



Annual Governance Statement April 2021 – March 2022



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Executive Summary

This Annual Governance Statement (AGS) provides an account of the processes, systems and records the council has in place to demonstrate effectiveness of its governance arrangements. It principally covers the period April 2021 to March 2022 but may be subject to updates up to its date of publication.

The local elections in May brought a new administration that shifted the Authority from an Independent Conservative administration to that of a Liberal Democrat and Labour. It is acknowledged that with such a large number of newly elected Members, much work will be required to ensure that the training and development support provided for Members allows them to quickly understand their new roles and ensure smooth continuity of governance processes.

The Council has opted to move to an Outcome led budget approach, focused on the medium to long-term and aligned to service and workforce planning. Better aligning revenue and capital will ensure that our limited resources are prioritised to achieve maximum effectiveness and secure outcomes that matter to our residents.

The initial Financial Management (FM) Code Assessment undertaken in 2021/22 indicated that of the 63 activities that underpin the 7 standards, 39 are rated green (62%) and 24 rated amber (38%), there were no red rated activities.

In response to recommendations from Audit Wales, the Council has undertaken significant improvement work to strengthen its Scrutiny arrangements, and self-evaluation exercises undertaken in April indicated that many actions are already embedding with positive results.

Powys County Council follows a system of corporate governance that is consistent with the seven principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Authority Chief Executives (SOLACE) Framework Delivering Good Governance in Local Government (2016 Edition). This statement is structured around the seven core principles and provides an overview of

how the Council has discharged its responsibilities during 2021/22 and sets out recommendations of suitable areas for development.

Based on the evidence set out in this annual governance statement, Powys County Council considers the overall level of assurance to be **Reasonable**.

Rubric for Assurance Levels

Level	Description
Substantial	We are able to offer substantial assurance that the Council's arrangements adequately reflect the principles of good governance as indicated in the CIPFA Governance Framework. Processes are in place and operating effectively and risks to effective governance are well managed.
Reasonable	We are able to offer reasonable assurance that the Council's arrangements adequately reflect the principles of good governance as indicated in the CIPFA Governance Framework. Generally, risks are well managed, but some processes could be improved.
Partial	We are able to offer partial assurance that the Council's arrangements adequately reflect the principles of good governance. Some key risks are not well managed, and processes require the introduction or improvement of internal controls to ensure effective governance.
None	We are not able to offer any assurance. The Council's arrangements were found to be inadequately controlled. Risks are not well managed, and processes require the introduction or improvement of internal controls to ensure effective governance.

Priority Levels for Actions



Introduction

Powys County Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards; that public money is safeguarded and properly accounted for; and is used economically, efficiently and effectively. Powys County Council also has a duty under the Local Government (Wales) Measure 2009 to make arrangements to secure continuous improvement in the way in which its functions are exercised.

In discharging this overall responsibility, Powys County Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

Powys County Council is the Administering Authority for the Powys Pension Fund (the Pension Fund). The governance arrangements detailed in this Self-Assessment Report apply to the council's responsibilities to the Pension Fund. There are further specific requirements for the Pension Fund which are:

- The Investment Strategy Statement
- Funding Strategy Statement
- A full Actuarial Valuation to be carried out every third year

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

The system of internal control is a significant part of the framework and is designed to manage risk at a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Powys County Council's policies, aims and objectives. In addition, it assists in evaluating the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The components that form the Authority's governance framework and system of internal control that have been in place in Powys County Council for the year ended 31 March 2022, may be viewed [here](#). This framework sets out the context in which the following self-evaluation has been undertaken.

Progress against areas for further development identified in the 2020/21 AGS





Development Action	Lead/Deadline	RAG
Review the Membership and Terms of Reference of the Governance and Audit Committee to meet the requirements of the Local Government and Elections (Wales) Act 2021	Clive Pinney December 2021	Green
Review the effectiveness of the Governance and Audit Committee and undertake some refresh training for members as to the role of the Committee	Jane Thomas/Wyn Richards 30 th May 2021	Green
Raise the profile and awareness of the new Anti-Fraud policies and develop the reporting of fraud activity and performance.	Jane Thomas 31 st December 2021	Green
Implementation of new consultation software Engagement HQ in partnership with PTHB and PAVO.	John Evans March 2021	Green
Publication of a Public Participation Strategy	John Evans April 2022	Green
Working with partners to update the Well-being Assessment and Population Assessment	Emma Palmer	Blue
New Vision 2025 communications campaign in accordance with the WAO recommendations	Emma Palmer	Blue
Implementation of the Socio-Economic Duty through effective Impact Assessment process and on-going training	Emma Palmer	Green
Transition the Service Improvement Boards to form part of the quarterly review meetings held as part of the Performance Management and Quality Assurance Framework	Corporate Directors December 2021	Green
Continuation of the Integrated Business Planning Transformation Project and deliver Outcomes Based Budgeting pilots	Jane Thomas	Blue

Implementation of Part 6 of the new Local Government and Elections Wales Act	Emma Palmer	Green
Service Performance Panels to be undertaken to assess each services performance and review Integrated Business Plans	Dr Caroline Turner	Green
The number of staff attaining digital core skills (bronze level) will reach 100%	Diane Reynolds March 2023	Red
The percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%	Diane Reynolds March 2022	Red
Develop Outcomes Based Budgeting pilots across service areas to feed into the budget /IBP process for 2022/23	Jane Thomas	Amber
Restart the Finance Transformation Programme delivering the identified objectives of the business case and improved financial acumen council wide	David Morris / Anne Phillips	Green
Develop and implement the main drivers within the Capital and Treasury Management Strategy including the Schools financial strategy and updating the MRP policy	James Chappelle	Blue
Identify level of compliance with Financial Management Code and additional activities required to ensure adequate standard can be achieved when this becomes mandatory in 2021/22.	Dan Paley	Blue
Continue to embed a risk managed approach to decision making and good governance of the Council, to ensure everyone manages and understands risks which could prevent us from achieving our objectives.	Anne Phillips/Bets Ingram	Green
Develop a Regulatory Tracker to keep a central record of the regulatory recommendations the	Emma Palmer	Blue

Council receives and an overview of progress against them.		
Continue to strengthen the performance of scrutiny in particular the scrutiny of performance and risk	Clive Pinney March 2022	Green
Review the effectiveness of Internal Audit with a greater focus on improvement across the organisation	Jane Thomas March 2022	Green

What we Know About our Governance Processes in 2021/22

The evidence and assurance levels provided in this document indicate Powys County Council's assessment of the effectiveness of its governance framework and supporting actions during 2021/22. The [Internal Audit Annual Report 2021/22](#) undertaken by SWAP provides a corroborative independent assessment of a number of areas relevant to the AGS and concludes that there is **reasonable** assurance and that 'there is generally a sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives. The overall findings of the audit report are summarised as follows:

The Headlines	
	51 Completed reviews were delivered as part of the 2021/22 Internal Audit Plan. The internal audit work programme was substantially delivered. The profile of audits with positive assurance (substantial or reasonable) supported an annual opinion of reasonable assurance.
	7 Audit assignments found weakness of significant concern that resulted in limited levels of assurance. These were either reported to committee throughout the year or will be reported in 22/23. Other key areas of concern have been highlighted to Committee throughout the year however recognition is given where improvements to control frameworks have already commenced including those relating to corporate project management and governance.
	Internal Audit activity is supporting the Council in its duty to prevent and detect fraud. The Fraud risk assessment is a critical document in audit planning so that key fraud risks are mitigated. The Committee should ensure they are sighted on the ongoing fraud risks the Council faces.
	Improvements from the implementation of agreed actions (2021/22) Action tracking is on-going, and the Council have access to the results of those activities on the data dashboard. In general, the Council are implementing internal audit recommendations in accordance with plans.

Internal Audit Assurance Opinions 2021/22	
	YTD
Substantial	3
Reasonable/ Certified	33
Limited	7
No Assurance	0
Advisory / Support	8
Total	51

Internal Audit Agreed Actions 2021/22	
	YTD
Priority 1	10
Priority 2	51
Priority 3	69
Total	130

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Powys County Council places a high value on upholding the highest standards in public office for both its Elected Members and its officers. The Authority holds a set of values that inform everything that it does, and it expects everyone who is engaged in our work, or who works alongside us, to endorse and exemplify these values and to aspire to be:

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

Positive - We take a proactive 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

Actions that were identified for further development during 2021/22:

- [Review the Membership and Terms of Reference of the Governance and Audit Committee](#) to meet the requirements of the Local Government and Elections (Wales) Act 2021
- [Review the effectiveness of the Governance and Audit Committee](#) and undertake some refresh training for members as to the role of the Committee
- Raise the profile and awareness of the new Anti-Fraud policies and develop the [reporting of fraud activity and performance](#).

A1. How do we evidence that we behave with integrity and demonstrate a strong commitment to ethical values?

- I. During 2021-22 the Standards Committee met on 4 occasions.

- II. Mandatory fraud training for all officers and Members has been implemented following a recommendation made by the Governance and Audit Committee.
- III. The workload for the Authority's [Governance and Audit Committee](#) has been heavy over the past year and while the Constitution allows for quarterly meetings, the volume of business has necessitated nine meetings for the Committee over the period.
- IV. During 2021-22 the Standards Committee was informed of 3 complaints made against Elected Members to the Public Services Ombudsman for Wales during the previous financial period. These are all undergoing further investigation from the Ombudsman.
- V. During 2021/22, low-level complaints between Members or between officers and Members were dealt with under the Local Resolution Process.
- VI. Prior to the pre-election period the Authority's Political Neutrality and Restricted Posts Policy was updated.
- VII. In the pre-election period, five of the Political Group Leaders signed up to the Fair Election Pledge and encouraged all Elected Members and candidates to do the same.
- VIII. As a result of the war in Ukraine the Authority has committed to disinvestment from Russian interests. The Powys Pension Fund, alongside the Wales Pension Partnership, has committed to disinvest from any Russian held investments as soon as practically possible.

A2. How do we ensure that our External Providers understand and uphold our ethical standards?

- I. During 2021/22 the Council spent £224.8m with external suppliers in revenue and capital expenditure and it has a responsibility to use this money in the most effective way to achieve its objectives and desired outcomes for residents. The [Commissioning and Commercial Strategy](#) aims to 'promote responsible procurement that supports the Council's social, economic and environment aims, including strategies to maximise the use of local suppliers, embed the use of apprentices and employment as a condition of contracts and incorporate supply chain management expectations on major contractors

such as fair payment terms to subcontractors and ethical employment practices’.

- II. In 2021 the Authority recruited a Procurement Sustainability Officer to drive a coordinated, environmentally responsible procurement approach towards the sourcing of all goods, services and works.
- III. A new PCC procurement strategy was drafted during 2021 and this will be followed up with an action plan (currently in draft) and associated indicators to measure progress against the strategy.

A3. In what ways do we show that we respect the rule of law?

- I. The Membership and Terms of Reference of the Governance and Audit Committee have been reviewed and updated during the year to ensure that the requirements of the Local Government and Elections (Wales) Act 2021 are fully reflected. The focus of the work carried out by the Audit Committee has been broadened through modification to a Governance and Audit Committee. The function of the Governance and Audit Committee is still in its infancy and further embedding is needed to gain full assurance around the processes employed by the council and to support finance officers in their decision making.
- II. In March 2022, the Governance and Audit Committee (along with the other Scrutiny Committees) completed a self-assessment exercise. The extracted insight has been collated into a Lessons Learned Report and will also contribute to the Self-Assessment Report prepared in fulfilment of the Authority’s obligations under Section 6 of the Local Government and Elections (Wales) Act 2021.
- III. Since 2019 the Authority has adopted three new policies which cover [Anti-Fraud and Corruption](#), [Anti-Money Laundering](#), and [Fraud Prosecutions and Sanctions](#). During 2021/22, there were £645k of fraud income gains and recoverable overpayments of £320k.
- IV. Fraud Reporting has become a regular Governance and Audit Committee agenda item and Members are now much more aware of issues and the impact on the revenue budget.
- V. In 2019 the Authority established a [Whistleblowing Policy](#).

- VI. A review of the Financial Services Governance Frameworks was undertaken during 2021/22 to update the constitution, policies and guidance, and financial rules in order to ensure compliance with all regulatory requirements.
- VII. The Authority strives to maintain compliance with the requirements of all acts of legislation that relate to its activities; most notably (but by no means limited to) the:
- Human Rights Act 1998
 - Equality Act 2010
 - Health and Safety at Work Act 2015
 - Welsh Language Act 1993
 - Well-being of Future Generations (Wales) Act 2015
 - Social Services and Wellbeing (Wales) Act 2014.

Summary/Assurance

The Council is able to offer **substantial** assurance that the Council's arrangements adequately reflect the principles of good governance as set out in Core Principle A: *Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law*. Processes are in place and operating effectively and risks to effective governance are well managed.

Principle B: Ensuring openness and comprehensive stakeholder engagement

PCC recognises the profound importance of engagement, consultation and co-production with our residents, partners and the wider stakeholder landscape. The Council appreciates the rich and varied viewpoints that they are able to provide and values their involvement in the development of decisions and future service provision.

While the Authority continues to engage its stakeholders through a variety of traditional methods which include focus groups and meetings, it is also investing in new digital tools such as online platforms, survey software and social media channels, to disseminate information and elicit wider response. The restrictions created by the pandemic have provided increased impetus to the implementation of virtual spaces for engagement and have driven innovation in the development of new ways to engage with residents. In some instances, this has improved the Authority's ability to engage hard to reach demographics through the removal of previous barriers to participation.

Powys County Council is signed up to the National Principles for Public Engagement in Wales and strives to ensure that conversations with its stakeholders are meaningful, timely and appropriately resourced.

Actions that were identified for further development during 2021/22:

- [Implementation of new consultation software Engagement HQ](#) in partnership with PTHB and PAVO.
- Publication of a Public Participation Strategy (this is now due to be published in 2022/23)

B1. Do we engage with others in an open way?

- I. The Authority seeks the views of residents, business owners, visitors and stakeholders through its [Have Your Say](#) public consultation and engagement hub.

- II. During 2021/22, 36 engagement and consultation activities were undertaken to engage residents and staff and these included:
 - [Homes in Powys Common Allocation Scheme](#) (Consultation held Sept – Dec 2021)
 - [Powys Local Development Plan \(2011-2026\) Review Report](#) and the [Powys Replacement Local Development Plan 2022-2037 Delivery Agreement Consultation Draft](#) completed public consultation in February 2022.
 - [Draft Welsh in Education Strategic Plan 2022-2032](#) (Nov 2021), which informed the [Welsh in Education Strategic Plan \(WESP\) for 2022-2032](#), setting out the planned provision to increase the opportunities for children and young people in Powys to become fully bilingual.
 - The [Child Poverty in Powys](#) consultation completed in August 2021.
- III. A range of committee meetings are [webcast](#) and agendas, minutes and decisions are made available [online](#).
- IV. Further details of engagement and consultation activity within stakeholders can be found within the Annual Self-Assessment Report.

B2. Do we engage widely with our stakeholders?

- I. The Public Service Board (PSB) is a statutory strategic partnership established under the Well-being of Future Generations (Wales) Act 2015 to improve the economic, social, environmental, and cultural well-being of Wales. The PSB annual report highlights work that has been completed during the year to deliver the objectives presented in [Towards 2040 Our Well-being Plan](#). The report for 2021/22 is not currently available.
- II. The Authority works with its strategic partners through the [Regional Partnership Board](#) (RPB) to deliver integrated care services. The partnership's progress and key achievements for 2021/22 are available in the RPB [Annual Report](#).
- III. The Mid-Wales Corporate Joint Committee was established in 2022 to strengthen local democracy and accountability by integrating decision making with regards to regional transport, strategic development plans and the improvement of economic wellbeing. It comprises representatives for PCC,

Ceredigion County Council and the Brecon Beacons National Park, and will in due course, be responsible for the preparation of a number of documents that will provide additional governance for its areas of accountability.

- IV. While variable between the Scrutiny Committees, engagement has taken place with a number of external partners although it is acknowledged that there is still room for improvement in this area. Peer assistance has been sought from other Councils including Torfaen and Blaenau Gwent.
- V. Following the dissolution of ERW, Powys and Ceredigion have formed a partnership to facilitate collaborative working on school improvement priorities which is underpinned by a 'Memorandum of Understanding' that has been in place since September 2021.
- VI. The MTFS helps the Council to work more effectively with partners in other sectors and provides a strategy for the use of reserves to meet changes in resources, risks or unforeseen demands from year to year without impacting unduly on services or council.

B3. Do we engage with individual citizens and service users effectively?

- I. During 2021/22, 36 engagement and consultation activities were undertaken to engage residents and staff.
- II. The Authority does not currently have an overarching policy that sets out the types of issues on which it will consult with its stakeholders. Decisions concerning engagement are often driven by a statutory requirement; for example, for the Powys schools transformation the public participation strategy is required to go out for public consultation in compliance with the Local Government and Elections (Wales) Act. Smaller engagement projects are frequently driven by the desire to inform the improvement of services, in which case the decision to engage will usually be taken by the relevant Head of Service. The Authority has a [Consultation and Engagement Framework](#) to provide guidance for services that are planning to engage with the people of Powys. A summary of the consultation and engagement activities undertaken by the Council during 2021/22 may be viewed at [Appendix B](#).
- III. An [Equality Forum](#) has been established to disseminate information, obtain feedback and facilitate engagement with staff. The aims of the group are

under review and it will be necessary to confirm that there is sufficient investment being made in the Authority's equality plans to ensure that the activities undertaken are meaningful and have impact.

- IV. The Powys Older People's Forum Report was completed in March 2022. Supported by a Welsh Government grant, the report was commissioned to identify ways in which the Authority can potentially improve engagement with its older residents through the further development of its Older People's Forum.
- V. A key opportunity identified by Adult Services during the last 12 months was the engagement of a number of residents (who are living with physical disability and/or sensory loss), in the co-production of a citizens' charter.
- VI. Membership of the Governance and Audit Committee is to be modified to comprise one third of independent lay members.
- VII. Scrutiny Committee collaboration with residents and communities has increased, with for example, work carried out around child poverty and COVID funding. Online Scrutiny meetings offer the opportunity for improved accessibility for the public although there is currently little evidence that the public has taken up the offer.
- VIII. In response to recommendations made by Audit Wales, residents are now able to use the Authority's [website](#) to suggest topics for scrutiny to consider and to comment on items due to be considered during Scrutiny meetings.
- IX. The Council has a formal compliments and complaints procedure that enables complaints to be escalated and investigated independently of the service concerned. [Link to Complaints Policy](#)
- X. To ensure the impact of our services in the Welsh language is considered, all surveys now incorporate three standard questions to capture feedback on how our decisions impact the Welsh Language and how they could be changed to ensure a more positive outcome.
- XI. In 2019-20 the Head of Democratic Services became accountable for maintaining and updating the Cabinet Forward Work Programme in consultation with the Senior Leadership Team. This has improved the completeness and quality of the Forward Work Programme.
- XII. The Council's social media policy was reviewed in October 2021 and the advice relating to Welsh language provision was strengthened.

Summary/Assurance

The Council is able to offer **substantial** assurance that the Council's arrangements adequately reflect the principles of good governance as set out in Core Principle B: *Ensuring openness and comprehensive stakeholder engagement.*

Principle C: Defining outcomes in terms of sustainable, economic, social, and environmental benefits

Powys County Council uses a variety of processes and tools to develop, maintain and review its plans and actions. It has a Corporate Planning Cycle in place to ensure that it reviews its objectives and strategies annually to confirm that they remain relevant and focussed on obtaining the right outcomes for residents and communities through the most appropriate and sustainable means available. An outline of the arrangements currently employed by the Authority may be viewed [here](#) within the context of the PCC governance framework.

Actions that were identified for further development during 2021/22:

- Working with partners to update the [Well-being Assessment](#) and [Population Assessment](#)
- New Vision 2025 communications campaign in accordance with the WAO recommendations
- Implementation of the Socio-Economic Duty through [effective Impact Assessment process](#) and on-going training

C1. How do we define our desired outcomes?

- I. The Medium-Term Financial Strategy ties the current financial position to the desired future outcomes of the Council's vision and helps to chart a sustainable course between the two positions.
- II. The [Corporate Improvement Plan \(CIP\) for 2021-25](#) (including the integrated Strategic Equality Plan) was updated and approved by Council on 4 March 2021.
- III. The [Performance Management and Quality Assurance Framework](#) sets out the processes and methods used by the organisation to manage performance and was updated in 2021 to reflect process changes, in particular those made in response to the requirements of Section 6 of the Local Government & Elections (Wales) 2021 Act. This is reviewed annually to reflect any organisational changes.

- IV. The [Wellbeing Assessment](#) was published in March 2022 on behalf of the Powys Public Service Board and presents data and insights concerning the well-being of Powys residents. It fulfils PCC's obligations under the Well-being of Future Generations (Wales) Act 2015 by setting out how we will improve the well-being of its communities, against the seven national goals.
- V. The [Population Needs Assessment](#) was published in March 2022 by the Regional Partnership Board in order to fulfil the requirements of the Social Services and Well-being (Wales) Act 2014 by providing a focused view of current and future health and social care needs in Powys.
- VI. [A Strategy for Climate change- Net positive Powys 2021-2030](#) was published in 2021 and details five key areas of change where climate action is needed to achieve the vision of Powys County Council being carbon neutral and climate resilient in 2030.

C2. How do we ensure that any economic, social, and environmental benefits we make are sustainable?

- I. The Council undertakes Integrated Impact Assessments for all significant service, financial or policy changes to ensure the implications are understood, to support effective decision making and to ensure legislative compliance.
- II. During 2021/22 the Council's Impact Assessment Process has been automated providing improvements through a consistent organisational approach and retention of records in a central repository.
- III. [The Transformation Narrative: A guide to Powys County Council's Transformation Programme](#) (2021) outlines the Council's nine key projects that drive transformation of services to meet the aspirations in the Vision 2025 Corporate Improvement Plan. The [End of Administration Programme Report](#) assesses the progress made so far and examines the lessons that can be extracted to support future efforts.
- IV. During 2021, PCC completed its Financial Management (FM) Code Assessment, a review intended to support good practice in financial management and assist local authorities in demonstrating their financial sustainability. The initial self-assessment identified actions to carry forward

and at the end of the year a summary of the status of those actions is shown below. The list of outstanding actions can be found in [Appendix C](#).

Standard	Green	Amber	Red
The responsibilities of the Chief Finance Officer and leadership team	12	6	2
Governance and financial management style	11	5	1
Medium and long term financial management	8	3	1
The annual budget	1	0	0
Stakeholder engagement and business cases	1	6	0
Monitoring financial performance	3	1	1
External financial reporting	1	0	0
	37 (59%)	21 (33%)	5 (8%)

- V. A recent Audit Wales review found that Powys has made significant progress to improve financial resilience and sustainability.
- VI. The Council has a clear Treasury Management and Investment Strategy which is approved at Council each year and sets out the expected activities and appropriate strategies of the Treasury function in respect of borrowing and investments.

Summary/Assurance

The Council is able to offer **substantial** assurance that the Council's arrangements adequately reflect the principles of good governance as set out in Core Principle C: *Defining outcomes in terms of sustainable economic, social, and environmental benefits*

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes

Actions that were identified for further development during 2021/22:

- Transition the Service Improvement Boards to form part of the quarterly review meetings held as part of the Performance Management and Quality Assurance Framework.
- Continuation of the Integrated Business Planning Transformation Project and deliver Outcome Based Budgeting pilots.
- [Implementation of Part 6 of the new Local Government and Elections Wales Act](#)
- Service Performance Panels to be undertaken to assess each services performance and review Integrated Business Plans.

D1. How do we make decisions and consider possible consequences?

- I. Scrutiny arrangements in Powys have previously received two poor Audit Wales reports, in response to which an Action plan has been developed and implemented. This includes areas such as bespoke training via WLGA for Scrutiny Chairs and members around the role of scrutiny and effective questioning, one to one sessions between Chairs and Vice-Chairs and WLGA to reflect on practice and areas for improvement, whilst also embedding reflective practice at the end of scrutiny sessions for all members moving forward. The Committee has also improved public participation via creating a web form to allow the public to propose areas for further consideration.
- II. Scrutiny work Programming is now led by the Chairs and Committees following the decommissioning of the Co-ordinating Committee from the Council Constitution and this development has been welcomed. While Scrutiny now has more freedom to set its own work programme, in practice there has been less capacity to do so as a result of other pressures (in particular, transformation work).

- III. In response to the recommendations made by Audit Wales in their inspection of Scrutiny in Powys, the introduction to the agenda of a self-reflective activity at the end of meetings has been a positive addition, providing greater insight and focus on the work undertaken.
- IV. During spring 2022, all Powys County Council Services undertook a process of self-assessment to provide intelligence that they could use as the basis for their annual performance presentation to the Cabinet and Executive Management Team. A self-assessment workbook was completed by each service to gather the required information and in addition to the panel presentations, the information provided was used to assist in fulfilling the Authority's obligations under Section 6 of the Local Government and Elections (Wales) Act 2021.
- V. The Scrutiny Committees, Finance Panel and Governance and Audit Committee each completed an adapted version of the workbook to examine their working practice, set out their achievements and challenges, and consider future improvement planning. The insight provided has formed the basis for a Scrutiny Committee Lessons Learned Report.
- VI. During the self-assessment process, some concerns were raised by the Scrutiny Committees regarding a lack of clarity and consistency as to the impact or influence that their reports have been able to effect on the decision-making process. While most recommendations made by some Committees are accepted by Cabinet with only a very small percentage being rejected, other Committees had found that when issues are raised it is not always as evident that they have been taken into account in making the final decision. Where items have been raised by scrutiny and picked up by Cabinet, the outcomes have proved to be beneficial for the Council.
- VII. In response to Audit Wales recommendation, to facilitate better communication of Cabinet feedback to the Committees, this has now been included as a standard item on committee agendas and recognised as an area for improvement.
- VIII. Scrutiny Committee challenge of officers over the past year is considered to have been appropriate; holding them to account in terms of performance while maintaining a politically impartial stance.

- IX. The relationship between Scrutiny and officers is generally good and improving, with officers displaying an understanding of the role of Scrutiny.

D2. How do we plan effective services, programmes and projects?

- I. The processes that Powys County Council uses to monitor and evaluate its performance against its objectives are set out in the [Performance Management and Quality Assurance Framework](#).
- II. Services record and monitor their objectives and associated measures using an Integrated Business Plan (IBP)
- III. Following concerns regarding the affordability of the capital programme, work was commissioned around governance, assurance, and project and business appraisals. A capital workstreams working group was established to progress this detailed work and a report was compiled at the end of the first phase of this work. The next phase will link to the asset review which will conclude in autumn 2022.

D3. How do we ensure that our budgets and financial plans are sustainable?

The Council's Medium Term Financial Strategy sets out how a balanced budget has been developed for 2022/23. The MTFS sets out the:

- Financial, regulatory and policy drivers affecting the Council.
- Direction and approach that the Council will take in handling its finances.
- Plan for delivering a balanced budget for 2022/23, and indicative budgets for the following 4 years to March 2027'.¹

The Council approved the MTFS for 2022/23 on 24th February 2022.

Key points highlighted in the current MTFS include:

¹ Powys County Council's Medium Term Financial Strategy 2022 to 2027, p.4.

- I. The Council's budget planning has traditionally been determined using an incremental budgeting approach and has tended to focus on one year with limited development over the longer term. This will not deliver a sustainable financial position for the Council going forward. The Council is therefore moving to an Outcome Based Budgeting approach, focused on the medium to long-term and aligned to service and workforce planning.[...] It will better align revenue and capital to ensure that our limited resources are prioritised to achieve maximum effectiveness and based on securing outcomes that matter to our residents.
- II. The strategy is supported by a detailed five year budget model. The budget model has been improved with scenario planning across Best, Realistic and Worse case scenarios. Funding, pay and price pressures and changes in service demand have been modelled on this basis and the budget gap identified for each year of the plan. This provides the basis for the allocation of funding to each service.

In addition:

- I. This year, as part of its governance and assurance work, the Governance and Audit Committee identified areas for improvement in understanding of the capital programme and how this may impact on the revenue budget. Through a process of questioning and briefings, a far greater understanding of the issue has been achieved. During this process, the Committee also considered the Project Assurance Review; an area which may not have been considered had assurances regarding the capital programme not been sought.
- II. During this financial period there has been increased liaison between Governance and Audit and the Scrutiny Committees regarding financial management. The Finance Panel has also provided support and effort has been made to avoid duplication whilst continuing to support improved financial management. Both Committees have provided additional financial expertise to working groups of scrutiny committees and have indicated that this work will now need to continue post-election.

- III. Budget setting processes have been improved through Integrated Business Planning although further assurance will be needed to ensure that the process is embedded across the Authority.

Summary/Assurance

The Council is able to offer **Substantial** assurance that the Council's arrangements adequately reflect the principles of good governance as set out in Core Principle D: *Determining the interventions necessary to optimise the achievement of the intended outcomes*

Principle E: Developing the organisation's capacity, including the capability of its leadership and the individuals within it

Actions that were identified for further development during 2021/22:

- The number of staff attaining digital core skills (bronze level) will reach 100%
- The percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%

E1. How do we ensure that the organisation continues to improve?

- I. The Council's [Corporate Improvement Plan](#) was reviewed and published in April 2022.
- II. [The Vision 2025 – End of Administration Programme Report](#) was published in March 2022 and reviews Powys County Council's Vision 2025 Transformation Programme; outlining how and why the programme was established, what it set out to achieve, progress to date and lessons learned.
- III. Action plans are monitored through the Tracker and where it is identified that actions are not being implemented the Governance and Audit Committee requests the relevant Head of Service to attend and provide explanation.

- IV. The council has a robust performance management process, reported to Cabinet and Council on a quarterly basis
- V. The first [self-assessment](#) was published in July 2022, considering a range of materials such as performance, risk, etc. to provide a holistic view of performance to share future delivery.
- VI. Internal Audit reports with limited assurance are considered by the Governance and Audit Committee. There have been several reports which have caused concern, with regards to project management and a lack of early warning signs when projects are not fulfilling expectation. Improved project management is being introduced and it is hoped that assurance can be gained as newer projects are achieved. Improvements to business cases have been implemented and the Governance and Audit Committee will monitor this to ensure viable projects are taken forward that are affordable and effective.

E2. How do we develop the skills and knowledge of the leadership and workforce?

- I. A Leadership Behaviours Competency Framework has been developed, based on a compassionate and inclusive leadership style and Line Manager forums have been established to support staff, in particular with regards to managing remotely and implementing the New Ways of Working protocols.
- II. Professor Michael West has delivered a session to SLT to raise awareness of Compassionate and Inclusive Leadership and how it can be embedded across the organisation.
- III. The Leadership Behaviours Competency Framework has been developed and is ready to go to print so that it can be embedded and integrated in the Council's induction and training programmes
- IV. Following the Line Manager Induction programmes, four Line Manager forums have been established and are regularly meeting as a means of peer support to staff, in particular with regards to managing remotely and implementing New Ways of Working protocols
- V. A repository of resources has been developed within SharePoint to support staff with remote and New Ways of Working

- VI. Training Needs analysis have been completed by each service area to ensure that the skills needs of the workforce are identified
- VII. A suite of learning and development opportunities has been identified for SLT
- VIII. ILM 7 Leadership and Management and ILM 5 Coaching and Mentoring programmes have been offered to senior managers along with ILM Leadership and Management programmes from levels 2 – 5 being offered to the wider workforce via the Welsh Government apprenticeship programme
- IX. Work has commenced on developing an electronic appraisal process which will providing robust performance reviews and identify CPD needs of the workforce and areas for improvement

Summary/Assurance

The Council is able to offer **Substantial** assurance that the Council's arrangements adequately reflect the principles of good governance as set out in Core Principle E: *Developing the organisation's capacity, including the capability of its leadership and the individuals within it*

Principle F: Managing risks and performance through robust internal control and strong public financial management

The Council is continuously working to improve its management of risk. It aims to better identify, understand and manage the risks that may accompany its activities and to prepare for future challenges. Risk management is a supports organisational delivery and effective processes increase the likelihood of achieving objectives. The risks facing the organisation are constantly changing so not only does the Council prepare for what has been assessed as a potential risk but it also attempts to prepare and build resilience for the as yet unknown situations.

Actions that were identified for further development during 2021/22:

- Develop Outcome Based Budgeting pilots across service areas to feed into the budget /IBP process for 2022/23
- Restart the Finance Transformation Programme delivering the identified objectives of the business case and improved financial acumen council wide
- Develop and implement the main drivers within the Capital and Treasury Management Strategy including the Schools financial strategy and updating the MRP policy
- Identify level of compliance with [Financial Management Code](#) and additional activities required to ensure adequate standard can be achieved when this becomes mandatory in 2021/22.
- Continue to embed a risk managed approach to decision making and good governance of the Council, to ensure everyone manages and understands risks which could prevent us from achieving our objectives.
- [Develop a Regulatory Tracker](#) to keep a central record of the regulatory recommendations the Council receives and an overview of progress against them.

F1. How do we manage risk?

A description of the risk management arrangements currently employed by the Authority may be viewed [here](#) within the context of the PCC governance framework.

In addition, consideration of risk forms an integral part of quarterly performance reviews held with Portfolio Holders, Directors and Heads of Service. The Governance and Audit Committee has a key role in monitoring and challenging the Council's risk register. The committee are asked to review the reports considered by Cabinet and the arrangements in place to ensure that there is an appropriate understanding and management of risk and that these and the actions in place to mitigate the risks are monitored and regularly reviewed.

- I. Following action in 2021 to extend the remit of the Audit Committee to include oversight of Governance, the function of the Governance and Audit Committee is still in its infancy and further embedding will be needed to gain full assurance around the processes employed by the council and to support finance officers in their decision making.
- II. Under normal circumstances, risk is considered quarterly but during 2021 Q3 reporting was suspended as a result of the pandemic.
- III. Staff recruitment and retention, with specific emphasis on social care
- IV. Heads of Service and Executive Directors attend Governance and Audit Committee to discuss their specific risks and mitigations when requested. During the past year the following have been considered with Executive Directors and Heads of Service:
 - Staff recruitment and retention, with specific emphasis on social care
 - Brexit
 - COVID-19
 - Wales Community Care Information System (WCCIS)
 - Budget Management
 - Russian invasion of Ukraine
 - Climate and Nature emergency
 - Rising inflation and emerging cost of living crises
 - Health and safety (staff and premises)
 - Cyber security
- V. A Regulatory Tracker has been implemented to record recommendations received from internal audit reports and regulatory reports.

F2. How do we ensure that our systems for managing risk are fit for purpose?

During 2021/22, the ways in which we have ensured that our systems are fit for purpose have included:

- I. The [Risk Management Framework](#) has been reviewed in draft during 2022 and is intended to go to Cabinet for sign off by the end of the year. This reflects any reviews since 2019 and guidance published.

F3. How do we manage data?

The Council has in place an Information Governance framework made up of the policies, groups, training, processes and agreements that are currently in place. The areas of control covered by the framework include:

- Management of Information Governance
- Information Risk Management
- Information Assurance (including confidentiality, integrity, and availability)
- Information Compliance (e.g., Data Protection and access to information legislation)
- Information Quality Assurance
- Records Management (irrespective of medium)
- Information Sharing

The actions required to fulfil the requirements of the IG Framework are set out in the Information Management, Assurance, and Governance (IMAG) Plan and reviewed at two-yearly intervals.

- i. The Authority currently does not have in place a formally defined information management process beyond that used in relation to manual records. The issue has been raised with the Corporate Information Governance Group and with SWAP and an Information Governance Framework Improvement Plan developed in 2021 is currently awaiting approval (estimated publication date October 2022).

- ii. The compliance rate for the authority's mandatory staff Cyber Security and GDPR training in June 2022 was 73% (target 95%).
- iii. The ICO recommendations are now being added to the Regulatory Tracker and have been updated for Quarter 1. This will continue to be updated during the remainder of 2021/22.
- iv. During 2021/22, there were 11 (4% of total information security incidents) personal data breaches reported to the ICO.
- v. A Digital records management Audit took place in 2021 which provided a reasonable level of assurance and following this an action plan/options paper has been developed for the Senior Information Risk Owner in Nov 2021. The matter has been raised in CIGG.
- vi. Policy review will be undertaken by CIOG
- vii. Due to increased pressures, there was insufficient Digital resource available over the past year to provide planned improvements for PCC by managing and supporting implementation and maintenance of Information Asset Registers. The development and implementation of a process of information risk identification and management has also been unavoidably delayed.

F4. How do we ensure that we manage public money well?

- I. SWAP Fraud Risk Assessment
- II. The Audit Wales Report of July 2020 highlighted weaknesses identified in fraud risk controls within the authority.
- III. Fraud Reporting has become a regular agenda item for Scrutiny and Members are now much more aware of the issues and their impact on the revenue budget.
- IV. Mandatory fraud training for all officers and Members has been implemented.
- V. Further training on fraud prevention will be required and continued reporting to gain assurance, with the council needing to move from a reactive to proactive approach as a whole Council commitment. The Governance and Audit Committee will aim to explore the risk of fraud within the expanding capital programme.

- VI. An issue identified this year was that while the Authority has a good Fraud Team in place, there had been little visibility of the work undertaken and steps have been taken to address this through increased messaging to staff.
- VII. Outline additions made to IBPs etc to improve fraud risk identification within services.
- VIII. Fraud risk has been included within the governance code.
- IX. Members of the Audit Committee and other Council Members underwent training in November 2021 and February 2022 for treasury management. No finance and budget training was carried out last year but Members were, as usual, given the opportunity to attend seminars on the budget during the latter part of 2021.
- X. The Authority's Finance service continues to be significantly impacted in responding to the pandemic. Administering the numerous schemes to support individuals, businesses and specific groups continues and has increased throughout the year.
- XI. Early in 2021, although compliance was maintained, the Finance Service struggled to meet its statutory obligations because of pandemic pressures. By summer the redeployment of staff enabled the Service to regain ground and report significant improvements in performance.
- XII. All public-facing financial services have been maintained over the year although many of these were delivered online or on reduced hours.
- XIII. The Financial Management Code annual assessment has been established with a baseline score and action plan developed to meet the mandatory requirement.
- XIV. The annual [Budget Survey](#) was undertaken in December 2021 to provide [insight](#) into resident opinion regarding PCC's funding priorities.
- XV. A Procurement Strategy has been endorsed by EMT and Cabinet and an action plan incorporating the strategy, Climate Change, and our IBP commitments has been drafted and will be communicated in April.
- XVI. A few new policies including Employer, Compliments/Complaints have been published by the Pension Fund this year to strengthen the Fund governance.
- XVII. Successfully re-tendered and appointed an Investment Consultant for the Pension Fund.

- XVIII. An additional Scheme Member and an Employer representative have been added on to the Pension Board to improve resilience.
- XIX. Questions regarding the future of HOWPS began with concerns regarding performance and this culminated in planning to bring HOWPS back in-house and discussion as to how this will be managed going forward.
- XX. Inflation is starting to rise and, in association with Finance Panel, the Governance and Audit Committee will seek assurance as to why the cost of delivery of services is rising and whether this is attributable to inflation or because performance is falling.

F5. How do we manage our physical assets?

- I. A Strategic Asset Management Review is underway to ensure that the Council has a robust and affordable Capital and Treasury Management Strategy
- II. Challenge occurred around the Asset Review and the issues raised have increased awareness regarding capital receipts. Such issues had not been considered by the wider membership in the past but are now recognised as part of the budget planning process. This was also included within the Spring Forward audit by Audit Wales.

Summary/Assurance

The Council is able to offer **substantial** assurance that the Council's arrangements adequately reflect the principles of good governance as set out in Core Principle F: *Managing risks and performance through robust internal control and strong public financial management.*

Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Actions that were identified for further development during 2021/22:

- Continue to strengthen the performance of scrutiny in particular the scrutiny of performance and risk
- Review the effectiveness of Internal Audit with a greater focus on improvement across the organisation

G1. How do we ensure that we are open and accountable with our stakeholders?

- I. The Council's Constitution sets out how the Council operates and the process for policy and decision making. Within this framework, decisions are taken by Council, Cabinet, individual Cabinet Members and Officers. Certain specific decisions are taken by the Planning, Taxi Licensing and Rights of Way Committee, The Licensing Act 2003 Committee, Pensions and Investment Committee and the Employment and Appeals Committee.
- II. The Authority's [compliments and complaints procedure](#) allows complaints to be escalated and investigated independently of the service concerned.
- III. During the period 2021-22, the following response rates were recorded for requests for information:
 - a. 1109 requests for information dealt with across the three legislations (a rise of 109 on last year).
 - b. Freedom of Information requests compliance 84% (this figure has remained at 84% since 2020-2021).
 - c. Environmental Information Regulations compliance 90% (a slight fall from 94% in 2020-2021).
 - d. GDPR compliance was 63% in 2021/22 (this was 57% in 2020/21).
 - e. 89% of non-compliance was a result of service area delay (potential compliance rate without service area delay is 98%).
- IV. [Democratic Services Committee](#)

- V. In 2021/22 all Council meetings were webcast and a new and improved webcast system was introduced, using Zoom and YouTube.
- VI. A Publication Scheme Policy is under development, with a remit to make the maximum amount of information readily available at minimum inconvenience and cost to the public.
- VII. The [Budget Books and Statement of Accounts](#) for 2021/22 has been published to the Council's public website.
- VIII. 100% of Powys County Council's national strategic planning and performance monitoring statutory deliverables met the submission deadline.
- IX. During 2021/22, 36 engagement and consultation activities were undertaken to engage residents and staff.

G2. How do we reflect good practice in our reporting?

- I. In 2021-22 all Members produced an Annual Report on their activities and these are all published on the Council's public website. Councillor Annual Reports
- II. Cabinet office accessibility audit report – actions being considered
- III. Case studies and news releases have been included within our public performance reports on a quarterly basis highlighting the work of the Council towards delivering against their well-being objectives

G3. How do we provide assurance and effective accountability for our actions?

- I. Good working relationships are maintained between the Governance and Audit Committee and External and Internal Audit bodies and new terms of reference devised in 2021 will necessitate the further development of understanding with other regulatory bodies.
- II. The newly restructured Finance Panel is anticipated to become more proactive and influential and by operating in line with its terms of reference to improve the strategic financial scrutiny of the Council.

- III. The Governance and Audit Committee is moving away from considering transactional work to focussing on assurance work. This needs to continue and become embedded with the new (post-election) committee membership and will be addressed through induction and training.
- IV. An internal audit report highlighted issues regarding Children's Services budget management. The Governance and Audit Committee was able to assist the Health and Care Scrutiny Committee in fully understanding the issues raised.
- V. There was some disruption to the internal audit work programme due to capacity issues on the client side which resulted in draft reports being delayed for consideration by the Committee.
- VI. Core business has been maintained although there have been delays in some performance and risk reporting.
- VII. Audits received by G&A:
- Y Gaer
 - Ysgol Calon Cymru
 - Covid Business Grants
 - Risk Management
 - Fraud
 - Children's Services Budget Management
 - Transport Grants (Capital Payments)
- VIII. Audits received by Finance Panel
- Audit Wales – Financial Sustainability
 - Financial Management Code Self-Assessment
 - Children's Services Budget Management
- IX. A [commissioned Welsh Government Gateway Review](#) to review the objectives and outcomes of the 21st Century Schools Programme, and ensure they make the necessary contribution to the Ministers' overall strategy provided a delivery confidence assessment of "Amber Green", meaning that "successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery."

Summary/Assurance

The Council is able to offer **reasonable** assurance that the Council's arrangements adequately reflect the principles of good governance as set out in Core Principle G: *Implementing good practices in transparency, reporting, and audit to deliver effective accountability*

Governance issues identified for action during 2022/23

Following on from both the Self-Assessment and Annual Governance Statement, the below action plans have been identified surrounding governance. These have been prioritised using the below matrix:



Issue	Priority Level	Responsible Officer
Reintroduce face to face engagement, particularly with hard-to-reach groups to maximise reach	4	John Evans
Continue to develop the effectiveness of the Cabinet Work Programme	4	Clive Pinney
FM Code action plan continues to strengthen our compliance and we aim to deliver outstanding actions and monitor it	3	Dan Paley
Further develop the prominence of the Strategic Equality Plan, across the organisation	2	Caroline Turner
Work between Finance and Service areas to improve further understanding of outcome-based budgeting and look to implement further	2	Jane Thomas
Review the MTFs principles with the new Cabinet and align to their manifesto and new CIP	1	Jane Thomas
Develop the outcomes / benchmarking /VFM template and use within service reviews to support budget setting	3	Anne Phillips

Asset review completed to support the future capital requirements and strategy	2	Neil Clutton
Review performance measures used as part of the Corporate Improvement Plan to ensure there is a robustness as outline in report	3	Emma Palmer
Continue to review the opportunities to embed Service Improvement Boards within business as usual	4	Caroline Turner

Certification of the Annual Governance Statement 2021-2022

Signed on behalf of Powys County Council:

Chief Executive

Date:

Leader of the Council

Date:

Appendix A: The Powys County Council Governance Framework

Role or Committee	Oversight Responsibility and Reporting	Policies and Procedures	Culture	Infra-structure
County Council	<p>The Council is made up of the Elected Members who represent the Powys electoral wards.</p> <p>The Council is responsible for appointing the Leader and for approving the Leader's budget.</p> <p>The full Council agrees the Council's constitution and development plans.</p> <p>The Council's Constitution sets out the roles and responsibilities of Members and officers to ensure that accountability for decisions made and actions taken are clear.</p>	<p>In Powys, three documents form the strategic framework that underpins the authority's decision making. Vision 2025 is the Council's Corporate Improvement Plan (CIP) in which it sets out its vision and objectives. The CIP integrates with the Authority's partnership plans which include Towards 2040; the Powys Public Service Board well-being plan and the Powys Regional Partnership Board Joint Area Plan, A Healthy Caring Powys</p>	<p>The way the Council goes about its business and makes its decisions is governed by the procedural framework.</p> <p>The Members Development Strategy sets out a competency framework applicable for all Councillors.</p> <p>Powys County Council is accredited with the Wales Charter for Member Support and Development.</p> <p>The roles and responsibilities of all Elected Members and Officers are set out in full in the Risk Management Framework.</p> <p>The Council provides a variety of training opportunities to support Members' development:</p> <ul style="list-style-type: none"> - Newly elected Members receive induction training. 	<p>Performance achieved against the objectives set out in the CIP (employing Public Accountability Measures and other metrics) has to date been reported via the Corporate Improvement Plan Annual Performance Report.</p> <p>Councillor Annual Reports.</p> <p>Corporate Score Card</p>

	<p>Within this framework, decisions are taken by Council, Cabinet, individual Cabinet Members and Officers. Certain specific decisions are taken by the Planning, Taxi Licensing and Rights of Way Committee, The Licensing Act 2003 Committee, Pensions and Investment Committee and the Employment and Appeals Committee.</p>		<ul style="list-style-type: none"> - Targeted training is available to support the development of skills appropriate to specific committee membership. - A Member Development Working Group, formed of Councillors and officers, develops and monitors the implementation of the Member Development Programme. The programme is reviewed and amended on a regular basis with input from the Council's Senior Leadership Team to ensure that it includes the current areas of priority for the Council. - An annual Member Development Programme is in place and the Council has identified mandatory and discretionary training as well as sanctions that can be utilised by the Standards Committee against Members who fail to achieve mandatory training. - Members in receipt of Senior Salaries (e.g., Cabinet 	
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			<p>Members and Committee Chairs) undertake personal development reviews (PDRs) to assess their individual training needs. These are completed on a two-yearly basis or within three months of their initial appointment.</p> <p>The principles that guide the Council:</p> <ul style="list-style-type: none"> - Openness - we're open about our decision-making, how we're managed and Council staff are open with the public. - Inclusivity - we make sure that the community can engage effectively with decision-making processes and council actions. - Integrity - we are honest and objective, put the public good before personal benefit and manage public money responsibly. - Accountability - we make sure that Council staff and Councillors are responsible for their decisions and actions and are open to appropriate external scrutiny. 	
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Role or Committee	Oversight Responsibility and Reporting	Policies and Procedures	Culture	Infrastructure
County Council	<p>The Council is made up of the Elected Members who represent the Powys electoral wards.</p> <p>The Council is responsible for appointing the Leader and for approving the Leader's budget.</p> <p>The full Council agrees the Council's constitution and development plans.</p> <p>The Council's Constitution sets out the roles and responsibilities of Members and officers to ensure that accountability for decisions made and actions taken are clear.</p>	<p>In Powys, three documents form the strategic framework that underpins the authority's decision making. Vision 2025 is the Council's Corporate Improvement Plan (CIP) in which it sets out its vision and objectives. The CIP integrates with the Authority's partnership plans which include Towards 2040; the Powys Public Service Board well-being plan and the Powys Regional Partnership Board Joint Area Plan, A Healthy Caring Powys</p>	<p>The way the Council goes about its business and makes its decisions is governed by the procedural framework.</p> <p>The Members Development Strategy sets out a competency framework applicable for all Councillors.</p> <p>Powys County Council is accredited with the Wales Charter for Member Support and Development.</p> <p>The roles and responsibilities of all Elected Members and Officers are set out in full in the Risk Management Framework.</p> <p>The Council provides a variety of training opportunities to support Members' development:</p> <ul style="list-style-type: none"> - Newly elected Members receive induction training. 	<p>Performance achieved against the objectives set out in the CIP (employing Public Accountability Measures and other metrics) has to date been reported via the Corporate Improvement Plan Annual Performance Report.</p> <p>Councillor Annual Reports.</p> <p>Corporate Score Card</p>

	<p>Within this framework, decisions are taken by Council, Cabinet, individual Cabinet Members and Officers. Certain specific decisions are taken by the Planning, Taxi Licensing and Rights of Way Committee, The Licensing Act 2003 Committee, Pensions and Investment Committee and the Employment and Appeals Committee.</p>		<ul style="list-style-type: none"> - Targeted training is available to support the development of skills appropriate to specific committee membership. - A Member Development Working Group, formed of Councillors and officers, develops and monitors the implementation of the Member Development Programme. The programme is reviewed and amended on a regular basis with input from the Council's Senior Leadership Team to ensure that it includes the current areas of priority for the Council. - An annual Member Development Programme is in place and the Council has identified mandatory and discretionary training as well as sanctions that can be utilised by the Standards Committee against Members who fail to achieve mandatory training. - Members in receipt of Senior Salaries (e.g., Cabinet 	
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			<p>Members and Committee Chairs) undertake personal development reviews (PDRs) to assess their individual training needs. These are completed on a two-yearly basis or within three months of their initial appointment.</p> <p>The principles that guide the Council:</p> <ul style="list-style-type: none"> - Openness - we're open about our decision-making, how we're managed and Council staff are open with the public. - Inclusivity - we make sure that the community can engage effectively with decision-making processes and council actions. - Integrity - we are honest and objective, put the public good before personal benefit and manage public money responsibly. - Accountability - we make sure that Council staff and Councillors are responsible for their decisions and actions and are open to appropriate external scrutiny. 	
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<p>Leader of the Council</p>	<p>The Leader is elected by the full Council and in turn is responsible for selecting the members of their Cabinet.</p> <p>The Leader, in partnership with the Cabinet, is responsible for setting the Authority's strategic direction and development of the appropriate plans and policies to support the Council's goals.</p>		<p>The Corporate Planning Cycle [Link]sets out the processes in place to annually review the objectives and corporate plans to ensure that they remain relevant and focussed.</p>	
<p>Cabinet</p>	<p>Members of the Cabinet are chosen by the Leader from the general Council membership. Each Cabinet member holds a portfolio or responsibility for a service area of Council business.</p>		<p>There are clear schemes of delegation to officers as well as limits to such delegation set out within the Constitution.</p> <p>The Council operates on the presumption that reports will be publicly available unless certain, specific tests are met. For information to be treated as exempt, an assessment of public interest has to be made,</p>	<p>The Council publishes its quarterly and annual performance reports on its website as part of the Cabinet Meeting agendas to provide transparency and accountability. Reporting is made available to Members, services and the public via interactive dashboards.</p>

	<p>Decisions are taken by individual portfolio holders or by the Cabinet as a whole. Decisions made in Cabinet will be subject to review by the relevant Scrutiny Committee.</p> <p>The Leader and Cabinet are responsible for the Authority's policies, plans, and strategies, and these must work within the budget previously agreed by the full Council Membership.</p> <p>The Cabinet reports back to the full Council.</p>		<p>to ensure proper balance is achieved between the right to know, the right to personal privacy and the delivery of efficient government. There are seven categories of exempt information and these include:</p> <ul style="list-style-type: none"> - Information relating to a particular individual - Information relating to legal matters <p>The Council webcasts all Council and Cabinet meetings and is considering whether other meetings might also be webcast in the future.</p> <p>The agendas, reports and minutes of the Council's committees are published online and are accessible to the public unless an item contains information which is classed as exempt.</p> <p>There is a presumption that most meetings will be open to the public, again except where information is to be discussed which is classed as exempt.</p>	<p>Annual Self-Assessment Report (From 2022 and incorporating former Annual Governance Statement and Annual Performance Report)</p>
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<p>PCC Standards Committee</p>	<p>To promote and maintain high standards of conduct by Elected Members (including church and parent governor representatives) and to assist the same in observing the Members' Code of Conduct.</p> <p>The Standards Committee is active in assisting Members, either individually or collectively, in taking part in discussions where they might otherwise be debarred from taking part by the Code of Conduct, through the granting of individual or general dispensations. By this means, the Standards Committee seeks to ensure that the representative role of Members is protected as well as protecting the Council's decision-</p>	<p>The Authority follows the Code of Conduct (Qualifying Local Government Employees)(Wales) Order 2001 which sets out the expected standards of conduct for Councillors and Officers to ensure that they act with honesty, accountability and in ways that uphold lawful decision making at all times.</p> <ul style="list-style-type: none"> - Gifts and hospitality Protocol - Planning Protocol 	<p>The Standards Committee monitors attendance at Mandatory Member Development Sessions to ensure that Members complete the Mandatory Training.</p> <p>In addition, the Standards Committee monitors Members' attendance at committees.</p> <p>A failure to comply with the 60% attendance requirement will result in the Member being asked by the Committee to account for their absences.</p> <p>A Local Resolution Process has been adopted to mediate low-level complaints between Members (or between Officers and Members) and hopefully to thereby alleviate the need for referral to the Public Services Ombudsman for Wales.</p>	
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	<p>making processes from being brought into disrepute.</p> <p>The conduct of Elected Members is also overseen by the Public Services Ombudsman.</p>			
Chief Executive Officer	<p>The CEO is responsible for the management of the organisational structure.</p> <p>They ensure that the decisions made by Council are implemented and oversee the routine management of the Authority's activities.</p> <p>They advise the Council.</p> <p>They represent the Authority in negotiation with other organisations.</p>		<p>The Regulatory Employment and Appeals Committee holds responsibility for short listing the Head of Paid Service and also for functions relating to disciplinary and grievance procedures in respect of all Chief and Deputy Chief Officers other than the Head of Paid Service, Monitoring Officer, Chief Financial Officer and Head of Democratic Services.</p>	

<p>Executive Management Team</p>	<p>The Executive Management Team is led by the Chief Executive Officer and is responsible for providing leadership and governance for the Authority's Officers.</p> <p>In addition to the CEO, the EMT comprises:</p> <ul style="list-style-type: none"> - Two corporate directors - The Head of Legal and Democratic Services who is the designated Monitoring Officer and Senior Information Risk Owner (SIRO) - The Head of Financial Services who is the designated Section 151 Officer - The Head of Transformation and Communication - The Strategic Lead for Education. <p>The Corporate Director for Children and Adults</p>		<p>The Regulatory Employment and Appeals Committee holds responsibility for short listing Strategic Directors and Directors.</p>	<p>The Director of Social Services is responsible for publishing the Annual Report of the Director of Social Services / Annual Council Reporting Framework (ACRF) which provides an annual report of the impact and performance of the work of social services and evidences achievement against well-being standards as required by the Social Services and Well-being Act. Reports published in previous years are available online, allowing comparison of performance over time and providing a narrative continuity since 2009.</p>
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	<p>is the designated Statutory Director for Social Services, responsible for an annual review of the Council's social services under the ACRF</p>			
Transformation Delivery Board	<p>A membership made up of Cabinet and EMT.</p> <p>The Transformation Delivery Board has oversight for those programmes that will have the most dramatic impact on the Powys population, including schools' transformation, a well-being programme for the whole of North Powys, a Mid Wales Growth Deal and investment in extra care and affordable housing.</p>		<p>There are also three cross cutting programmes around workforce, digital technology and integrated business planning which are focused on transforming the way in which the Council works. The Vision 2025 Transformation Programme governance is proportionate and consistent across the programme and the focus is on delivery.</p>	

<p>Integrated Business Planning Programme Board</p>	<p>The IBPP Board is a function of the 'Making it Happen' workstream of the Transformation Programme.</p> <p>The membership is made by the Senior Leadership Team and it has responsibility for the development and oversight of the Service-Level Integrated Business Plans.</p>	<p>Integrated Business Plan</p>	<p>Individual PCC Services develop their Integrated Business Plan (IBP) on a yearly basis and these detail how anticipated outcomes and continuous service improvements (in alignment with Vision 2025) will be achieved. IBPs are completed as part of the budget setting and workforce planning process.</p>	
<p>Service Improvement Boards</p>	<p>Service Improvement Boards facilitate Council-led development effort with a focus on Highways, Transport and Recycling.</p> <p>They are responsible for ensuring that there is a well-documented plan of action with clear milestones and targets for improvement that has been endorsed from</p>		<p>Service Improvement Boards drive positive performance outcomes through regular monitoring and reporting against agreed plans and targets.</p>	

	the outset by Cabinet/EMT.			
<u>Senior Leadership Team</u>	The Head of Financial Services is the designated Section 151 Officer with responsibility for certifying that the Council's Accounts present a true and fair view of its financial position and income and expenditure.	The <u>Performance Management and Quality Assurance Framework</u> provides a consistent approach and clear accountability for performance improvement across all services and activities.	<p>The Head of Democratic Services is accountable for maintaining and updating the Cabinet Forward Work Programme 18 months ahead, in consultation with the Senior Leadership Team.</p> <p>Integrated Impact Assessments (IIA) are undertaken prior to all significant service, financial or policy changes to ensure that the implications of the proposed actions are understood, to support effective decision making and to ensure compliance with relevant legislation, in particular:</p> <ul style="list-style-type: none"> - The Well-being of Future Generations Act - Equalities legislation - The Socio-Economic Duty - The Welsh Language Measure <p>The IIA incorporates the Equality Impact Assessment</p>	Every service holds a Quarterly Performance Review meeting, where performance data is presented, analysed and discussed between the Head of Service, the relevant Director(s) and Cabinet Member(s). A member of the corporate Strategic Planning, Policy and Performance Team also attends – in some cases to provide challenge where a key issue has gone unaddressed or to simply observe with a view to providing further critical discussion at a later time.

			(EIA) and is supported by an Equalities tool kit	
Democratic Services Committee	<p>Reviews the adequacy of provision by the authority of staff, accommodation and other resources to discharge its democratic services functions and to make recommendations to Council on that provision.</p> <p>Assists in the improvement of the scrutiny and non-executive role acting as a catalyst for improving the relationship between the Cabinet and Scrutiny.</p> <p>Considers issues arising from the Annual Improvement Letter in relation to the operation of the Cabinet, Scrutiny and committees generally</p>	<p>The Constitution sets out clear terms of reference for all Committees of the Council. The Cabinet, and the Scrutiny and Audit Committees have rolling work programmes.</p> <p>Powys County Council is signed up to the National Principles for Public Engagement in Wales to ensure that conversations with our stakeholders are meaningful, timely and appropriately resourced.</p>	<p>Terms of reference, membership, agendas, minutes, attendance statistics and other relevant information related to the Authority's committee structure are made available via the public website in a timely manner.</p>	

	<p>including member support and development.</p> <p>Oversees the Member Development project.</p> <p>Reviews committee structures.</p> <p>Revises the Constitution.</p>			
Scrutiny Committees	<p>A Scrutiny Committee acts as a 'critical friend' to the decision-making process and is responsible for assembling evidence on matters that affect the region and then using this information to make recommendations based on the findings.</p> <p>The Co-ordinating Committee brings together representatives of the Cabinet, Chairs and Vice-Chairs of the</p>		<p>The Scrutiny officer and the Monitoring officer support the Scrutiny Committee and ensure that the Council fulfils its statutory responsibility to protect and promote scrutiny activity within the organisation.</p> <p>Scrutiny committees undertake reviews and inquiries, within the Committee as a whole or within Working Groups. The findings of Scrutiny reviews and inquiries are presented to Cabinet with recommendations for action.</p> <p>The Council's scrutiny committees also include some</p>	<p>A timetable ensures that each Scrutiny Committee will scrutinise the relevant quarterly performance information (against the Corporate Improvement Plan).</p> <p>A pro-forma supports scrutiny to provide challenge, and the feedback received through the pro-forma is fed back to the appropriate Cabinet Members and Directors.</p>

	Scrutiny and Audit Committees and representatives of the Executive Management Team to undertake the development of the Scrutiny Forward Work Programme.		representatives who are not County Councillors; the Audit Committee has an independent “lay” member, the Learning, Skills and Economy Scrutiny Committee has co-opted Members in respect of education scrutiny and the Economy, Residents, Communities and Governance Scrutiny Committee has a co-opted member in respect of crime and disorder matters.	
Health and Care Scrutiny Committee	<p>A scrutiny committee with responsibility for:</p> <p>Vision 2025 Objectives</p> <ul style="list-style-type: none"> - Health and Care: - Focussing on well-being - Early help and support - Providing joined up care - Developing a workforce for the future - Creating innovative environments - Developing digital solutions 	<p>The Authority works in partnership with Powys Teaching Health Board to provide integrated Health and Care services.</p> <p>Health and Care Strategy for Powys</p> <p>Joint Area Plan, A Healthy Caring Powys</p> <p>When services are commissioned from external providers, the authority’s expectations regarding</p>	<p>The Authority employs a team of five Contract Monitoring Officers (CMO) who each have oversight of a service-specific area (two for services that fall under ‘Start Well,’ one for ‘Live Well’ and two for ‘Age Well’).</p> <p>Poor Practice issues relating to the quality and standards of service delivery that are observed by a professional may be brought to the attention of the CMOs via submittal of a Dyfed Powys Poor Practice - Service Standards Referral Form [Link]</p>	

	<p>- Transforming in partnership</p> <p>Services:</p> <ul style="list-style-type: none"> - Children's Services - Adult Services - Commissioning (Children and Adults) <p>Partnerships:</p> <ul style="list-style-type: none"> - Regional Partnership Board - Powys Executive - Safeguarding Group - Regional Safeguarding Group - Youth Justice Board - Health, Social Care and well-Being Partnership - Powys Community Health Council 	<p>compliance with its ethical standards are set out in the Standard Services Contract [Link].</p>	<p>Powys Joint Inter-Agency Monitoring Panel (JIMP) [Link to TOR]</p>	
<p>Economy, Residents and Communities Scrutiny Committee</p>	<p>A scrutiny committee with responsibility for:</p> <p>Vision 2025 Objectives</p> <ul style="list-style-type: none"> - Economy: - Providing support for businesses to grow 	<p>Powys County Council Workforce Strategy</p> <p>Equality and Diversity Policy</p> <p>Employee Health and Well-being Policy</p>	<p>All new employees receive induction training and are required to complete corporate mandatory training and any other related to their role.</p> <p>A range of vocational training is offered throughout the Council to ensure staff have</p>	

	<ul style="list-style-type: none"> - Promoting Powys as a place to live, visit and do business - Improving the availability of affordable and sustainable housing - Improving our infrastructure to support regeneration and attract investment - Improving skills and supporting people to get good quality jobs <p>Vision 2025 Objectives</p> <ul style="list-style-type: none"> - Residents and Community: - Strengthening community development and resilience - Support communities to be able to do more for themselves and reduce the demand on our public services - Strengthening our relationship with residents and communities- Improve our understanding of 	<p>Individual Performance Review (Appraisal) Policy</p> <p>Whistleblowing Policy [Link].</p> <p>Powys Digital Strategy</p> <p>Digital Competency Framework</p>	<p>the opportunity to develop the knowledge and skills necessary to fulfil their role safely and to an appropriate standard.</p> <p>The Council provides an ILM-centred Leadership Programme for managers at all levels and a coaching programme available to all staff.</p> <p>The Authority employs an appraisal system through which individuals' objectives are agreed, training needs are identified and performance assessed. A full appraisal is carried out in March, with an interim appraisal following up six months later.</p> <p>The Organisations' values provide a structure to staff appraisals and comprise:</p> <p>- Professional - Whatever role we play in the Council; we act with professionalism and integrity.</p>	
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	<p>our residents needs and improve our service delivery</p> <p>Services:</p> <ul style="list-style-type: none"> - Finance - Legal and Democratic Services - Property, Planning and Public Protection - Highways, Transport and Recycling - Housing and Community Development - Strategy, Performance and Transformation Programmes - Customers and Communications - Workforce and OD <p>Partnerships:</p> <p>Growing Mid Wales</p> <ul style="list-style-type: none"> - Powys Regeneration Partnership - TRACC - BBNP - MWWFRA - WLGA 		<ul style="list-style-type: none"> - Positive - We take a proactive 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. <p>In 2020, Powys County Council declared a climate emergency and in 2021 published the Red Kite Climate Vision & Strategy [Link]</p>	
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	<ul style="list-style-type: none"> - Central Wales Infrastructure Collaboration - Central Wales Waste Partnership - North and Mid Wales Trunk Road Agency Partnership Board - Tourism Partnership Mid Wales - Western Valleys Strategic Regeneration Area Board - Powys Community Endowment Fund 			
Learning and Skills Scrutiny Committee	<p>A scrutiny committee with responsibility for:</p> <p>Vision 2025 Objectives</p> <ul style="list-style-type: none"> - Learning and Skills: - Improving the educational attainment of all pupils - Supporting children and families to have the best start in life - Improving our schools infrastructure 			

	<ul style="list-style-type: none"> - Improving the skills and employability of young people and adults <p>Service:</p> <ul style="list-style-type: none"> - Education <p>Partnership:</p> <ul style="list-style-type: none"> - ERW 			
Cyd-Bwyllgor Craffu Tyfu Canolbarth Cymru / Growing Mid Wales Joint Scrutiny Committee				
Governance and Audit Committee (Regulatory)	<p>Responsible for approving the authority's statement of accounts, income and expenditure and balance sheet to ensure clarity and reliability.</p> <p>Provides governance for the Authority's approach to ethics and fraud.</p>	<p>The Council's Medium-Term Financial Strategy 2020-2025 and 2020-21 Budget and Capital Programme for 2020-2030 articulates how the Council plans to use its resources (revenue and capital) to support the achievement of its corporate priorities as well as the management of its statutory and core duties, known pressures and risks.</p>	<p>The management of the Council's financial affairs are conducted in accordance with the Financial Procedure Rules set out in Section 16 of the Constitution which sets out the financial management standards for staff and members.</p> <p>Monthly reports are prepared in conjunction with Budget Holders and Heads of Service who calculate the forecasts</p>	<p>The Finance Panel is a scrutiny committee with a focus on strategic financial scrutiny.</p>

	<p>Oversees the establishment of a robust risk management process. Plays a key role in monitoring and challenging the Council's risk register.</p> <p>Liaises with external auditors and carries out review of audit findings.</p> <p>Provide governance for the procurement process.</p>	<p>The MTFS helps the Council to work more effectively with partners in other sectors and provides a strategy for the use of reserves to meet changes in resources, risks or unforeseen demands from year to year without impacting unduly on services or council taxpayers. It includes a set of principles that will govern the strategy, a five-year Financial Resource Model, Capital and Treasury Management Strategies and a Capital Programme.</p> <p>The Risk Management Framework sets out the Authority's approach to risk and the procedures in place to implement this approach.</p> <p>PCC Procurement Strategy</p> <p>The PCC Procurement Strategy [Link] contributes to the Welsh national vision for procurement, the main principles of which are set</p>	<p>with their accountants. These reports are then used to populate the formal reports made to the Directors and Cabinet, providing intelligence regarding the monitoring of performance against budget with full year forecasting and variance reporting. The delivery of savings and the forecast use of reserves are also included.</p> <p>The Risk Officer and the oversight of Risk for the Council are sited within Finance.</p> <p>Consideration of risk is an integral part of the quarterly performance reviews held with Portfolio Holders, Directors and Heads of Service.</p> <p>The Strategic Equalities and Risk Officer works with SLTs on a quarterly basis to raise risk awareness and support compliance.</p>	
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		<p>out in the Wales Procurement Policy Statement 2021. An Action Plan accompanies the Strategy and this is reviewed on a regular basis to integrate feedback and progress.</p> <p>The Authority publishes its procurement programme on an annual basis.</p> <p>The Council's expectations of external providers are set out in the Selling to Powys Guide (p.11) and made available via the Procurement and Contracts page of the Authority's public website.</p> <p>Commissioning and Commercial Strategy</p> <p>The Council's expectations concerning the cooperation of external providers with regard to the economic, social and environmental well-being of the area covered by the Authority are</p>	<p>The authority records, monitors, and reports, on risk and risk mitigation through the JCAD Core[Link] system.</p> <p>Risk is recorded at strategic and service levels.</p> <p>Transformation project risk is also managed through JCAD [Link].</p> <p>Strategic risk is reviewed by the Cabinet who ensure that procedures are in place to monitor the management of significant risk.</p> <p>Recommendations received via regulatory review or audit are recorded and monitored in the Regulatory Tracker [Link].</p> <p>Risk management training for new managers and other relevant staff is provided during induction by way of a video wales.nhs.uk.</p> <p>Budget Challenge events are undertaken throughout the</p>	
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		<p>set out in the Standard Services Contract [Link]</p>	<p>year to challenge financial performance at a service level.</p> <p>Responsibility for identifying and monitoring service-level risk rests with the individual services. Services themselves decide on the frequency of review of both risk and mitigating actions. Generally, it is recommended that reviews occur quarterly as a minimum, however this is not a directive and the decision remains with the service.</p> <p>The Strategic Equalities and Risk Officer attends services SLT or performance review meetings on a quarterly basis to support and challenge risk management (horizon scanning, identifying of new risks, management of current risks etc).</p> <p>Powys County Council has an open risk appetite but recognises that services will display different levels of appetite according to the</p>	
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			<p>requirements of their business and these individual levels are shown in the appropriate service risk register.</p> <p>The Integrated Impact Assessment incorporates the Equality Impact Assessment (EIA) and is supported by an Equalities tool kit.</p> <p>The Portfolio Holder for Risk Management is also the Portfolio Holder for Finance and is updated on the progress of the risk management programme on a quarterly basis.</p> <p>Risk management reports are presented to Cabinet quarterly and are reviewed by the Audit and Scrutiny Committees.</p> <p>A Procurement Sustainability Officer leads a coordinated, environmentally responsible procurement approach towards the sourcing of all goods, services and works.</p>	
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			<p>The ICT Governance Committee supports the Council in meeting its contract procurement rules that govern the purchase of IT hardware/software/Applications and provide assurance that investments in IT meet all relevant standards, including security, Information Governance and compatibility.</p>	
<p>Planning, Taxi Licensing & Rights of Way Committee (Regulatory)</p>	<p>Responsible for:</p> <ul style="list-style-type: none"> - Planning Matters - determines planning and other related applications and functions relating to town and country planning and development control - Licensing Matters – functions relating to the licensing of hackney carriages and private hire vehicles - Rights of Way Matters - functions include determining Definitive Map 			

	Modification Orders [DMMOs], the registration and deregistration of Common Land and determining controversial or contested Public Path Orders [PPOs]			
Finance Transformation Board	Responsible for the delivery and monitoring of a programme of improvement for financial management across the organisation, based on the conclusions and recommendations provided by a commissioned assessment carried out by CIPFA (Chartered Institute of Public Finance and Accountancy) Financial Management assessment.	Anti-Fraud and Anti-Corruption Policy Fraud Sanction and Prosecution Policy Money Laundering Policy	A Powys County Council Corporate Anti-Fraud Team has been in place since 2015	
Joint Partnership Board	The Joint Partnership Board provides			

	<p>oversight for a number of agreements formed between PCC and Powys Teaching Health Board under Section 33 (Arrangements between NHS bodies and local authorities) of the NHS Wales Act 2006.</p> <p>These agreements concern the provision of health and care services and ICT. In addition to governing these agreements, the Joint Partnership Board oversees the shared change agenda set out in the Area Plan and our CIP.</p>			
Regional Partnership Board	<p>The RPB was established to drive the strategic regional delivery of social services in close collaboration with Powys Teaching</p>	<p>Joint Area Plan, A Healthy Caring Powys</p> <p>Health and Care Strategy for Powys</p> <p>Strategic framework for the health and care workforce?</p>	<p>The Council works closely with key partners through both statutory and non-statutory arrangements.</p>	<p>Annual Report</p> <p>Powys Population Needs Assessment</p>

	<p>Health Board and Third Sector partners.</p> <p>It ensures that the statutory partners have appropriate provisions in place to satisfy the requirements set out under the Social Services and Wellbeing (Wales) Act 2014.</p> <p>It Identifies and responds to opportunities for collaboration and integration in the delivery of health, social care and wellbeing.</p>			
Public Service Board	The PSB is responsible for the development of a wellbeing assessment and for the publication an annual local well-being plan which sets out how the member partners will meet their responsibilities under	Partnership Well-being Plan Towards 2040	The Public Service Board Scrutiny Committee is responsible for scrutiny of the Authority's activities undertaken within the PSB partnership.	Annual Progress Report Powys Wellbeing Assessment

	the Wellbeing of Future Generations (Wales) Act.			
Mid-Wales Corporate Joint Committee	Established to strengthen local democracy and accountability by integrating decision making with regards to regional transport, strategic development plans and the improvement of economic wellbeing.	The Mid-Wales CJC will, in due course, be responsible for the preparation of a number of documents that will provide additional governance in its areas of accountability.	Newly established in 2022 and comprising representatives for PCC, Ceredigion County Council and the Brecon Beacons National Park.	
Pensions and Investment Committee	<p>The Committee is responsible for all functions relating to local government pensions</p> <p>Roles and responsibilities for Constituent Authorities within the Wales Pension Partnership are set out here.</p>	<p>The Fund's Governance Policy and Compliance Statement sets out in detail the Governance arrangements of the Powys Pension Fund</p> <p>Powys Pensions Fund Risk Register</p> <p>Responsible Investment Policy</p> <p>Investment Strategy Statement</p>		The Wales Pension Partnership Joint Governance Committee (JGC) oversees the pooling of the investments of the eight Local Government Pension Scheme funds in Wales and comprises one Elected Member from each of the Authorities.

<p>Corporate Information Governance Group</p>	<p>The Corporate Information Governance Group (CIGG) [Link] determines how the Council will manage the Information Governance framework of activity and is chaired by the Head of Legal and Democratic Services as the Senior Information Risk Owner (SIRO), who holds delegated responsibilities for information risk within the Authority</p> <p>Its objectives are to ensure effective policies, practices and programmes are in place to support all aspects of Information Governance, including, but not limited to information risk management, information compliance, and</p>	<p>The Information Governance Framework is made up of all the policies, groups, training, processes, agreements in place</p> <p>The Authority operates with a two-year Corporate Information Management, Assurance, and Governance (IMAG) Plan that sets out the activities that must be undertaken to fulfil the Information Governance Framework.</p> <p>Information risks are recorded on the Powys County Council Risk Register (JCAD) and shared as appropriate with partners and the supply chain.</p>	<p>The Corporate Information Operational Group (CIOG) [Link] is chaired by the Professional Lead Data Protection and provides a forum for discussion and interface between CIGG decision-making and service-level procedure and facilitates dissemination of learning and, when required, remedial action.</p> <p>Formal information requests (Freedom of Information, Environmental Information Regs and Subject Access Request under UK GDPR) are managed centrally to enable consistency in the application of legislation and ensure response within set timescales.</p> <p>Robust Personal data breach reporting and management processes are in place allowing for the appropriate management and investigation of personal data breaches and lessons to be learnt and disseminated through the organisation</p>	<p>Annual Information Governance Report</p> <p>Powys County Council undertakes or commissions annual assessments and audits of its Information Governance policies and arrangements, including but not limited to IASME (Information Assurance Small Medium Size Enterprises) and Cyber Essentials Plus</p>
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	information management etc.		Annual IG report submitted to Cabinet	
Internal Audit South-West Audit Partnership (SWAP)	<p>SWAP is a wholly-owned (not-for-profit) public sector audit partnership.</p> <p>Powys County Council belongs to this partnership which includes twenty-five local authority and public service members.</p> <p>SWAP conforms to the International Professional Practices Framework of the Institute of Internal Auditors (IIA).</p>		<p>The internal audit tracker is integrated into the Corporate Scorecard to facilitate the monitoring and management of audits by EMT and SLT .</p> <p>In accordance with the recognised standards, the Head of Audit is required to give an opinion on the overall internal control environment based on the work undertaken throughout the year.</p>	
External Regulatory Inspections	<p>The core regulatory bodies for PCC are:</p> <ul style="list-style-type: none"> - Care Inspectorate Wales - Audit Wales - Health and Safety Executive 		<p>Services are required to embed any recommendations they receive into their Integrated Business Plan to ensure that they are being addressed through appropriate improvement objectives. These objectives are then monitored</p>	

	<ul style="list-style-type: none">- Social Housing Regulator- Estyn- ICO		quarterly to ensure that the necessary progress is being made.	
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Appendix B: Consultation and Engagement

Powys County Council Engagement Reporting 2021-22

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

EXTERNAL ENGAGEMENT

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

INTERNAL ONLY ENGAGEMENT

Quarter	Internal PCC Surveys	Internal Visitors	Internal Engaged Participants
1	3	4,006	1,039
2	1	2,192	499

² Number of people who have engaged (taken part) in external engagement and consultation activities

³ % 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

⁴ % of people that speak positively about the Council (with or without being asked)

3	1	529	30
4	1	3,087	1,319
TOTAL	6	9,814	2,887

Breakdown of engagement projects by quarter:

QUARTER 1

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Ysgol Dyffryn Trannon	25/02/21 to 15/04/21	The proposal to change the language category of Ysgol Dyffryn Trannon: - To make a regulated alteration to alter the medium of instruction at Ysgol Dyffryn Trannon to Welsh-medium - This would be introduced on a phased basis, year-by-year, starting with Reception in September 2022	<ul style="list-style-type: none"> 71 completed the consultation response form 9 written responses 	<p>Consultation Report</p> <p>On the 14 September 2021, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposal to move Ysgol Dyffryn Trannon along the language continuum.</p> <p>The decision letter outlining the Cabinet's decision is available online.</p>
External	Digital Services for Archives, Museums and Libraries	01/03/21 to 11/04/21	Libraries Service were seeking views on how they can develop digital resources so that they can deliver improved and more efficient services. This includes using technology to connect with communities, offering more services	234 responses	Report of findings compiled and sent to Catherine Richards and the external company running the project Ammba Digital.

			online and helping people to use those services with confidence.		
External	Brecon Schools (Mount St Infants, Mount St Juniors, and Cradoc CP Schools)	25/02/21 to 12/05/21	<p>The Proposals are as follows:</p> <p>Phase 1</p> <ul style="list-style-type: none"> To close Mount Street Infants School, Mount Street Junior School, and Cradoc C.P. School To establish a new English-medium primary school for pupils aged 4-11 on the current sites of Mount Street Infants School, Mount Street Junior School, and Cradoc C.P. School. <p>The current target date is to close the three schools on the 31 August 2022, with the new school opening on the 1 September 2022.</p> <p>Phase 2</p> <ul style="list-style-type: none"> To make a regulated alteration to transfer the new school to a new school building on a new site in Brecon. <p>The current target date for this phase is September 2024 at the earliest.</p>	<ul style="list-style-type: none"> 229 completed the consultation response form 53 written responses 1,275 signature petition 	<p>Consultation Report</p> <p>On the 11 March 2022, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposing to close Mount Street Infant School, Mount Street Junior School and Cradoc C.P. School from the 31 August 2023 and establish a new primary school for pupils aged 4-11 on the three current sites from the 1 September 2023.</p> <p>The decision letter outlining the Cabinet's decision is available online.</p>
External	Castle Caereinion C in W School	14/04/21 to 02/06/21	<p>The proposal is to close Castle Caereinion C. in W. School from 31 August 2022, with pupils to attend their nearest alternative schools.</p>	<ul style="list-style-type: none"> 68 completed the consultation 	<p>Consultation Report</p> <p>On 23 November 2021, the Council's Cabinet considered the Objection Report and agreed to go ahead with the</p>

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

			August 2022, with pupils to attend their nearest alternative schools.	<p>consultation response form</p> <ul style="list-style-type: none"> • 130 written responses 	<p>On the 8 February 2022, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposal to close Llanfihangel Rhydithon C.P. School from 31 August 2022.</p> <p>The decision letter outlining the Cabinet's decision is available online.</p>
External	Llanbedr C in W School	21/04/21 to 23/06/21	The proposal is to close Llanbedr C. in W. School from 31 August 2022, with pupils to attend their nearest alternative schools .	<ul style="list-style-type: none"> • 113 completed the consultation response form • 62 written responses • 2,119 signature petition 	<p>Consultation Report</p> <p>On 8 March 2022, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposal to close Llanbedr C. in W. School from 31 August 2022.</p> <p>The decision letter outlining the Cabinet's decision is available online.</p>
Internal	Staff Wellbeing Survey 2021	01/06/21 to 30/06/21	Following more than year of Covid-19 restrictions and changes to how we live and work, this survey provided an updated insight into staff well-being across the council. This survey has been conducted six-monthly since the Covid-19 pandemic hit and asks staff opinions	821 responses	<p>Key Findings Summary Report</p> <p>The Senior Leadership Team used the feedback and ideas to ensure staff are supported across the whole Council and to</p>

			on how they are finding work at the moment, whether they are working from home or on the front line.		help shape the new ways of working.
Internal	Member Survey 2021	07/06/21 to 01/07/21	Survey of members during Covid-19 to assess home working and welfare at the current time (June 2021).	35 out of 73 members responded	Report of findings sent to EMT July 2021 to inform Council recovery and make recommendations for action.
External	Living in Powys – Informing our wellbeing plan	08/06/21 to 31/07/21	<p>The Well-being of Future Generations (Wales) Act, which came into force in April 2016, is about improving the social, economic, environmental, and cultural well-being of Wales.</p> <p>The Act established Public Service Boards (PSB) for each local authority area, made up of the council, the health board, the fire and rescue service and Natural Resources Wales. The PSB is responsible for developing a local Well-being Assessment and Well-being Plan for the area and updating that plan every five years. It details the actions that will be taken to address local issues and contribute to the national Well-being goals.</p> <p>The information from this survey, along with other sources of data, will</p>	475 responses	<p>The PSB gathered data from a variety of sources, conducted a Living in Powys survey and used many other engagement sources to get a good understanding of people's well-being needs across the county.</p> <p>All this information resulted in a detailed and comprehensive assessment of well-being in Powys which was published on the PCC Engagement Hub with an accompanying survey that ran from 16 November to 17 December 2021.</p>

			be used to inform the next Well-being plan and ensure we understand the pressures that our communities are facing.		
Internal	Governor Questionnaire 2021	21/06/21 to 19/07/21	School Governors and Clerks to the Governors were invited to complete an online survey, asking for their views on training, briefing sessions and the Governors' Bulletin.	200 responses	Report of findings compiled and sent to Beth Groves (Principal Officer – Governor Support)
External	The future of our town centres	22/06/21 to 19/07/21	A four-week engagement exercise to seek the views of businesses, residents, and visitors on the future of Powys town centres. The Covid-19 crisis has had a significant impact on the lives and health of many Powys citizens, but it has also had severe economic consequences. The lockdown had an immediate impact on the way in which our town centres operate with many businesses adapting the way in which they have worked to ensure that their local communities were provided with the services and goods they needed throughout the pandemic.	1044 responses	Following extensive feedback, the temporary arrangements in Brecon, Newtown and Crickhowell will stay in place for now. Smaller measures in other towns, including pavement licences granted to individual businesses to make use of public areas such as walkways and roads, will also remain. On the contrary, in line with the initial feedback from the engagement exercise and at the request of the town council, the temporary restrictions in Hay on Wye were lifted from 7 August 2021.

QUARTER 2

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

			Cedewain school will have purpose-built and state-of-the-art facilities including a hydrotherapy pool, sensory and physiotherapy rooms and garden as well as a community café.		Wynne Construction, who carried out the pre-application consultation.
External	Robert Owen House, Newtown: Pre-application consultation	26/07/21 to 20/08/21	Pre-application consultation for the proposed development of 32 energy efficient one-bedroomed flats, for council rent, on the site of the former Robert Owen House in Newtown.	Unknown (Hosted a link on our engagement hub to a third-party project)	June 2022 - A planning application for the flats on the site of the former Robert Owen House in Newtown was approved by Powys County Council's Planning, Taxi Licensing & Rights of Way Committee today (Thursday, June 16).
External	Llanfair Caerenion Town Plan Consultation	03/08/21 to 11/09/31	Llanfair Caerenion Town Council prepared its Town Plan for consultation. The plan covered everything from governance, finance and projects for the Town along with a programme and monitoring system in place.	Unknown (Hosted a link on our engagement hub to a third-party project)	November – consultation report was considered by the town council. Included in the meeting agenda documents online.
External	Child Poverty Survey	12/08/21 to 30/08/21	As part of the PCC Economy, Residents and Communities Scrutiny Committee's investigation into child poverty in the county, a survey was conducted to understand the picture of child poverty in Powys and to ensure that the council targets its resources effectively to improve the	121 responses	Report of findings compiled and sent to Economy, Residents and Communities Scrutiny Committee to consider at their meeting on 6 September 2021 .

			opportunities and outcomes for children living in poverty.		
External	Active Travel – Commonplace mapping	16/08/21 to 08/11/21	Following feedback from residents, town and community councils, schools, and other stakeholders (in 2016/17), the draft Active Travel Network Map (ATNM) have been developed for each of the county's 11 designated active travel localities (as defined by Welsh Government).	Unknown (Hosted a link on our engagement hub to a third-party project)	The draft Active Travel Network Map will now be finalised before being submitted to Welsh Government for consideration.
External	Homes in Powys Common Allocation Scheme	13/09/21 to 06/12/21	Following a review in December 2020, the Council and its partners recommended changes to the Common Allocation Scheme. A summary of the proposals, together with the reasoning behind each recommendation was put out for consultation	264 responses	Documents considered by: Portfolio Holder for Adult Social Care, Welsh Language, Housing & Climate Change - Friday, 11th March, 2022 "The proposed amendments to the 'Homes in Powys' Common Allocations Scheme, set out in Appendix A to the report, are approved."
External	Draft Welsh in Education Strategic Plan (WESP) for 2022-2032	24/09/21 to 19/11/21	The School Standards and Organisation (Wales) Act 2013 requires all local authorities to prepare a Welsh in Education Strategic Plan (WESP) setting out how they will develop Welsh-medium education.	93 responses	Consultation Report 25 January 2022 - Cabinet approved the updated WESP, which will now be submitted to the Welsh Government for their consideration and approval.

			The councils draft 10-year plan (2022-2032) sets out the Council's vision for Welsh-medium education, followed by a number of targets and actions, based around 7 Outcomes, with the aim of increasing the use of Welsh in education over the next 10 years. These outcomes will contribute towards achieving the Welsh Government's Cymraeg 2050 Strategy, which aims to have one million Welsh speakers by 2050.		
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QUARTER 3

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Health and Care in Powys: Informing our Population Needs Assessment	01/09/21 to 28/10/21	The Social Services and Well-being (Wales) Act 2014 requires that local authorities and local health boards must jointly carry out an assessment of the needs for care and support, and the support needs of carers in the local authority areas.	8 responses	Following the publication of our PNA , we will produce an area plan which outlines our integrated priorities for the next five years. The plan will be published in March 2023.

			<p>The Population Needs Assessment consists of two sections:</p> <ul style="list-style-type: none"> Assessing the extent to which there are people (or their carers) who need care and support and the extent to which they need this Assessing the range and level of services required for the care and support needs of the population (and carers) to prevent needs arising and escalating, and the actions required to provide services in Welsh <p>The Powys Regional Partnership Board is required to produce a population needs assessment every four years. The next assessment is due for completion in March 2022. Views will feed into this work and will help inform future decision-making around health and care services in Powys.</p>		<p>The PNA will be used to inform the upcoming regional Market Stability Report which is due for publication in June 2022. The Market Stability Report will assess the stability and sufficiency of the social care market considering the findings and needs identified within this assessment.</p>
External	Brecon High School - Election of Parent Governor	29/09/21 to 18/10/21	<p>Parent Governor Election: Ballot Paper</p> <p>The number of parent governors to be elected on this occasion was two.</p>	627 responses	Top two candidates were elected as Parent Governors
Internal	School Funding Formula Review	05/10/21 to 22/10/21	<p>The current funding formula came into effect in the 2019-20 financial year following a fundamental review</p>	30 responses	December 2021 - Cabinet considered responses received to the consultation to changes

		<p>carried out to create a clear and transparent funding model to deliver a core educational offer to schools in Powys.</p> <p>The proposals on which we are consulting are intended to support a move to a pupil-led formula whilst also securing stability for schools across Powys. This should provide a stable, transparent, and equitable funding arrangement for schools, which will:</p> <ul style="list-style-type: none"> • Create a more equitable provision for all learners across Powys • Support the aspirations of the transformation programme • Support all learners including helping offset the effects of disadvantage • Support a collaborative schools' community which offers effective professional learning to facilitate the self-improving system • Support inclusion and bilingualism, and promote access to excellence for all learners <p>The proposals will apply to primary schools and the primary phase of all-age schools only. Work on reviewing</p>		<p>to the School Funding Formula for mainstream Primary phase schools and revisions to the Powys Scheme for Financing Schools.</p> <p>More detailed information on Cabinet decision can be found online.</p>
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			the formulae for secondary schools and special schools is ongoing and will align with the progression of the Strategy for Transforming Education in Powys 2020-2030.		
External	How has Covid-19 affected Powys?	08/10/21 to 11/11/21	<p>PCC wanted to find out what impact the COVID-19 pandemic has had on the wellbeing of our communities and on individuals.</p> <p>This information will help us to understand the wider effect, beyond its immediate impact on those who have contracted the virus. It will also help us decide how we will respond in the future, in ways that best support the good health and wellbeing of Powys residents.</p>	204 responses	
External	Wellbeing Assessment Report - Consultation	16/11/21 to 17/12/21	<p>The Public Service Board (PSB) gathered data from a variety of sources, conducted a Living in Powys survey (mentioned earlier) and used many other engagement sources to get a good understanding of people's well-being needs across the county.</p> <p>All this information has resulted in a detailed and comprehensive assessment of well-being in Powys.</p>	614 responses	An updated full Well-being Assessment analysis for Powys was published.

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

			<ul style="list-style-type: none"> • A remodelled 4-18 Welsh-medium all-through campus in Builth Wells. <p>The Council wanted to know what people thought about the possible plan before it started the legal process that would need to be followed to make these changes.</p>		
External	Climate Strategy Consultation	15/12/21 to 09/01/22	<p>Powys County Council declared a climate emergency in September 2020 and the council agreed to create a cross-party motion on climate change. This document builds on that declaration highlighting how acting on climate change meets all four pillars of vision 2025 and is delivering on and strengthening the councils existing policies and approach.</p> <p>Through this strategy we aim to play our part in combatting climate change by facilitating change and providing civic leadership across our County that will encourage others to follow. We also recognise that we do not have the sole responsibility to make this happen and are keen to</p>	175 responses	<p>Consultation Report</p> <p>March 2022: Cabinet considered the revised Climate Change Strategy which had been updated following a consultation exercise and presented to the Climate Action Programme Board and the Cross-Party Working group. The revisions addressed a number of issues highlighted in the consultation.</p> <p>Cabinet approved the publication of the Climate Change Strategy as set out in Appendix A to the report.</p>

			<p>work with all local, regional, and national stakeholders in order to ensure sufficient action is taken and progress made.</p> <p>This engagement exercise asks you a few general questions about your interest in climate change, to rate each of the sections of the new strategy and gives you the opportunity to leave wider feedback.</p>		
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QUARTER 4

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Performance Feedback Ongoing Engagement Project	04/01/22 ongoing...	<p>Welsh Government requires councils to keep under review the extent to which they are fulfilling the 'performance requirements', that is, the extent to which:</p> <ul style="list-style-type: none"> • they are exercising its functions effectively • they are using resources economically, efficiently, and effectively • the governance is effective for securing the above. 	<p>Up to 31/03/22:</p> <ul style="list-style-type: none"> • 472 survey responses • 2 questions asked • 1 idea submitted • 12% are satisfied or very satisfied that they have opportunities 	<p>Quarterly data included with engagement information in cabinet report:</p> <ul style="list-style-type: none"> • % of people that are satisfied or very satisfied that they have opportunities to have their say and participate in the Council's decision-making processes • % of people that speak positively about the Council (with or without being asked)

			To fulfil this requirement an ongoing engagement exercise was proposed to (and approved by) Cabinet to gather views from the local community which will be reported on quarterly and included as part of the council's performance self-assessment work.	<p>to have their say and participate in the Council's decision-making processes</p> <ul style="list-style-type: none"> • 14% speak positively about the Council (with or without being asked) 	Full report including verbatim open comments, ideas and Q&A is also sent with the high-level figures.
External	Powys Local Development Plan (2011-2026) Review Report	06/01/22 to 01/02/22	<p>The Powys Local Development Plan (LDP) adopted in April 2018 sets out the Council's policies for the development and use of land in Powys (except for the area within the Brecon Beacons National Park) up to 2026.</p> <p>The Review Report Consultation Draft sets out the information that has informed the review and considers the impact of the findings on the LDP. It also sets out the proposed approach towards revision of the LDP. The Review Report Consultation Draft</p>	12 responses	Following this consultation, the Council will review the comments received and make amendments to the Review Report as considered appropriate. The comments will be summarised within the final Review Report, which will also include the Council's response to the comments along with any changes proposed to the Review Report. The Review Report will be considered for approval by the Council before being submitted to the Welsh

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

			This consultation seeks your views on the content of the Delivery Agreement.		<p>considered for approval by the Council before being submitted to the Welsh Government for agreement.</p> <p>The Delivery Agreement must be formally agreed by the Welsh Government. The agreement of the Delivery Agreement will mark the formal start of the Replacement LDP process.</p> <p>The approved Delivery Agreement will be published on the Council's Local Development Plan website and will be made available for inspection at the principal office of the Council during normal opening hours.</p>
External	Llangorse Church in Wales School - Election of Parent Governor	28/01/22 to 09/02/22	<p>Parent Governor Election: Ballot Paper</p> <p>The number of parent governors to be elected on this occasion was one.</p>	214 responses	Top candidate was elected as a Parent Governor.
External	School's admissions arrangements	01/02/22 to 14/03/22	This consultation was broken into two parts.	Unknown (Hosted link to survey on main	Powys County Council have determined the admissions arrangements for 2023-24 ,

	and catchment maps		<ol style="list-style-type: none"> 1. Admissions Information and Arrangements 2023 - 24. 2. Catchment areas <p>Public Consultation on school's admissions arrangements and catchment maps - Powys County Council</p>	PCC webpage – led by Sarah Quibell)	following the consultation which ran from 1 February 2022 until the 1 March 2022.
External	Llandrindod Wells Town Council Banks Survey	17/02/22 to 31/03/22	<p>Llandrindod Town Council has established a Banking Task and Finish Group and have developed a survey to understand what residents and businesses want from their bank and whether the physical presence of national banks in the town provides a real benefit to individuals, businesses, and charities.</p> <p>The survey was for residents of the town and anyone who banks (or used to bank) there.</p>	Unknown (Hosted a link on our engagement hub to a third-party project)	Unknown - Survey link is still live.
Internal	Staff Wellbeing Survey Winter 2021/Staff OD Survey	07/03/22 to 11/04/22	The last staff engagement survey was held in 2019 which told us a lot about our organisation and how employees felt about their jobs, being a team member, how valued and informed they felt about changes taking place in their service area, and whether they felt	703 responses	Sway report of key findings sent to SLT and will be communicated to wider staff w/c 20 June 2022.

			<p>their line manager took account of their views.</p> <p>During the past two years of working through a global pandemic, we focussed on asking you about your wellbeing whilst working in different ways.</p> <p>This time, we merged the original staff engagement survey with the wellbeing survey, so we can get up-to-date results and measure progress across the Council in both areas.</p>		
External	Engagement exercise for Transport Levelling up bid	24/03/22 to 14/04/22	<p>In 2021, Powys County Council submitted a bid to the UK Government's Levelling Up Fund, seeking funding for local infrastructure improvements. The purpose of the Levelling Up Fund is to provide one-off investment in infrastructure which will make a real difference for local people and the local economy.</p> <p>The original bid was not successful; feedback from the Government indicated that the council should undertake engagement with</p>	68 responses	Data sent to, and report compiled by, Atkins and shared with key stakeholders/senior managers from Highways team.

			<p>stakeholders, particularly businesses in the tourism and leisure sectors, to demonstrate strong local support. Of particular interest was how the schemes would support tourism and Net Zero.</p> <p>In response, as part of their support with the bid resubmission, Atkins has carried out engagement activities to gather feedback from local businesses and organisations to understand how the proposed schemes might bring benefit to our communities and businesses.</p>		
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Appendix C: Financial Management Code Actions

The CIPFA Financial Management Code (FM Code) sets out the standards of financial management expected for local authorities and is designed to support good practice and to assist local authorities in demonstrating their financial sustainability. The first full year of compliance is 2021/22. The Council has assessed its processes, procedures, and governance arrangements and has identified the following actions to be developed through 2022-23 to strengthen its compliance with the Code.

Section 1 – The Responsibilities of the Chief Finance Officer and leadership team

a.) The leadership team can demonstrate that the services provided by the authority provide value for money

Action	Owner
Integrated Business Plans (IBP) pilots will utilise benchmarking and Value for Money (VFM)	SLT
Develop examples of good practice and share for learning.	Transformation & Change
To review Welsh Government models and adapt for PCC use where appropriate.	Transformation & Change
Develop scrutiny skills to actively challenge and assess.	Scrutiny

b.) The authority complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government

Action	Owner
Include financial section in Individual Performance Reviews (IPRs) for budget holders to highlight capability gaps.	Workforce & Organisational Development
Survey and feedback from stakeholders to take place more widely.	Financial Services

Section 2 - Governance and financial management style

c.) The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control.

Action	Owner
Improve the effectiveness of Internal control, more SLT involvement with Audit plan and review.	SLT
EMT self-assessment	EMT

**d.) The authority applies the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016)
No outstanding actions identified**

e.) The financial management style of the authority supports financial sustainability

Action	Owner
Framework in place but gaps in terms of collaboration links, addressing silos.	EMT
Improve level of involvement relating to appropriate finance input into the development of strategic and operational plans.	SLT
Improve the scheme of delegation and the understanding of who the primary decision makers are.	SLT
Survey to gain feedback on satisfaction of service.	Financial Services

Section 3 - Medium and Long Term Financial Management

**f.) The authority has carried out a credible and transparent financial resilience assessment
No outstanding actions identified**

g.) The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members

Action	Owner
Welsh Government engagement regarding rural analysis and increased cost of services	EMT/Cabinet
Ability for achieving long term financial sustainability – impact on short term decisions – how to better plan for the medium term	EMT/Cabinet
IBP Pilots that will focus on Outcome Based Budgets activity	SLT

**h.) The Authority complies with the CIPFA Prudential Code for Capital Finance in Local Authorities
No outstanding actions identified**

i.) The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans

Action	Owner
Develop cost drivers and benchmarking through Outcome Based Budgets	Financial Services

Section 4 - The annual budget

**j.) The authority complies with its statutory obligations in respect of the budget setting process
No outstanding actions identified**

- k.) The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement of the adequacy of the proposed financial reserves
No outstanding actions identified

Section 5 – Stakeholder engagement and business cases

- l.) The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget.

Action	Owner
Key stakeholders, wider member engagement and stronger use of scrutiny	Cabinet
Limited consultation with wider membership due to covid and being in business continuity and plan to engage more broadly this year and in future years	Cabinet

- m.)The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions

Action	Owner
Work still to be done to develop use of business cases and cabinet to review and consider affordability early in the process	SLT
Project management and transformation management training available	SLT
Need a stronger risk framework around tenders and allowing bids to be taken forward – strengthen guidance	SLT/Financial Services

Section 6 – Monitoring financial performance

n.) The leadership team acts using reports, enabling it to identify and correct emerging risks to its budget strategy and financial sustainability

Action	Owner
Development and clarification of the mechanisms in place to report the performance of the authority's significant delivery partnerships such as contract monitoring data.	EMT/SLT

o.) The leadership team monitors the elements of its balance sheet which pose a significant risk to its financial sustainability

Action	Owner
Redesign the debt recovery process to ensure that it is fit for purpose, failure demand removed which will allow the staff to prioritise key debt collection activities	Financial Services
Move from the current manual debt collection work to an automated stage driven system that will free up staff time to focus on collection rather than administration	Financial Services
Improve the collection process by strengthening our ability to measure debt performance better in the debt recovery lifecycle.	Financial Services

Section 7 – External financial reporting

p.) The chief finance officer has personal responsibility for ensuring that the statutory accounts provided to the local authority comply with the Code of Practice on Local Authority Accounting in the United Kingdom

No outstanding actions identified

q.) The presentation of the final outturn figures and variations from budget allow the leadership team to make strategic financial decisions

No outstanding actions identified