

DRAFT Content for Cabinet Consideration (the final version will be graphically designed)  
(Please note: Finance information is due by February 2022.)



# Corporate Improvement Plan 2022-25

## Vision 2025

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

Published February 2022

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 well-being objectives we set in 2018. In 2020 we 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 also publish an Annual Performance Report, which can be viewed here <https://en.powys.gov.uk/Vision2025/>

## 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 the contact details to the right.

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

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## 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, called a portfolio. 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. A full list of all Powys County Councillors, including information about how to find your local Councillor, is available on our website: <https://en.powys.gov.uk/findmycouncillor>

<<INSERT GRAPHIC OF THE CABINET STRUCTURE>>

## Powys County Council

- Powys residents in 2021 132,435. Predicted to increase by 1% to 133,516 by 2039. 16% of which are 16 and under and 27% are over 65.
- 98% of the population of Powys are white (Wales: 94%). Powys also has a mix of other ethnicities, with the highest BME populations living in Brecon and Newtown. (2021)
- The predominant religion is Christianity (62%) but there are small areas where other religions are more represented. (2021)
- In Powys, we have more than triple the rate of people with a registered disability compared to Wales; in 2018, Powys' average rate per 1,000 population was 35.67 (Wales 9.17).
- In 2021, around 97% of residents identified as heterosexual and 1- 2% of people identified as Gay/Lesbian or Bisexual.
- There are 60,240 households in Powys, with 33% being one-person households.
- 25.2% 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 2017-18 it was estimated that 17% of all households in Wales were fuel poor.
- \*Definition of a Lower Super Output Area (LSOA): An LSOA is a geographical area designed to improve the reporting of small area statistics. The minimum population is 1,000 and the mean population is 1,500 people. The Office for National Statistics produce output areas based on postcodes.
- The Council's gross annual revenue expenditure is approximately £XXX million (for 2022/23).
- We employ around 5,790 staff including 2,840 school staff, all of whom provide a large range of services to meet the needs of local people.
- Under the new arrangements for Ward boundaries, effective from May 2022, the Council will have 68 elected Councillors representing 60 council wards (a gender split of Councillors will be provided in future reports, following the May 2022 elections). 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.

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## Section 1: Introduction

### Our vision:

*“By 2025 Powys will be widely recognised as a fantastic place in which to live, learn, work 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 COVID-19 recovery priorities:

During 2020-2021 we set three priorities for managing the way we respond to and recover from the COVID-19 pandemic. We will continue to deliver these priorities, alongside our well-being and equality objectives, as we adapt to the changes and challenges ahead.

**Responding to COVID-19:** Understanding the impact of the COVID-19 pandemic on the Council and the county, and working with partners to develop and implement a robust recovery plan for the county.

**Keeping our communities safe:** Minimising the risk to the population and Council staff from COVID-19, and supporting communities and businesses to recover from the impact of 2020 emergencies (i.e. COVID-19 and flooding).

**Running the Council:** Co-ordinating the recovery of services and identifying appropriate changes to our traditional ways of working.

## 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

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<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

Welcome to the 2022 update of our Corporate Improvement Plan, one of the Council's most important documents, which sets out our long-term vision for improving well-being in Powys: **Vision 2025: "By 2025 Powys will be widely recognised as a fantastic place in which to live, learn, work and play"**. In May 2022 the Welsh local government elections will be held and the current Cabinet will come to the end of its electoral term. Our Vision for Powys represents the long-term plans and aspirations of Powys County Council, and it will remain an important focus until a new Cabinet is formed. I would like to thank all Powys County Councillors for their contribution since the last election in 2017. The dedication of our Councillors, staff and partners has enabled the Council to make improvements and continue its transformation in exceptional circumstances.

I am particularly pleased that in November 2021 the Council's Education Service received an Estyn Monitoring Visit Report confirming that the Service had been removed from the category of local authorities causing significant concern. Inspectors said that Powys County Council was "judged to have made sufficient progress in relation to the recommendations following the most recent core inspection", which took place in 2019. This is an exceptional achievement, and I thank everyone involved in not only the education improvement journey but in the Council's long-term Transforming Education project. The findings of this report show that we have laid solid foundations on which we can further improve the service to ensure the best outcomes for all of our learners. Further details about our plans for transforming education can be found on [page X](#) of this plan.

In April 2021, Powys County Council celebrated its 25<sup>th</sup> anniversary, and while much has changed over the last two and a half decades, we remain fully committed to the needs of our residents and communities. Vision 2025: Our Corporate Improvement Plan is designed to meet the needs of the people and businesses of Powys, enabling us to work collaboratively to make a positive and practical difference in Powys as part of the wider well-being goals for Wales.

The ongoing impact of the COVID-19 pandemic has changed the way many of us live, learn, work, and play. As a Council, we continue to focus on helping individuals and businesses respond to, and recover from, the pandemic whilst persevering with our core work and transformation projects. This includes developing new council housing, widening access to services through digital engagement, and progressing the Mid Wales Growth Deal to support the long-term resilience of our economy.

As part of our plan, we will be collaborating with our communities in all parts of the County, as well as providing support and advice. The exceptional circumstances resulting from the pandemic have highlighted the adaptability and courage of our residents, and I am honoured to have worked alongside our partners in the health board, police, and voluntary services during these extraordinary times. The innovation and responsiveness of the Council's workforce throughout the pandemic has been remarkable, and my Cabinet and I are proud of what has been achieved. The opportunity to look at new ways of working and providing services differently has created many benefits, but there is still more to do.

Throughout much of 2020 and 2021 we invoked the Council's Business Continuity Plan, both organisation-wide and for individual services. Despite this, we continued with our improvement and Transformation plans (Vision 2025), though there were a few occasions when we had to focus on critical services and our response to the pandemic. Our plan for 2022-2023 reflects the changing situation we, and our fellow counties and nations, find ourselves in. We have reviewed our Corporate Improvement Plan in the context of the immense challenge, as well as the opportunities it presents, to check whether our current objectives are still relevant or whether we need to focus on new priorities until 2025.

The Council's finances have been significantly impacted over many years, and the cost of responding to COVID-19 has caused additional and unprecedented pressures. We estimate the cost of the pandemic response for the 2021-2022 financial year to be approximately £XXX million. We are grateful for the additional financial support provided by the Welsh Government through the Hardship Fund and other grants to the local authority, and for their support to businesses across the County. However, we expect that future budgets will remain challenging and that further significant savings will be needed if we are to continue to balance our budget in the medium term and ensure that our most vulnerable children and adults are safe and supported.

As we work towards building a brighter future, we celebrate the diversity of our residents, colleagues, and partners. The recently introduced Socio-Economic Duty for Wales aims to reduce the inequalities of outcome for people who suffer socio-economic disadvantage, and we have integrated its principles within the Council's work. Crucially, we remain committed to achieving better outcomes for all, reducing disadvantage, and promoting equality and diversity by improving our services and employment practices to meet the unique needs of our residents and employees. During 2022, we will continue to focus on our six key equality objectives which are: improving outcomes for children living in poverty, preventing homelessness, enabling people with a disability to gain valued occupation, improving the availability of accessible homes, improving digital inclusivity, and ensuring equality of opportunity and taking action to close the pay gap for all our staff.

Welsh Government published its [draft Race Equality Action Plan](#) (known as the REAP) last year, which sets out to tackle structural racial inequalities in Wales and achieve 'a Wales that is anti-racist by 2030'. Welsh Government received an overwhelming consultation response, and we are awaiting the publication of the final REAP (due in spring 2022), which will help us to set concerted and carefully thought-through objectives and actions to deliver this ambitious vision.

We are also actively contributing towards creating a Net Zero public service by 2030 and have developed a Biodiversity Action Plan and Climate Change Strategy as part of our ongoing efforts to reduce the negative impact that our activities have on the environment. We intend to safeguard the beauty of our countryside and make our communities healthy, safe, and diverse places to live, learn, work, and play for generations to come.

**We want to achieve real change, and with the help of our residents and partners we will create a council, and county, everyone can be proud of.**

**The next year will provide an opportunity for the Council to further recover from the effects of the pandemic, and to make ambitious long-term plans for the future. We hope you will continue to join us in working towards our shared vision for Powys in 2025. We would welcome your views about how we can deliver a plan that matters to you.**

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

## Chief Executive's Introduction

**Throughout 2021-22, the world continued to respond to COVID-19. The pandemic affected all aspects of life in the UK, yet Powys has been resilient.** As the pandemic reached its second year, it was gratifying to see the incredible collaboration between our communities, residents, and partners. The ongoing efforts to support our county's most vulnerable have been unparalleled, and I thank all who have been involved. Each year we reflect on our progress against our Corporate Improvement Plan, reviewing achievements, opportunities for improvement, and transformative impact, alongside an evaluation of the services we offer and our financial situation. We seek to learn more about what our residents, Members and workforce want and need, and how the Council can help to make a positive impact. We are currently working with partners and developing the Well-being and Population Assessments for Powys. Over the next year we will review the findings from these assessments to enable us to strengthen our own Corporate Improvement Plan and develop joint plans with partners to best meet the needs of the people of Powys.

Like many local authorities and businesses, Powys has had to adapt its way of working and its work focus, and this included suspending some services and introducing others for the first time as part of our Business Continuity Plan and focus on the provision of critical services. **We continue to reflect on the ongoing impact of the COVID-19 pandemic to enable us to better understand the effect it has had, is having, and will have on the Powys of the future.** Many of the predictions in last year's plan have become a reality: our economy has been affected, and lockdowns and social distancing have impacted upon many sectors including accommodation and food, arts, entertainment, and recreation industries. We have witnessed a rise in homelessness, in the need for additional community food bank support, in the number of children that are eligible for free school meals, and in referrals to Adult Social Care. Despite these challenges there have also been significant achievements. Our economy is starting to recover, and the announcement of investment in the Mid Wales Growth Deal will help us to create a strong and adaptable future for Powys as a place in which to live, learn, work and play. Visitors have returned to enjoy our wonderful rural countryside, joining our residents and communities to #DiscoverPowys and #SupportLocalPowys. Our dedicated workforce has actively supported the most vulnerable within our society, addressing homelessness, poverty, and social care, while over **£XXX million** of grant funding was processed by the Council for local businesses.

**We are committed to creating a Powys that thrives, is fit for the future, and which is widely recognised as a fantastic place.** Our long-term vision for the Council is shaped by the input and feedback we receive from you – our residents, partners, and stakeholders. Throughout the pandemic we have had to respond to vast changes at short notice. A third of our workforce has become predominantly remotely based yet remains a cohesive and effective organisational team. To achieve the best for #TeamPowys we have encouraged staff to participate in staff surveys to help us understand how changes to the way we work, where we work, and what we do have impacted their well-being and productivity. We will continue to actively consult with our workforce to continually improve the support that we offer, and the services that we provide. Similarly, our Members have had to adapt to the restrictions imposed by national COVID rules, and have adapted well to remote meetings of Council, Cabinet, Scrutiny and Regulatory Committees.

For 2022, we have reviewed our Corporate Improvement Plan (Vision 2025) based upon the findings of our engagement and consultation exercises, including feedback from residents, partners, and staff. Some elements within Vision 2025 have changed because of the feedback, which will enable us to achieve our well-being and equality objectives, both by refocusing our efforts and by working within the limits of our available resources.

2021 saw the introduction of the Local Government and Election (Wales) Act, which requires the Council to review itself critically and honestly, focusing on how effectively we work, and how efficiently we use our limited resources. 2022 will be the first time that the Council will undertake an assessment in accordance with the new Act. The Council has robust governance, performance management and quality assurance processes in place as part of its existing continuous review and improvement activities, and these have been strengthened as the Council has prepared to meet both the spirit and requirements of the Act.

Following the local government elections on 05 May 2022, the Council will be required to elect a Leader, who will appoint a Cabinet. It will be for that Cabinet to consider whether the priorities outlined in our Corporate Improvement Plan remain relevant, whether they wish to change the emphasis in terms of our priorities or develop a new approach. The Well-being Assessments should provide a good source of information for the incoming Cabinet to consider.

**Looking ahead to 2022-2023, our key aims remain effective budget planning, transformation, and improvement, with a focus on our five outcomes, which are:**

- The Powys economy is thriving and sustainable
- Powys residents start well, live well and age well  
Powys residents are capable, confident and fulfilled
- Powys communities are vibrant, resourceful and connected
- Powys County Council is high performing and well run

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

Vision 2025 is the Council's overarching plan for the future of Powys. It shares our vision and details the well-being and equality objectives we need to prioritise and the activities we will take to get us there. Our plan shows how our resources will be invested, and what improvements stakeholders will see when we achieve our outcomes. Our staff's individual objectives are linked to our Corporate Improvement Plan, aligning our workforce activities with our organisational aims. Importantly, it represents 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 our workforce and digital strategies.** The Plan is translated into service area operational integrated business plans for 2022-25. 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 and Elections (Wales) Act 2021 provides for the establishment of a new and reformed legislative framework for local government elections, democracy, governance and performance. Under part 6 of the Act, which relates to performance and governance, the Council must:**
  - keep its performance under review to the extent to which:
    - it is exercising its functions effectively
    - it is using its resources economically, efficiently, and effectively
    - its governance is effective for securing the above
  - consult local people etc. on performance
  - report on its performance
  - arrange panel performance assessment
  - respond to report of panel performance assessment
  - respond to Auditor General's recommendations
- **Equalities Act 2010 (including the Socio-Economic Duty)** 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.

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<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

## ***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.

<<<INSERT TRANSFORMATION GRAPHIC>>

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 2022 onwards

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

The Powys economy is thriving and sustainable

#### *What outcome 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.

**Between 2022 – 2025 we will:**

**Provide support for businesses to grow**

What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
We will support businesses with Covid recovery and the economic growth of new and established businesses including the development of our town centres.	Number of businesses assisted by the Council's Economic Development Team or referrals to partner organisations.	60 businesses	70 businesses	80 businesses
By 2025 we will ensure our policies and processes make it easier for local private and third sector companies to become suppliers to the council.	By March 2025 we will have increased in real terms the total amount spent with Powys based suppliers year on year from 2022 by 0.5% each year (this was 38% at the end of 2019-20).	0.5% increase on 2021-22 actual.	0.5% increase on 2022-23 actual.	0.5% increase on 2023-24 actual.
	By March 2025, we will have increased the number of local suppliers engaged in the council's procurement process (from 526 in 2019-20).	5% increase on 2021- 2022 actual.	5% increase on 2022-23 actual.	5% increase on 2023-24 actual.



	We will monitor the number of Community Benefits and social value targets set and included in contracts worth more than £2 million (this will be reliant on the number of capital projects and other procurement being taken forward in any one year).	To be agreed.	To be agreed.	To be agreed.
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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 to help drive transformational economic growth in the region over the next decade.

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 Growth Deal themes are:

- Advanced research and innovation
- Energy
- Tourism
- Food & Drink
- Skills
- Connectivity (transport and digital infrastructure)
- Business (enterprise support, sites & premises)

How we will know we are succeeding:

- Following Final Deal Agreement, we will start to deliver interventions, as identified (This will be implemented as a rolling programme over the next 15 years and dates will be added when the Council is in position to do so).



What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
We will support the development and promotion of Powys as a tourism destination.	Total number of visitor days to Powys for tourism purposes (as measured by STEAM annual survey) * these targets will be subject to lockdown restrictions	5 million visitor days	5.5 million visitor days	5.8 million visitor days

### Improve the availability of affordable and sustainable housing

## Transformation Project: Affordable Housing

We will increase availability of affordable housing through new developments, turning empty properties into homes, and conversions and acquisitions to give more households the opportunity to have a secure, stable home in which to live.

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 2025 we will have built 250 new council-owned homes (dependant on availability of WG grant funding) (50 during 2022-23, 75 during 2023-24, and 75 during 2024-25).
- The number of additional affordable housing units delivered per 10,000 households will be 23 in 2022-23, 46 in 2023-24, and 36 in 2024-25 (at the end of 2019-20 this was 12.4).

## Improve our infrastructure to support regeneration and attract investment

What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options and improve road safety.	Secure £1 million in grant funding for transport infrastructure Capital projects, of which 95% will be spent annually.	95% Spend	95% Spend	95% Spend
We will secure, implement and claim grant revenue and capital funding for flood alleviation schemes.	Secure £500,000 in grant funding for flood alleviation Capital projects, of which 95% will be spent annually.	95% Spend	95% Spend	95% Spend
We will support the delivery of improved digital connectivity and encourage businesses and communities to take advantage of technology.	Number of communities and industrial estates supported to gain access to good quality reliable broadband.	2	6	7
We will look for opportunities to secure external grant funding to support economic development and regeneration initiatives.	Number of funding applications submitted to support Powys communities and the local economy.	5 applications	5 applications	5 applications

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

What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
We will help support people into work and better paid employment opportunities.	Number of people progressing to employment as a result of taking part in employability activities.	50 people	50 people	50 people

### 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

By March 2023, we will use strengths-based approaches to ensure that supported employment converts to independent employment where possible.

By March 2023, we will create a work, leisure and learning partnership (including citizens and carers) to lead to the development of employment opportunities.

#### How we will know we are succeeding

- Number of Adults with a disability being supported to undertake employment. Information recording mechanisms being developed and will be used to baseline appropriate targets when available.

**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**

During 2022-2024, we will continue to review the gender pay gap and action plan. The action plan can be found in Appendix B.

During 2022-2024, we will collect and identify information about differences in pay between employees who have a protected characteristic and those who do not.

By March 2024, we will maintain and further develop a range of workplace flexibilities for all staff (where practicable) and ensure our Senior Leadership Team role model flexible working.

We will continue to promote and advertise jobs to encourage all applicants, whether part-time, job-share or full-time.

**How we will know we are succeeding**

- Each year we will continue to reduce the gender pay gap.

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

What outcome are we aiming to achieve?

Powys residents start well, live well and age well

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.

During 2022 – 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	2022-23 Target	2023-24 Target	2024-25 Target
Promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.	<ul style="list-style-type: none"> <li>70% of children, young people and their families will report that they achieve their family goal through accessing Early Help.</li> </ul>	70%	70%	70%
	<ul style="list-style-type: none"> <li>75% of audits will demonstrate that the child's voice is evidenced in the child's plan.</li> </ul>	75%	75%	75%
	<ul style="list-style-type: none"> <li>Feedback using the Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people.</li> </ul>	75%	75%	75%

<p>Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm.</p>	<ul style="list-style-type: none"> <li>• 85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely.</li> <li>• 75% of audits will demonstrate that the child's voice is evidenced in the child's plan.</li> <li>• 75% of young people who used the Intervention and Prevention services demonstrate positive progression.</li> <li>• 85% of children who the Intervention and Prevention Service work with around placement stability will remain in placement</li> <li>• Percentage of young people using the Child Exploitation Service that are stepped out because of improved outcomes.</li> </ul>	<p>85%</p> <p>75%</p> <p>75%</p> <p>85%</p> <p>Baseline to be established</p>	<p>85%</p> <p>75%</p> <p>75%</p> <p>85%</p> <p>To be agreed</p>	<p>85%</p> <p>75%</p> <p>75%</p> <p>85%</p> <p>To be agreed</p>
<p>'Work with' children, young people and their families rather than 'do to', to co-produce plans which will bring about the change's children need as quickly as possible.</p>	<ul style="list-style-type: none"> <li>• 75% of audits will demonstrate that the child's voice is evidenced in the child's plan.</li> <li>• 90% of statutory visits for Children Looked After will be carried out on time.</li> <li>• Feedback using the Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people.</li> </ul>	<p>75%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>90%</p> <p>75%</p>

<p>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.</p>	<ul style="list-style-type: none"> <li>• Percentage of Children Looked After placed out of County with Independent Fostering Agencies or residential placements will be lower than in 2021-2022.</li> <li>• There will be an increased number of Powys foster carers.</li> <li>• Increase the proportion of 16+ young people in accommodation in county.</li> </ul>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>
<p>Achieve the best possible outcomes for those children in our care by providing good corporate parenting, specialist support and clearly planned journeys through care into adulthood.</p>	<ul style="list-style-type: none"> <li>• 75% of audits will demonstrate that the child's voice is evidenced in the child's plan.</li> <li>• The number of Children Looked After who have had 3 or more placement moves during the year.</li> <li>• 90% of statutory visits for Children Looked After will be carried out on time.</li> <li>• Feedback using Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people.</li> </ul>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>
		<p>Baseline to be established</p>	<p>To be agreed</p>	<p>To be agreed</p>
		<p>75%</p>	<p>75%</p>	<p>75%</p>
		<p>10%</p>	<p>10%</p>	<p>10%</p>
		<p>90%</p>	<p>90%</p>	<p>90%</p>
		<p>75%</p>	<p>75%</p>	<p>75%</p>

<p>Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant with the legislative framework and in line with best practice.</p>	<ul style="list-style-type: none"> <li>• The number of qualified social worker vacancies will be lower than in 2021-2022.</li> <li>• Percentage of Powys childcare providers offered business support by Childrens Commissioning Childcare Business Support Team.</li> <li>• Grow our own: increase in the number of staff undertaking the social worker qualification (Open University Year 1 and Year 2 and the MA route).</li> <li>• Audit: Increase the proportion of audits that are graded 'good'.</li> </ul>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>
<p>Ensure children and young people have access to a range of opportunities and services to support them to recover from the COVID-19 pandemic.</p>	<ul style="list-style-type: none"> <li>• Children and young people in Powys report that they are able to access services which are beneficial and that they feel supported with their emotional well-being.</li> <li>• Parents report that they and their families are able to access services which are beneficial and that their children feel supported with their emotional well-being / they feel able to support their children.</li> </ul>	<p>Baseline to be established</p>	<p>To be agreed</p>	<p>To be agreed</p>
		<p>Baseline to be established</p>	<p>To be agreed</p>	<p>To be agreed</p>
		<p>Baseline to be established</p>	<p>To be agreed</p>	<p>To be agreed</p>
		<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>
		<p>Baseline to be established</p>	<p>To be agreed</p>	<p>To be agreed</p>



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	2022-23 Target	2023-24 Target	2024-25 Target
<p>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.</p>	<p>The percentage of new contacts who are referred to or receive information and advice.</p> <ul style="list-style-type: none"> <li>Percentage of adult safeguarding enquiries completed within statutory timescales.</li> </ul>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>
<p>Hospital - To work with NHS Partners to have in place a set of arrangements that allow for the speedy transfer of people home from hospital, to achieve the best possible outcomes for those people.</p>	<ul style="list-style-type: none"> <li>Measures to be determined.</li> </ul>			
<p>Community - There is timely, targeted and effective use of reablement, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.</p>	<p>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> <li>The percentage of domiciliary care provision delivered through direct payments.</li> </ul>			

<p>Long Term Care - People with long-term care needs have a care and support plan with a focus on achieving the maximum possible independence (as is realistic and possible for their individual circumstances) and delivers the desired outcome. Plans are regularly reviewed based on outcomes achieved.</p>	<ul style="list-style-type: none"> <li>• The number of adults receiving regular direct payments.</li> </ul>			
<p>Workforce – The workforce is fully trained and supported to work with people needing social care which fits with the ethos and principles of the organisation.</p>	<ul style="list-style-type: none"> <li>• Number of staff supported by the Local Authority to commence a vocational health and social care qualification in Adult Services.</li> <li>• The percentage of staff turnover within Adult Social Care (excluding internal moves).</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.

This transformation will achieve:

- Improved range of accommodation options available to older people across Powys.
- Reduced council reliance on the provision of residential care for vulnerable older people.
- In time, enable the council to review spend on residential care provision.
- Significant investment in the communities where extra care housing is proposed.

## How we will know we are succeeding.

- New extra care facilities are open and utilised by mid- 2023 with 66 additional apartments in use.
- Reduction in admissions into residential care.
- Delayed admissions into residential care (increasing average age on admission).

**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

Aim to transform Health and Well-being services through a new integrated model of Care and Well-being along with further progressing the development of a Rural Regional Centre and Community Well-being Hub.

## What we will do.

This transformation will achieve:

- Acceleration of change to support pandemic and recovery response including:
  1. Well-being, early help and support and collaborative working for children and young people. Building on the success of existing projects Powys together (children's first), Bach a lach, Repatriation of children looked after.
  2. Development of an Integrated Community model to keep people out of hospital and in their own home whilst reducing the demand on long term service needs.
  3. Rehabilitation - focus on pre-rehab and digital opportunities to promote self-care.
  4. Outpatients modernisation -enhance the use of virtual clinics and bring care closer to home with key focus on respiratory and ophthalmology.
- Complete the detailed service design for the multiagency Wellbeing campus
  1. Service Demand, Capacity and Financial modelling.
  2. Health and Social pathway re-design.
  3. Service plans and evidence base.
  4. Revenue Business case.
- Capital Business Cases.
  1. Programme Business case.
  2. Strategic Outline Case, Outline Business case - Education, Health and Care, Infrastructure, Housing and Community.

## How we will know we are succeeding.

- Improved accessibility to services and community infrastructure that meet the needs of the population.
- Improved integration of services, partnership working and confidence in leadership.
- Increased focus on prevention and health promotion.
- Increased emotional and behavioral support for families, children and young people to build resilience and support transition into adulthood.
- Strengthen people's ability to manage their own health and wellbeing and make healthier choices.
- Increased independence and participation within communities.
- Improve the opportunity for people to access education, training and learning opportunities.

- Underpinning whole system change
  1. Co-production with key stakeholders.
  2. Partnership arrangements
  3. Workforce, and organisational development.
  4. Programme Assurance, Benefits, Evaluation, Monitoring.
- PSB Step 11  
Implement more effective structures and processes that enable multiagency community focused response to wellbeing, early help and support.
- PSB Step 12  
Develop our organisations' capacity to improve emotional health and well-being within all our communities.

**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
<p>Between 2022 and 2024, the 'Fit for Life' programme will improve access arrangements to 500 homes.</p>	<ul style="list-style-type: none"> <li>• By March 2023, 168 homes will benefit from the Fit for Life programme, followed by 164 by March 2024.</li> </ul>
<p>Between 2022 and 2024 the Disabled Facilities Grants programme will improve the quality of homes for 40 households each year.</p>	<ul style="list-style-type: none"> <li>• We will deliver aids, adaptations and disabled facility grant funded works within 130 calendar days.</li> </ul>
<p>We will increase availability of affordable housing through new developments, turning empty properties into homes, and conversions and acquisitions to give more households the opportunity to have a secure, stable home in which to live.</p>	<ul style="list-style-type: none"> <li>• By the end of 2025 we will have built 250 new council-owned homes (dependant on availability of WG grant funding) (50 during 2022-23, 75 during 2023-24, and 75 during 2024-25). <i>(This measure also supports the Affordable Housing Transformation Project.)</i></li> </ul>

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## 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
<p>Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation.</p>	<ul style="list-style-type: none"> <li>• Total number of people who received Housing Related Support in the quarter. (This will be Housing Support Grant and Homelessness Prevention Grant funded activity).</li> <li>• Total number of service users no longer requiring support and/or who have moved on from their current support services.</li> <li>• Quarterly reports on the causes and incidence of homelessness, and the impact of work to prevent people becoming homeless.</li> </ul>
<p>Develop housing options for people with special accommodation needs (including young people, those with learning disabilities, people experiencing domestic or sexual abuse and people with disabilities and sensory impairment).</p>	<ul style="list-style-type: none"> <li>• Total number of service users no longer requiring support and/or who have moved on from their current support services.</li> </ul>
<p>Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours impairment).</p>	<ul style="list-style-type: none"> <li>• Total number of people who received Housing Related Support in the quarter. (This will be Housing Support Grant and Homelessness Prevention Grant funded activity).</li> <li>• Total number of service users no longer requiring support and/or who have moved on from their current support services.</li> <li>• Quarterly reports on the causes and incidence of homelessness, and the impact of work to prevent people becoming homeless.</li> </ul>

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

Powys residents are capable, confident and fulfilled.

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

Whilst the COVID-19 pandemic has provided additional challenges, we are delivering quality blended learning to accommodate local, partial or full school closures. Digital devices with Mi-Fi connectivity are provided, where needed, to ensure that learners have the same access to learning.

Schools have identified learners in need of support due the disruption in learning that may have been caused by the pandemic and are using the Welsh Government's Accelerated Learning Provision grant to address these areas. We will develop support programmes to assist schools in addressing the needs of learners with a focus on progress in learning and wellbeing.

We will be working with our schools to support them in their curriculum design as they prepare for the Curriculum for Wales. This will be in line with the expectations set out by the Welsh Government in their documents "Curriculum for Wales: the Journey to 2022" and "Curriculum for Wales: Implementation Plan".

**Objectives and measures marked with a star (\*) below may not be reported during 2022-23 due to the impact of the COVID-19 pandemic on normal educational assessments, for example exam results.**

**During 2022 – 2025 we will:**

### **Improve educational attainment of all pupils**

What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
We will improve pupil outcomes in secondary schools particularly Capped 9 scores and A-A*. (Not reportable during 2021-22 / 2022-2023)	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). (Not reportable during 2021-22 / 2022-2023)	>2019-20	70% >385 40% >400	Not applicable



	Through increased challenge and support from the council, nine secondary schools will have above 20% of pupils with 5A*-A GCSEs (this was 4 schools in 2019), eight secondary schools above 22% pupils with 5A* - A GCSEs (this was one in 2019) and two secondary schools above 25% by July 2024. (Not reportable during 2021-22 / 2022-2023)	Not applicable	Not applicable	9 schools >20%, 8 schools >22%, 2 schools >25%
We will support all schools to improve pupil attendance rates.	Improve attendance rates in secondary schools from 94% (2018/19) to 95%^ and in primary schools from 95.1% (2018/19) to 95.5% by July 2023.	Not applicable	>95% (secondary) >95.5% (primary)	Not applicable

**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	2022-23 Target	2023-24 Target	2024-25 Target
We will implement a joined-up system for supporting children and young people with Special Educational Needs (SEN)/ Additional Learning Needs (ALN) to improve their experiences and outcomes by 2024.	<ul style="list-style-type: none"> <li>Increase head teacher satisfaction with the quality of guidance and support provided to schools by 2023-2024.</li> </ul>	>baseline	>baseline	Not applicable

## Improve our schools infrastructure

<b>Transformation Project: Transforming Education (21st Century Schools)</b>	
<b>What we will do.</b>	<b>How we will know we are succeeding.</b>
<p>We will improve learner entitlement and experience by:</p> <ul style="list-style-type: none"> <li>- Developing a network of all-age schools based around the 13 current secondary school locations.</li> <li>- Reconfiguring and rationalise primary provision.</li> </ul>	<ul style="list-style-type: none"> <li>• By March 2025, we will establish 8 new all-age schools in the county.</li> <li>• By March 2025, we will reduce the number of primary schools in the county by 20 schools.</li> </ul>
<p>We will improve learner entitlement and experience for post-16 learners by:</p> <ul style="list-style-type: none"> <li>- Implementing short-term improvements (outlined in the Cabinet report of 18th September 2019), including improved marketing, roll out of digital learning, and enhanced partnership working.</li> <li>- Reorganising sixth form provision across the county by developing sixth form centres that deliver a wide range of provision across all subject areas.</li> </ul>	<ul style="list-style-type: none"> <li>• By September 2025, the E-sgol course options for post-16 learners in Powys will increase by 10.</li> </ul>
<p>We will implement our Strategy for Transforming Education in Powys 2020-30 by:</p> <ul style="list-style-type: none"> <li>- Improving access to Welsh-medium provision across all key stages.</li> <li>- Moving schools along the language continuum i.e., to provide more Welsh-medium provision.</li> <li>- Developing new primary and secondary school provisions</li> <li>- Working with Mudiad Meithrin to establish new early years provision.</li> <li>- Developing immersion opportunities i.e., a model of education that supports children and young people who may not have any Welsh language abilities to develop a level of proficiency in the language.</li> </ul>	<ul style="list-style-type: none"> <li>• By March 2025, 6 schools will have moved along the language continuum.</li> <li>• By March 2025, we will have established 2 new Welsh Medium provisions.</li> <li>• The number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year.</li> <li>• Year on year, the number of learners continuing from Year 11 into a Powys sixth form will increase by 2% (<i>the baseline is 44% average retention</i>).</li> </ul>

<p>We will implement our Strategy for Transforming Education in Powys 2020-30 by:</p> <ul style="list-style-type: none"> <li>- Improving the provision for learners with Special Educational Needs / Additional Learning Needs (SEN/ALN).</li> <li>- Developing a new county-wide network of specialist SEN/ALN provision, including post-16.</li> </ul>	<ul style="list-style-type: none"> <li>• By March 2023, we will have developed firm proposals for the future of the specialist centres.</li> <li>• By July 2022, schools will have begun converting all current Individual Educational Plans (IEPs) into Individual Development Plans (IDPs) using the electronic IDP system, and the Council will have begun converting all statements of Special Educational Need into IDPs using the electronic IDP system.</li> <li>• By August 2022, 14 teachers in Powys should have completed a post-graduate diploma in an area of SEN/ALN.</li> </ul>
<p>We will implement our Strategy for Transforming Education in Powys 2020-30 by:</p> <ul style="list-style-type: none"> <li>- Implementing a major capital investment programme in schools</li> </ul>	<ul style="list-style-type: none"> <li>• By March 2025, we will have increased the number of new school builds in Powys in 'condition A/B' by 8 schools.</li> <li>• By March 2025, we will have sought Welsh Government approval of another 4 Full Business Cases for new school builds</li> </ul>

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

What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
<p>We will improve routes to employability into the Council through an apprenticeship scheme, promoted to schools and people who want to return to employment across the County, as part of this we will strengthen work based learning across the council and provide opportunities for work experience and employment / development in apprenticeship roles.</p>	<p>By March 2024, the Council will employ a further 27 apprentices as part of a new programme that commenced in 2021-22.</p>	<p>22 Apprentices employed since 2021</p>	<p>27 Apprentices employed since 2021</p>	<p>To be agreed.</p>
<p>We will support all schools to improve routes to employability and further education.</p>	<p>By March 2025, the percentage of 16 years olds who are NOT in education, employment</p>	<p>&lt;2%</p>	<p>&lt;2%</p>	<p>&lt;2%</p>

	or training will be maintained below 2% (this was 1.7% in 2018/19).			
	By July 2025, all Powys schools will have maintained a transition rate of above 70% between upper sixth and University, where the university course is completed in full.	>70%	>70%	>70%

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

<b>Why is this objective important and how will it support people with protected characteristics?</b>	
<ul style="list-style-type: none"> <li>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.</li> <li>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%</li> <li>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%).</li> <li>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.</li> <li>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.</li> </ul>	
<b>What we will do</b>	<b>How we will know we are succeeding</b>
<p>During 2022 to 2024 we will support effective use of the Pupil Development Grant (PDG) to improve literacy and numeracy skills. This will include:</p> <ul style="list-style-type: none"> <li>Working with our schools to appropriately target the PDG and undertake an annual evaluation of the effectiveness / impact.</li> </ul>	<ul style="list-style-type: none"> <li>The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2023.</li> <li>The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2023.</li> <li>The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2023.</li> <li>The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2023.</li> </ul>

During 2022 to 2024, we will support learners and their families in Powys to access and maximise take-up of available support. Our actions (outlined in the CIP) will lead to equality of opportunity for all. This will include:

- During 2022-2023 we will establish a schools savings scheme.
- By March 2023, we will ensure that the Welsh Government's Period Dignity programme is fully supported in all our schools.
- By March 2024, we will raise awareness of Free School Meals entitlement and our Income and Awards department will identify children who are entitled to free school meals and target advice to encourage take up.
- By 2024, we will increase the number of schools that participate in the School Holiday Enrichment Programme (SHEP).
- We will continue to provide Pupil Development Grant Access grants to eligible parents for school uniform, other clothing worn at school such as sports kits, equipment for out-of-school-hours trips (including outdoor learning) and equipment for activities within the curriculum such as design and technology.

During 2022 to 2024 we will provide families with support and advice to help them reduce costs of living. This will include:

- We will provide Financial Hardship support through a Council Tax scheme.
- We will provide Housing Support through a Discretionary Housing Payment Scheme.
- Between 2022 and 2024, we will undertake a fuel poverty take up exercise with NEST.
- We will explore providing additional support by reducing council tax for foster carers.
- We will support families who are in 'in work' poverty in individual cases through debt / budgeting / benefits optimisation and fuel support.

- Between 2022 and 2025, an increased number of children that are entitled to Free School Meals will take up the service.
- Increased number of pupils using the School Holiday Enrichment Programme (SHEP) over the summer holidays which benefits their health & wellbeing. *(This objective also supports Well-being Objective 4.)*
- Between 2022 and 2025, we will report on the value of Pupil Development Grant Access grants provided.

- Between 2022 and 2025, we will identify the number of families that receive financial (debt / budgeting / benefits) advice from the Council.

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

Powys communities are vibrant, resourceful and connected.

### *What outcome 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.

**During 2022 – 2025 we will:**

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

What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
By March 2025, we will improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the 'Love Where You Live' tenancy sustainability strategy.	In the 2023-2024 STAR survey, overall tenant satisfaction with the housing services provided by the Council will exceed 81%.	Not applicable as survey undertaken every other year.	81%	Not applicable as survey undertaken every other year.

## Strengthen our relationship with residents and communities

What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
<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>	<ul style="list-style-type: none"> <li>• At least 2% more people are physically active throughout Powys per year as a result of participating in the range of schemes on offer.*</li> <li>• Attendance and participation (physical and virtual) for libraries, museums and archives.</li> <li>• Participation in Powys County Council grant funded arts and cultural events.*</li> <li>• Attendance at Powys County Council grant funded arts and cultural events.</li> <li>• Increased number of pupils using the School Holiday Enrichment Programme (SHEP) programme over the summer holidays which benefits their health &amp; wellbeing.</li> </ul>	1,102,505	1,112,630	To be agreed
		525,000	625,000	To be agreed
		10,000	10,000	To be agreed
		150,000	150,000	To be agreed
		400 pupils (10 schools)	600 pupils (15 schools)	To be agreed

\* these targets will be subject to lockdown restrictions

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

What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
We will implement steps to actively maintain and enhance biodiversity when delivering our services, to comply with our duties under Section 6 of the Environment (Wales) Act 2016. (More information about biodiversity in Powys is available on our website: <a href="https://en.powys.gov.uk/biodiversity">https://en.powys.gov.uk/biodiversity</a> )	<ul style="list-style-type: none"> <li>• During 2022-2025 we will implement the greenspace improvement Strategy for Housing Services sites, making use of grants, other external funds and core Housing Revenue Account funds.</li> <li>• We will develop Woodland Management Plans for Council owned sites.</li> <li>• We will develop 1 project per year to enhance biodiversity on the Council estate, making use of grant funding.</li> </ul>	2 sites  1 site  1 project	2 sites  1 site  1 project	2 sites  To be agreed.  To be agreed.
We will meet Welsh Government recycling rates and contribute Towards Zero Waste outcomes; sustainable and prosperous society.	<ul style="list-style-type: none"> <li>• The percentage of waste reused, recycled or composted, meeting the Welsh Government Statutory target.</li> </ul>	66%	66%	70%
We will aim to become a zero carbon Council by 2030.	<ul style="list-style-type: none"> <li>• % reduction in the Council's carbon emissions against baseline. (A baseline is currently being established)</li> </ul>	To be agreed.	To be agreed.	To be agreed.



**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
<p>By 2024 we will understand how to inspire and encourage our local digital economy to use the transformative power of technology and encourage engineers and developers to build the next wave of inclusive technology for people with disabilities, by researching and understanding better the gap in provision.</p>	<ul style="list-style-type: none"> <li>• By June 2022, 14 feasibility studies will have been developed as a result of support.</li> <li>• By December 2022, 14 businesses will have introduced new products to the market as a result of support.</li> </ul>

## 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

*What outcome are we aiming to achieve?*

Powys County Council is a high performing and well-run council.

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 2022 – 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	2022-23 Target	2023-24 Target	2024-25 Target
We will ensure the reputation of the council is protected and enhanced by proactively providing positive professional communication, engagement, and Welsh Language information in support of the council's Vision 2025 and transformational projects.	<ul style="list-style-type: none"> <li>Number of people who have engaged (taken part) in external engagement and consultation activities</li> <li>% of people that are satisfied or very satisfied that they have opportunities to have their say and participate in the Council's decision-making processes</li> <li>% of people that speak positively about the Council (with or without being asked)</li> </ul>	Baseline to be established	To be agreed	To be agreed
		Baseline to be established	To be agreed	To be agreed
		Baseline to be established	To be agreed	To be agreed

We will promote and increase the use of services provided in Welsh by the Council and ensure the Welsh language is considered in Council decisions.	<ul style="list-style-type: none"> <li>Increase in the percentage of staff able to provide a service in Welsh, to help facilitate providing the Active Offer.</li> </ul>	7%	8%	8%
	<ul style="list-style-type: none"> <li>Increase the number of staff undertaking Welsh language training courses, to develop their Welsh language skills for the workplace.</li> </ul>	60 or above	60 or above	To be agreed

**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

### This transformation will:

- To support the development of a confident, capable and healthy workforce which invests its talents and energy into transforming and improving the services the Council delivers to the people and communities of Powys.
- To develop a leadership style based on a collaborative and compassionate approach, adopting a range of developmental opportunities to encourage and support the workforce to adopt this approach.

### How we will know we are succeeding:

- Improved number of employees who are proud to work for Powys County Council (this was 77% in 2019).
- Improved number of employees who feel valued by the Council and their team (84% felt valued by their teams and 81% felt valued by the council in 2019).
- Increased number of staff who report they know why they did what they did (this was 78% in 2019).
- Increased number of staff who report they enjoy their job (this was 79% in 2019).
- The cumulative average days sickness per full time equivalent employee will be 9 days or less (end October 8.7 days). \* this does not include COVID-19 related sickness.

**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	2022-23 Target	2023-24 Target	2024-25 Target
We will implement and oversee an effective Appraisal and Mandatory Training process for all staff to ensure they are meeting expected objectives and outcomes, are able to carry out their roles safely and effectively; are working according to the council’s values and behaviours and are supporting the council to become high performing and well run.	<ul style="list-style-type: none"> <li>• % of Staff Annual appraisals completed, including a discussion on values and behaviours.</li> </ul>	>90%	>90%	>90%
	<ul style="list-style-type: none"> <li>• Number of posts completing Mandatory Training as part of their role will increase to 80% by 2022.</li> </ul>	81%	82%	83%
	<ul style="list-style-type: none"> <li>• The cumulative average days sickness per full time equivalent employee will be 9 days or less. * this does not include COVID-19 related sickness.</li> </ul>	<9 days	<9 days	<9 days
	<ul style="list-style-type: none"> <li>• Year on year reduction in the number of corporate complaints the council receives (between April and December 2021 there were XXX complaints, and in 2020-21 there were 575 complaints).</li> </ul>	Decrease on 2021-22 actual	Decrease on 2022-23 actual	Decrease on 2023-24 actual

## 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 (e.g., 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 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.
- 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 (2019) to 100.
- The number of automated processes available to our customers will have increased from 17 to 73 by March 2022 and 93 by March 2023.
- The number of residents with a My Powys Account will have increased to 52,800 by March 2023.
- By March 2023, the percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%.
- 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 to 70% by March 2023, 73% by March 2024 and 75% by March 2025.

## 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 2023, the Council will have integrated performance, finance and workforce ICT systems using Power BI
- By March 2024, the Council will have set an outcome-based budget for the whole council for the year 2024/25. For each of the next three years we will introduce a phased approach and introduce outcome based budgets using pilot schemes with services, until the whole Council budget is set as an outcome based approach



## Section 3: Financial Strategy (FINANCE INFORMATION TO FOLLOW AFTER BUDGET AGREEMENT)

(NOTE: updated information will follow)

### Background

In December 2021, residents, businesses, and other stakeholders across Powys were asked to share their views as part of the Council's budget setting process.

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## 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 Assessments 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, Socio-economic disadvantage, Welsh language, the Well Being of Future Generations (Wales) Act, sustainable development principles, communication and engagement.

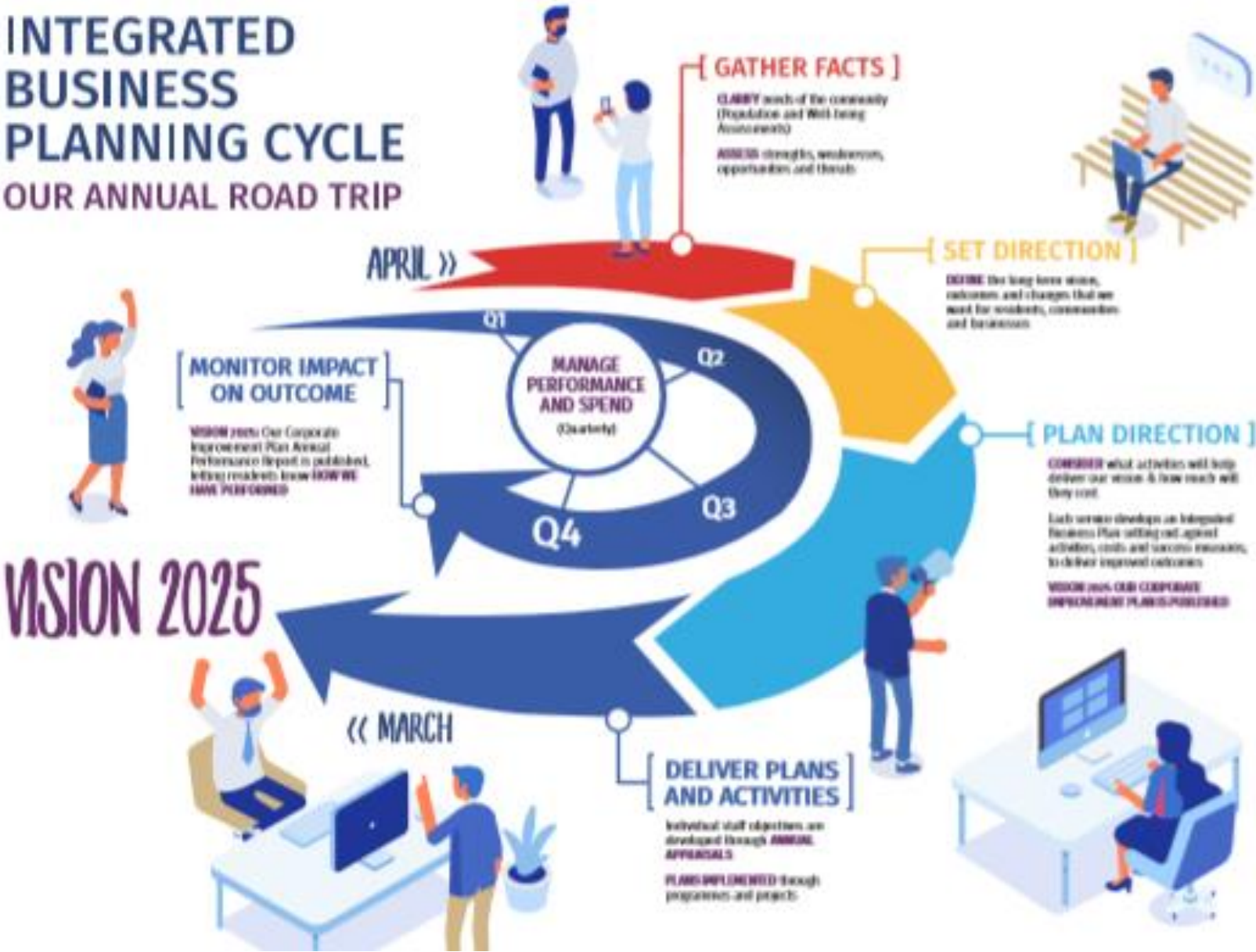
We are committed to supporting the Welsh language in the area and are committed to delivering our Welsh language promotion strategy, which is available in [English](#) and [Welsh](#).

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.

# INTEGRATED BUSINESS PLANNING CYCLE

## OUR ANNUAL ROAD TRIP



## 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 to achieve the seven well-being goals. 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 five ways of working as its overarching guiding principles and continues to look for opportunities to be more innovative and forward thinking.

In May 2020, the Future Generations Commissioner published her first [Report](#), which analyses the progress of all public bodies in implementing the Well-being of Future Generations (Wales) Act. The report sets out a vast number of recommendations for public bodies to focus on over the next five years, representing substantial opportunities to work towards the kind of Wales we all wish to see in the future. However, we are keen to manage expectations and know we cannot try and do everything at once. As a council we have decided to focus on the recommendations that we believe are most significant to delivering our well-being objectives and in future proofing Powys. The table below outlines the recommendations we will focus on in the short term and how these will support us to work more sustainably.

Well-being Goal/ Priority	Future Generations Commissioner Recommendation	Sustainable Development Principle				
		Long-term	Integration	Involvement	Collaboration	Prevention
A More Equal Wales	Enabling people to develop the skills and knowledge to be fulfilled	✓				✓
	Actively encouraging leaders and senior managers to have an equity mindset which permeates through their teams.		✓	✓	✓	✓
	Focusing on prevention of inequalities, including through education and harnessing the skills and resilience of people who have lived experience of relevant issues.			✓		✓
A Prosperous Wales	Adopting repair and re-use targets to incentivise circular economy over recycling.	✓				✓

Well-being Goal/ Priority	Future Generations Commissioner Recommendation	Sustainable Development Principle				
		Long-term	Integration	Involvement	Collaboration	Prevention
	Work with others to support the development of skills for the future.		✓			
A Resilient Wales	Align their actions and reporting on this goal with their commitment under section 6 duty of the Environment (Wales) Act (2016).	✓	✓			
	Seek to improve water and air quality, making the environment healthier for both wildlife and people.	✓				✓
	Seek to maintain and enhance the natural environment through managing land and sea appropriately to create healthy functioning biodiverse ecosystems and encourage others to do the same.	✓				✓
A Wales of Cohesive Communities	Enable people to be active in their communities by creating the conditions where they can do the things that matter to them.			✓	✓	
	Building on their work to help tackle loneliness and isolation and mainstream approaches like these within their service delivery. This requires taking a longer-term, preventative approach.	✓				✓
	Continue to build on the work they are doing and ensure they involve a wide range of people, organisations and service users in their communities to help inform and shape their services.			✓		
A Wales of Vibrant Culture and Thriving Welsh Language	Go beyond statutory requirements when setting objectives relating to culture and Welsh language.	✓				✓
COVID-19 Supplementary	Invest in better ways to connect and move people through improving digital connectivity, active travel and public transport.	✓				

Well-being Goal/ Priority	Future Generations Commissioner Recommendation	Sustainable Development Principle				
		Long-term	Integration	Involvement	Collaboration	Prevention
	Invest in nature and prioritise funding and support for large-scale habitat and wildlife restoration, creation and connectivity throughout Wales –including for natural flood defences, to implement the new national forest, and to ensure land use management and agriculture supports secure local food chains and distribution.	✓			✓	✓
	Invest in the industries and technologies of the future, and support for businesses that will help Wales to lead the low carbon revolution and lock wealth and jobs into local areas with investment in the foundational economy.	✓			✓	✓
Decarbonisation	Prioritising local sustainable and active travel schemes.	✓				
Housing	Embedding values of kindness compassion in their work on housing and ensure these values are embraced by their workforce.			✓		
Land Use Planning and Place Making	Ensure resources and training are provided by planning authorities to improve involvement in the design of their local plans.			✓		
Skills for the Future	Develop skills, promote our culture, heritage and status as a bilingual nation particularly as creativity will be one of the most attractive skills for the future.	✓				
	Recognise the different skill sets that we will need to meet our targets to reduce carbon emissions and exploit opportunities in a 'green' and circular economy; with renewable energy, less waste and more responsible businesses.	✓			✓	



Well-being Goal/ Priority	Future Generations Commissioner Recommendation	Sustainable Development Principle				
		Long-term	Integration	Involvement	Collaboration	Prevention
	Collaborating with other public, private and voluntary sector organisations to support teaching and learning, provide work experience opportunities and apprenticeships.				✓	✓
	Putting in place mechanisms to support and encourage lifelong learning, workforce learning, apprenticeships and work experiences.	✓				✓
	Undertake their own workforce audits and skills gap analyses, looking through the lens of the seven well-being goals, including Welsh language skills needs, to identify any gaps to be filled.		✓			✓
The Role of the Public Sector in Wales	Put in place arrangements to ensure staff understand how and why the Act should be applied.			✓		
Transport	Prioritising the development of active travel infrastructure from the onset of all new developments.	✓	✓			

## 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 well-being 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 will we implement the Socio-Economic Duty?

To ensure we consider how our decisions might help reduce the inequalities associated with socio-economic disadvantage and fulfilling the requirements of the Socio-economic Duty, we have incorporated the duty into our Impact Assessment process. This means that all strategic proposals will need to consider the socio-economic costs and benefits before a decision is made. We will also continue to educate our staff and members through training and communications campaigns to raise awareness of the new duty. We will continue to improve the way we gather and analyse data, to enable us to better understand local issues and support the most vulnerable in our society. The new duty, which came into effect on the 31st March 2021, will help by focusing on how major decisions like the type of housing we build, our education strategies and investment plans can narrow the gaps between the most and the least advantaged in Powys.

## 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

<<<INSERT SCRUTINY GRAPHIC>>>

As well as the scrutiny committees mentioned above, there are also additional scrutiny functions that form an essential part of the Council's scrutiny arrangements, contributing to the review and development of Council performance, proposals, policies, and decision making, relating to Making it Happen, including the Finance Panel, and Governance and Audit Committee, alongside the Growing Mid Wales Joint Scrutiny Committee (with Ceredigion County Council).

## How we govern the delivery of our plan

It is important that we are held to account on the delivery of our plan, and that is why we have a clear governance framework in place for its implementation, monitoring and reporting. The framework sets out the different roles and responsibilities of individuals/ groups in delivering the objectives in Vision 2025, as well as other key service improvements.



During 2021, we continued to strengthen our governance arrangements to ensure a more robust framework for managing delivery of our Transformation Programme and key Service Improvements in Education, Housing and Highways, Transport & Recycling. The diagram below sets out the different boards that we currently have in place to manage delivery of key objectives and to improve performance.

<<<INSERT GRAPHIC>>>

- **Powys Public Services Board (PSB):** This is 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. The council is accountable for delivery of steps within the Well-being Plan.
- **Regional Partnership Board (RPB):** This is 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.
- **Cabinet:** The Cabinet is accountable for delivery of Vision 2025 and receives quarterly overview of performance information to provide assurance against its delivery. The Cabinet is responsible for making strategic decisions to manage delivery of agreed outcomes.
- **Transformation Delivery Board:** This board will manage the delivery of cross cutting transformation projects within Vision 2025 to ensure the outcomes identified are realised.
- **Transformation Project Boards:** Each transformation project within the overarching programme has its own board, who's responsibility is to manage the day to day running of the project and ensure the agreed outputs and outcomes are delivered to timescale. Each project has a Project Lead and Senior Responsible Owner. The projects report into the overarching Transformation Delivery Board.
- **Service Improvement Board:** The council currently has service improvement boards responsible for the key improvement plans (Education, Housing and Highways, Transport and Recycling). The role of the boards is to assist the organisation in driving forward the required change and improvement needed within the services with effective Corporate support.
- **Senior Leadership Team:** This is a team made up of the councils Chief Executive Officer, Executive Directors and Heads of Service, who are accountable for ensuring effective action plans and resources are put in place to deliver the council's well-being objectives. They are also responsible for evaluating and challenging the performance of their individual teams' performance against delivery of strategic outcomes.
- **Quarterly Service Performance Reviews:** Each quarter, all council services hold a review meeting. The meetings are attended by the Head of Service, Executive Director and Portfolio Holder(s) who's role is to evaluate performance and quality assurance against the services 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](#).

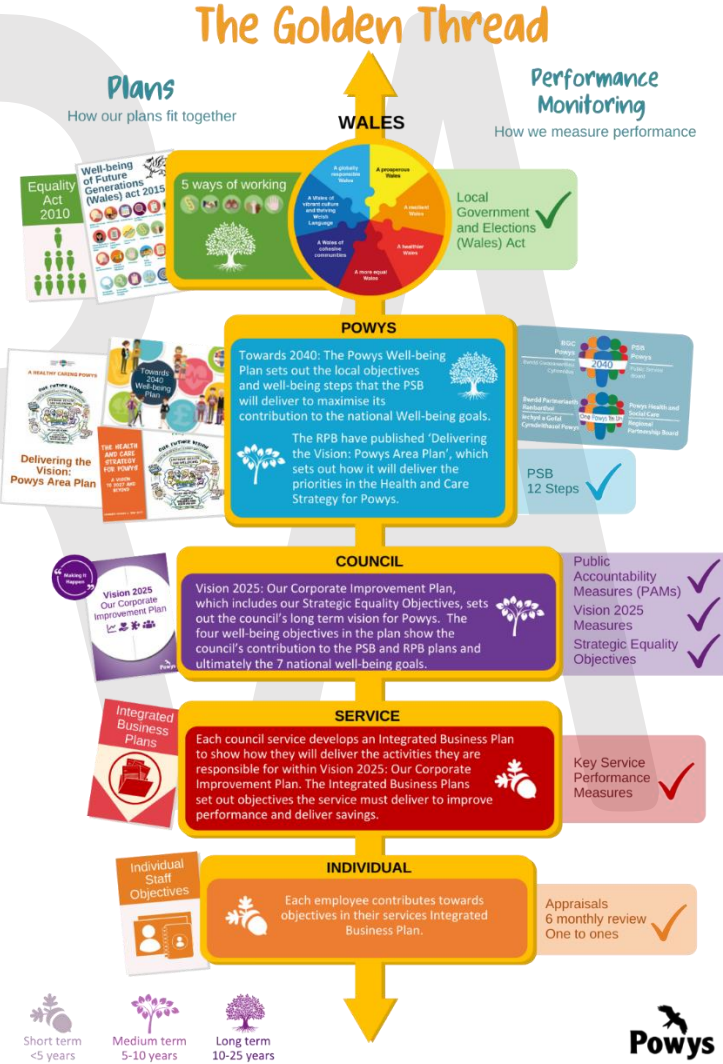
The Public Service Board Scrutiny Committee comprises representatives from the PSB's member organisations. The Committee meets regularly to consider performance highlight reports and to review the progress that has been made against the PSB Well-being Steps that are detailed in 'Towards 2040, the Powys 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.

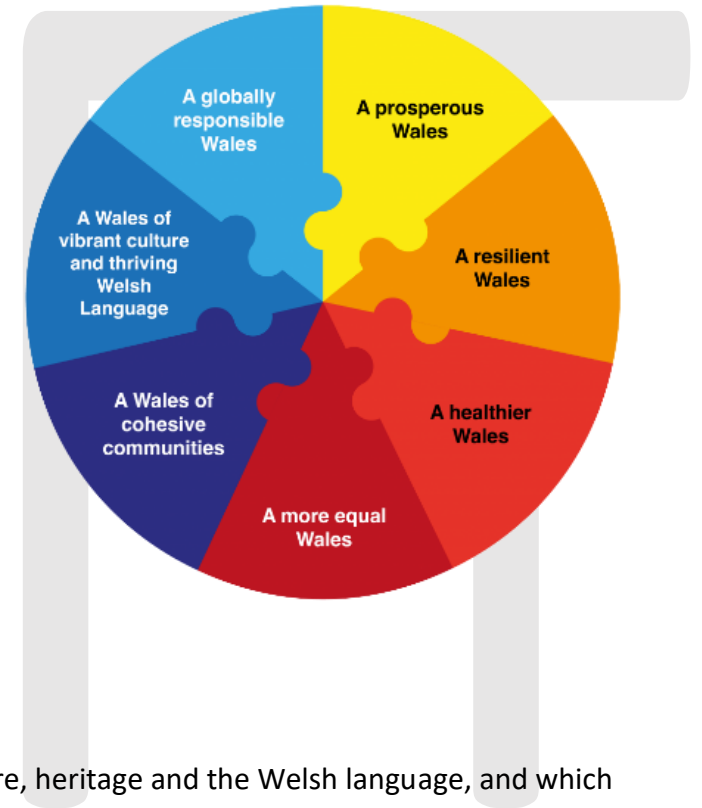


## Appendix A

### 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 2022 / 2023

	Issue	Action	Status / Outcome / Achievement	Success criteria / measurement	Lead officer	Delivery date
<b>Recruitment</b>	Ensure that PCC is an attractive place for all employees to work and appeals equally to all genders.	Ensure all job adverts are free from bias (gender neutral)	Reviewed, discussions taken place with communications, and all job adverts are free from bias	Nil complaints	Recruitment Manager - Culture & Leadership Development	Ongoing from April 2022. Constant check per recruitment advert / campaign.
		Write case studies and publish on the jobs pages that will appeal gender, where roles are currently dominated by one gender.	Case studies have been completed – need to ensure they are continually updated and published	Publish Case studies online.  Positive news stories in press.  It is not mandatory to declare gender or date of birth on application forms, therefore cannot accurately set KPI.	Recruitment Manager - Culture & Leadership Development	March 2023. Constant review and ensure case studies are updated.
		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, and ongoing planning for future Careers Fairs.  Work Based Learning Manager actively engages with schools to promote employment opportunities within local government.	Increase in school leaver applications, attracting female/males to dominated roles.  It is not mandatory to declare gender or date of birth on application forms, therefore cannot accurately set KPI.	Recruitment Manager - Culture & Leadership Development	March 2023
		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.  New apprenticeship programmes launched – apprenticeship pool where all apprentices are given the same	Increase in number of apprenticeships	Professional Lead Organisational Design and Development	March 2023



			<p>opportunity to apply for a job role, regardless of gender.</p> <p>Using internet to encourage applications for work experience opportunities.</p>			
		<p>Review exit questionnaires, with particular focus on understanding reasons why employees leave PCC.</p>	<p>Leavers (excluding dismissals) are sent exit questionnaires to complete.</p> <p>Now been reviewed and are available as an electronic document</p>	<p>Retention of staff, skills – less job turnover etc.</p> <p>Staff survey for Perception of working for Council increases.</p> <p>Staff feeling valued</p>	<p>HR &amp; Recruitment Advisors</p>	<p>May 2022</p>
<b>Career Progression</b>	<p>Need to understand barriers to career progression</p>	<p>Write and issue questionnaires to a sample of employees to understand their reasons for joining PCC, their experience of promotion and development.</p>	<p>Establish whether this could be included within Pulse Survey or does it need to be stand alone exercise (to be agreed by Head of Workforce and Organisational Development).</p>	<p>Understand barriers to ensure retention of staff.</p>	<p>Head of Workforce and Organisation</p>	<p>May 2022</p>
	<p>Increase the proportion of internal promotion opportunities</p>	<p>Correlating the Training Needs Analysis and workforce planning information to identify internal succession planning opportunities.</p>	<p>Training Needs Analysis, Workforce Plans and IBPs completed.</p> <p>Need to triangulate the Training Needs Analysis, IBP and workforce plans once corporate plans are complete</p>	<p>Triangulate to identify succession planning, to grow our own for internal progression</p>	<p>Professional Lead Organisational Design and Development</p>	<p>On going</p>
<b>Retention</b>	<p>Support part-time and flexible working</p>	<p>Ensure part- time and flexible working is built into all posts (where possible) and advertised accordingly.</p> <p>Encourage managers to consider flexible working / job share posts.</p>	<p>Challenge managers when all jobs are advertised (is it hard to fill, would they consider job share)</p>	<p>Staff survey, employee satisfaction</p>	<p>Recruitment Manager - Culture &amp; Leadership Development</p>	<p>On going</p>

	Support all returners to PCC	<p>Enable returners to register for refresher training e.g., former teachers/social workers</p> <p>Offering work shadowing opportunities in areas of interest</p> <p>Audit and review training available in the workplace – professional areas for refresh training</p>	<p>Continue to raise at HoS level, forms part of some Service Area recruitment strategies.</p> <p>Being discussed at CSC meetings but needs to be discussed wider in the authority.</p>	Increase numbers of returners in their professions	Professional Lead Organisational Design and Development	March 2023
	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>	Professional Lead Human Resources Management and Development	May 2022