>During 2020-2021 we will establish:</p> <ul style="list-style-type: none"> <li>The percentage of adults who complete a period of reablement and have a reduced package of care and support six months later</li> <li>The percentage of adults who complete a period of reablement and have no package of care and support six months later</li> </ul>	•		•	•		•	•			•	•		•		

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.	<ul style="list-style-type: none"> <li>By March 2021, the number of adult clients supported in their own home through assistive technology will be higher than in 2019-20 (from April 2019 to December 2019, 510 individuals were supported) <b>(This measure will also be used to report progress against our Equality Objective 6).</b></li> <li>By March 2021, the number of adults receiving direct payments will increase (this was 472 at the end of December 2019)</li> </ul>	•		•	•	•		•		•				•		•
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.	<ul style="list-style-type: none"> <li>During 2020-2021 we will establish the number of social workers/Occupational Therapists who have qualified as a result of training supported by the local authority within the financial year</li> </ul>	•		•										•		

## Transformation Project: Extra Care

We will work with partner housing associations to secure the development of extra care housing schemes across the county

What we will do.

### Outcomes that this project will support

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
			•	•										

How we will know we are succeeding.

This transformation will achieve:

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Improved range of accommodation options available to older people across Powys</li><li>• Reduced council's reliance on the provision of residential care for vulnerable older people</li><li>• In time, enable the council to review spend on residential care provision</li><li>• Significant investment in the communities where extra care housing is proposed</li><li>• A contribution to <a href="#">Equality Objective 3.</a></li></ul> | <ul style="list-style-type: none"><li>• New extra care facilities are open and utilised by the end of 2022 with 60+ additional apartments in use</li><li>• Reduction in admissions into residential care</li><li>• Delayed admissions into residential care (increasing average age on admission)</li></ul> |
|---|---|

**Work with our partners through the Regional Partnership Board and continue to play our part in delivering the priorities set out in the Joint Area Plan:**

- *Focus on well-being*
- *Providing joined up Care*
- *Develop a workforce for the future*
- *Innovative environments*
- *Digital solutions*
- *Working in partnership*

## Transformation Project: North Powys Well-being Programme

We are looking at the options for developing a Rural Regional Centre in Newtown to address the issues around older buildings, ensuring we support future population needs and provide services in north Powys.

### What we will do.

This transformation will achieve:

- Active involvement of citizens, staff and partners in the delivery of the new integrated model and supportive of a new delivery approach in north Powys
- An embedded change management approach to enable us to deliver a whole system change across public sector partners in north Powys – which can initially upscale across Powys
- Wider connectivity across mid Wales to improve equality of service to a rural population through delivery of integrated health and care pathways across counties
- Multi-agency wrap-around services with focus on prevention and risk stratification tools to reduce emergency admissions
- Strengthened access and delivery of local neighbourhood services by improving co-ordination and connectivity between partners to meet holistic needs of individuals in a timely way
- More people will be enabled to live independently and remain at home safely through technology enabled care and more integrated working to prevent needs from escalating and immediate intervention at time of crisis
- Virtual social care and care home assessments within various settings to reduce staff travel and release additional capacity within the system
- Ask Sara our virtual OT service will enable people to identify and purchase equipment which supports their needs and remain independent

### Outcomes that this project will support

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
•										•	•			

### How we will know we are succeeding.

- Improved health outcomes and reduced health inequalities for children in deprived communities in north Powys
- Reduced out of county travel through more integrated pathways and greater utilisation of digital
- More people remaining at home and a reduction in unnecessary admissions to hospital or care.
- More information on anticipated activity changes can be found in the [North Powys Well-being Programme Draft Model of Care Narrative](#).



- Strengthened access to information and advice services via digital information kiosks located in areas with high footfall across Powys
- A strengthened team around the individual/family – to meet holistic needs through multi-agency single point of access and early help and support services
- Development of a workforce model that is sustainable and meets the holistic needs of individuals – extending the model across public, independent, voluntary and carer sectors so that it is no longer confined to the employed contributions of health and care delivery.

**Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations**

**Why is this objective important and how will it support people with protected characteristics?**

- Disabled people face a shortage of accessible and adaptable homes and long delays in making existing homes accessible.
- Powys is recording a high number of applicants that are in need of appropriate accommodation due to a medical need or a disability and whose existing home is not appropriate.
- The Equality and Human Rights recent housing inquiry showed that disabled people are demoralised and frustrated by the housing system and living in homes that do not meet their right to live independently.
- Disabled people can experience serious deterioration in their mental wellbeing due to living in unsuitable accommodation. Nearly three times as many disabled people report poor mental health than non-disabled people. By providing disabled people with suitable accommodation we aim to reduce the number of disabled people reporting poor mental health.
- Findings from our regional engagement showed that the groups rated as having the worst experiences of accessing housing than the population as a whole were, younger people and disabled people. Other groups were seen to have an approximately neutral experience of housing.

What we will do

How we will know we are succeeding

During 2020 to 2022 we will be on site in six locations developing new council dwellings.	<ul style="list-style-type: none"> <li>We will deliver adaptations within 130 calendar days (at the end of December 2019, the average number of calendar days to deliver adaptations was 136 days)</li> </ul> <p><i>The measures for our Affordable Housing and Extra Care Transformation projects will also be used to monitor progress of this equality objective.</i></p>
Through our Housing Revenue Account, we will invest £ 9,650,000 in our Fit for Purpose Housing Programme during 2020 -2024.	
We will allocate £1.3 million for the disabled facility grant.	

#### Equality Objective 4: By 2024, we help people to get the support they need to prevent homelessness

##### Why is this objective important and how will it support people with protected characteristics?

- Rough sleeping has increased, and levels of homelessness remain a concern. Between February 2019 and January 2020, 697 people across Powys have sought advice and assistance with regards to homelessness. 515 (74%) of these are age 25+ and 182 (26%) are aged 16-24.
- Anyone might be at risk of being homeless, however the young, single men, single females and single females with children are more likely to be in need. The top two reasons for being at risk of homelessness in Powys were a breakdown in relationship, followed by parents no longer able, or willing to accommodate their children.
- Findings from regional engagement showed that the group rated as having the worst experience of accessing housing were younger people, reflecting the difficulties of young people finding affordable housing.

What we will do	How we will know we are succeeding
Develop a system of continuous learning and improve the effectiveness of locality-based support in preventing homelessness and social isolation.	<ul style="list-style-type: none"> <li>Number of people supported directly and indirectly</li> <li>Percentage of times people are on an even keel at the end of each support session</li> <li>The amount of demand</li> <li>The amount / percentage of failure demand</li> <li>Barriers to preventing homelessness / social isolation are removed successfully</li> </ul>
Increase the number of localities where support is based to be accessible to people according to demand.	
Develop a system of support to prevent the risk of eviction of people who hoard.	
Develop housing options for young people (including a Housing First project) and people experiencing domestic abuse.	
Learning and improving the housing and support options for people with learning disabilities.	
Improve the access to services for people with disabilities and sensory impairment.	

Develop intelligence and partnership working across localities for the prevention of homelessness.	
Develop a Housing First Approach.	

DRAFT

## Well-being Objective 3: We will strengthen learning and skills

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

Learning and skills is a cornerstone of our vision, providing high quality educational opportunities for all our learners. We need to embrace the challenges of being a large rural organisation and use technology to improve access for all.

1. All school leavers have the right qualifications to progress
2. Access to education provision and good career advice is equitable for all ages
3. Working in partnership with schools, colleges, universities and businesses will improve career opportunities
4. High quality teaching and learning environments embrace new technology for the population
5. Pupils have access to remote/alternative learning opportunities
6. Early years provision is helping families to return to meaningful employment

### *How will we achieve these outcomes?*

**During 2020 – 2025 we will:**

**Improve educational attainment of all pupils**

What we will do	How we will know we are succeeding	Outcomes that our activities will support					
		1	2	3	4	5	6
We will improve pupil outcomes in secondary schools particularly Capped 9 scores and A-A*.	<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 four schools in 2019), eight secondary schools above 22% pupils with 5A* - A GCSEs</p>	•	•				

	(this was one in 2019) and two secondary schools above 25% by July 2021.						
We will support all schools to improve pupil attendance rates.	By July 2021, attendance rates in secondary schools will increase from 94% (2018/19) to 95%^ and will increase in primary schools from 95.1% (2018/19) to 95.5% by 2020/21.	•	•				
We will develop a new Welsh in Education Strategic Plan, and ensure that proposals are brought forward at pace to deliver the priorities in that plan	By July 2021, the number of pupils educated through the medium of Welsh in Year 1 will increase by 1% (2020/21). The total number of Year 1 Powys pupils in 2019/20 is 1293, of these 270 pupils in Year 1 are educated through the medium of Welsh (20.89%).	•	•				

### Improve the evaluation, planning and coordination of provision for learners with special educational needs and other pupils who may require extra support

What we will do	How we will know we are succeeding	Outcomes that our activities will support					
		1	2	3	4	5	6
We will implement a joined-up system for supporting children and young people with Special Educational Needs (SEN) / Additional Learning Needs (ALN) to improve their experiences and outcomes by 2023.	During 2020-2021 we will establish the satisfaction level of pupils, families and Governing Bodies, regarding the ALN service. By September 2021 we improve the satisfaction level.		•				

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

What we will do	How we will know we are succeeding	Outcomes that our activities will support					
		1	2	3	4	5	6
We will ensure that the planning of provision for early years settings meets the needs of the children and their families.	By March 2021, all early years children will have access to 10 hours funded education in an Early Years setting within their cluster through a medium of their choice.						•

We will work with partners to support parents by building a strong bond / attachment with their children and promote social, emotional and academic development, and to support children to transition effectively into school	By March 2021, the number of families accessing the Incredible Years programme will increase from 50 in 2018/19 to 160		•				•
--	--	--	---	--	--	--	---

### Improve our school's infrastructure

Transformation Project: Schools Transformation (21st Century Schools)		Outcomes that this project will support					
		1	2	3	4	5	6
We will implement our new School Organisation Policy and Delivery Plan to develop a more efficient schools' network, with a greater focus on working in partnership with schools and the communities they serve. The Delivery Plan will focus on improving primary, secondary, post-16 and Welsh-medium language provision.				•	•	•	
Our school buildings will be transformed through delivery of a £114m capital investment scheme. We will ensure that our new and re-furnished schools provide modern environments that are fully equipped for 21st century learning and are central to community life. We will complete the first round of capital investment by 2020 (Band A) and second round (Band B) by 2025.							
What we will do.	How we will know we are succeeding.						
<b>This transformation will achieve:</b> <ul style="list-style-type: none"> <li>Inclusive schools that are encouraged to work together to develop high-quality teaching, learning and leadership</li> <li>A curriculum that is responsive to the need of learners, the community and the economy, and meets statutory requirements</li> <li>Welsh medium provision across all key phases of education, where growing numbers of learners can be confident that they will have access to provision in schools that are financially stable and sustainable, and where leaders can concentrate on pupil and staff learning and well-being instead of resolving financial pressures</li> </ul>	<b>How we will know we are succeeding:</b> <ul style="list-style-type: none"> <li>By March 2021, the number of primary schools that are categorised as an overall condition standard of A and B will increase from 46 in 2019/20 to 49</li> <li>By March 2021, 100% of Powys schools will have the digital infrastructure in place to enable learners, teachers and staff to embrace the digital learning options that improved Wi-Fi, broadband and improved speeds bring. <b>(This measure will also be used to report progress against our Equality Objective 6).</b></li> </ul>						

<ul style="list-style-type: none"> <li>• Provision from the age of 14 that offers a breadth and balance of specialist academic, vocational and work-based learning to meet the needs of all learners</li> <li>• Appropriate provision for pupils with additional learning needs, as near to home as is practically possible, in a way that best combines the specialisms and facilities needed to provide effective support</li> <li>• A safe, digitally rich, learning environment that is fit for purpose</li> <li>• School environments that provide attractive spaces for community activities, including sport, active citizenship and culture</li> <li>• A local authority where teachers and others are valued and are encouraged to work collaboratively with partners to develop the new curriculum</li> <li>• An open and transparent process for change</li> </ul>	<ul style="list-style-type: none"> <li>• By March 2021, the curriculum offer available to learners through the medium of English in Year 12 in Powys school sixth forms will improve. In 2019/2020 there were 177 courses across the county. Our target is 275 (based on the legislative requirement for all learners under the Learning and Skills Measure 2009). By March 2021, the curriculum offer available through the medium of Welsh to learners in Year 12 in Powys schools will improve. In 2019/2020 there were 18 courses across the county. Our target is 48 (based on a core offer of eight subjects)</li> </ul>
---	--

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

What we will do	How we will know we are succeeding	Outcomes that our activities will support					
		1	2	3	4	5	6
We will improve routes to employability by: <ul style="list-style-type: none"> <li>• Strengthening work-based learning across the council, providing opportunities that encompass a diversity of formal, non-formal and informal arrangements including apprenticeships, work experience and informal learning on the job for all age groups by 2025.</li> </ul>	By March 2021, the number of apprentices employed by the council will increase to 65 (at the end of 2018/19 the number of apprentices employed totalled 51).			•			
We will improve routes to employability by: <ul style="list-style-type: none"> <li>• Working with our partners to provide high quality careers advice and guidance on further / higher education, to support students with their future career pathways</li> </ul>	By March 2021, we will establish the perceptions of students on the quality of careers advice they receive and will aim to increase satisfaction thereafter.  By March 2021, the percentage of all learning activities through the Powys Adult Community Learning Partnership			•			

<ul style="list-style-type: none"> <li>Working with our partners to deliver adult community learning activities</li> </ul>	will be maintained at 94% or above. (During 2018/19, 1460 learners benefitted from adult learning programmes)						
By 2020 we will ensure that we have effective systems in place to improve the identification and support for young people who are at risk of disengagement	By March 2021, the percentage of 16 years olds who are NOT in education, employment or training will be maintained below 2% (this was 1.7% in 2018/19)	•	•	•			

### Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.

#### Why is this objective important and how will it support people with protected characteristics?

- Poverty has increased and a quarter of adults and a third of children are now living in poverty in Wales. In 2015/16 one in three (34.1%) children in Wales was living in poverty.
- In 2016, 9% of households across Wales were classified as 'food insecure'. Evidence from food banks suggests their use continues to rise. In 2017/18, the Trussell Trust's network of food banks in Wales provided 98,350 three-day emergency food supplies to people in crisis compared with 85,656 in 2015/16, an increase of 13%
- A survey of Trussell Trust food bank users across Britain found that certain groups may be more affected by food poverty. Single male households were the most common household type (38%), followed by female lone parents with children (13%).
- Features of socio-economic disadvantage are complex and are often interlinked. Early adverse life experiences, such as community or family poverty, have a detrimental effect on young adults' social economy attainment, such as income, assets and job quality.
- As part of developing our equality objectives, targeted focus groups were run with some mother and toddler groups and feedback from these confirmed that this should be a priority area for the council.

#### What we will do

Appropriately target the Pupil Deprivation Grant grant and annual evaluation of the effectiveness / impact.

We will deliver the School Holiday Enrichment Programme (SHEP).

Ensure that the Welsh Government's Period Dignity programme is fully supported in all of our schools.

Ensure that Governing Bodies give due consideration to the statutory guidance from Welsh Government on school uniform as affordability and financial impact on families is a key element.

#### How we will know we are succeeding

Improve outcomes for all learners at all key stages, with clear emphasis on the outcomes up to aged 16 for pupils entitled to free school meals:

- The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2020.
- The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2020.



Our Income and Awards department will identify children who are entitled to free school meals and target advice in order to encourage take up.

Our Schools Service and Catering department will raise awareness of Free School Meal entitlement and provide information to parents through Parent Pay and parents evenings.

We will provide clothing grants for children at the start of primary and secondary school education.

We will support families who are 'in work' poverty in individual cases through, debt / budgeting / benefits maximisation and fuel support.

We will undertake a fuel poverty take up exercise with NEST (Welsh Government energy efficiency scheme).

We will look at the provision of additional support by reducing council tax for foster carers.

We will complete additional support for reducing council tax for care leavers.

We will provide Financial Hardship support through a Council Tax Scheme.

We will provide Housing Support through a Discretionary Housing Payment Scheme

- The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2020.
- The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2020.

## Well-being Objective 4: We will support our residents and communities

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

We want communities to feel supported, have a say in what is provided for them locally and feel they play a key role in local service delivery, which is why this objective centres on engaging and working with our community and third sector partners to promote and strengthen community relationships, development and resilience.

1. Residents take responsibility for their actions and support one another
2. Communities have access to a choice of both affordable and market housing
3. Communities have access to services that allow all to flourish and enjoy life
4. Communities have an active role in the design and delivery of the services they need

### *How will we achieve these outcomes?*

**During 2020 – 2025 we will:**

#### **Strengthen community development and resilience**

What we will do	How we will know we are succeeding	Outcomes that our activities will support			
		1	2	3	4
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.	By March 2022, the levels of tenant satisfaction with the quality of their neighbourhood will be higher than in 2019/20. (Overall, 66% of respondents to the STAR survey were satisfied with services provided by the council's Housing Services')	●			●

#### **Strengthen our relationship with residents and communities**

What we will do	How we will know we are succeeding	Outcomes that our activities will support			
		1	2	3	4
<p>We will work with partners and organisations to support and deliver a range of opportunities for culture and leisure throughout Powys, with a focus on the health and well-being agenda.</p>	<p>By March 2021:</p> <ul style="list-style-type: none"> <li>At least 2% more people will be physically active throughout Powys as a result of participating in the range of schemes on offer (there was an increase of 2% in 2018/19)</li> <li>Attendance at arts and cultural events; performances; exhibitions will be higher than in 2019/20 (this was 260,303 in 2018/19)</li> <li>Attendance (footfall) at libraries and museums (includes virtual visits for libraries) will be higher than in 2019/10</li> <li>Participation in arts and cultural events; activities; workshops will be higher than in 2019/20 (this was 39,155 in 2018/19)</li> <li>Attendance at events and activities held in libraries, museums, festivals will be higher than in 2019/20 (this was 20,286 in 2018/19)</li> <li>The percentage of pupils using the SHEP programme over the summer holidays will increase, benefiting their health and well-being (average attendance in the 2019 summer holidays was 64.6%)</li> </ul>			•	

Transformation Project: Brecon Place Based Strategy	Outcomes that this project will support			
	1	2	3	4
		•		

**This transformation will:**

- Ensure that we are making the best use of council and community assets in Brecon, working with public sector and community partners to meet the needs of our residents and our organisation to deliver a range of services in the town/
- Provide agile office accommodation for Powys County Council staff in Brecon
- Provide front-line service delivery space in Brecon

**How we will know we are succeeding:**

- By July 2020, council, partner and community needs will be identified.
- By July 2020, office and front-line service accommodation requirements will be clearly defined.
- By July 2020, a delivery programme will be prepared.

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

What we will do	How we will know we are succeeding	Outcomes that our activities will support			
		1	2	3	4
We will develop steps to actively maintain and enhance biodiversity when delivering our services and comply with our duties under Section 6 of the Environment (Wales) Act 2016.	<ul style="list-style-type: none"> <li>• Our success measures will be developed as part of developing the Section 6 Plan.</li> </ul>	•			

**Equality Objective 6: By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life.****Why is this objective important and how will it support people with protected characteristics?**

- Those who are considered “digitally excluded” are not able to enjoy the benefits of being online and use technology confidently to improve their day-to-day lives.
- Digital is unavoidable in our daily lives. Digitally excluded people miss out on the social and economic benefits the internet provides.
- With increasing digitalisation of services and communication, being older, a disabled person, having no qualifications, low income or living in social housing remain risk factors for digital exclusion, particularly in rural areas of Wales. The proportion of older people who use the internet was 22% in 2012/13 increasing to 40% in 2016/17. In 2016/17 they remained the age group with the lowest proportion of internet users.

- In Wales, households in social housing were less likely to have access to the internet in 2016/17 (72%) compared with those in privately rented or owner-occupied housing (88% and 87%).
- Findings from our regional engagement survey showed that the groups rated as having the worst experiences of access to information and digital services than the population as a whole were older People, disabled people and BME people. Younger people were perceived to have a much greater positive experience of accessing information and digital services.
- 

What we will do	How we will know we are succeeding
Improve accessibility for our residents by providing training to our staff in how to make information more accessible and easier to view on our website	The measures for monitoring this equality objective are referenced elsewhere in this plan. Please see Well-being objectives 2 and 3.
Promote Powys's version of 'Ask Sara', an online self-help guide providing expert advice and information on products and equipment for older and disabled adults and children.	
Through the Hwb programme enable safe smart technology in schools and give pupils equitable access, through improved network infrastructure.	
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.	
Engage with our residents to understand how contact with the Council could be improved for those with accessibility issues where digital could be a barrier.	

## How do our well-being objectives contribute to the Seven Well-being goals?

<b>A prosperous Wales</b>	<b>Economy</b>	Providing effective support and suitable premises will enable existing businesses to grow, generating wealth and jobs. Supporting vocational training and apprenticeships will provide opportunities for people to develop their skills and meet local business needs. Supporting the delivery of improved digital connectivity and helping businesses to take advantage of the technology will generate greater economic opportunities. Transport improvements is a key driver for the economy, especially in Mid-Wales which is a rural county with many Small and Medium-sized Enterprises (SMEs) across the county. Transport relies on good infrastructure and a high standard of frequent transport services.
	<b>Health and care</b>	Our health and care services will provide local job opportunities.  Children and young people will be supported to have the best start in life, laying the foundations for good qualifications and securing employment.
	<b>Learning and skills</b>	Providing effective learning interventions will support schools to improve and produce well-qualified individuals, more able to contribute to the prosperity of the county. Good education is a key driver in removing the negative impact of poverty on young people's life chances.
<b>A resilient Wales</b>	<b>Health and care</b>	Using new technology enabled care (telecare and telehealth) we aim to reduce the need for carers to travel, reducing the impact on the environment.
	<b>Learning and skills</b>	We are committed to modernising our schools to provide sustainable, low-carbon buildings with high quality educational environments fit for the 21 <sup>st</sup> Century.
	<b>Residents and communities</b>	Through implementation of our Section 6 Plan, we will look for opportunities to maintain and enhance biodiversity.
<b>A healthier Wales</b>	<b>Economy</b>	Using our influence to develop a healthy and enterprising economy with good quality job opportunities and good quality housing will be major contributors to improving social and mental well-being.
	<b>Health and care</b>	Working with our partners in Powys Teaching Health Board to provide an integrated approach to health and care will enable people to make healthier choices, feel supported and connected to health and care providers.
	<b>Learning and skills</b>	Through implementation of the new education curriculum, we will support improvement of good quality, targeted education which will allow individuals to make more informed healthy life choices throughout their lives.
<b>A more equal Wales</b>	<b>Economy</b>	Encouraging the growth of businesses and jobs in the county will provide better job opportunities and increased wage rates, which in turn will reduce deprivation and in-work poverty.
	<b>Health and care</b>	Providing integrated health and care will help to reduce health inequality and ensure services meet individual needs.
	<b>Learning and skills</b>	We are committed to ensuring our learners have equitable access to education provision regardless of their background or where they live.

	<b>Residents and communities</b>	Retaining valued local services such as culture and leisure facilities will ensure they are more accessible to the communities they serve.
<b>A Wales of cohesive communities</b>	<b>Economy</b>	Supporting local events and festivals will help to strengthen communities and bring cultures together.
	<b>Health and care</b>	Helping people to stay healthier for longer will enable them to contribute to their communities in a range of ways. Providing suitable accommodation will ensure that people can remain within their communities and stay connected to family and friends. Carers feel valued and supported as a vital part of their community.
	<b>Learning and skills</b>	Where possible, the council will work to ensure the co-location of council services and other services on school sites, as part of new build projects so that they are central to community life.
	<b>Residents and communities</b>	Working with communities will increase community engagement, capacity building and cohesion. As part of this work we will support our communities to develop the skills, capabilities and confidence necessary to be able to 'do things for themselves'. We will also support communities to have a voice and feel confident they are listened to.
<b>A Wales of vibrant culture and thriving Welsh language</b>	<b>Health and care</b>	We will improve the Welsh language offer across health and social care services to improve equity. We are committed through our early intervention and prevention approach to encourage participation in arts, sports and recreation.
	<b>Learning and skills</b>	Implementing our Welsh in Education Strategic Plan will improve equality of access to Welsh medium education and provide the best possible opportunities for our children and young people.
	<b>Residents and communities</b>	Building on the arts and cultural opportunities available will encourage participation by all and contribute to the local economy.
<b>A globally responsible Wales</b>	<b>Economy</b>	Better access to improved digital connectivity will provide global market opportunities for Powys businesses.
	<b>Residents and communities</b>	Through the Love Where You Live project, the council and Powys residents will be focused on looking after and maintaining their environment.

## Making it happen

Our well-being and equality objectives set out how we plan to deliver our vision for Powys, but we recognise that in order to make our vision happen, there are key building blocks we must have in place to transform how we work, find innovative ways to improve and reduce our costs.

*To help make our plans happen, during 2020 – 2025 we will:*

### **Engage and communicate - *Listen, share information and build trust with our residents, communities and staff***

What we will do	How we will know we are succeeding
We will implement our new digital engagement platform to enable residents to be heard and engage in ongoing communication and dialogue with our communities to inform decision making.	<ul style="list-style-type: none"><li>• By March 2021, the Powys Citizens Panel will be established on the 'My Powys Account'.</li><li>• By March 2024, we will have undertaken a Residents Survey.</li><li>• By March 2021, the number of engagement and consultation activities undertaken to engage residents and staff will be maintained.</li><li>• By March 2021, Microsoft Office 365 Welsh translation will be widely used by services as the main source for internal translation and first draft external translation.</li><li>• By March 2021 we will have engaged residents and third sector partners using existing networks facilitated by Powys Association of Voluntary Organisations</li></ul>

**Strengthen leadership and governance - *Our staff and members work together with our partners, using the right systems and information to make sure the council is well-run***

## Transformation Project: Workforce Futures

- We will remodel our staffing structure to embed changes in culture.

**This transformation will:**



- Develop the council's staffing structures and organisational culture to support the delivery of Vision 2025 and to ensure our staffing spend is affordable.
- Equip the workforce with the right skills, attitude, behaviours and experience. We will develop our own talent through apprenticeships and training to enable staff to reach their potential.

How we will know we are succeeding:

- Improvement in the number of employees who are proud to work for Powys County Council.
- Reduction in the total number of working days/shifts per full time equivalent employee lost due to sickness absence (12-month cumulative). At the end of December 2019, 8.44 days/ shifts per council employee, on average were lost due to sickness absence.
- Increase in the percentage of staff who have completed an annual appraisal and the percentage of staff that have completed a 6-month review (at the end of December 2019, 51% of staff had completed an annual appraisal).

**Change how we work – *Make best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county's residents and communities***

What we will do	How we will know we are succeeding
We will review and re-design our services to ensure that they are more efficient and focus on our customers' requirements.	<ul style="list-style-type: none"> <li>• By March 2021, the value of efficiencies identified through reviewing and re-designing our services will be greater than or equal to £250k.</li> <li>• By March 2021, customer satisfaction will improve in the services we have reviewed and re-designed</li> </ul>
We will continue to embed a Performance Management and Quality Assurance Framework to ensure our decisions are underpinned by accurate information which is aligned to the council's vision and priorities.	<ul style="list-style-type: none"> <li>• By March 2021, all council services will have a 3-year integrated business plan</li> <li>• By March 2021, there will be an increase in the proportion of positive assessments we receive from our external regulators (during 2018/19, 25 recommendations or proposals for improvement were received)</li> </ul>
The Local Authority Trading Company will explore the opportunities for greater income generation as well as a significant drive to reduce council expenditure on a case by case basis.	<ul style="list-style-type: none"> <li>• By March 2021, the Local Authority Trading Company will have considered a minimum of four business cases, for potential development (e.g. housing) of council owned land.</li> </ul>
We will continue to embed the council's values and guiding principles (5 ways of working) into strategic and service planning and staff appraisals	<ul style="list-style-type: none"> <li>• By 31 May 2020 at least 80% of staff will have had an annual appraisal including a discussion on values and behaviours</li> </ul>

to encourage staff to think differently, act differently and therefore deliver differently.

- By 31 March 2021 a new behaviour competency framework will have been developed and will be used to evaluate staff performance in 2020-21.

## Transformation Project: Digital Powys

- We will implement our Digital Powys strategy, which includes ambitious projects to ensure residents can access council services using multi channels (including face to face and telephony) and those that have a broadband or mobile signal can access information and services 24 hours a day. Our projects are focussed on delivering:
  - A digital workforce
  - Digital infrastructure and systems
  - Customer Centred; Digital Solutions - **Under this workstream we will develop digital solutions to promote independent living, which is an activity that will also support our equality objective 5.**
  - Information Excellence
  - Digital Places – **Under this workstream we will support communities to gain digital skills, which is an activity that will also support our equality objective 5.**

### This transformation will:

- Ensure our processes and interactions are designed around our customers and what they need through their preferred method (eg digital, face to face or on the telephone)
- Develop our capability and capacity - creating leaders that are digitally focussed and developing the digital capability in our workforce and our communities
- Provide a fit, robust and safe infrastructure to support digital capability and an agile workplace
- Use digital capabilities in decision making to enable value-driven choices, working closer with our partners, and making our information open and accessible wherever possible
- Create location-specific digital services across Powys to connect and support businesses, communities and individuals
- Maximise joint digital opportunities and improve data sharing capacity and capability for the benefit of our businesses, communities and citizens.

### How we will know we are succeeding:

- By March 2023, the number of automated processes available to our customers will have increased from 17 to 93.
- By March 2023, the number of residents with a My Powys Account will have increased from 28,000 to 50,000.
- By March 2023, the number of staff attaining digital core skills (bronze level) will reach 100%.
- By March 2023, the percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%.
- By March 2022, we will improve open access to data regularly sought through Freedom of Information requests by improving our Powys Well-being Information Bank from our current 36 dashboards to 72.
- By March 2023, we will create the capability to share data with our partners where this can improve customer outcomes
- By March 2025, broadband take-up for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) will improve from 53% to 75%.

## Transformation Project: Integrated Business Planning

- **We will make evidence-based decisions underpinned by accurate information; focus our service, financial and workforce planning on the outcomes the Council has committed to achieve instead of activity; and make the best use of resources by improving productivity and continually improving customer satisfaction.**

### **This transformation will:**

- Develop a single plan that connects the council's Corporate Improvement Plan/statutory obligations to service area operational plans, budget and workforce plans
- Develop and implement a model using Outcomes Based Budgeting to allocate resources to achieve the council's key priorities
- Make best use of the Council's financial and workforce resources by investing available funding and staff time in activities that will have the greatest impact on the outcomes we are seeking to achieve while also delivering our statutory obligation

### **How we will know we are succeeding:**

- By March 2021, the Council will be able to explain how much of the Council's net revenue budget is supporting the forty outcomes included in this plan
- By March 2022, the Council will have integrated performance, finance and workforce ICT systems using Power BI
- By March 2023 the Council will have set an outcome-based budget for 2023-24

DRAFT

## Section 3: Financial Strategy

### Background

The Council sets out how it will develop its financial plans and manage its finances over the short to medium term in its Medium-Term Financial Strategy. This is supported by a new approach to allocating resources which ensures that limited resources are prioritised on securing outcomes that matter most to our residents. It is called the Integrated Business Planning process. This new approach informs the overall Council’s Budget Plan, defining the key vision and objectives of each service and highlights its key roles and responsibilities in supporting the Councils Vision 2025. There is also a significant transformation programme in place which is starting to deliver at pace and will bring substantive benefits to citizens and communities as well as to the way the council works.

There is a need to plan carefully in challenging and uncertain times, and for the first time in a decade Powys has received a much welcome improvement in the funding that it receives from Welsh Government. This will go some way to ease the pressure on council services. However, the Council’s budget remains under significant pressure as service demand, our costs and investment requirements continue to rise.

### Revenue Budget

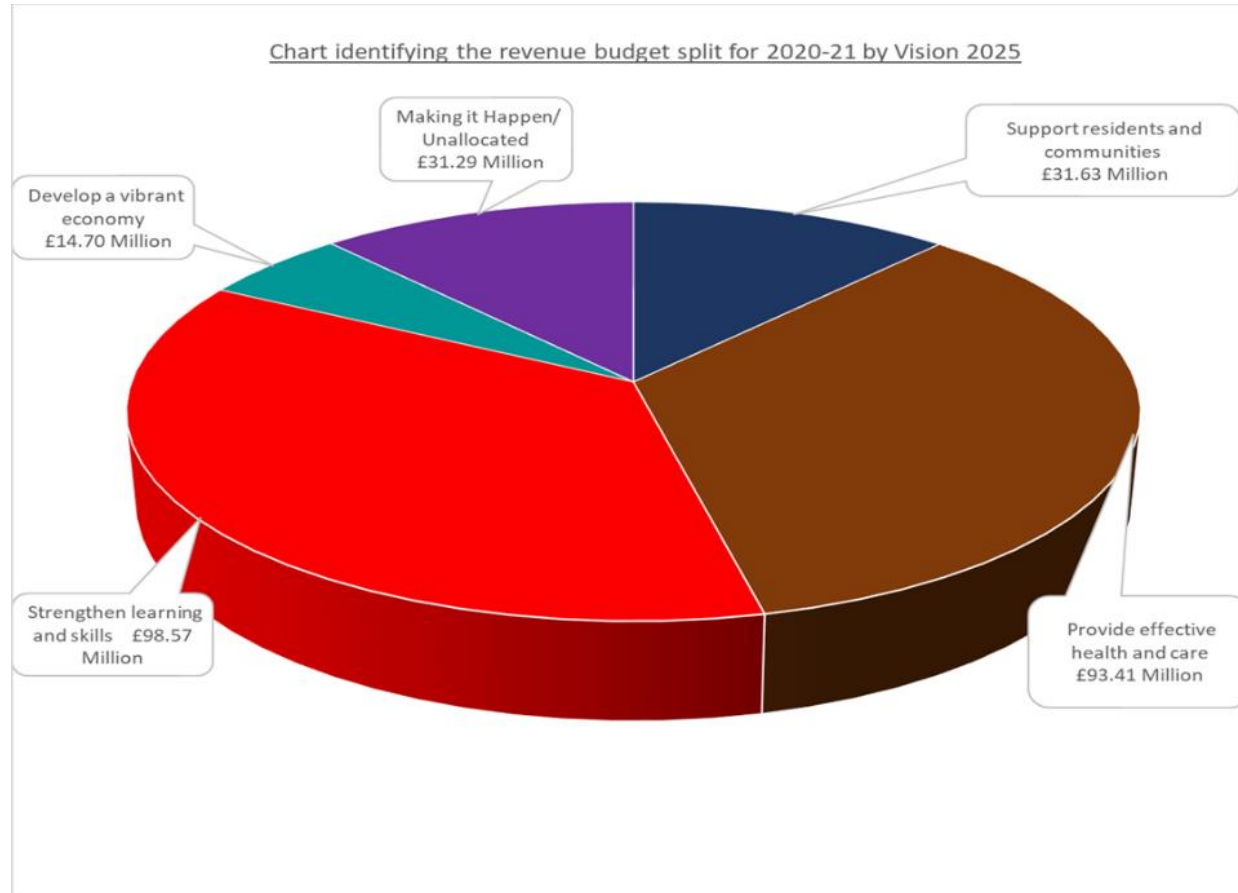
In setting our budget for 2020-21 the council continues to protect the services our residents' value and need, whilst ensuring that there is continuity of efficient statutory services that evidence value for money. This has been evidenced through a budget consultation in October 2019. The council will make cost reductions of £11m next year, but these alone are not enough to balance the overall position and a council tax rise of 5% is also necessary to provide an additional £4.4m. In 2020-21 the council plans to spend a net budget of £269.6 million, Table 1 shows the indicative budget allocations over the next 5 years across all services.

Table 1

	£M	2020/21	2021/22	2022/23	2023/24	2024/25
Financial Services		4.88	4.65	4.54	4.49	4.64
Unallocated Budget to meet Pressures		-	5.00	10.00	15.00	20.00
Corporate Activities inc. Cost of Capital		15.82	19.36	25.63	27.78	29.60
Corp Legal And Democratic Serv		2.99	2.99	2.82	2.89	2.96
Highways Transport Recyding		31.21	30.57	31.42	32.71	33.81
Housing & Community Development		9.07	8.31	7.77	8.08	8.40
Prop. Planning & Public Protection		6.06	5.51	5.12	5.32	5.52
Education (Inc Schools Delegated)		98.57	99.86	101.70	101.81	102.04
Adult Services, Commissioning		63.86	62.52	60.85	62.29	64.15
Childrens' Services		26.04	25.36	25.62	25.88	26.15
Commissioning Social Care		3.51	3.58	3.65	3.73	3.81
Workforce & Organisational Dev		1.45	1.36	1.36	1.43	1.51
Digital Services		4.43	3.93	3.62	3.76	3.89
Transformation & Communication		1.72	1.75	1.73	1.72	1.76
<b>Revenue Total</b>		<b>269.60</b>	<b>274.74</b>	<b>285.85</b>	<b>296.89</b>	<b>308.23</b>

Making it Happen / Unallocated includes Corporate Service budgets which support delivery of the council's vision, it includes the budget that funds the cost of borrowing for the capital programme, and this budget increases in future years in line with the ten year capital programme. The unallocated budget will fund potential service pressures arising from increased demand.

The Chart below allocates the revenue budget across the Vision 2025 priorities



## Capital Budget

The Capital Strategy is fundamental to the effective delivery of the council priorities and Vision 2025. It facilitates a seamless interface between business planning within the Council and the management of assets and capital resources. This will ensure that the provision of resources and future investment are prioritised. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services. It is aligned to the Asset Management Plan and the major investment plan for 21st Century Schools, jointly funded with Welsh Government.

The Council's capital programme is fundamental to the effective delivery of our priorities and has a significant regeneration impact on the economy of Powys, alongside the direct effect of better infrastructure to deliver services. Capital investment also has a significant input into the delivery of revenue savings, and it is essential that both budget revenue and capital strategies are developed in tandem.

A programme for capital investment totalling £132.8 million is planned for 2020/21 as part of a five-year investment programme of £398.5 million. Within these figures £35.2 million (2020/21) and £125.5 million (five-year plan) is ring fenced for the Housing Revenue Account that will continue to maintain and improve the Council's Housing stock and support the building of 250 new council dwellings using locally sourced materials. This is funded from a combination of borrowing, grants, receipts from sales of assets and reserves. Table 2 below provides the indicative five-year capital budget allocated across all services.

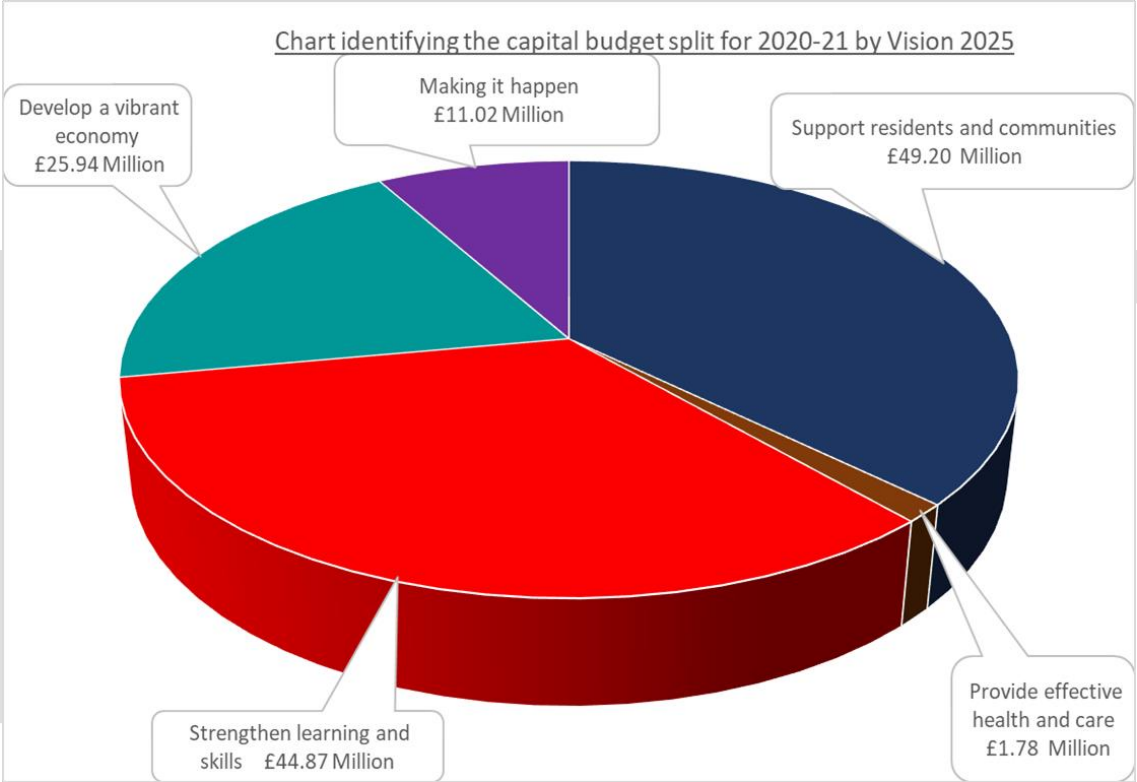
Table 2

	£M	2020/21	2021/22	2022/23	2023/24	2024/25
Centrally held		10.02	6.82	5.96	1.37	3.32
Highways Transport Recycling		22.02	13.38	10.77	10.96	12.70
Housing & Community Development		48.96	51.53	29.68	12.33	11.86
Prop. Planning & Public Protection		4.17	0.50	0.10	0.10	-
Education (Inc Schools Delegated)		44.87	49.85	25.70	12.16	4.40
Adult Services, Commissioning		0.69	0.40	0.10	0.11	-
Childrens' Services		1.09	-	-	-	-
Digital Services		1.00	0.65	0.25	0.37	0.35
<b>Revenue Total</b>		<b>132.82</b>	<b>123.13</b>	<b>72.55</b>	<b>37.40</b>	<b>32.63</b>



DRAFT

The chart below allocates the capital budget across the Vision 2025 priorities



## Section 4: Planning, Monitoring and Review

### How we set our objectives

To help us set our well-being objectives we used the information from the [Powys Public Services Board's Well-being Assessment](#) which gave us a clear picture of our assets, opportunities and challenges. Key findings included:

- Powys has a high proportion of micro businesses, but they don't tend to develop into larger ones. Those that do grow often move out of county
- Powys is the 6th most expensive local authority in Wales to buy a house, based on a ratio of full-time earnings compared to Land Registry house prices.
- Older people want to live independently for as long as possible and need a good choice of accommodation options. At the moment, provision is available but not necessarily in the right place
- There is not enough consistency in the quality and breadth of provision across our High Schools making it difficult for some pupils to achieve their full potential.
- Powys has one of the most challenging remits in Wales in terms of access to services, in particular access to areas by foot or public transport is poor.

We listen to feedback from residents through an ongoing programme of engagement and consultation. We also act on feedback from our key regulators and work in partnership with them to ensure our plans and objectives focus on the required service improvements. We also use information in the Welsh Government's Future Trends report to inform whether our well-being objectives need to be refined.

Similarly, our equality objectives were developed using evidence from research conducted by the Equality and Human Rights Commission (EHRC), published in their 2018 report called "is Wales Fairer?". This looked at people's experiences of important areas of life such as health, education, work, justice and individuals' role in society. Where possible, we also captured Powys level data to identify areas of greatest need. We used feedback received from residents via a partnership survey conducted with colleagues from councils, health boards, the police and fire service across Powys, Ceredigion, Carmarthenshire and Pembrokeshire. Views were sought on whether certain groups of people were likely to receive a better or worse outcome in key service areas like education, housing and social care. The survey also asked about employment and community cohesion. Powys residents who responded to the survey told us that in their view:

- disabled and older people had a worse experience in trying to gain employment than the other groups listed in the survey.
- young, old and single people had much more difficulty in obtaining suitable housing
- the increase in the digital information channels excludes certain sections of society and the biggest division relates to age and disability.

We also asked for resident's views on our draft equality objectives through an online survey and a series of face to face engagement sessions, targeting groups who may be affected by the proposals.

The survey helped to clarify and check if residents supported the draft equality objectives, and actions being put forward or if they had any concerns or alternative ideas. Objective two is an internal objective for the council and as such was not featured in the public consultation. The findings told us:

- Most respondents were supportive of all objectives. There were slightly more respondents agreeing strongly with Objective 4 and 5.
- Fewer respondents felt strongly about Objective 6 but overall, all five were supported. One or two residents disagreed with each of the objectives however after considering all the engagement feedback the council feels these are the right priorities.
- 84% of respondents agreed that **"improving the availability of accessible homes"** should be a priority.
- 91% of respondents felt similarly regarding the objective to **"improve outcomes for children living in poverty."**
- 93% of respondents agreed that **"preventing homelessness"** should be a priority.
- 73% of respondents felt that **"enabling communities in Powys to become more digitally inclusive"** was an important objective.
- 87% of respondents agreed that **providing disabled residents with paid employment** was a priority objective.
- Some supporting actions were altered as a result of the engagement and a new one created.

We have not taken the approach of setting an individual objective for each protected characteristic but have set overarching objectives based on the needs and issues that people with protected characteristics face. Where a specific protected characteristic is particularly disadvantaged, we have recorded this in the 'Why is this objective important and how will it support people with protected characteristics?' The issue of 'equality' as a whole is now much more focused on fairness for people and communities, rather than individual 'equality strands'. The table below shows which of our objectives aims to positively impact which protected characteristics.

Objective	Sex	Age	Disability	Race	Gender reassignment	Religion/Belief	Sexual Orientation	Pregnancy and Maternity	Marriage & civil partnership
1			✓						
2		✓	✓						

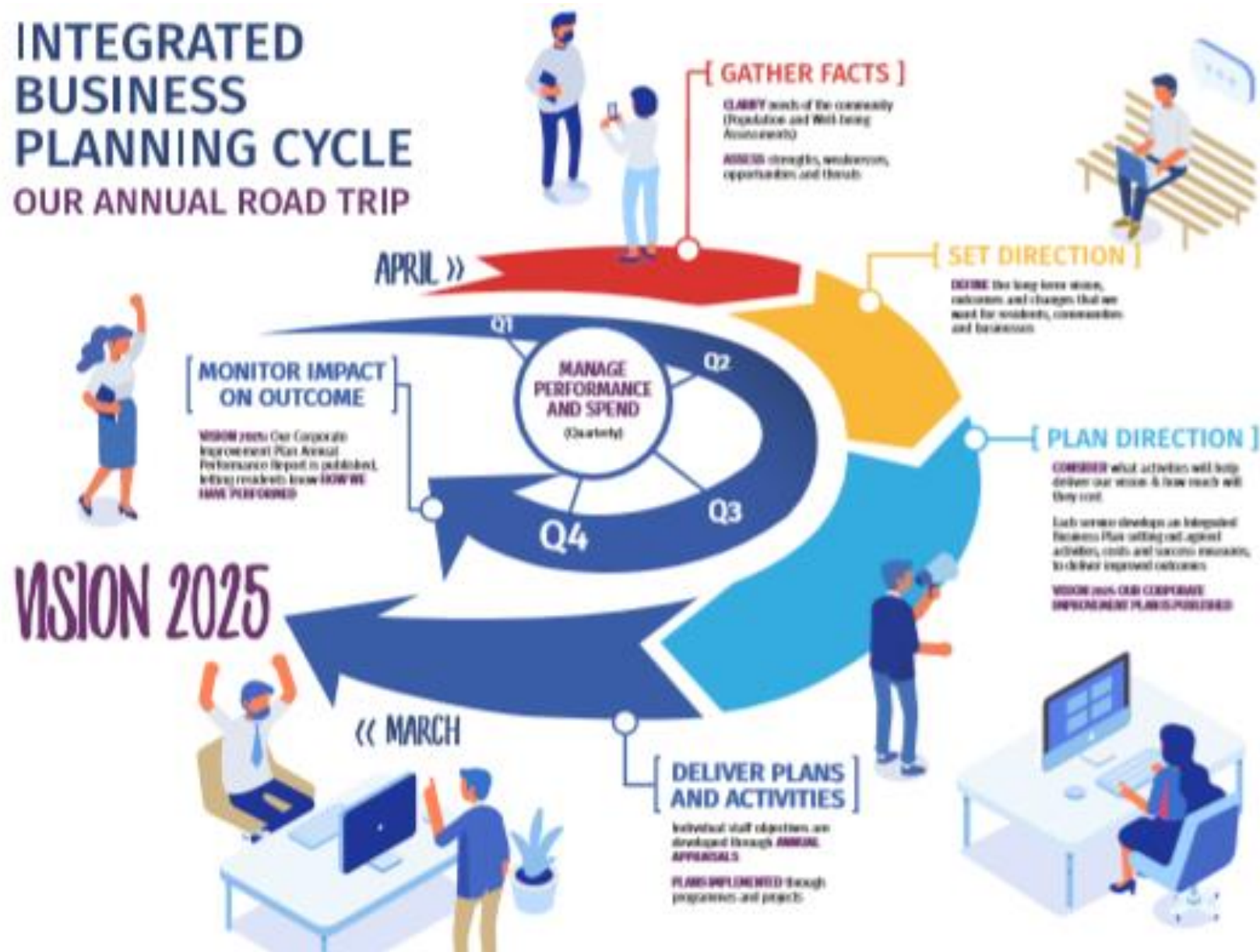
3	✓	✓							
4		✓							
5		✓	✓						
6	✓	✓	✓	✓	✓	✓	✓	✓	✓

Impact Assessment are also an important tool we use to determine how our planned objectives, services and policies impact upon different types of people. Before key decisions are made the impact assessment process requires us to consider potential negative and positive impacts including equalities, Welsh language, the Well Being of Future Generations Wales Act, sustainable development principles, communication and engagement.

We are committed to supporting the Welsh language in the area and are committed to delivering our Welsh language promotion strategy, which is available in [English](#) and [Welsh](#).

The purpose of this Strategy is to develop and build on this work, and to establish an infrastructure that will ensure that more people are able to speak Welsh; to make it easier and normal for people to use the Welsh language; and to provide more opportunities to use the Welsh language. We will ensure the Welsh language is considered fully in the development of policies and services and that people are aware of their rights to receive services through the medium of Welsh, and that they can have confidence in the services provided through the medium of Welsh. The council appreciates the importance of the maintenance of Welsh as a community language and will work to support the areas linguistic status.

The diagram below shows the key steps in the council’s annual business planning cycle, which is used to set and review our objectives.



## How will we work more sustainably?

The Well-being of Future Generations (Wales) Act 2015 places a duty on local councils' to consider how it can work more sustainably across 7 core areas of change. This means, thinking more about the **long term**, **collaborating** better with people, partners and communities, **involving** people and other stakeholders in decision making, trying to **prevent** problems occurring or getting worse, and taking a more **integrated** approach. The council made a commitment to adopt these as its overarching guiding principles and outlined below are some of the ways we plan to apply them.

Sustainable development principle	How are we changing the way we think, plan and act?
Long Term	<p>We will continue to develop the Powys 'Well-being Information Bank,' an online tool providing up to date information on a range of well-being issues. Easy access to this data helps services understand current trends and provides evidence for decision-making and longer-term planning.</p> <p>The council is embedding analytics into its business processes to turn data into insight. This intelligence enables us to model future scenarios to ensure our transformation looks to the long-term. Predictive analytics and a master data management system are a key focus for us to ensure that we use the intelligence that we have effectively. Targeting resource where it is needed most and using data at a locality level to understand the subtle differences amongst the communities in Powys.</p> <p>We will continue to strengthen our workforce planning through our Workforce Futures Transformation Programme. This will ensure we have the right people, with the right skills at the right cost, now, and in the longer term.</p> <p>Through our Digital Powys Transformation Project, we will look for opportunities to keep pace with technologies that are fast evolving. We want to ensure we can meet the expectations of our current and future generations.</p> <p>We will continue to work in an agile way, developing a flexible workforce that requires less building space. In parallel, we are working with partners to re-configure our property portfolio and provide shared accommodation where suitable.</p>
Prevention	<p>One of our new equality objectives will focus on improving the opportunities and outcomes for children living in poverty. We are committed to reducing poverty and putting in place preventative measures to break the cycle of intergenerational poverty.</p> <p>We will continue to strengthen our internal business intelligence support and performance management system, to allow early sight of background data and information, that will help services shape better preventative provision, in place of costly intervention and support. Our methodology for Service Redesign is also based on addressing root causes and driving out failure demand.</p> <p>In Childrens Services one of our priorities is to promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.</p>

Integration	<p>We will continue to assess the potential impact of our major decisions using the Impact Assessment tool. This requires consideration of the proposal and its impact against the corporate well-being objectives, the national well-being goals, the five ways of working as well as equalities and Welsh language requirements. This helps to facilitate integrated decision-making.</p> <p>We will continue to take a more integrated approach to our business planning, where we focus on outcomes to prioritise our spending and where our workforce, financial and service plans all align.</p>
Collaboration	<p>We will continue to engage in key regional partnerships such as the Powys Public Service Board and Regional Partnership Board and be proactive in seeking opportunities for delivering services in a more joined up way for residents. Many of our Transformation Projects will rely on effective collaboration with our partners, such as the North Powys Well-being Project and the Brecon Place Based Strategy. As part of the Mid Wales Growth Deal we are also working closely with the private sector and with bordering authorities.</p>
Involvement	<p>We will continue to focus on the 'What Matters' conversations, where our Adult Social Care staff focus on what matters to the individual. We will also take a 'strengths based' approach when talking to service users and carers about their needs.</p> <p>We will implement our new digital engagement platform to enable residents to be heard and engage in ongoing communication and dialogue with our communities to inform decision making. We will also continue to utilise social media channels to ensure we hear from as many stakeholders as possible when we are looking to change the way we deliver services.</p> <p>We will continue to involve and engage representatives of our communities through our forums, such as the youth forum, carers forum and local tenant participation strategy group.</p> <p>County Councillors also play a key role in determining future plans and representing the residents' voice. We will continue to facilitate these discussions through effective scrutiny committees and working groups.</p>

## What are our key equality principles?

### Gathering data and sharing information

We aim to collect effective quantitative and qualitative equality data and information to inform our decision making and service delivery, as it is important that our plans are based on sound evidence. To determine where inequality exists over time, we need to continually gather relevant equality information and data for analysis. This means services need to ensure systems are in place to capture, analyse and share appropriate data and decide how best to use that



information to design and deliver services to meet users' needs. We will continue collecting workforce data to embed equality-related evidence into our employment policies and practices. The wellbeing of our future generations needs to be considered in the design of our services. To enable this our data must look at trends over time along with information from our service users to understand future requirements. This will enable us to plan for future scenarios to meet the needs of our service users in the future.

### **Publishing information**

To ensure that we are treating people fairly and fulfilling the requirements of the General Duty in our employment practices, we will conduct equalities monitoring and analysis of staff, and those who apply for positions. We will publish an employment information report at the end of each financial year based on the figures as of the 31 March which can be found on our website: [www.powys.gov.uk/equalities](http://www.powys.gov.uk/equalities).

### **Promoting knowledge, awareness and training**

It is important that all our staff and elected members are aware of the general and specific duties of the Equalities Act and its impact on their work, considering equalities when setting strategic direction and policy, reviewing performance and ensuring good governance. In order to achieve this, we need to communicate our equality objectives throughout the organisation and ensure that learning and development resources are targeted towards enabling individuals to fulfil their roles. Learning and development opportunities are available to all with equality and diversity being a core part of corporate learning and development and e-learning.

## How we monitor and scrutinise our performance

In order to know whether we are achieving the outcomes and objectives set out in this plan, we must have a robust and timely way of monitoring and measuring performance against them.

We have in place a [Performance Management and Quality Assurance Framework](#) under which we operate a regular reviewing cycle that effectively monitors our performance and helps us to learn from what is working, and what is not. Self-evaluation is an important part of our performance framework. It allows us to effectively evaluate our work and provides assurance to our regulators and residents that we are doing the right thing. Performance information allows us to direct resources to the right areas to improve outcomes.

To ensure we give sufficient challenge to service improvement we also have in place scrutiny arrangements that:

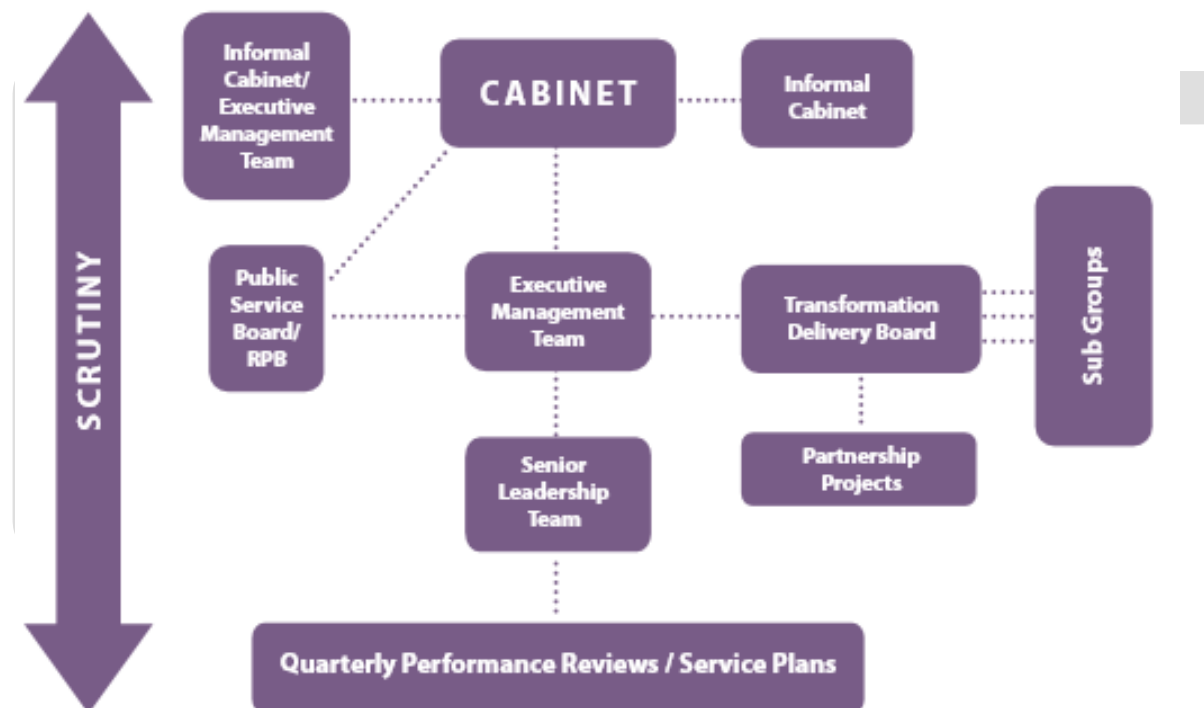
- continuously ask whether we are doing what we set out to do, and whether we are doing it well
- Are member-led, including the views of the public, partners and regulators
- Balance community concerns with issues of strategic risk and importance
- Are well communicated allowing the voice of citizens to be heard in the decision-making process



## How we govern the delivery of our plan

To manage delivery of this plan, we have the following governance structure in place. The structure ensures that each activity within our plan is managed by an accountable officer and reported effectively.

The council has a Transformation Programme which focusses on significant transformational activities that need to be delivered by more than one service.



- **Cabinet:** The Cabinet receives an overview of performance information to provide assurance against delivery of Vision 2025: Our CIP on a quarterly basis. The Cabinet also provides Strategic decisions to manage delivery of agreed outcomes
- **Executive Management Team/ Senior Leadership Team:** These are the senior teams within the council who are accountable for evaluating and challenging performance against delivery of strategic outcomes.
- **Powys Public Services Board (PSB):** The statutory partnership body required under the Well-being of Future Generations (Wales) Act 2015. The PSB is responsible for developing the well-being plan for Powys in response to the well-being assessment.

- **Regional Partnership Board (RPB):** The statutory partnership required under the Social Services and Well-being (Wales) Act 2014 whose role is to manage and develop services to secure strategic planning and partnership working between local authorities and local health boards and to ensure effective services, care and support are in place to best meet the needs of their respective population.
- **Transformation Delivery Board:** This board will manage the delivery of cross cutting projects within Vision 2025 to ensure the outcomes identified are realised.
- **Quarterly Service Performance Reviews:** Corporate Directors, Heads of Service and Portfolio Holders evaluate performance and quality assurance against agreed standards and objectives to ensure activities and performance improvement is on track.

## How we work in partnership

### **Powys Public Service Boards Vision 2040**

The council is a key partner of the Powys Public Service Board – a partnership responsible for delivering improvements for local people and communities by combining their knowledge and resources.

PSB partners have made a commitment to work together to deliver 'Towards 2040 – The Powys we want'. This identifies long term well-being objectives for improving the social, economic, environmental and cultural well-being of Powys:

- People in Powys will experience a stable and thriving economy
- People in Powys will enjoy a sustainable and productive environment
- People in Powys will be healthy, socially motivated and responsible
- People in Powys will be connected by strong communities and a vibrant culture

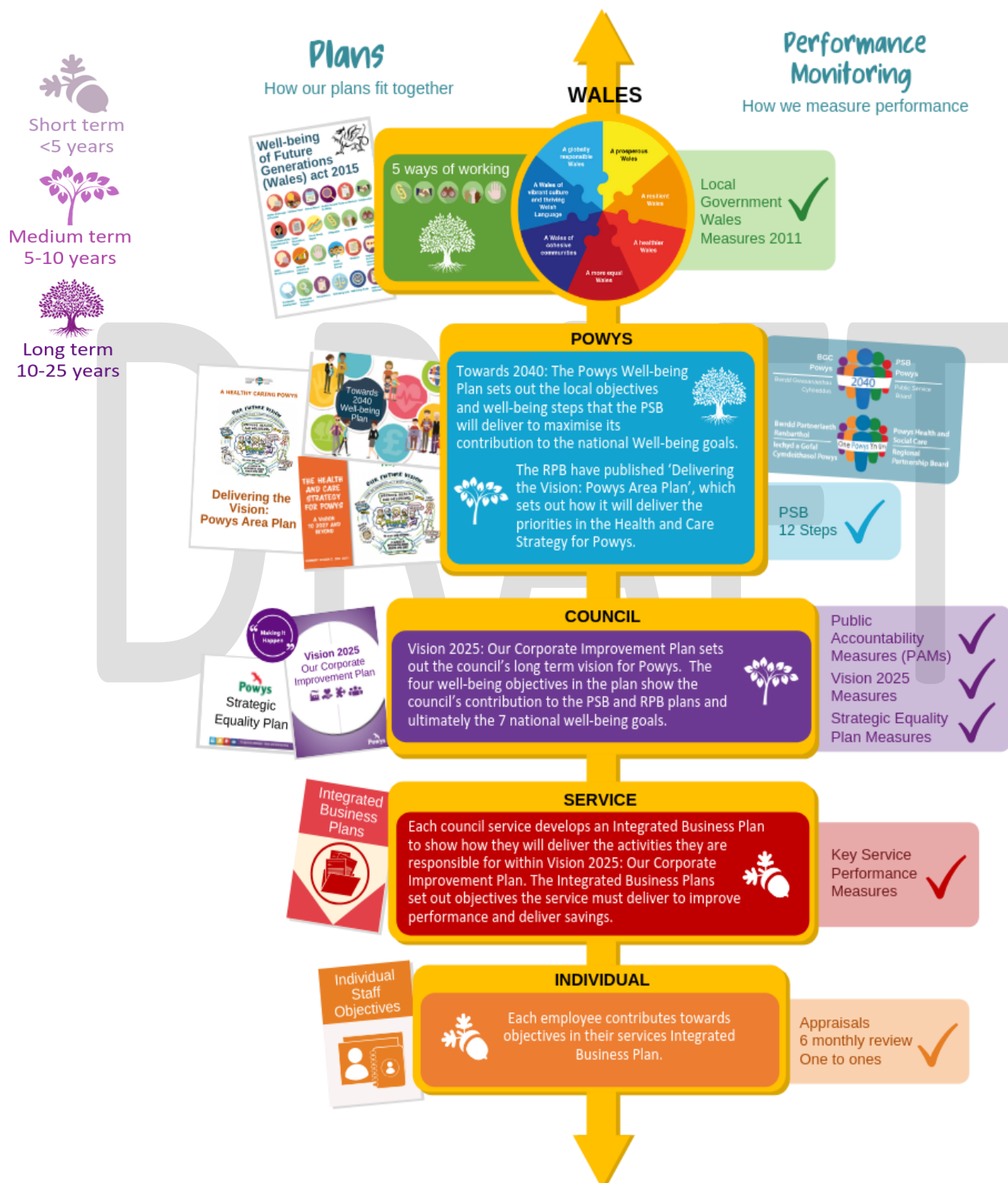
The council is currently leading on delivery of four out of the 12 PSB well-being steps, which are aligned to the activities in this plan. More detail can be found in [Towards 2040, The Powys Well-being Plan](#).

### **Powys Regional Partnership Board**

The council is also a key partner of the Powys Regional Partnership Board - its key role is to identify key areas of improvement for care and support services in Powys. The Board has also been legally tasked with identifying integration opportunities between Social Care and Health.

We will continue to play our part in delivering the priorities set out in the RPB Joint Area Plan. More detail about these priorities can be found here <https://en.powys.gov.uk/article/1741/Powys-Regional-Partnership-Board>

We have ensured that our own well-being objectives are aligned to achieving our shared long-term vision for Powys. The Golden Thread below shows how our plans fit together.

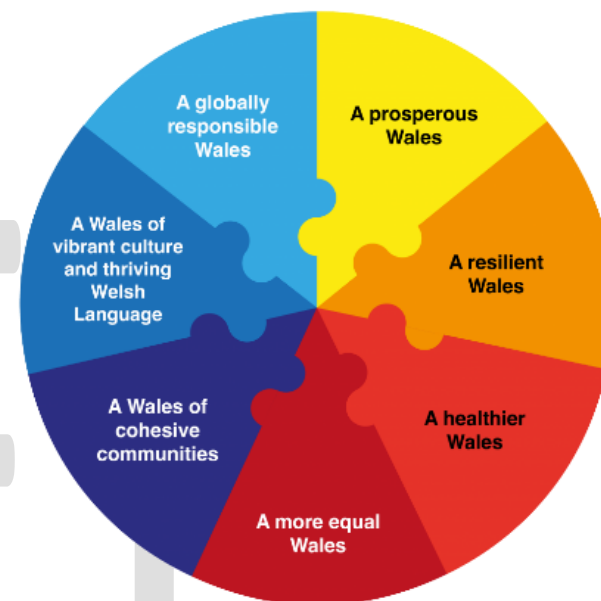


## Appendix A

### The Well-being of Future Generations (Wales) Act 2015

#### Seven Well-being goals:

- A prosperous Wales - An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
- A resilient Wales - A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
- A healthier Wales - A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
- A more equal Wales - A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio- economic background and circumstances).
- A Wales of cohesive communities - Attractive, viable, safe and well-connected communities.
- A Wales of vibrant culture and thriving Welsh language - A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
- A globally responsible Wales - A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.



## Appendix B

### Powys County Council - Gender Pay Action Plan 2020 / 2021

	Issue	Action	Status / Outcome / Achievement	Success criteria / measurement	Lead officer	Delivery date
Recruitment	Ensure that PCC is an attractive place for all employees to work and appeals equally to all genders.					
		Promotion at Career Fairs using examples of all employees given the opportunity to flourishing in a typically gender dominated areas. e.g. HTR female apprenticeship gaining permanent roles	Completed for previous years Career Fairs, planned to include again for 2020 Careers Fair	Increase in school leaver applications, attracting female/males to dominated roles.  Gender nor date of birth is not mandatory on application form, therefore cannot accurately set KPI	Amanda Thomas	March 2020
		Introduce work experience / Apprenticeships programmes to attract to ensure all roles are attractive, regardless of gender	Work with Service Area to identify roles where apprenticeships / work experiences are possible	Increase in number of apprenticeships	Lynne Griffin	March 2020

<b>Career Progression</b>	Need to understand barriers to career progression	Write and issue questionnaires to a sample of employees to understand their reasons for joining PCC, their experience of promotion and development.	Establish whether this could be included within Pulse Survey or does it need to be stand alone exercise (to be agreed by Paul Bradshaw)	Understand barriers to ensure retention of staff.	Paul Bradshaw	January 2020
<b>Retention</b>	Support part-time and flexible working	Ensure part- time and flexible working is built into all posts (where possible) and advertised accordingly.  Encourage managers to consider flexible working / job share posts.	Challenge managers when all jobs are advertised (is it hard to fill?, would they consider job share?)	Staff survey, employee satisfaction	Amanda Thomas	March 2020
				-		
	Support all returners to PCC	Enable returners to register for refresher training e.g. former teachers/social workers  Offering work shadowing opportunities in areas of interest  Audit and review training available in the workplace –	Continue to raise at Head of Service level, forms part of some Service Area recruitment strategies	Increase numbers of returners in their professions	Myfanwy Davies	March 2020



	professional areas for refresh training				
Review Family Friendly and Work-life balance policies to ensure best opportunities	Continual policy review to ensure policies encourage best practice	Policy Schedule of Work to ensure policies are continually reviewed or created where required – reported through Achievements, Issues and Actions	<p>Link to policy review re: Agile Working</p> <p>Pulse surveys – increase</p> <p>Reduction in staff turnover</p> <p>Reduction in absence levels</p> <p>Exit questionnaires</p>	John Bevan	March 2020