

# Self-Assessment SWOT Report 2022-23

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

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

This information has been considered using the below method:



This SWOT report has been structured around the Well-being of Future Generations Act Seven Well-being Goals. Topics are presented at a thematic level within the most appropriate category, but it is important to recognise that most topics will intersect with and support more than one Well-being Goal.

Strengths	Weaknesses	Opportunities	Threats
<b>A Prosperous Wales</b>			
Economy and Funding			
<p>Approval of the Regional investment plan for UK Shared Prosperity fund secured £27m for Powys.</p> <p>Major programmes of funding have been secured, managed and reported on time, including Levelling-up funding and the Transforming Towns Programme.</p>	<p>In the last financial period, 4 <b>funding applications were submitted to support Powys communities and the local economy</b> (a decrease of 13 when compared to the previous period).</p>	<p>Activities undertaken for Transforming Towns have included a visit from the First Minister, Levelling-up projects, Communities for Work+ and Armed Forces Liaison, food bank partnership, tourism partnership and improved connections with Business Wales.</p> <p>The Growing Mid Wales programme has included working with the private sector to bring forward Powys projects including supporting the development of an Energy strategy and action plan, Tourism strategy and action plan, Sites and premises development and Digital Connectivity project development.</p>	<p>The lack of clear UK Government plans for the replacement of European structural funds, combined with the end of short-term Levelling-up funds in December 2025, will leave a potential gap in funding from March 2026 that could lead to the loss of many jobs and experienced staff from the authority and our partner organisations.</p> <p>The introduction of the Shared Prosperity Fund has required existing staff to be re-aligned to develop a regional investment plan, work with partners and develop an application and assessment criteria for internal projects to ensure spend for year 1, following UK Government delays in the approval of the regional investment plan. This has caused delays in the development of Council priorities including Climate action and economic strategy.</p>

Strengths	Weaknesses	Opportunities	Threats
<b>Business and Tourism</b>			
<p>Business support has improved and a database of businesses wishing to interact with the organisation has been developed to track interaction and support provided.</p> <p>During the past year, 90 (as of Q3) businesses have been assisted by the Council's Economic Development Team or referred to partner organisations.</p> <p>Business Rates Reliefs- The retail, leisure and hospitality rates relief scheme was administered during 2022/23.</p> <p>During 2022-23, 97.99% of Business Rates were collected. (End of Year target 98%).</p> <p>Significant revenue savings have been made by undertaking a review of current business rates payable and making appeals on same. Savings of circa £820,000 for 22/23 have been made. The service will continue to monitor business rates and raise queries as appropriate especially with regards to material changes to properties which may affect Business rate liability.</p>	<p>By December 2022, 14 businesses will have introduced new products to the market as a result of support (Q3 = 3) Q4 had not been reported at time of drafting but performance appeared off track notwithstanding as there had been no gains in Q1 or Q2.</p> <p>Operational changes have necessitated a shift from weekly collection to fortnightly collection for trade residual waste.</p>	<p>In total, 925 businesses have linked a business rates account to their MYPowys account with 746 signed up for e-billing.</p> <p>The commercial estate has been improved by completing a new project in Abermule to deliver new business units. The development enabled a very successful local company to expand and be retained in the area. There was a significant risk of losing this business in Powys without this development.</p> <p>The Authority supplies 145 business Units supporting over 100 plus SME's across Powys.</p>	<p>Emergency funds from Welsh Government require the re-alignment of staff to process grant programmes and initiatives such as Business Grants and Warm Banks. This has caused delays with staff being re-aligned from Council programmes such as tourism development and business support.</p>
<p>During 2022/23 there have been 23,281 visitors to the</p>			

Strengths	Weaknesses	Opportunities	Threats
<p>midwalesmyway.com website (target to increase the number from 20,000 per year to 23,000. [This is an increase from 20,173 in 2021-2022]</p> <p>The STEAM annual survey indicates that there were 9.09 million visitor days to Powys for tourism purposes during 2022/23 (target of 4.5m)</p>			

During 2022-23, 1,418 suppliers were engaged in Council procurement process. The number of Local Suppliers engaged in the Councils procurement process has risen by 245 compared to last year.

<p>£1,230,374 of Community Benefits and social value targets were set and included in contracts worth more than £2 million.<sup>1</sup> This is the first year this information has been collected. 4 Procurement's have been through the process of using the Social Value Portal.</p> <p>Employer registrations for iConnect electronic data exchange has doubled in the past year with up to 45% of employers now registered.</p>			
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<sup>1</sup> This is reliant on the number of capital projects and other procurement being taken forward in any one year.

Strengths	Weaknesses	Opportunities	Threats
Decarbonisation			
<p>6 hybrid meeting devices have now been installed with another planned in Hendreladus. Devices are currently available in County Hall, Llandrindod Wells and Neuadd Brycheiniog, Brecon.</p> <p>Adult Services were successful in being awarded a grant from Welsh Government to secure electric vehicles, electric charging points and potentially driving lessons to support domiciliary carers across Powys, in line with the Local Authority's Climate Action Strategy.</p> <p>Pension ESG – 6 monthly review of fossil fuel investment exposure and carbon assessment of investments ongoing.</p> <p>Good energy consumption housekeeping by Leisure Services has seen a reduction in electricity and gas usage at most sites, with carbon emissions decreasing to 1,912 tonnes CO2e, compared to 1,985 tonnes in 2021/22 and 2,107 tonnes in 2019/20.</p> <p>The energy efficiency of the Councils building stock continue to improve, including the completion of a £0.5m in LED lighting retrofit project in Schools.</p>	<p>The Authority does not currently have fully costed action plans for decarbonisation and adaptation.</p>	<p>'Optimised Retrofit for Powys' will improve the energy efficiency of the least energy efficient Council owned homes and provide experience to identify and drive forward future programmes (for example taking advantage of funding opportunities, being able to deliver quickly and effectively and knowing what works and does not work across a wide range of property types) for both publicly and privately owned properties.</p> <p>Adult Services have developed the sustainability agenda within commissioning in conjunction with procurement, working with their 15 biggest suppliers to develop carbon reduction plans, working within the guidance in 'Decarbonising Social Care in order to meet the Welsh Government objective of Net Zero carbon by 2030'.</p>	<p>Welsh Government Net Zero targets for 2030 require significant changes in our approach to contracting strategies.</p>

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<p>Low carbon heating feasibility studies were completed in four schools.</p>			
Education			
<p>Powys has maintained the second highest attendance figures across Wales during the autumn and spring term of 2022-23.</p>	<p>During 2022-23, Estyn have resumed their inspection schedule following a two-year suspension due to the Covid-19 pandemic. Core inspections and follow up inspections have taken place throughout this year and as a result, Powys has two secondary schools in Special Measures, and four primary schools asked to produce case studies for good practice.</p>	<p>Working parties have been formed to provide additional support to schools and the learners/children across Powys. These have included the School Meal Debt Working Party, Child Poverty Task Force, Team around the Cluster, the Education - Property Compliance and Operational Safety Board, and the rollout of universal primary free school meals (UPFSM),</p> <p>Following the dissolution of ERW, the Service has continued to grow the PCC School Improvement and Professional Learning teams; this has included the creation and appointment of a Secondary School Improvement Team, and an Expressive Arts Lead. A Mid Wales Education Partnership (MWEP) Strategic Lead has been appointed to drive the MWEP forward to enable the partnership to support schools both in PCC and Ceredigion to implement the national mission.</p> <p>There has been an increased number and quality of applications for Powys Education jobs reducing</p>	<p>School leaders are experiencing more challenging behaviour and a greater pressure in response to the ALN needs of their learners as they have returned to school full time. There is also an issue with persistent absenteeism in certain clusters as well as a regression in learner skills that has been acknowledged nationally.</p>



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<p>The service has not received any regulatory or audit reports during 2022-23. However, the Local Authority link inspector for Estyn has visited the LA on several occasions to monitor progress. Positive verbal feedback in relation to ALN and digital support for schools and the work of the newly established Mid Wales Education Partnership.</p>	<p>In contrast, concerns about the inexperience of the secondary school improvement team to support schools effectively have been raised. Losing traction with the transforming schools programme has also been raised. Concerns for school finance remain. As a result an Estyn Improvement conference is scheduled in May 2022.</p>	<p>the number of vacancies and, in turn, risks in service delivery.</p> <p>New Welsh Government school improvement guidance has been implemented in September 2022 for all schools. This is non-statutory for the next two years and will become statutory in September 2024.</p>	
	<p>2 of 11 secondary schools remain in a statutory Estyn category and were moved down from SI to SM. One school was placed in Estyn Review following their visit in the Autumn Term and PCC officers will need to work closely with the school leaders to capture the progress made against the agreed PIAP to ensure an accurate picture determines the</p>	<p>A new funding formula for Early Years Education will be implemented from April 2024. From this time, all eligible children accessing early years education will be funded on £5 per hour up to the maximum of 10 hours of education per week.</p>	<p>Due to wider changes in the curriculum and reporting arrangements at a national level, the attainment data that has been available in previous years will not be reported for 2022-23.</p>

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	<p>decisions regarding removal from Estyn Review or not. Five schools are due an Estyn inspection by July 2024 and Lead SIAs are working alongside leaders to ensure self-evaluation evidence captures an accurate picture of where a school currently is, what is working well and what needs improving further.</p> <p>Following the review of the Chweched Powys Sixth progress it was determined that the progress against the strategy priorities has been slow and last year's retention figure is a 3% drop on the previous year.</p> <p>Both the 2021-22 and the 2020-21 Headteacher Perception survey received 44 responses out of a possible 85, which equates to a 52% response rate.</p> <p>Some key findings:</p> <p><b>86%</b> of respondents felt that children and young people achieve well in Powys. Comparative figures for this question include (compared to <b>89% in 2021-22</b>).</p> <p>86% of respondents* felt that schools in Powys provide a good education for children and young people, a decrease of 7% from the 2020-21 survey</p>		

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<p>PCC spends £932 (£579 delegated and £354 non-delegated) per pupil with SEN, in comparison Merthyr Tydfil spends £1,402 per SEN pupil and Monmouthshire CC spend the least at £812. The average spend per pupil with SEN in Wales is £761 (delegated) plus £319 (non-delegated).</p> <p>The ALN strategy has continued to be implemented throughout the year and Estyn has highlighted processes</p>	<p>77% of respondents* felt that schools in Powys get good support to improve if they are not performing well. This is a 14% decrease from last year, largely in the Strongly Agree category.</p> <p>83% of respondents* felt that Powys County Council has strong leadership in education matters, a decrease of 6% when compared with last year's figures.</p> <p>57% of respondents* felt that children with additional learning needs are supported well in Powys, an increase of 5% when compared with 2020-21, which was 52%.</p>		<p>A continued area of concern are the waiting lists for ND referrals. A new ALN implementation workstream has been established with colleagues from health to strengthen delivery in this area.</p>

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<p>and systems as good practice in the Annual Estyn Thematic review<sup>2</sup></p> <p>Specialist provision is a strength in Powys, with 3 special schools, 2 PRU and 21 specialist centres. A significant achievement of this year has been the establishment of 2 satellites of special schools. The first is a satellite of Ysgol Penmaes at Crossgates Primary School and the second is the satellite of Ysgol Brynlywarch at ysgol Maesydderwen. The satellite of Brynlywarch is a bilingual provision. A satellite of Ysgol Cedewain is planned and is due to open in September 2023 at Ysgol Llanfyllin. This will also be a bilingual satellite. As a result, the council is on track to achieve its vision of ensuring that learners with the most complex needs are educated as close to home as possible, by 2024.</p> <p>The Tyfu platform is an online software system which facilitates Powys County Council and schools' compliance with many elements of the new ALN Act. Profiles for over 4,500 learners were created on Tyfu in the 2021-22 academic year, which is around 25% of all learners in Powys.</p>			

<sup>2</sup> <https://www.estyn.gov.wales/effective-practice/improving-evaluation-planning-and-co-ordination-provision-learners-special>

Strengths	Weaknesses	Opportunities	Threats
<p>The CLA Virtual School is part funded by the Looked After Children element of PDG (PDG LAC). A successful pilot saw the full establishment of the CLA Virtual School, which is impacting positively on engagement and attendance of children looked after.</p> <p>17 senior leaders have completed Trauma Informed Schools (TIS) 2-Day training, with an expectation that impact will be evaluated during summer 2023. 73 schools have received TIS training since 2020.</p>	<p>Attendance at Team Around the Cluster meetings has increased, both for school wellbeing representatives and outside agencies. Feedback from both groups has been positive. Numbers of schools attending TAC meetings has increased from 21 schools attending in summer 2022, 34 in autumn 2022 and 38 in spring 2023. The number of outside agency practitioners attending meetings has also increased from 38 to 90.</p>	<p>The Raising the Attainment of our Disadvantaged Young People (RADY) approach was rolled out in some Powys schools during 2022-23. Implementing the RADY approach has raised the profile of disadvantaged learners in half of the PCC schools and has led to a greater focus on schools being RADY friendly. For example, this work has been identified in the Ysgol Calon Cymru Estyn report October 2022 . <i>'Leaders have successfully implemented actions for reducing the impact of poverty on educational attainment.'</i></p> <p>Schools were supported to complete a bespoke plan outlining how they would use the Pupil Development grant to support disadvantaged learners. SIAs provided support and monitored PDG plans for all schools; these need significant improvement in many cases.</p> <p>To support effective use of PDG, Early Years / 3+ settings were also requested to develop Early Years PDG (EY PDG) plans in line with those that schools were completing. The Early Years Team provided support and monitored the EY PDG plans for all settings which has enabled settings to use the money more effectively to support disadvantaged learners.</p>	

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		<p>Professionals in schools and in School Service who work with disadvantaged learners were able to apply to the Cost-of-Living Fund (Education) for a one-off grant to directly support families.</p> <p>In September 2021, the Additional Learning Needs and Educational Tribunal (Wales) Act 2018 came into force. This legislation brings about a fundamental change to the way additional learning needs of children and young people are supported. The new inclusion system is made up of three core elements, namely the Tyfu gateway, the Tyfu platform, and the Powys Inclusion Panel (PIP) / Early Years PIP (EYPIP).</p>	
<p>The OLEVI Outstanding Teacher Programme [OTP] has been delivered in secondary school clusters (the secondary school and a selection of primary schools) with the aim of achieving consistency in pedagogy across primary and secondary schools. Since the summer term 2021 six secondary school clusters have undertaken the OTP. Prior to this, four secondary schools had chosen to undertake the training independently. One of the secondary schools involved has stated that OLEVI has had a significant impact on T&amp;L. During the Summer term 2022 seven</p>		<p>The impact of the OLEVI training on developing whole school approaches to pedagogy has been variable. Where it has been effective, schools have shared the key messages with all teaching staff and developed a whole school approach which underpins their understanding of pedagogy and has given staff the confidence to try new techniques. In addition, staff have used the questioning techniques to elicit higher level responses from learners, impacting directly on the development of MAT learners. T&amp;L has been a focus for improvement in other schools, using a variety of</p>	

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<p>teachers across the primary and secondary sector have been trained as OLEVI facilitators and they delivered their first OTP programme in autumn 2022 for the Welshpool cluster. Feedback from the programme evaluations has been consistently positive in relation to the impact on those teachers' classroom practice. This has been reiterated by Headteachers during school visits.</p> <p>Collaborative networks have been established to focus on pedagogy and to develop the cycle of professional enquiry, innovation, exploration, and evaluation.</p> <p>Powys Professional Learning Offer and Powys Resource Repository are well established. There were 34,256 total page views of Powys Professional Learning PL Offer between October 2021 and March 2023. The most popular asynchronous resources are: Purposeful Planning recordings (239 views) Assessment &amp; Progression (360 views).</p> <ul style="list-style-type: none"> <li>• 13 Cluster INSET Training days were held face to face in the autumn term, 2022. Feedback included:</li> <li>• The professional learning improved my knowledge of the subject: 80.5%.</li> </ul>		<p>programmes such as Walkthrus and GTT. The emphasis on T&amp;L needs to continue by extending the QLEVI programme, developing more active and pupil-centred teaching approaches, ensuring that schools are confident and rigorous in their evaluation of teaching and learning and that subject specific pedagogy is given due prominence.</p> <p>A comprehensive two-year programme of PL, guided by school improvement priorities, has been developed for Headteachers and other leaders. In addition, LA officers have worked with Headteachers to establish school-to-school collaborations which has included working in triads or quads. This has established expectations and built meaningful relationships between the LA and schools and collaborative ventures across schools, which is a significant improvement on the previous picture. The majority of Headteachers are of the view that these two initiatives have the potential to create a significant effect in moving forwards.</p> <p>All new headteachers have been offered a mentor headteacher for the academic year 2022-23.</p> <p>All schools had access to training on improvement planning and the new resource, however few schools</p>	

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<ul style="list-style-type: none"> <li>• The content was appropriate to my needs and my skill level: 75.6%</li> <li>• The professional learning provided content relevant to my role: 82.9%.</li> <li>• I would recommend the professional learning to others: 72.4%.</li> </ul> <p>13 out of 14 staff successfully gained NPQH qualification to develop a sustainable leadership model in Powys.</p>		<p>submitted a school development plan by the deadline of the 30<sup>th</sup> of September 2022. All schools received feedback on their school development plans once submitted both through the Lead SIA and the Support and Challenge meetings and most made amendments based on that feedback.</p>	<p>Most schools have a calendar of appropriate activities for self-evaluation and quality assurance purposes in place, which leads to identification of broad areas of strength and areas to improve. In nearly all schools, however, leaders do not identify precisely enough the specific features of learning that require development. Around half of schools triangulate the evidence between different monitoring activities. In many schools monitoring is undertaken by senior leaders only, and where middle leaders do evaluate their areas of responsibility the quality of this is inconsistent both within and between schools. Many schools evaluate the development of skills across the curriculum, however few schools have a sufficient focus on the impact of teaching on learning. As a result, schools are not able to plan accurately enough for improvement.</p>



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<p>The primary funding formula is gradually being implemented through a phased approach and this year the smaller schools have seen an impact on their budgets due to the changes and the current utilities unprecedented pressures. However, the larger primaries are benefitting from the change in the formula and the allocation per learner across Powys is becoming more equitable. Further work needs to be done regarding the ALN element of the primary funding formula.</p> <p>In depth finance reviews were carried out with individual schools in the secondary sector to assist in producing recovery plans and sharing areas of concern that need review and ideas to reduce deficits and balance budgets in year.(Finance Service)</p> <p>The Schools service has been proactive in preparing Powys schools for the challenging budget picture, and met prior to the start of the academic year to work alongside the schools and Chairs of Governors to pre-empt the identified financial pressures, such as the rise in inflation and energy costs. Resources issued to schools such as the financial toolkit and benchmarking tool have been requested by other Local Authorities to support their schools in their budget planning processes, and</p>		<p>Through comprehensive work with the funding formula working party and the budget forum the secondary and ALN funding formula has been revised and approved by scrutiny and cabinet. The implementation of the formula has been delayed due to the current financial picture and the additional pressure it will put on the delegated budget through the initial implementation.</p>	<p>School Budgets – schools have been asked to manage an element of the utility cost increases, totally £2.5m, and this is likely to drive up schools in deficit that require more support to ensure they address them. Also most secondary schools have growing deficits with some Heads / Governors resistant to putting recovery plans in place.</p>

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<p>nearly all financial surgeries have been purposeful and supported schools to reduce their projected deficits.</p> <p>The <a href="#">benchmarking tool</a> has been created and shared to support schools in comparing their costs and spend patterns with similarly sized schools in similar contexts. The information has been used in finance surgeries to support financial forecasting.</p> <p>The Schools Service and School Transformation Team have required support from Legal Services in defending school closure judicial reviews.</p>		<p>Benchmarking for Schools was put in place allowing individual schools and governors to benchmark against each other, as well as Local Authority officers. Good feedback was received from Estyn about the system.</p>	
<p>PCC Catering Service have provided 1,485,771 school meals during 2022 (in 2021 the number was 908,829), which included 331,284 free school meals and 83,009 UPFSM (Universal Primary Free School Meals). The Service currently provides 37 different special diets to 201 pupils across Powys.</p> <p>98.9% scores of school Environmental Health Reports 3 and above (1 re-rating requested).</p>	<p>Percentage school meal take-up in primary schools – 54%</p> <p>Industrial Action led to Catering losing revenue through non-service in schools.</p>	<p>UPFSM will save families upwards of £465 per year per child.</p> <p>New cashless and Kitchen Management system enabling better reporting, direct contact with schools and catering teams.</p> <p>Budget Management will become more stable with guaranteed income and more accurate forecasting through UPFSM.</p> <p>Additional schools have requested to return to using the PCC cleaning</p>	<p>Universal free school meals present challenges ahead with regards to increased workload and the installation of large items of equipment.</p> <p>As of 9<sup>th</sup> January 2023, school meal <a href="#">debt</a> in Powys stood at £147,515.24 across the 93 schools. (Source School Meal Debt Audit March 2023)</p> <p>Recruitment to vacant Catering and Cleaning roles is difficult and staff illness has become increasingly</p>

Strengths	Weaknesses	Opportunities	Threats
<p>100% of establishments catered for by Powys Catering Service had a food hygiene rating of level 3 or above.</p>		<p>service. The Cleaning Service currently have contracts over 151 sites.</p>	<p>problematic making covering vacancies challenging.</p> <p>Increase in the cost of supplies, services &amp; goods is impacting catering budgets.</p> <p>Product shortages and price increases are expected to be a significant issue over the next 12 months to 5 years.</p>
<p><b>Training and Adult Education</b></p>			
<p><b>Adult Education:</b> Increased collaboration on a local, regional, and national basis. The Service Manager for Education Support Services is now the joint Chair of the Adult Learning Partnership Wales Network and a member of the Taith Steering Group.</p> <p><b>UKCRF Project – Powys Community Skills Initiative:</b> The project supported a collaborative and cohesive approach to skills delivery across the county, working with the Voluntary Sector, Industry and Further Education Partners.</p> <p>10 people have progressed into employment as a result of participating in the CFW+ Programme.</p>		<p>The Regional Skills Partnership provides opportunity to align skills development with business sectors.</p>	

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PCC Workforce			
<p>Around 9% of the working population of Powys are employed at Powys PCC.</p> <p>Work to improve and streamline recruitment strategy and processes has seen an increase in the number of applications received and some traditionally hard to recruit roles having been filled. Figures are not yet available.</p> <p>Significant progress has been made around recruitment and retention including:-</p> <ul style="list-style-type: none"> <li>- Development and launch of a new website, attracting significant more views</li> <li>- Localised and targeted recruitment campaigns resulting in greater success to fill hard to fill roles</li> <li>- Development and launch of a new brand</li> <li>- Relaunch of guaranteed interview scheme for veterans</li> </ul> <p>10 apprentices (target 10) have been recruited during the past year and there are 97 applicants in the Apprenticeship Talent Pool who are</p>		<p>Reimagining Powys will provide an opportunity review the services we provide in line with the corporate plan and review the workforce required to deliver that, including an organisational design and review of workforce and pay structures and terms and conditions.</p> <p>WOD are currently in discussion with PTHB and other local authorities to learn from their experiences regarding overseas recruitment and to explore whether social care might wish to pursue this avenue.</p> <p>The new matching process for apprenticeships is expected to result in a greater number of apprenticeship opportunities being</p>	<p>Recruitment and retention have been highlighted as a significant risk to the council resulting in a refocus of resource to ensure actions are put in place and delivered to mitigate against those risks.</p> <p>Recruitment volumes remain consistently high, and this continues to place resource pressures on the Employment Services team. Following the return to BAU there does not appear to have been a decrease in volume, raising the possibility that these levels may be the new 'norm'. If this proves to be the case, it will need to be factored into future plans.</p> <p>Some services such as HTR are facing recruitment challenges in the short, medium and long term, with their situation becoming more critical as the workforce ages. High rates of sickness absence are also an issue.</p> <p>Difficulties for a number of services in recruiting to vacant positions has resulted in increased service demand on the <a href="#">Customer Services</a> team from the public, with repeat enquires being received, negatively impacting call handling times and thereby negatively impacting on Powys residents.</p>

Strengths	Weaknesses	Opportunities	Threats
<p>looking for an apprenticeship opportunity with the Council. All new posts at Grade 8 or below are now reviewed to see if they could be made into apprenticeship roles and matched to applicants in the Apprenticeship Talent Pool (ATP).</p> <p>The real living wage for all staff (as a permanent default position) was introduced from April 2023 and this to also be paid as a minimum to all apprentices from that date.</p> <p>During July 2022, Employment Services supported the smooth transfer of HOWPS employees back into PCC, ensuring that staff were paid accurately, their training needs were identified, effective induction completed and HR Business support in absorbing the teams within the relevant council services.</p> <p>During the return to business as usual, WOD has experienced an increased demand for the delivery of training courses for first aid, fire marshal and people handling.</p> <p>The Authority provides a DBS service to more than 500 organisations across the UK (including 12 of the 22 Welsh LAs).</p>		<p>created across the council and to help to mitigate the challenges of an aging workforce in Powys and an inability to succession plan.</p> <p>Fast track applications have been trialled as part of the recruitment and retention sprint. This pilot has assessed the feasibility of enabling applicants to send a C.V. for certain jobs instead of having to navigate the full application form. Early indications have been positive.</p> <p>Work has started on relaunching and revitalizing the Powys Business Coaching Pool with a review of the current appetite and commitment of our existing qualified coaches and supervisors in both PCC and PTHB.</p>	<p>The impact of the National Minimum Wage and inflation will impact on the Council's pay structure and differentials, which may require a review of the national base line.</p> <p>The DBS Unit has seen an increase in activity which is putting pressure on the small team at a point when services and external customers are recruiting more staff</p>

Strengths	Weaknesses	Opportunities	Threats
<p>The DBS team took on additional external contracts to assist some LAs through the electronic DBS process to alleviate delays in the paper system resulting from pandemic restrictions.</p> <p>The mandatory training completion rate stands at an average of 82.9%, (target 80%) an increase on the 2021-22 average of 77.2%.</p> <p>Pension Fund Funding Position for employers – the 2022 Valuation has seen an improved funding level from 93% in 2019 to 93.4%. The net result is a reduction in the overall employer contribution rate to 21.5% from 25.3%.</p> <p>ICT:</p> <p>Out of 14831 tickets logged – <b>89%</b> of them were closed within the agreed SLA</p>	<p>Some frontline services continue to struggle to meet mandatory training and appraisal targets although there has been a sizable improvement against 2021/22 figures. Completion rates are relatively high but completion on time is challenging where there are low staffing levels and training requires the temporary removal of staff from frontline duties. For HTR, substantial compliance is expected by May.</p>		

Strengths	Weaknesses	Opportunities	Threats
<p>Out of 13531 calls made to the service desk – <b>85%</b> were answered. The average wait was 3 minutes 43 seconds  <i>Figures up until the end of Feb 2023</i></p> <p>This year ICT have developed an IT service management solution with employee self-service portal (reducing staff contact with the IT service desk by 43%-Feb stats). In total they have re-designed and implemented 87 internal (back office) automated processes during the programme.</p>	<p>Unexpected feedback received in response to the proposed new online appraisal process has led to the project not being further progressed</p> <p>The whole Council annual completion rate for appraisals during 2022-23 stood at 85.2%. This is a reduction on last year's completion rate of 89%.</p> <p>1 Health and Safety post remained vacant as of 2023-24 Q1.</p>	<p>The ICT back-office redesign and automation programme is improving service efficiency and enables staff to focus on customer need.</p>	

## A Resilient Wales

### Environment and Biodiversity

<p>The Powys Nature Recovery Action plan focuses on safeguarding and enhancing the natural environment for residents and communities.</p>		<p>Drafting of the Replacement Powys Local Development Plan will provide opportunity to ensure that the Climate and Nature Emergency</p>	
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Strengths	Weaknesses	Opportunities	Threats
<p>256km of public rights of way were maintained or improved under the Service Level Agreement with Brecon Beacons National Park Authority exceeding the target of 150km and an increase on the 225km completed in 2021-2022.</p> <p>Air quality monitoring for Nitrogen oxides (NOx) was carried out in Rhayader, Crickhowell and Newtown.</p> <p>Positive feedback was received from Welsh Government relating to the submission of an air quality progress report.</p> <p>The <b>Greenspace Improvement Strategy</b> for Housing Services owned sites requires further development and findings are under discussion between HTR and Housing Services. Implementation of greenspace improvements continued during 2022-23 with raised planters installed at Ystradgynlais, Llandrindod, Llangynog, Pont Robert, Meifod and Caersws. These have been well received by residents.</p>	<p>101.15km of public rights of way received maintenance or improvement works in 2022-23 (falling below the target of 120km and showing a decrease from the 119km achieved in 2021-22). These figures may need to be viewed in context of the increased work carried out with the Brecon Beacons National Park Authority (see strengths, left).</p> <p>The <b>average number of working days taken to clear fly-tipping incidents</b> was 4.97 during 2022/23 which represents a significant increase on the 2021/22 average of 2.6 days.</p>	<p>priorities are incorporated into future planning policy.</p> <p>The public path order approach policy is under review.</p> <p>Collaborative work will continue at various levels in respect to the riverine SAC / Phosphate issue.</p>	<p>The Authority has experienced difficulties in recruiting to Environmental Health Officer and Technical Officer posts. This has had an adverse impact on service delivery and has resulted in the failure to achieve some performance targets. The loss of 1 FTE Contaminated Land Officer post to meet savings targets has resulted in workload realignment within the service area (reduced Environmental Protection capacity) to ensure that core contaminated land objectives can be achieved.</p> <p>The service area has no resilience. Short periods of staff absence have an adverse impact on performance.</p>



Strengths	Weaknesses	Opportunities	Threats
<p>8 of the Powys libraries are litter picking hubs, lending out kits to community groups. This is a partnership with the Waste and Recycling service and Keep Wales Tidy</p> <p>During 2022-23 ICT developed a control of hazardous substances app.</p>			
Climate Change			
<p>£525k of grant funding for flood alleviation Capital projects was secured.</p>	<p>The responsive cost of Storms Eunice and Franklin was £106k.</p>		<p>Additional pressure is being placed on frontline services by climate change and an increased frequency of extreme weather events including droughts, snow and ice, and floods. This rise is set against a backdrop of growing public expectation and frustration and a developing culture of climate claims and legal challenge.</p> <p>The introduction of the <a href="#">Taskforce on Climate Related Financial Disclosures</a> will enforce far greater reporting on Pension Fund investments.</p>

Strengths	Weaknesses	Opportunities	Threats
<b>Natural Resources</b>			
<p>In 2022/23, 68.7% of waste in Powys was <b>reused, recycled or composted</b>, exceeding the Welsh Government target of 66%.</p>			<p>The Welsh Government statutory recycling target is due to increase to 70% in 2024-25, and this will require further societal change through both awareness programmes and increased enforcement.</p>
<b>A More Equal Wales</b>			
<b>Disability</b>			
<p>3,526 Blue Badge applications, including renewals, were received during 2022-23.</p> <p>All Freedom Leisure sites are accessible and usage figures include sessions with Disability Sports Clubs and Disability Sport Wales</p>	<p>Supply chain challenges that have included variable availability and rising costs of labour and materials has meant that in order to ensure expenditure remained within budget, the Fit for Life programme had to be put on hold. (During 2021/22 187 properties benefitted from work carried out under this programme)</p> <p>Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) - 130</p>	<p>Physical Disability and Learning Disability Forum - work has commenced on a citizens' charter and grant funding has been applied for. It is anticipated that this will be a good facilitator of co-production. Members of both of these forums have been involved in shaping and designing of a range of services including the Adult Services Web page, the commissioning of Disability supported living services, the Powys Teaching Health Board learning disability Health leaflet, budget efficiencies, the experience of transitioning from children to adult services. Members co-developed the Terms of Reference for the forums and also co-chair meetings. The</p>	

Strengths	Weaknesses	Opportunities	Threats
		<p>Forum has been instrumental in the discussion and consultation around key draft policies, e.g., the Easy Read Advocacy Policy.</p> <p>The PCC main public website has been ranked 2<sup>nd</sup> in Wales and 17<sup>th</sup> in the UK (Councils) for compliance with Accessibility Regulations.</p>	
Gender and Sexuality			
<p>The Gender Pay Gap Action plan has been reviewed and updated in Q4, to ensure that not only the Gender Pay Gap (GPG) is being monitored but also to provide better insight regarding the employment of staff with protected characteristics. This work is supported by an increase in the percentage of employees providing sensitive personal information (from 46% to 55% since 2022).</p> <p>.</p> <p>The mean average GPG continues to gradually reduce from 8.18% in 2021 to 8.03% in 2022 (this figure was 10.7% when reporting started in 2017).</p>			

Strengths	Weaknesses	Opportunities	Threats
<p>The median average GPG is 7.39%, which has increased from 4.14% in 2021, however last year it was acknowledged that 4.14% was likely to be an anomaly created by the way median average is calculated. This year's figure of 7.39%, when compared to previous years, does show a gradual (and more realistic) reduction from 7.62% in 2020 and 10.2% in 2017 when reporting began.</p>			
<h3>Homelessness and Insecure Housing</h3>			
<p>107 Homeless referrals were completed by the Cleaning Service over the last year, providing 107 families with the necessary furniture to allow them to live in their own home. Last year 188 referrals were completed.</p> <p>The average number of days all homeless families with children spent in Bed and Breakfast accommodation - 5</p> <p>The average number of days that all homeless households spent in Bed and Breakfast accommodation - 20</p> <p>1732 out of the 1748 people supported by the Housing Support Grant funded service in 2022-23 had</p>	<p>Continued use of Housing Revenue Account homes as temporary accommodation reducing move on opportunities.</p>	<p>Housing Communities has managed the continued increase in homeless households with many in need of temporary accommodation, pending them finding a permanent home, in accordance with revised Welsh Government legislation and guidance and in the context of relatively fixed supply of affordable, secure, appropriately sized accommodation in Powys (across Powys only 6% of all housing - regardless of tenure - is one bedroom). This has resulted in an increase in households placed into high cost 'bed and breakfast' (B&amp;B) accommodation which has prompted Housing Services to develop, for consideration by the Cabinet in 2023-2024, Business Cases for a</p>	<p>Between 01.04.22 and 31.03.23, 1,113 households approached the Council for help and support due to homelessness - 1.8% of all Powys households.</p> <p>Recruitment to and retention of officers recruited to grant funded posts is proving challenging, especially with regards to posts and roles supporting the Council's work with those who are homeless or threatened with being homeless..</p> <p>The number of households requiring temporary accommodation is expected to remain at the current high levels (when compared to pre-Covid levels) and may increase as</p>

Strengths	Weaknesses	Opportunities	Threats
<p>a positive outcome relating to either their safety, independence, finances or health and wellbeing, that supported them to maintain their residence and prevented homelessness.</p> <p>In 2022-23, Housing Services Improved access to a focused range of services and homes for those with housing needs (including 'Homes in Powys', consideration of 'Housing First' in Powys and joint management with Social Services of supported housing provision) by prioritising homelessness via the Allocation scheme resulting in an 18% reduction in statutory cases since the amendments were implemented.</p> <p>The Ukrainian Resettlement team (in conjunction with Housing) has supported 459 Ukrainian guests and 91 hosts and has worked across the public and voluntary sectors to ensure that no Ukrainian families have presented as homeless.</p> <p>Housing Services has supported the resettlement schemes to provide accommodation for households looking for relief from the conflict in Ukraine, with a particular call on the capacity of the Housing Environmental Health Officers</p>		<p>Compliant Homelessness Service which includes 24/7 supported accommodation and a triage capability, and Interim Modular Temporary Accommodation.</p>	<p>increased mortgage payments filter through to the housing market and property buyers.</p> <p>Over the next 5 years, UK and Welsh Government mandated 'net zero' requirements are unlikely to be affordable for private homeowners with low or medium incomes (without additional spending, debt or equity liabilities being taken on by homeowners), with people potentially caught in 'mortgage traps', making it difficult for them to re-mortgage or sell their properties, it is possible that it will increase the risk of homelessness or living in unsuitable (for example overcrowded) accommodation.</p> <p>Increasing complexity of support needs for homeless households meaning increased number of specialist officers needed to manage these clients</p> <p>Introduction of new priority need category of 'Street homeless' which came into force in October 2022.</p>

Strengths	Weaknesses	Opportunities	Threats
<p>(HEHOs) who led on assessing host offers from Powys households.</p> <p>The Housing Service has Increased the resources available to provide services for gypsy and traveller households by introducing a 'ring fenced' approach to managing budgets and income.</p>			
<p>Poverty and Financial Inequality</p>			
<p>During 2022/23, 301 families received financial (debt/budgeting/benefits) advice from the Council. with a gain of £778,086</p> <p>School meal service supported catering for the summer School Holiday Enrichment Programme (SHEP), providing "Food &amp; Fun" activities for 12 days over the summer holidays, integrating physical activity, numeracy/literacy development, nutritional activities and social development as well as a free breakfast and lunch meal. Each school cohort accommodated up to 40 pupils each of the days, with support from the schools and other agencies to provide activities.</p>	<p>During 2022-23, 3400 pupils qualified for free school meals (3098 pupils in 2021/22).</p>	<p>During 2022-23, a Child Poverty Task Force was established and an action plan developed that includes the introduction of the RADY approach across Powys to align current and further work across organisations in Powys.</p> <p>The Raising the Attainment of our Disadvantaged Young People (RADY) approach was rolled out in some Powys schools during 2022-23. Implementing the RADY approach has raised the profile of disadvantaged learners in half of the PCC schools and has led to a greater focus on schools being RADY friendly. For example, this work has been identified in the Ysgol Calon Cymru Estyn report October 2022 . <i>'Leaders have successfully implemented actions for reducing</i></p>	<p>Poverty statistics - 4,088 families live in absolute poverty in Powys, 31% (1,248) of these were lone parent households (Department for Work and Pension, 2019-20).</p> <p>The average household income in Powys is £33,458 (Wales: £34,700, UK: £40,257).</p> <ul style="list-style-type: none"> <li>• 55% (33,149) of households earn below the Wales average household income of £34,700, 37% 22,162 earn above, and</li> <li>• 70% (42,107) of households earn below the UK average household income of £40,257 (24% earn above) (CACI, 2021).</li> </ul> <p>The cost of living crisis is affecting the ability of parents/carers to pay for meals meaning that debt has increased during the year.</p>

Strengths	Weaknesses	Opportunities	Threats
<p>An online Pupil development grants process has been developed that combines the customer application system with complex eligibility checking processes and automated rejection, approval and payment processes. This has resulted in a fast and intuitive application process.</p> <p>During 2022-23, Income and Awards made 1,900 Pupil Development Grant payments to families. No figure was provided this year for the total amount distributed. (Last year 2,044 PDG payments were made, totalling £267,045 distributed).</p> <p>Universal Primary Free School Meals are now available to Reception, Year 1 and 2 and 93,991 additional free meals were served to Reception learners during the autumn and spring terms.</p> <p>A Discretionary Cost of Living Fund was established during March utilising funding made available via the Income and Awards Team. Professionals working with school-aged children submitted applications to support families who have been adversely affected by the cost-of-living crisis. All applications were considered by a Panel. 99 applications were approved, with grants totalling £40,962 being awarded.</p>		<p><i>the impact of poverty on educational attainment.'</i></p> <p>Schools were supported to complete a bespoke plan outlining how they would use the Pupil Development grant to support disadvantaged learners. SIAs provided support and monitored PDG plans for all schools; these need significant improvement in many cases.</p> <p>To support effective use of PDG, Early Years / 3+ settings were also requested to develop Early Years PDG (EY PDG) plans in line with those that schools were completing. The Early Years Team provided support and monitored the EY PDG plans for all settings which has enabled settings to use the money more effectively to support disadvantaged learners.</p>	

Strengths	Weaknesses	Opportunities	Threats
<p>Income &amp; Awards received 39405 calls during the 12-month period, an increase of 12000, the increase is attributed to extra calls to the Authority's personal budgeting support line.</p> <p>The Main Cost of Living scheme approved 33,844 applications to the value of £5,036,400.</p> <p>The Discretionary COL Scheme provided support to customers to the value of £1,295,888 through individual payments and assistance via Warm Wales, Foodbanks and other external organisations.</p> <p>The Winter Fuel scheme, dealt with 8407 applications to the value of £1,681,400.</p> <p>A combined on and off-grid Winter Fuel payment application and eligibility checking process/automated rejection/approval/payment process was developed. This resulted in a fast and intuitive application process for residents and an administration/approval process that saved significant time for the service. As of February 2023, £29,066 out of a possible £35,891</p>			<p>3 additional assessment staff were required to process the volume of grants and queries that came in from the public regarding payments.</p>



Strengths	Weaknesses	Opportunities	Threats
<p>cost avoidance had been achieved from the automation of Winter Fuel grant processing (60% of applications).</p> <p>The council created a network of warm spaces to support people in Powys, who may be struggling with the cost-of-living over the winter. Managed via an online, interactive directory, 53 spaces are currently registered on the site and as of February 8<sup>th</sup>, 2023, 12,243 had used a 'warm space'.</p>			

## A Healthier Wales

<p>Leisure continues to recover well from Covid with Active participations up 27.9% on 2021/22. This year's total of 1,469,305 is a 3.8% increase on the 2019/20 figure of 1,414,851 active participations indicating a recovery that exceeds pre-pandemic levels.</p> <p>2 Compliance Audits have been undertaken at each of the centres this year. The average result for the 13 sites was 97% for the first audits, and 95% for the second. All centres achieved a result of above 90% in</p>	<p>Freedom Leisure have adapted their fitness programmes and have seen an increase in gym usage (23.6%) and group exercise (17.9%) on 2021/22 figures but participation for both programmes remain significantly below pre-pandemic levels (gym usage -10.2% and group exercise -26.6%). Discounted Membership Schemes offer uptake has decreased.</p> <p>40% of Powys pupils are active at least 3 times a week during or outside of the school day (source:</p>	<p>Freedom Leisure have issued a list of 26 non-negotiables to try to mitigate the increase in energy costs. These include maximum temperatures for pools, pool air temperature, air conditioning/air cooling temperatures, and general housekeeping procedures.</p> <p>A comprehensive review of leisure facilities is being undertaken which will determine areas for future improvement.</p>	<p>The cost-of-living crisis and the catastrophic increase in energy costs are having a significant impact on the leisure industry nationwide. 40% of council areas were considered at the end of last year to be at risk of losing their leisure centres and swimming pools within five months and costs were thought to be set to rise by up to 240% during the next year.<sup>3</sup></p> <p>Freedom Leisure are projecting a deficit of £114,832 for this financial year with a projected deficit £240,00 for 2023/24. Utility costs are</p>
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<sup>3</sup> <https://www.ukactive.com/news/forty-per-cent-of-council-areas-at-risk-of-leisure-centre-and-swimming-pool-closures-and-restrictions-before-april-without-immediate-support/> [3-11-2022]

Strengths	Weaknesses	Opportunities	Threats
<p>both audits, which is the target set out in the contract.</p> <p>Freedom Leisure have adapted their fitness programmes and have seen an increase in gym usage (23.6%) and group exercise (17.9%) on 2021/22. Memberships are nearly back to pre-Covid levels with 4941 members at the end of March 2023 compared to 4547 at the end of March 2022.</p> <p>2022/23 has seen 1,001 referrals for The National Exercise Referral Scheme. This resulted in 599 initial consultations, 315 16-week completions, with 244 currently on the programme. There have been 7,977 attendances in total for NERS.</p> <p>There are currently 5428 children enrolled on the Learn to Swim programme (the comparative March 2022 figure was 5264). Overall 2022/23 participation figures for the programme increased by 49.7% when compared to 2021/22 and 35% when compared to the 2019/20 rates.</p> <p>Freedom Leisure hosted their own Level 1 &amp; 2 Swimming Teaching Courses for 15 staff in order to be able to meet demand while developing their own workforce. In addition to meeting the needs of the current age group, increasing the offer available has enabled young</p>	<p>School Sort Survey, completed by 4,550 Powys pupils).</p> <p>Sport Powys have seen a reduction in services and closures. Health and Wellbeing of citizens negatively affected.</p> <p>1,573,932 people are physically active throughout Powys per year as a result of participating in the range of schemes on offer (target 1,102,505 = 2% increase).</p>	<p>Grants have been received from Sport Wales, The Shared Prosperity Fund and Welsh Governments Asset Collaboration Fund to help develop facilities and increase physical activity opportunities for citizens and partnerships have been formed to increase opportunities to meet the health and wellbeing agenda. Leisure now has a voice on the Older People's Forum and Emotional Health and Wellbeing Workstreams.</p> <p>Sport Powys have increased their partnership working, successfully empowering schools and groups to take on a coordination role in some programmes and initiatives. 260 young ambassadors have been recruited and trained across Powys to be the pupil voice for sport and physical activity in their school and community.</p> <p>The 'It's your move' survey received 862 useful responses providing insight into why Powys residents are active, their barriers and challenges to being more active. Key recommendations include:</p> <ul style="list-style-type: none"> <li>• Provide a variety of enjoyable, safe, quality opportunities which fit around family life.</li> <li>• Build confidence in residents, reducing fears of judgement and safety concerns.</li> </ul>	<p>projected to rise to £1.74m for 2023/24 due to the increase in energy costs, this is an increase of £988,000 from 2022/23. Due to this increase, an additional £1.1m has been agreed within the FRM to support Freedom Leisure.</p> <p>The December 2022 announcement of temporary closures in Powys and subsequent reversal of the decision impacted leisure in terms of negative perception and customer and staff confidence.</p> <p>The number of pupils who are home educated has risen, mental health challenges in pupils have risen, time spent using devices and social media has risen, and the number of children and young people who are active has decreased.</p> <p>Sports Powys is receiving a lot of enquiries and communications from communities asking for support and signposting to funding opportunities. The cost of living increase is having an impact on individuals but is also having an impact on clubs and organisations who are mostly volunteer run/led.</p>

Strengths	Weaknesses	Opportunities	Threats
<p>people in Powys who missed out on an important life skill due to the pandemic to take part in swimming lessons.</p> <p>Public swimming has increased 8.5% on last year and is just 0.4% down on the pre-pandemic levels of 2019/20.</p> <p>Libraries have worked with the Leisure Service and Leisure provider, to offer free family swim vouchers to all children completing the annual summer reading challenge; this is one of a number of joint promotions along the lines of “healthy minds, healthy bodies”, to encourage residents to be more active mentally and physically.</p> <p>Sport Powys has ensured that every primary school has balance bikes to increase the number of children who can ride a bike, ride a bike to school and join their successful and ever-growing cycling clubs/opportunities across Powys. This has further been extended to ensure that there are balance bikes available to loan from ten library sites across Powys.to enable families in Powys to access a balance bike from their nearest library for up to a month at a time.</p> <p>After a slow recovery post Covid, Health Intervention participations</p>		<ul style="list-style-type: none"> <li>• Help residents to overcome or adapt to health barriers which might restrict activity.</li> </ul> <p>Provide quality information about the physical activity opportunities across Powys.</p> <p>Powys hosted the Women’s cycling tour end stage in Welshpool with successful involvement of the community including many schools.</p>	

Strengths	Weaknesses	Opportunities	Threats
<p>have risen by 57.5% this year when compared to 2021/22.            In total there have been 24,577 participations in Health Intervention Programmes that also include AAA 60+ sessions for older adults. These sessions aid physical recovery and also have an impact on mental and social wellbeing as highlighted in the <a href="#">60+ Case Study</a>. The Youth Exercise Programme has shown an increase of 57.5% on 2021/22.</p> <p>A <a href="#">Healthy Communities Plan</a> has been jointly developed by Freedom Leisure, PCC Leisure Services and the PCC Sports Development Department to Plan provides a range of services to local communities; young people, older adults, women and girls, those with disabilities or long-term illness, low socio-economic and ethnically diverse communities.</p> <p>Sport Powys have been able to access £348,606.00 of grant aid and support for clubs and organisations in Powys</p> <p>Libraries have been working with Powys teaching Health Board to provide iPad loans to individuals to enable them to take part in health referrals and online health therapy sessions – over 500 sessions were enabled over the last 6 months.</p>			

Strengths	Weaknesses	Opportunities	Threats
Public and Animal Protection			
<p>96% of all commercial private water supplies were sampled in accordance with the Private Water Supplies (Wales) regulations 2017 (target 95%).</p> <p>Test, Trace, Protect has adapted to an ever-changing policy landscape, the most significant change being the move to COVID-Stable in June 2022. This saw a reduction of the team from 153 FTE to 22.5 FTE.</p> <p>92% of planning consultations were responded to within 21 days (target 95%).</p> <p>100% of Category A high risk premises due a programmed intervention received an onsite food standards intervention (target 100%).</p> <p>97% of food establishments are broadly compliant with food hygiene standards (target 90%).</p> <p>100% of businesses liable to planned interventions for H&amp;S that were inspected (target 100%).</p> <p>100% of new businesses identified which were subject to a risk</p>	<p>The Environmental Health (Commercial) team has been short of 4 permanent FTEs members of staff and the loss of 1 FTE Environmental Health Officer post as a result of the budget process will adversely impact on the team's ability to fulfil statutory requirements.</p> <p>87% of complaints regarding noise and other nuisance responded to within 3 working days (target 95%).</p> <p>Trading Standards staffing levels are such that statutory requirements are not being achieved. A risk-based approach is being adopted by service area.</p> <p>35% of industrial authorised processes (LAOOC) inspected in accordance with national guidance (target 100%).</p> <p>63% of new businesses identified that were subject to a risk assessment visit or returned a self-assessment questionnaire during the year – food standards (target 95%).</p>	<p>The wider scarcity of Environmental Health Officers has reduced Powys' ability to compete with the pay offered by other organisations (other local authorities, PHW, health boards, FSA, HSE). It is hoped that the re-grading of the Environmental health (Commercial) team and the recruitment and staff retention work undertaken corporately will assist in making Powys more competitive in the job market.</p>	<p>Increased demands are impacting on planned workloads:</p> <ul style="list-style-type: none"> <li>• Increased numbers of human infectious disease notifications and subsequent follow up work required.</li> <li>• Increased number of reports of avian influenza and control zones and subsequent follow up action required.</li> <li>• Increased numbers of licensed animal establishments.</li> <li>• Inspections taking longer post covid due to businesses not having seen inspectors for several years.</li> <li>• Businesses experiencing compliance difficulties due to the economic challenges currently experienced.</li> </ul> <p>The Environmental Health team were one of the teams whose normal work programmes were suspended to support the infection control work, in particular focussing on the higher risk and more complex scenarios. Normal Environmental Health workplans have now resumed but there are backlogs of inspections that need to be addressed. While good progress has been made there is still significant work required to recover the pre covid position.</p>

Strengths	Weaknesses	Opportunities	Threats
<p>assessment visit or self-assessment questionnaire during the year - food hygiene (target 95%).</p> <p>93% of new businesses identified which were subject to a risk assessment visit or self-assessment questionnaire during the year - Health and Safety (target 80%).</p> <p>99% of applications for licences determined within 1 month of receipt (excluding referrals to sub-committee) (target 95%).</p> <p>The Built Wells Events Safety Group was re-established and received positive feedback following Covid-19 and the launch of the "Have Fun, Take Care, Stay Safe" communications campaign.</p>	<p>91% of high-risk business liable to programmed inspection for trading standards were inspected (100% target).</p> <p>85% of category A, B and C and all category Ds, that are less than broadly compliant for food hygiene and due a programmed intervention, that received an onsite inspection (target 100%).</p> <p>98.43% of high-risk businesses liable to programmed inspection that were inspected - Animal Health (target 100%).</p> <p>48% of inspections due in accordance with in-house risk rating scores for Licensing Act Premises % Caravan Sites, that were inspected (target 90%).</p>		<p>The lack of a suitable software system with the capability to offer on-line functionality that links to the Environmental Health team database is hindering opportunities for improvements and efficiencies. Customers should be easily able to submit applications, view applications, check on-line registers, make licence payments, make complaints about a business etc online but issues with the supplier have resulted in the need to consider other options.</p> <p>Post-Covid, respiratory illnesses, which were not previously part of the Environmental Health team's responsibility, have now been embedded in the outbreak plan and will thereby demand involvement and response.</p> <p>Due to staff absence as a result of sickness, last year the licensing team had to prioritise reactive work, only managing to keep on top of processing applications and dealing with complaints. Compliance checks, proactive visits, advice visits etc. had to be dropped, meaning that the team couldn't support businesses to the usual standard. Less face to face contact with businesses has eroded the positive relationships that the Service try to maintain and which are mutually beneficial. A lack of</p>

Strengths	Weaknesses	Opportunities	Threats
<p>98.79% of all infectious disease notifications reported to the authority are responded to within the target response times detailed in nationally recognised guidelines (target 95%).</p> <p>217 farm inspections were completed in 2022-23 (to 3/3/23). For comparison, 168 farm inspections were completed in FY2021-22.</p>	<p>Additional Animal Health resource is required to undertake the farm Inspections workplan (risk based on National Risk Assessment)</p> <p>High Risk – 60 Premises – 60 inspections due each year to meet national risk assessment – 100% completed in last year</p> <p>Medium Risk – 2199 – 1100 inspections due each year to meet national risk assessment.</p> <p>Low Risk – 1942 - 486 inspections due each year to meet national risk assessment.</p>		<p>compliance checks and inspections is likely to result in a fall in standards for safety and compliance and increase the potential for offences taking place; breaches in licence conditions or operating without licences.</p> <p>There has been an increase in the number of Licensed Animal Establishments over last few years. There has been no increase in staff resource to cover this which has resulted in more officer time being spent on licensing at the expense of animal health work thereby increasing the work pressures.</p> <p>Increased intelligence reporting regarding unlicensed dog breeders has resulted in increased investigative work at the expense of routine planned Animal Health inspections.</p> <p>As a consequence of the displacements that have occurred, the Authority has a continued inability to fully comply with legal duties and statutory responsibilities, with the potential to put human and animal health at risk alongside a detrimental impact on the reputation of the Council in any subsequent Public Inquiry, regulator reports etc.</p> <p>Improvement is required within Business Continuity and Disaster</p>

Strengths	Weaknesses	Opportunities	Threats
			Recovery planning at both corporate level and service levels. A working group has been setup to establish the level of criticality of the council's systems and its priorities to help organisational planning.

## A Wales of Cohesive Communities

### Housing

<p>3510 land charge searches were completed during 2022-23.</p>	<p>The national requirement is for 95% land charge searches to be returned within 10 working days and the Authority achieved 89.94%. 355 searches exceeded 10 days but all of these overdue searches were due to delays in response from the Highways Service.</p>		
<p>75% of privately owned properties, identified as having a Category One or Category Two risk that were improved to an acceptable level</p>	<p>Percentage of empty private properties brought back into use – 1.20%. Number of new homes created as a result of bringing empty properties back into use (not reported)</p>	<p>Appointment of an Empty Property Officer and the availability of Empty Property Grant from April 2023 helping to deliver the Council's Empty Property Action plan and bring more empty properties into use as homes.</p> <p>Empty Homes Enforcement Action Plan will, if resourced appropriately, allow for more properties to be</p>	



Strengths	Weaknesses	Opportunities	Threats
		brought into use as homes (and also provide support for regeneration and economic development initiatives).	
<p>PCC directly provides, manages, and maintains 5,500 social housing homes (9.2% of all homes in Powys).</p> <p>A total of 671 social homes (both Council and housing association) were allocated and let, through 'Homes in Powys' during 2022-2023.</p> <p>Improved joint working between housing and social services on providing accommodation.</p>	Continued use of Housing Revenue Account homes as temporary accommodation reducing move on opportunities.		<p>Growing demand for secure, affordable homes reflected by more households registering with on 'Homes in Powys' now circa 9.5% (6.6% in 2021-22) of all households in Powys.</p> <p>Between 01.04.22 and 31.03.23, 1,113 households approached the Council for help and support due to <a href="#">homelessness</a> - 1.8% of all Powys households.</p> <p>Continued increase in the number of households to whom the Council owes a duty to secure accommodation, arising from Welsh Government amending legislation to permanently implement 'Everyone In' policy (which has ended the intentionality and priority need criteria previously used to assess and determine the assistance to be offered to homeless households) and the increasing disparity between household incomes and accommodation costs and household and property size.</p>
Maintained compliance with the Welsh Housing Quality Standard across municipal housing in spite of		WG have provided funding to improve some sewerage works and although the programme may take	Increasing costs of construction, and the additional specifications mandated by Welsh Government (WG), are putting at risk the viability

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<p>not being able to appoint, due to a lack of contractor interest, contractors for some of the capital works programmes.</p> <p>The Housing Revenue Account Thirty-year Business Plan 2022-2023 was submitted to Welsh Government with feedback received, noting that the Powys HRA Business Plan is acceptable and sustainable.</p> <p>In 2022-2023, Housing Services:</p> <p>Completed construction of 61 new social rented homes; acquired 7 homes to be rented at social rents on secure contracts as part of a planning obligation.</p> <ul style="list-style-type: none"> <li>Enabled housing associations to build 31 affordable homes, ten rent-to-own and two Homebuy purchases.</li> <li>Allocated social homes to 671 households. These homes met household needs as identified through 'Homes in Powys' and help address the homeless situation by providing suitable temporary accommodation.</li> </ul> <p>36. 41 homes new homes built in 2022-2023 by housing associations</p>		<p>several years, Housing Services is now working up scheme designs for sites and opportunities phosphate areas.</p> <p>The Service is working on options to reduce the cost of developing new homes, which include:</p> <ul style="list-style-type: none"> <li>working with the all-Wales Developers' Group to share good practice, developing by Q4 2023-2024</li> <li>Standard House Types (to underpin the Design Guide completed in 2022-2023) to reduce design costs</li> <li>Preparing options for a revised approach to valuing General Fund land and property assets to maintain and enhance the viability of developing Council-owned homes.</li> </ul>	<p>of development of new build. If this continues, then there is a risk that the new development programme may need to be suspended pending a reduction in costs or an increase in WG grant support.</p> <p>Availability of land at values that support scheme viability has become increasingly challenging, making it harder to increase the availability of affordable housing.</p> <p>UK and Welsh Government mandated 'net zero' requirements are unlikely to be affordable, both installation and maintenance and eventual replacement, to the Council as a landlord (without higher and so increasingly unaffordable rents - or grant assistance) and may also distort investment decisions (for example, 'net zero' and energy efficiency are not always coterminous).</p>

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<p>The number of additional affordable housing units delivered per 10,000 households is estimated to be 17 (2022-23 target 23)</p> <p>The Authority maintained progress of the new housing development programme despite the continued moratorium of development in the Wye and Usk river catchment areas, the challenges securing land to develop at a cost that allows schemes to be viable, rising construction costs and increasing specification requirements to be eligible for Social Housing Grant (SHG).</p>		<p>In 2023-2024, Housing Services will begin working on schemes for sites currently subject to a development moratorium due to the need to resolve management of phosphates, in the light of a possibility that the moratorium may be lifted in 2025-2026 (River Wye) and 2027-2028 (River Usk).</p> <p>In 2023-2024, the Service will be reviewing with Financial Services the Council's procurement rules to encourage more use of the kind of small builder best placed to develop in-fill and small sites</p> <p>The development of a new Local Development Plan represents an opportunity to make sure that sufficient land for housing is allocated across Powys and that planning policy covering town and village centres supports the transition to residential use of</p>	<p>New housing development programme in the Usk and Wye valley areas continue to be delayed pending resolution of phosphate management, lessening the Council's ability to meet burgeoning demand for affordable homes.</p>

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		<p>redundant and obsolete commercial and retail properties and sites.</p> <p>Over the next 5 years, completion of the Ystradgynlais Regeneration Project – through a combination of demolition and new build and environmental enhancements - will improve the desirability of the Pen-y-Bryn estate and provide more homes for people registered with 'Homes in Powys'.</p>	
<p>The service has become a member of 'HouseMark', which allows for benchmarking to take place across similar landlords. This has highlighted the need for a data maturity assessment to identify what is working, what isn't working, and where there are gaps.</p> <p>Plans for a full Stock Condition Survey (SCS) have been brought forward from 2024-2025 to 2023-2024, dovetailing with the commissioning by 2025-2026 of a new all-service ICT system, to make sure that all data – including asset and compliance intelligence - is accurate and easily accessible and can be easily and reliably kept up to date. Data management record-keeping and accuracy of data held on assets will be improved as part of the consideration for a new Housing</p>		<p>'Bringing It Back Home' was implemented including the introduction of a new repairs module to manage and administer repairs in house.</p> <p>Capacity and capability weaknesses are now being addressed through a recruitment campaign and the roll-out in Q1 2023-2024 of the Full Capability Initiative will improve the ability of the Council to repair and maintain its homes. The ICT system bought to manage repairs and maintenance has not performed to the specification required of, and agreed by, the system supplier. Remedial action is being taken in respect of the supplier to secure the promised system performance.</p> <p>The effectiveness and popularity of the Estate Caretakers suggests that this is an area of activity that should</p>	<p>Recruitment is extremely challenging, especially for the Housing Quality division. This may impact adversely on making all the gains predicted and planned for Bringing It Back Home.</p>

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<p>ICT system planned for introduction in 2025-2026</p> <p>Percentage of homes with a compliant, in date heating safety certificate (subject to unresolvable non-access) – 100%</p> <p>The Cleaning Service successfully assumed responsibility for cleaning of voids following the return of HOWPS to being an in-house service. 719 jobs were completed by the Mobile Support Services Team including 171 Void cleans.</p> <p>Maintained overall compliance across municipal housing assets, with the Powys approach being used by the WG as an example of best practice for other landlords working in Wales.</p> <p>There continues to be disruption to material and labour supply for Housing Quality related activity.</p>		<p>be considered positively for expansion.</p> <p>There is a clear need to decrease the rent lost from empty properties. Progress has been made in the final two quarters of 2022-2023 but further improvements are needed. This will be achieved by increasing the workforce available to bring voids as quickly as possible to the Quality of Accommodation Standard and allowing by the summer of 2023 pre-allocation of all void properties.</p> <p>The Council's commitment to Real Living Wage accreditation will help recruitment by making the Council a better place in which to work and reduce the risk of external contractors using low wages as the basis for low-cost bids for work.</p>	<p>Void times starting to reduce since the internalisation in July 2022 of works but the cost per void is increasing, a result of aging homes and increased need for external works (for example retaining works). This if continued will mean less resources available for day-to-day repairs.</p> <p>Recruitment of staff is challenging.</p>

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<p>Maintained strong income recovery from rented Council-owned homes in 2022-23, on a par with previous years, in spite of the rising cost-of-living adversely impacting many households.</p> <p>The Council's Rent First policy has proved effective with Powys continuing to be one of the best performing authorities in terms of rent collection in Wales.</p> <p>The Council Tax Collection Rate for 2022-23 was 97.19% (target 97.5%).</p> <p>Income Recovery (Secure &amp; Intro Tenancies only)</p> <ul style="list-style-type: none"> <li>Income recovery is 99.83% of rent due; for the same period last year this was 99.82%.</li> <li>Average rent arrears per tenant (£0.01 upwards) is £74.74; for last year this was £65.71.</li> <li>Percentage of tenants in arrears (£0.01 upwards) is 14.91%; for last year this was 15.23%.</li> </ul> <p>Income Collection (Secure/Intro Tenancies only)</p> <ul style="list-style-type: none"> <li>2022 Annual Rent Debited £25,825,367.48</li> </ul>	<p>Percentage of rent lost due to properties being empty – 4.00%</p>	<p>Overall, 22,093 residents have linked a Council Tax account to their MYPowys account and 5,290 signed up for E-Billing,</p> <p>A Service re-design (Moving on Up), introduced in March 2022, is being reviewed (by meeting all members of Housing Services) in Q4 2022-2023/Q1 2023-2024 to fine tune the redesign in the light of operational experience.</p>	<p>Continued and growing challenges people face around ongoing and predicted increases in the cost of living may translate into increased demand for money advice and financial support services.</p>

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<ul style="list-style-type: none"> <li>• Total Rent Collected £25,781,789.90 = 99.83% (2022 Target 99.65%)</li> </ul> <p>Income Collection (based on Welsh Government Income Collection Parameters)</p> <ul style="list-style-type: none"> <li>• 2022 Annual Rent Roll £28,278,993.09</li> <li>• Total Rent Collected £28,160,050.59 = 99.58% (2022 Target 99.20%)</li> </ul> <p>Housing Communities assisted a high number of tenants to maximise income and access cost of living initiatives.</p> <p>Implementation of the Renting Homes (Wales) Act has been achieved across municipal housing in Powys.</p> <p>Improved influence from TSP has been achieved during 2022-2023, including for example rent setting for 2023-2024.</p>			
<p>We are implementing the Renting Homes (Wales) 2016 Act in Powys – to date all deadlines have been achieved and the Council is well placed to meet all future deadlines. Extensive training has taken, and is taking, place. Housing Services is</p>			

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<p>developing an action plan to regarding the issuing of Electrical Certificates to all tenants by the end of November 2023.</p> <p>The role of the Tenant Scrutiny Panel has been enhanced and strengthened in determining policy and process including:</p> <ul style="list-style-type: none"> <li>• Working Group on Damp and Mould – developed tenant-focused guide for tenants which has now been widely published and circulated.</li> <li>• Working Group on Allocations – advised that each household receives two offers of accommodation without any impact on the status of their application – this has been implemented.</li> <li>• Rent Setting – agreed rent increase for 2023-2024 below Welsh Government target rent.</li> </ul> <p>In 2022-2023, 85% of tenants were satisfied with the major programmes of repair and improvement (89% in 2021-22)</p> <p>95% of customer call backs were satisfied with the responsive repairs service</p> <p>Tenants felt Powys County Council rents were extremely good value for money as they see them as not just being for the properties themselves</p>		<p>A working group has been set up to review corporate complaints, analyse trends and make sure action is taken to improve the service and prevent the same complaint from occurring.</p> <p>Initiatives like ‘Optimised Retrofit for Powys’, which ends in 2024-2025 and which Housing Services will be looking at opportunities to replicate, will further reduce energy costs for tenants and thereby enhance their well- being and reduce their cost of living.</p>	<p>A greater focus on damp and mould is increasing the number of service requests being received by Housing Services, which is reducing time available for other repairs and maintenance activity.</p>



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<p>but also for the services they receive from Housing Services and the security being a Powys County Council tenant brings in comparison to other landlords, particularly the private rented sector.</p> <p>New council tenants are surveyed – in 2022-2023 90% were happy with the allocations process; 96% were happy with the Tenant Handbook; 95% were happy with their neighbourhood.</p> <p>12% of new tenants say they need an adaptation; 48% say they need a repair to the home; 75% were happy with the condition of the home when they moved in.</p>			
Planning and Development			
<p>The service once again passed its external ISO 9001 quality audit with minimal corrective actions:</p> <ul style="list-style-type: none"> <li>88% market share (Based on recent peer review where 14 LAs provided a response. The average market share across the 14 LAs who responded is 76%. With the highest being 94% and the lowest being 50%).</li> </ul>		<p>A Planning Services Working Group was formed (October 2021) to take actions to improve the Planning Service and this has resulted in improvements in a number of areas including application determination timeframes, working with consultees, shared training programme for planners, Planning Agents, consultees and Members. Further work on these subjects is being</p>	<p>An Audit Wales Review of the PCC Planning Service, published in May 2023, found that it '[has] concerns about the fundamental strategic, operational and cultural weaknesses of the Council's Planning Service [and that] these weaknesses hinder its ability to consistently and sustainably support staff and Members to deliver an effective service that helps the Council achieve its corporate objectives'.<sup>4</sup></p>

<sup>4</sup> [Review of the Planning Service – Powys County Council \(audit.wales\)](#) pp. 4-5.

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<ul style="list-style-type: none"> <li>91% of full plan and building notice applications validated with 5 working days of receipt of application (90% target).</li> <li>97% of full plan applications decided within the statutory time period (100% target).</li> </ul> <p>91.14% of all planning applications determined within time periods required – PCC target 90% (WG ‘Good’ performance category – &gt;80%).</p> <p>70.6% of enforcement cases investigated within 84 days – PCC target 80% (WG ‘Fair’ performance category – 70 - 79.9%).</p> <p>67% of appeals dismissed – PCC target 66% (WG ‘Good’ performance category - &gt;66%).</p> <p>80.8% of major applications determined within time frames required PCC target 60% (WG ‘Good’ performance category - &gt;60%).</p> <p>The Planning Service will be ending the year with a lower total caseload of applications and enforcement cases than at the start of the year.</p> <p>Work commenced on the Replacement Local Development</p>	<p>130-day average time taken to determine all applications - PCC target - 67 -112 days (WG ‘improve’ performance category - &gt;112).</p> <p>528-day average time taken to determine major applications in days - PCC target - 278 (WG – target to be benchmarked).</p>	<p>actioned as part of the Welsh Audit response.</p> <p>During the year, permission has been granted for a number of notable housing developments, potentially delivering affordable housing and economic development:</p> <p>81 dwellings Hospital Road, Builth Wells.  79 dwellings Ithon Road, Llandrindod.  42 dwellings, Brecon Road, Ystradgynlais.  48 dwellings Llandrinio.  32 dwellings Park Lane, Newtown.</p> <p>A reduction in major applications should assist reducing Planning Service workloads</p>	<p>The implementation of the Building Safety Act 2022 is set to change the building control landscape across Wales. Significant emphasis is being placed on readying the service for what’s to come i.e., licensing of building control and new operating standards. A focus has been placed on Staff development to ensure the Surveyors secure the relevant licenses to ensure the service can continue to function.</p> <p>Recruitment of Planning Policy staff has been proving difficult.</p> <p>Planning fee income is projected to finish below the budgeted target level for the year (as a consequence of fewer high paying major applications). A shortfall in planning application fee income against budget target means that the Service is not as cost-effective as anticipated.</p> <p>The Planning Service would benefit from additional staff– e.g., Lead for Development Management, Lead for Planning Technicians, Senior Planning Officer, Principal Enforcement Officer – but its base budget does not allow for this.</p>

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<p>Plan for Powys (excl. Brecon Beacons National Park) in July 2022.</p> <p>Preparatory work is being carried out for the first Mid Wales CJC Strategic Development Plan.</p> <p>A successful training programme on various planning related topics for planning agents, community / town councils, County Councillors and officers has commenced.</p> <p>Building Control successfully facilitated the recent building regulations transformation during which 25% of all applications for 22/23 were received in one month leading up to the transitional date for the new regulations coming into effect.</p>	<p>Replacement LDP process is slipping against the timetable set out in the approved Delivery Agreement.</p> <p>Building Control is considered to have performed well against KPI targets for 2022-23.</p> <p>The service returns healthy revenue culminating in year-on-year surpluses.</p>		<p>Building Control has for many years operated on a reduced establishment basis and as a result, the service operates in a mainly reactive rather than proactive way in delivering its functions. As a consequence, there is a considerable amount of legacy work that remains in the system that has never been seen through to satisfactory completion. The number of applications for building works that have never been completed extend into the 1000s over many years. More building regulation applications in Powys commence compared to those that are completed. This trend is however not unique to Powys.</p> <p>Due to the nature of the role and the large geographical area of Powys, the service experiences high amounts of non-productive time resulting from travelling in cars between to building sites.</p>

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			<p>Reporting for the last 5 years there are currently 3878 applications in the system that have not undergone an inspection within the required 90-day revisit period.</p> <p>A lack of capacity is expected to become even more critical from April 2024 when licensing becomes mandatory. Despite the number of surveyors in post, the requirement to hold the appropriate number and levels of licence will directly affect capacity. Only those with the appropriate licence will be able to undertake the work.</p> <p>Building Control nationally will soon be subject to extensive oversight by government which will include significant KPI and reporting requirements as laid out on the new building control operating standards.</p>
<b>Strategic Property</b>			
<p>The transfer of HOWPS (Heart of Wales Property Services) operational maintenance and compliance services has provided clearer management process and improved service delivery in respect of undertaking maintenance and improving statutory compliance. Developing a 'Corporate Landlord' model has enabled risks associated</p>	<p>The transfer of HOWPS and the transition to a new asset management system (Technology Forge) placed significant pressure on the service. This impacted on the ability of managers and section leads to maintain performance levels in business-as-usual activities.</p>	<p>A new property data base (technology Forge) has been successfully incorporated into work and management practices.</p> <p>Estate management practices are improving with a clear methodology for establishing baseline data for the estate (Asset Strategy).</p>	<p>The continuing change to operational service needs post-COVID continues to create challenges in evaluating the future asset requirements of the council.</p> <p>Budget pressures and costs associated with the energy crisis continue to place significant pressure on the team.</p>

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<p>with previous building management practices to be mitigated with professional qualified staff now managing the estate.</p> <p>There are increased revenue income levels from the farms and the commercial estate.</p> <p>Capital income targets were exceeded (£2m target with MTFS).</p> <p>The maintenance and compliance service continues to improve and has adapted well to a new operating model since transition (HOWPS)</p> <p>The team continue to deliver large LUF capital projects and transformational projects.</p> <p>Capital and revenue income stream: The team has raised significant capital income to support the Councils capital programme. Capital raised during 22/23 amounts to circa £2.4m.</p> <p>Fire Risk Assessments were undertaken in all schools to transition responsibility to the</p>		<p>Baseline data for the health and safety of tree management in schools is being audited and will see a change to current practices within the school's portfolio.</p> <p>Sustainability surveys of schools and adjoining community halls (Buttington, Berriew, Guilsfield, Glantwymyn, Rhiw Bechan, Ysgol Banw and Llansantffraidd, Llangattock and Newbridge sites) have been completed and work is in progress to complete the upgrade of three joint primary and community hall sites.</p> <p>School FRAs are now undertaken by professionally qualified staff, this has provided significant H&amp;S</p>	<p>The Strategic Property service has seen significant levels of demand in undertaking construction related projects with a requirement to manage large regeneration and transformational projects including, government supported levelling up funded (LUF) projects and health partnership projects.</p> <p>There appears to have been a significant step change in the availability of grants supporting strategic property, from both UK and Welsh Governments post-COVID. The grants, while welcome, are time constrained and often require immediate resourcing making it difficult to plan and placing significant pressure on some officers to deliver projects while at the same time undertaking business as usual activities/tasks.</p> <p>In light of the current market conditions in the construction and property service sector, there is a significant risk that officers may seek alternate employment away from PCC to reduce workload and increase remuneration.</p>

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<p>Corporate Landlord from school leadership teams.</p> <p>Schools Service delivery has taken place of the Major Improvements Capital programme (circa £5m) including major roof refurbishment works, boiler replacements, building refurbishment works, playground and car park resurfacing, hard surface sports courts and energy saving projects at:</p> <ul style="list-style-type: none"> <li>• Newtown High School</li> <li>• Welshpool High School</li> <li>• Crickhowell High School</li> <li>• Montgomery C in W School</li> <li>• Llanidloes High School</li> <li>• Knighton C in W School</li> <li>• Crickhowell C.P School</li> <li>• Rhayader C in W School</li> <li>• John Beddoes Campus</li> </ul>		<p>improvements and provided school leadership teams with clear safety guidance which conforms to the Regulatory Reform (Fire Safety) Order. 2005.</p> <p>A full review of the condition of fire doors is underway throughout all schools to understand fully the deficiencies in same. This will benefit the authority as it is identifying key safety and financial risks to the authority. The review will aid the delivery of backlog maintenance and improve safety within the estate.</p>	
<b>Transport</b>			
<p>During 2022-23, HTR secured £2.57m in grant funding for transport in infrastructure capital projects.</p>		<p>Developing and expanding the use of existing software systems including AMX (highway asset system), Bartec (W&amp;R System) and TRUTRAC (Fleet management system) will bring benefits to data management and reporting,</p>	<p>Transport remains a significant risk for the future. The Welsh Government through Transport for Wales are seeking to fundamentally change the way bus services are delivered in Wales. Proposals for franchising and demand response</p>

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<p>Public transport service: fare paying passenger numbers have increased over and above pre-covid levels</p> <p>Leisure Services have undertaken a collaborative engagement exercise with Ceredigion CC to gain Insight into the opportunities and barriers for physical activity for the people of Mid Wales living outside main population centres. The engagement was conducted through a series of face-to-face surveys and focus groups in 9 towns across the region. The Executive Summary Report can be found <a href="#">here</a></p>		<p>customer interface, increased automation, and increased operational consistency across Powys.</p> <p>There is potential for the Transport team to market their innovative technology system.</p> <p>Work has resumed on the project to introduce a combined school admissions and transport application process. A combined application process will enable parents and guardians to see free school transport information and select this option at the time of making their school admission application.</p> <p>Discovery work has started on a project to enable us to provide real-time school bus timetable information to the public. Initial focus will be to show school bus timetables and routes on the Powys website in an accessible, searchable format for children and parents. Future work will aim to enable real-time display of bus locations, changes to routes / times / lateness and linking with School Closures facility when buses are not operating.</p> <p>Innovative new materials may offer benefits for Health &amp; Safety, efficiency and quality in infrastructure maintenance and</p>	<p>services are still being developed making it difficult to anticipate how such a remodelling and restructuring of the bus system in Wales will impact upon the Authority in terms of its revenue and the home to school service but also the impact on residents and visitors to Powys.</p> <p>Financial pressures (both revenue and capital) remain a significant issue for the Authority while managing a large and deteriorating highway and rights of way network.</p> <p>The most significant issue for the HTR service in 2022-23 was inflation, which impacted upon contractor costs, material prices and fuel.</p>

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<p>A new taxi policy was implemented from April 2022 in line with harmonising standards across Wales ahead of new legislation. Major changes included commencing DBS update checks.</p> <p>Tax code checks were introduced for some licence applications (taxi driver/operator and scrap metal) in compliance with new HMRC requirements.</p>		<p>development. Delayed set macadam is already used for pothole repairs and there is a potential to look at the use of low temperature asphalts which offer energy saving, lower emissions, enhanced durability and can be trafficked quickly.</p> <p>Collaborations and partnership working is becoming increasingly important, and use of the CAMS web application allows countryside volunteers to support the Authority in more areas of work. Volunteers are now able to enter information regarding work that they've carried out on the Authority's behalf on public rights of way and can, by agreement, survey paths to support project work (e.g., the SPF waymarking project) and input information about their findings.</p>	
<b>Supporting Children and Families</b>			
<p>100% of Powys childcare providers were offered business support by the Children's Commissioning Childcare Business Support Team in 2022/23.</p>		<p>Work has begun on redevelopment and enhancement of the Flying Start Childcare system in response to the national initiative to expand the scheme throughout Wales. The new web-based system will allow applications and approvals, allocation to settings, registers to record attendance and improved reporting elements.</p> <p>In October 2022, a second Early Help Hub (Flying Start Family Centre) was opened in Welshpool.</p>	



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		The Childcare Apprentice scheme currently has 8 apprentices in place	
<p>There continues to be a sustained higher demand through the Front Door, although this has reduced a little over the last couple of months and since its peak during the pandemic of over 900 contacts to service (average pre pandemic of 450 – 500). Between 1st April 2022 and 28th February 2023, the Front Door team received 7,603 contacts that resulted in 851 referrals to the assessment team and 937 referrals to the Early Help Team.</p> <p>The greatest increase in contacts has been from Police referrals but there has been an increase across the board from most agencies. While there has been a sustained increase in demand, the proportion of contacts meeting the threshold for statutory intervention has remained stable at around 90% that don't require a statutory assessment and can be dealt with through the provision of advice and Information.</p>	<p>In September 2022, a dip sample undertaken during audit of 'No Further Action Decisions' made by Front Door found 80% to be appropriate.</p>	<p>A review of the Front Door is due to be completed by Audit Wales by the end of April 2023</p>	<p>In response to the increase in demand the Service has needed to increase the size of their team, employing staff on fixed term contracts and agency staff. During and post-pandemic it was able to secure emergency grant funding to resource the additional staffing, but this is no longer available, and the Service will now need to identify funding through its existing budget for what is likely to be an ongoing pressure.</p> <p>There has been an increase in section 47 enquiries which may be indicative of the increase in severity and complexity of family issues and challenges as a result of the challenges of the last few years.</p>
<p>Service performance around completing initial wellbeing assessments and section 47 enquiries has been impacted across the service by staffing issues.</p>	<p>During January- March 2022 many Children's Services staff left Powys to take up employment with other Local Authorities. This created a situation in which the Service was</p>		

Strengths	Weaknesses	Opportunities	Threats
<p>Performance against this measure reached a low of 30% of total new assessments completed within statutory timescales before improving to 56% by August 2022. The Service has been able to stabilise staffing and is now seeing a much-improved rate of assessments completed within timescale. By December 68% of total new assessments were completed within timescale, by January 2023 this figure was 70% rising to 89% in February 2023 (for comparison, this figure was 63% overall for 2021-22).</p> <p>Between 1<sup>st</sup> April 2022 and 28<sup>th</sup> February 2023 the Service carried out 426 initial care and wellbeing assessments and 547 section 47 enquiries. In December 2022 the south assessment team undertook the highest number of section 47 enquiries for one team and completed 100% of them within timescale. In January 2023, both of the assessment teams completed 100% of their section 47 enquiries within timescale.</p>	<p>not able to function safely and effectively within its core service areas and this resulted in the employment of 2 managed teams. By July 2022, Powys had dispensed with the services of one of these teams due to concerns that the way in which they were operating was not in the best interests of Powys children and families. Child Protection numbers had escalated during this period because of the managed team's practice being out of line with the County's Signs of Safety framework and peaked at 147 children. Child Protection numbers have since significantly lowered and currently stand at 103 children.</p> <p>As a result of the stabilisation in staffing in the assessment teams, there has been a steady increase in meeting assessment timescales. In February 2023 the Service achieved 89% of all assessments within timescale (target is 90%).</p>		
<p>Since the pandemic there has been an increase in resource in the Early Help Teams to meet increased demand, in particular for Early Help support; Family Practitioners who intervene early to prevent referral for statutory assessment, working with children, young people and families who have more complex issues,</p>	<p>87% of children, young people and their families report that they achieve their family goal through accessing Early Help. This figure was 93% in 2021-22 (target 90%).</p> <p>A significant challenge faced during January and February 2023 was the number of older teenagers currently</p>	<p>Post-pandemic, Children's Services have rolled out parenting groups for the parents of children and young people with ADHD traits and behaviours, co- delivered with CAMHS. The groups are well attended and popular.</p>	<p>A concern for the Service is that the increase in Early Help need will continue and is likely to increase alongside other ongoing wider societal pressures, but that the level of additional grant funding is no longer available.</p>

Strengths	Weaknesses	Opportunities	Threats
<p>needs and challenges. This increased resource was supported by a short-term grant funding opportunity.</p> <p>Overall, in the first 3 quarters of the year 759 referrals for Early Help were opened and despite increased demand the team have not needed to hold a waiting list. The Service is seeing far fewer 'step ups' for statutory assessment which indicates that the work being undertaken is at the correct threshold and is making a positive difference, without the need for statutory intervention. In the first 3 quarters of this year, 96.1 % of families who had received and successfully completed an Early Help intervention did not go on to require an assessment by statutory services in the following 6 months.</p> <p>The intervention and prevention team worked with 263 children between 1st April 2022 and 28th February 2023.</p> <p>During 2022-23, the Service completed 3,354 visits to children on the child protection register.</p> <p>The staff leaver rate, which was high in Spring 2022, slowed during Spring 2023.</p> <p>Feedback provided by the Distance Travel Tool indicated that during the last 3 quarters of this year, 92% of</p>	<p>on the child protection register who are avoidant of social work visits. Despite numerous attempts these visits were not able to be completed within statutory timescales</p> <p>Towards the end of quarter 4 a rise was noted in first time entrants and reoffence rates amongst young people in the YJ system. Multi-agency working between the Youth Justice Service and the care and support/Children looked after teams ensured that planning for children at risk of/involved in criminalisation was managed with robust planning and risk assessment.</p> <p>There has been an increase in referrals to Youth Intervention Service (YIS) who provide Early Help intervention for 12 years plus. This was somewhat anticipated as the impact of the pandemic and related social isolation (which has disproportionately affected children and young people), has started to be understood.</p> <p>35% of respondents to the Headteacher Perception Survey (carried out annually by the Schools Service) felt that children and young people who need the support of youth workers have good access to this in Powys, which is an increase of 3% based on the 2020-21 survey figures, however, there has also been an increase of 9% in the</p>	<p>A new distance travelled tool to capture success in more than one area of a young person's plan.</p> <p>Turnaround funding was received from the Minister of Justice to support work within the YJS.</p>	

Strengths	Weaknesses	Opportunities	Threats
<p>individuals reported a stabilisation or positive change in child development. 89% reported a stabilisation or positive change in family and environment and 92% of individuals reported a stabilisation or positive change in parenting needs and strengths.</p> <p>Cost - benefits analysis shows that in the first 3 quarters of years 2022-2023, 427K costs were avoided to public services and 183K avoided from social care because of the provision of Early Help.</p> <p>Completion of child protection statutory visits within timescale remained stable throughout the year at around the mid 80% mark. At its highest point in June 2022 this reach 89% and at its lowest, performance against this measure was 73% in July 2022. There was a slight fall in performance (to 80%) in January 2023.</p> <p>During 2022-23, the Service completed 2,012 visits to children looked after.</p> <p>96% of children who the Intervention and Prevention Service work with around family breakdowns remained with their families safely (an increase of 3% from last year)</p>	<p>number of respondents who disagree.</p>		

Strengths	Weaknesses	Opportunities	Threats
<p data-bbox="203 165 629 347">During 2022/23, 63% of Children Looked After were placed out of County with Independent Fostering Agencies or residential placements. This is a slight increase on last year's figure.</p> <p data-bbox="203 379 629 839">Powys Regional Partnership Board (RPB) successfully secured £525,000.00 capital funding from Welsh Government to purchase a property to develop Safe Accommodation for Children with Complex Needs in Powys. The purchase of the property has been completed and work is underway to make the necessary adaptations to the home to comply with the conditions of the planning approval and to meet the requirements for registration with Care Inspectorate Wales (CIW).</p> <p data-bbox="203 871 629 1270">Young People's participation - active participation officer who is ensuring the voices of children are heard at the highest level and more importantly acted upon. Work in the future will concentrate on ensuring the voices of children who find it difficult to participate are heard and work has already started on this with the officer building relationships with children looked after and our unaccompanied asylum seekers on a 1:1 basis.</p>	<p data-bbox="667 165 1102 625">Performance for children looked after statutory visits (target 90%) has remained between around 80-86% (86.4% as of March 2023). This is a decrease from last year's performance (88%, which was a 5% decrease on the 2020-21 figure). The Service reports having been able to maintain 97.5% during January 2023 when additional staff members joined the teams. Activity towards this measure is supported across several teams and pressures within any area can affect attainment.</p> <p data-bbox="667 657 1102 1270">There has been an increase in the number of Home Office Mandatory Referrals (National Transfer Scheme)) for Unaccompanied Asylum-seeking children (UASC) and at the point of reporting there were 14 children looked after. Welsh Local Authorities are expected to continue to receive UASC into their care, so this cohort is expected to continue to grow. This will continue to increase our number of Children Looked After, which as of February 2023 was 234 (including UASC). Due to the unavailability of placements within Powys some Powys children are placed out of County and out of Country in placements which can meet their needs.</p> <p data-bbox="667 1302 1102 1390">The Authority currently has 2 regulated residential homes, 1 in Brecon (home to 4 young people</p>	<p data-bbox="1128 165 1563 316">Two experienced Fostering Team Managers and a 0-14 Team Manager have been appointed creating greater stability for the service.</p> <p data-bbox="1128 379 1563 561">Recruitment of foster carers – enquiries remain high when compared to our regional partners. We continue to receive a steady stream of enquiries leading to assessment.</p> <p data-bbox="1128 689 1563 1206">Welsh Ministers have been clear in their view that profit should not be made from caring for vulnerable children and their families and that the care of looked after children in Wales will be provided by public sector, charitable or not for profit organisations. In order to prepare and respond to Welsh Government's vision for services for looked after children and care leavers, Powys children's services is developing a suite of in-house residential provision and working with providers to ensure it commissions Not for Profit placements for the children within its care.</p> <p data-bbox="1128 1270 1563 1390">16 plus accommodation has been developed in the North of the County with further developments planned for Mid and South Powys.</p>	<p data-bbox="1594 165 2029 440">There are a limited number of foster carers experienced or approved as short break carers. Currently there is resource in the north of the County for short breaks, but this is not an option in the South of the County. A next step will be to ascertain what the demand for this support may look like in the South.</p> <p data-bbox="1594 472 2029 1118">The fostering teams are struggling to meet the timescales to complete Form F assessments and a proportion of these have been undertaken by agency services to enable the assessments to commence and reach fostering panel in good time and for the service to receive more approved foster carers. The team are struggling with the court demands and ever decreasing timescales to complete Viability and Connected Persons Assessments. The workload to complete these pieces of work are significant. The staff are also all carrying caseloads of foster carers already approved and who have children placed so are required to also complete regulated duties such as supervision and support.</p> <p data-bbox="1594 1150 2029 1238">There is currently a National Shortage of Children's Placements for children in care.</p> <p data-bbox="1594 1270 2029 1390">There have been examples where no placement is available, and the Authority has had to put in place bespoke, unregulated arrangements</p>

Strengths	Weaknesses	Opportunities	Threats
	<p>with complex needs) and one in Ystradgynlais (home to 2 young people with complex needs). There are also a further 2 residential settings that the Authority is working towards regulation for at Welshpool and Ystradgynlais and each have 1 young person with complex needs living in the property as their home.</p> <p>73 % of audits carried out during 2022-23, demonstrated that the child's voice was evidenced in the child's plan. This falls short of the target figure (75%) but represents a 2% increase in attainment over 2021-22.</p> <p>During 2022-23, 45.5 % of audits were graded 'good' (target 60%).</p>	<p>A joint bid has been agreed and submitted to Welsh Government for the development of a Safe Accommodation residential home in Powys for children with complex and high end needs This type of residential provision would be intended to avoid escalation of need that could result in a secure welfare placement or tier 4 inpatient mental health placement. It could also be used as 'step down' provision to enable discharge from a secure or tier 4 setting and it could help with avoiding placements out of county or out of Wales.</p>	<p>for short periods of time while a suitable placement is secured. These placements are not in the best interest of the young person, and they are unregulated and unlawful. They are high risk as they are often ad hoc arrangements, put in place in emergencies and are reliant on inconsistent agency staffing.</p> <p>Over the next 1-5 years, high-cost residential placements outside of Powys are expected to be an issue, with the cost of placements amounting to up to £12 million a year.</p>
<p>During Summer/Autumn 2022, 5 Newly Qualified Social Workers were appointed into the Service through the 'Grow Our Own' Social Worker development programme. The number of wellbeing worker positions were increased within some teams to establish if this is a more effective way of working.</p> <p>During the year Children's Services have had 44.3 full time equivalent leavers and 51.4 full time equivalent new starters.</p>	<p>There are currently 72 vacancies across Children's Services, which include 45 social worker vacancies (last year this figure was 38 social worker vacancies).</p> <p>A review is being carried out to look at solutions to the issues with the current system including working with the national team to implement an improvement plan that may improve our use of WCCIS. As part of the investigation the team are also undertaking a soft market testing exercise to assess the latest version</p>	<p>The projected figures for the Grow Our Own project amount to 7-9 Newly Qualified Social Workers each year with a hope that it will produce 34 Social Workers by 2026. This does not consider retention of staff, and staff progression, nor does it consider the variance of individual circumstance.</p> <p>7 Intervention and Prevention Workers were supported to begin/continue their social work qualification.</p>	<p>Recruitment of social work staff is an issue as a result of national shortage, and this will continue to impact on the budget pressures. Children's Services are currently employing 29 agency workers to cover Social Worker vacancies at a cost of £12K per day.</p> <p>NQSW's are significantly protected in their first year and carry a small caseload which would not include any child protection and would not include being on the duty rota. The teams supporting them will need to be adequately resourced with</p>

Strengths	Weaknesses	Opportunities	Threats
<p>In January 2023 there were twelve Newly Qualified Social Workers in their First Year on Practice (CS/AS)</p> <p>There are currently 39 Practice Educators within Powys – this includes 6 current students (CS/AS)</p>	<p>of WCCIS 9v6) and its main competitors which has included demos from 4 suppliers. Pressures on Social Services staff have resulted in reduced engagement with Digital Services, leading to some delays in Digital Transformation progress within the service.</p>	<p>In January 2023 there were 11 staff undertaking their Porth Agored Award (CS/AS)</p> <p>A total of 29 placement learning opportunities (social work placements) were offered across CS and AS.</p>	<p>qualified and suitably experienced social workers.</p> <p>Performance has continued to be severely impacted by WCCIS which has negatively affected workload management because of the system being regularly unavailable or not functioning properly. Staff have faced daily problems with the system running extremely slowly, meaning that they are unable to save work or view information. There continues to be periods when they have no access at all.</p>
Supporting Adults			
<p>Despite the pressures, critical services have been prioritised and sustained during business continuity, this includes commissioning.</p> <p>57 new compliments were received during 2022-23.</p>	<p>Adult Services and Commissioning did not step-down Business Continuity until June 2022 and this was re-invoked in December 2022 because of unprecedented pressures meaning that the Service have only been out of business continuity for 6 months since the start of the Covid-19 pandemic. At the end of the financial year 2022-23 Adult Services and Commissioning remained in business continuity.</p> <p>72 new complaints were received during 2022-23 and 4 of these progressed to Stage 2.</p>	<p>From next year Adult Services will be required to report census data to Welsh Government annually and Powys has been a pilot area for data collation and engaged with the development process with Welsh Government.</p>	<p>It is becoming challenging to meet statutory requirements, resulting from:</p> <ul style="list-style-type: none"> <li>• Increase in Mental Health Act assessments.</li> <li>• Increase in waiting for assessments (OT / Social Worker – older people)</li> <li>• Increase in overdue reviews.</li> <li>• Increase in legal and court challenges.</li> <li>• Delay in completing Carers assessments.</li> <li>• Increased backlog and delay in the provision of equipment</li> <li>• Unpredictability of the provider market</li> </ul>

Strengths	Weaknesses	Opportunities	Threats
			<ul style="list-style-type: none"> <li>• Increased demographic (over 65's)</li> <li>• Recruitment and retention challenges within workforce</li> </ul> <p>There is reduced workforce capacity to deal with the continued increased demand for assessments and reviews and the impact of other work (e.g. court work and managers/teams being required to undertake additional project work). Currently managers are being required to carry caseloads in addition to their other responsibilities.</p> <p>Operational teams report an increase in the complexity of need for those individuals presenting via ASSIST, e.g. multiple assessments required.</p> <p>Within Live Well, there are a number of staff vacancies affecting capacity, in particular a Strategic Commissioning Manager vacancy, which has affected delivery.</p> <p>Health and Care Scrutiny Committee engagement with the Health Board regarding the North Powys Wellbeing Hub has not continued and the Committee is concerned about this.</p>



Strengths	Weaknesses	Opportunities	Threats
<p>19% of new calls received by ASSIST during 2021-22 received information and/or advice (2021-22 figure was 24%). Some of these calls may have also required other action to be taken but information and/or advice will have been provided during the interaction. For a high number of cases/callers, information and advice only is not a sufficient response.</p> <p>The percentage of safeguarding enquiries completed within timescale (7 working days from referral) has ranged from a low of 85% in March 2022 to 100% for the period covering December 2022 – February 2023 giving an overall average of 95% (a slight increase on last year's average of 94%)</p>	<p>Adult Services have consistently reported an increase in demand at the front door (ASSIST).</p> <p>During 2021-22, telephone demand via the ASSIST Front Door rose steadily, almost doubling during that period to a monthly high of 605 new contacts during March 2022.<sup>5</sup> That level of demand has continued through 2022-23 with the overall number of calls received by ASSIST ranging between 1300 – 1600 per month and 200 – 340 contacts via webform per month. Between 1<sup>st</sup> April 2022 and 31<sup>st</sup> March 2023, referral demand rose from 534 started to 735 (only in December 2022 did the figure briefly fall below this point to 483 before rapidly rising again in January).</p> <p>A recent Vanguard review identified that a high percentage of calls are “failure demand” as opposed to “value demand”.</p>	<p>The Adult Services website has been updated to provide a customer-centred interface that aims to reduce unnecessary contact with the service and sign-post customers to appropriate help and support.</p> <p>A new Social Services complaints system is under development and will be in testing by the end of March.</p>	
<p>External agencies were commissioned to support with backlogs of assessments, reviews, and carers assessments. One agency completed their 150 contracted assessments, a second agency's contract was terminated</p>	<p>As at 31/03/2023, 300 individuals were awaiting allocation in the Older People's team, of these 2 were deemed emergency and 96 urgent; the delay in allocation is a significant concern for Adult Services with</p>		

<sup>5</sup> This included both new referrals made to Adult Services and those who were already known to the Service and who have an open referral. The overall number of calls received by ASSIST largely remained stable at 1400 - 1500 per month over most of the year with an increase of around 20% over base during the summer months.

Strengths	Weaknesses	Opportunities	Threats
<p>early due to non-fulfilment of their contract terms and a third agency undertook a total of 24 carers assessments.</p>	<p>demand outstripping current staffing capacity.</p> <p>There are a high number of reviews outstanding across Adult Services. As of 5<sup>th</sup> April 2023 this figure stood at 1044 with 302 of these overdue by 27-52 weeks and 238 overdue by 53 weeks plus. Increased referral rates and other casework that has needed to be prioritised, has impacted on the Service's ability to undertake reviews in a timely manner. On average, 47% of reviews were undertaken within timescale during the past year.</p> <p>Individuals awaiting a carers assessment are captured within these figures. High levels of these assessments are not being completed in a timely manner. Pre-pandemic, the older people's teams held minimal, if any, waiting lists.</p>		
<p>The average time taken from social work assessment to care start was 17.21 days over 2022-23.</p> <p>Supported living and specialist residential services have completed a 'right sizing, right pricing' exercise and this has brought significant savings into the Council. More people requiring care and support at home with appropriate accommodation, are able to receive that support within their home</p>	<p>At the end of the financial year there were 77 individuals in the community awaiting a care package.</p> <p>Capacity within the domiciliary care market has been significantly challenging throughout the year</p>	<p>As of 31<sup>st</sup> March 2023, Adult Services had re-opened 4 day centres. Each of the day centres are open between 1 and 3 days per week with low attendance and zero to low numbers of new referrals. Since re-opening, there has been more uptake from individuals with disabilities than older persons. Engagement work on the future of the day centres will commence in 2023-24.</p>	<p>Adult Services and Commissioning have ongoing concerns regarding the care market capacity, including the sourcing of domiciliary care, care home provision, and personal assistants for individuals in receipt of direct payments.</p> <p>Reablement/domiciliary care recruitment in North Powys remains challenging and there is ongoing reliance on Agency staff to meet baseline staffing requirements</p>

Strengths	Weaknesses	Opportunities	Threats
<p>communities through development of services via Closer to Home.</p> <p>East Radnor Home Support is in its 5th year of Regional Partnership Board project funding and continues to support over 300 individuals and their carers.</p> <p>Home Support Services in the Llandrindod Wells and Rhayader and Llanidloes localities are Powys County Council mainstream funded. 99% of members surveyed in 2022-23 strongly agreed that they:</p> <ul style="list-style-type: none"> <li>• Are able to live in their own home.</li> <li>• Have a good experience of support and care received by Home Support.</li> <li>• Are involved in addressing what matters to them.</li> <li>• Feel confident to contact Home Support if they need to.</li> <li>• Have choice and control over what they do.</li> <li>• Can access information, advice and assistance.</li> </ul> <p>100% of those surveyed said that they wished to remain a member of Home Support.</p>	<p>creating additional pressure on the Adult Services Reablement/Bridging Teams. who have been unable to transfer care packages to external providers resulting in internal capacity being extremely limited. A number of domiciliary care packages have been handed back and these have been transferred to the internal provider service. At the end of the financial year, the internal provider service were holding 37% of care packages.</p> <p>As of 28<sup>th</sup> March 2023, there were 23 individuals in interim care home placements which carry a risk of individuals deconditioning while awaiting a package of domiciliary care.</p> <p>Adult Service have experienced pressure in terms of timely patient flow from hospital to normal/new place of residence. The Service has also experienced difficulties in finding permanent care home placements, especially for individuals who have high or complex needs.</p> <p>The Bridging Team have held on average 75 people for over 7 weeks due to lack of external market availability.</p>	<p>Agreement was reached to roll out the Home Support model in the Builth Wells and Llanwrtyd Wells area providing early intervention support to individuals in these communities. Home Support has already been successfully delivered in Rhayader, Llanidloes, Llandrindod Wells and East Radnor. There is an ambition to roll this out across the county as part of the Early Help and Prevention offer.</p> <p>Rapid Action plans are in place to modernise both the domiciliary care and direct payment service provisions.</p> <p>A joint induction framework for Health and Social Care, covering the roles of Reablement Care and Support Workers and Healthcare Assistants, has been developed in collaboration with Workforce Futures. The first induction programme went live in March 2023 and received positive feedback. The next cohort of staff will receive their induction in May 2023.</p> <p>Expectations around the provision of care are generally not managed in the same way as those around health care and NHS waiting lists, with relatively little coverage given by the media. There is an opportunity here for the dialogue to be addressed at the UK national</p>	<p>Interim placements can have a wider negative impact as they reduce bed availability for the respite provision that would normally enable unpaid carers to have a break from their caring role and it also reduces choice of care home for individuals seeking permanent placements.</p> <p>Social Care Providers have been funded to provide the Real Living Wage to its staff with the aim of driving up the hourly rate and encouraging more carers into the market, but we are still seeing providers handing back hours and struggling to survive. There are a number of care homes and home care providers who are on the Finance Service radar due to their solvency risk, and they are asking for more funding to remain in business.</p> <p>There has been an increase in the number of Section 21a challenges and this has an impact on budget. This increase is impacting both Adult Services and Legal Services.</p> <p>Powys is likely to see a drop in the total number of people in the community supported with monitored technology because the Authority</p>

Strengths	Weaknesses	Opportunities	Threats
<p>During 2022-23, 642 adult clients were supported in their own home through Technology Enabled Care (TEC) (the 2021-22 figure was 695) via 787 prescriptions and 1191 items prescribed.</p> <p>The total number of individuals supported with monitored technology enabled care at the end of March 2023 was 657.</p> <p>The total number of individuals being supported via a regular direct payment as of 31<sup>st</sup> March 2023 was 541; the number will fluctuate throughout any given year due to personal circumstances of individuals (as of 31<sup>st</sup> March 2022, the number of individuals supported was 499).</p> <p>During 2022-23, 50% of packages were funded in this way (2021-22 figure was 22.5%). It remains unclear, however, whether some individuals would prefer domiciliary care but have accepted the direct payment route in absence of an available domiciliary care package.</p>	<p>Virtual wallet is a tool that allows people to manage their Direct Payments and also facilitates the Council in the regular monitoring of spend while reducing the resources required to do so. Take up of the Virtual Wallet tool during 2022-23 has been low at 27.41% (slightly up from 24% last year).</p>	<p>level to increase understanding and raise the profile and challenges of care provision.</p> <p>A pilot project is planned for LoRaWan, a radar-based geolocation system that has the potential to support people throughout Powys to remain independent.</p> <p>Community Alarm service reviewed with current demand now fully understood and an options paper developed for consideration in 2023-2024, regarding future service provision and making sure that future service provision is compliant with the digital switch over 2025.</p>	<p>has been unable to purchase new telecare Lifelines as the supplier temporarily ceased production pending a product safety related investigation.</p> <p>There have been ongoing issues with the direct payment support provider that has resulted in a number of carers not being paid on time and individuals reporting that they are finding it difficult to get hold of or a response from the support provider.</p>
<p>The average age on admission to residential care has fallen slightly over the past 12 months to 86.1 (from 86.2 in the previous period). Note that a single instance of a significantly younger person being</p>	<p>The number of admissions into residential care increased during 2022-23 to 195 (target 173). This was a continuing significant increase on the two previous years (2021-22</p>		

Strengths	Weaknesses	Opportunities	Threats
<p>admitted into residential care may have a disproportionate effect on this average.</p>	<p>figure was 173 and 2020-21 was 166).</p> <p>An Accommodation and Support project in Newtown has been put back by approximately 6 months because the Housing Association have been unable to agree a contract price with the contractor due to the fluctuating cost of materials and global supply chain issues. The acquisition of the site was completed in March 2023 and the construction contract will proceed but the HA need to wait until prices stabilise to reach agreement with the contractor.</p>		
<p>During 2022-23, 694 service users no longer required support and/or moved on from their current support services (this figure was 409 over 2021-22).</p>		<p>There are issues of non-engagement with support from a number of service users who would benefit from engaging with support, and those figures are approximately 120 people across the year. These individuals now have the option of a wider range of drop-in hubs, where they can access support on a sporadic basis, that may suit their lifestyles.</p>	<p>At present there are approximately 563 individuals engaged with services across Powys of which 243 (43%) have alcohol as the primary substance, 320 (57%) have drugs as the primary substance. There are currently 5 bases in Powys 3 in the south Ystradgynlais, Brecon and Llandrindod, with two in the North Newtown and Welshpool, because of the rurality transport difficulties can be a barrier to accessing services, so an outreach model is utilised within both Knighton and Presteigne.</p> <p>The cost of living crisis has resulted in huge increases in the costs of</p>

Strengths	Weaknesses	Opportunities	Threats
			running the substance misuse bases within Powys.
<p>4 members of AS staff completed their Practice Educators Award in Summer 2022.</p> <p>In addition:</p> <ul style="list-style-type: none"> <li>12 members of AS staff completed either K102 or KZW113 qualifications.</li> <li>8 staff from AS completed a QCF qualification (either level 2,3,4 or 5)</li> </ul>	<p>18 members of AS staff either never started or withdrew to complete a QCF (either level 2,3,4 or 5)</p>	<p>41 members of staff have been supported by the Local Authority to commence a vocational health and social care qualification in Adult Services (2021-22 figure 44).</p> <p>12 members of staff from Adults Services are currently working towards a Degree in Social Work in 2022-2023:</p> <ul style="list-style-type: none"> <li>No. of staff commencing the Degree: 5</li> <li>No. of staff already on the Degree: 7</li> <li>Scheduled to qualify this Autumn: 5</li> </ul> <p>1 member of AS staff commenced studying for their Practice Educators Award in 2022-2023.</p> <p>5 members of staff are working towards the Porth Agored Award as of 31st March 2023 and 4 members of staff will complete the Award in 2022-23.</p> <p>3 members of staff are scheduled to complete their OT Degree in late 2023.</p> <p>In addition:</p>	<p>Adult Services has seen a turnover of 70 members of staff (12.7% of total workforce) during 2022-23 (excluding internal moves).</p> <p>There are recruitment and retention issues across the Social Care Sector nationally; in Powys there are:</p> <ul style="list-style-type: none"> <li>High levels of Reablement Care and Support Worker vacancies especially in North of the county</li> <li>Recruitment difficulties for Approved Mental Health Professionals</li> <li>Recruitment difficulties for Hospital Team Social Worker (South)</li> <li>Changes in use of current agency workers for Reablement and Domiciliary Care to meet procurement requirements</li> </ul>

Strengths	Weaknesses	Opportunities	Threats
		<ul style="list-style-type: none"> <li>• 3 members of AS staff registered to start either K102 or KZW113 qualifications.</li> <li>• 9 members of AS staff registered to start a QCF qualification (either level 2,3,4 or 5)</li> <li>• 32 members of AS staff are currently still undertaking a QCF qualification (either level 2,3,4 or 5)</li> </ul>	
A Sense of Community			
<p>Sport Powys have worked with Ukrainian pupils across the County ensuring they feel integrated in school and community life through introducing them to sports and physical activity opportunities which they are able to engage with. Some of these individuals were able to successfully join community activities as a result of this work. It was also reported that their language and confidence in school increased.</p> <p>Leisure Services have representation on the Older People's Forum and The Emotional Health &amp; Wellbeing Workstream. Freedom leisure offer free/discounted</p>			

Strengths	Weaknesses	Opportunities	Threats
<p>opportunities to The Armed Forces Members through the Armed Forces Free Swim, people who are in receipt of benefits through the Access to Fitness scheme, Refugees, Unpaid Carers, and vulnerable young adults recommended by PCC Youth/Support Workers through the Starship Scheme. Additional services and organisations we work with are: -</p> <ul style="list-style-type: none"> <li>• Powys Teaching &amp; Health Board</li> <li>• Powys Public Health</li> <li>• Powys Private Sector</li> <li>• Fostering Services</li> <li>• Kaleidoscope Rehabilitation Services</li> <li>• Alzheimer's Society Cymru</li> <li>• Autistic Spectrum Disorders Wales (ASD Wales)</li> </ul>			
Life Events			
<p>In Powys, during 2022-23, 95% of births were registered within 42 calendar days (for Wales this figure was 91% and for the UK it was 88%). The target is 98%</p>	<p>In Powys, over 2022-23, 51% of deaths were registered within 5</p>	<p>Staff continue to work outside their office hours where resources allow,</p>	<p>Late signing of Medical Certificates of Cause of Death (MCCD) by</p>



Strengths	Weaknesses	Opportunities	Threats
	<p>calendar days (for Wales this figure was 50% and for the UK it was 47%) The target is 90%.</p>	<p>and the Service continues to engage with surgeries, hospitals, funeral directors, nursing homes and the Medical Examiner's Office to improve compliance.</p>	<p>doctors, queries with regards to the MCCDs to part-time surgeries and the introduction of a non-statutory medical examiner services have all had an adverse effect on the figure</p> <p>Following the Electronic Communications Act and subsequent amendments to the regulations (allowing paperwork to be scanned between registration authorities) there has been a rise in the demand for death declarations with these types of appointments having increased by 440%. Pre-pandemic (2019-20) Powys undertook 15 death declarations but post-pandemic (2022-23) it undertook 81 death declarations. The Registration Service does not receive any payment for these types of appointments (declarations) as the fee for certificates are taken by the registering authority in which the life event occurred.</p>
<p><b>Connected Communities</b></p>			
<p>The Digital Transformation Programme has continued to enable the organisation to evolve Digitally, supporting service transformation and improving outcomes for the</p>			

Strengths	Weaknesses	Opportunities	Threats
<p>Powys people. On average <b>82%</b> of projects/activities within the programme have either been achieved or are on target to achieve.</p> <p>The number of residents with a My Powys Account has increased by 3,272 during 2022-23. By February 2023, 62,494 My Powys Accounts had been registered in total.</p> <p>As of February 2023, 6,474 customers had signed up for paperless council tax billing meaning a reduction in printing and postage and more convenience for residents.</p> <p>The number of automated processes available to our customers has increased by 43 this year, exceeding the extension target of 32 processes added for 2022/23.</p> <p>90% of calls to reception will be answered within 50 seconds. In Q3 this was 93%</p> <p>Information governance:</p> <ul style="list-style-type: none"> <li>Of 772 requests received average of 83% overall compliance. <i>Figures April to December</i></li> </ul>	<p>During 2022-23, Customer Services have reported the following performance data:</p> <ul style="list-style-type: none"> <li>95,901 calls were accepted but 24,282 abandoned. (18% of total calls)</li> <li>667 Welsh language calls were answered but 207 abandoned (23% of calls)</li> </ul>	<p>Work has begun on improvements to the web-based corporate complaints process to enable us to capture lessons learned, recommended actions and logging of resulting actions implemented. This work will enable the Council to fulfil our obligations under the Local Government and Elections (Wales) Act 2021 to review and make reports on its complaints handling.</p>	<p>As more services move to the cloud and transition to a subscription type model, the historic way of funding ICT infrastructure has changed. Historically, a capital investment is required every 5-7 years to replace hardware however now a continual revenue fund is required. Although the total cost of ownership is often less through the revenue model; it is a challenge for the council to fund this.</p> <p>Recruitment issues and long-term sickness amongst the team have negatively impacted Customer Service provision as well as increased demand as a result of disruption to other services.</p>

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>270 information security incident investigations were managed. <i>Figures April to March</i></li> </ul> <p>During 2022-23, 21 (2021-22 figure was 24) Community Broadband Projects established with Powys communities to install fibre, seeing 11797 potential properties receiving fibre Broadband. 3 communities are currently due for connection.</p> <p>Recent service extensions through grant funding include iPad loans to the public, with free data sim cards from the National DataBank (Good Things Foundation). This is being further extended to include Chromebooks for loan, and laptops and hybrid meeting equipment to use in libraries, as part of the Digital Community Hubs project, designed to overcome digital exclusion in Powys and build on the legacy of the People's Network.</p>	<ul style="list-style-type: none"> <li>On average 41.88% calls were answered within SLA.</li> </ul> <p>There has been some delay in the implementation of an online system to allow Registration Service users to book appointments online; this is expected to be resolved by late June 2023 (subject to SmartPay update).</p>	<p>The implementation of an information request case and workflow management system will improve the management of information requests.</p> <p>Legal case management system (Civica) had been identified as requiring improvement. A new system has been procured and is currently being implemented, which will aid improvement to the legal</p>	<p>Two personal data breaches reported to the Information Commissioner are being questioned in more detail before a decision is made on any regulatory action being taken.</p> <p>Some information requests, in particular Subject Access Requests, have been complex or lengthy resulting in levels of non-compliance with statutory timescales. 68 requests received, with 61% compliance rate. (ICO target 90%).</p>

Strengths	Weaknesses	Opportunities	Threats
		services team and the Council at large	

## A Wales of Vibrant Culture and Thriving Welsh Language

Over the reporting year, the Library Service had 97 active borrowers per 1,000 population, representing a 41% increase from the previous year. Adult book issues increased by 136% to 955 issues per 1,000 population, while children's book issues increased by 295% to 383 issues per 1,000 population. Click and collect orders have reduced by 72% over the year.

During 2022-23, attendance and participation figures (physical and virtual) for libraries, museums and archives were 777,337 (target 525,000), a significant increase on last year's figure of 92,000 and the 2020-21 figure of 117,204.

Powys' expenditure on materials grew by around £40,000 over the year which meant that the Service were able to acquire more items for the libraries.

4 small community libraries are volunteer run – 3 have been completed recently in Talgarth, Llanfair Caereinion, Llanwrtyd.

The mobile library service no longer operates however Powys is working on a Mobile Transformation programme to try and implement other outreach methods for residents who are housebound. The service is currently working with volunteers to make doorstep deliveries to isolated customers.

There has been a general shift in perception to indicate that libraries are now the "face of the council" in many communities – particularly as corporate buildings are not functioning in the way they did pre-pandemic. Future improvement and direction for Cultural Services have been identified in the Digital Strategy and Arts Strategy (currently under development). Examples from the Digital Strategy include the Search the Assets project; an online platform for museum, library and local studies collections, and the future development of the StoriPowys website with social media platforms and associated branding and marketing.

There are difficulties in recruiting staff (in particular professional staff) for Cultural Services leading to more frequent closures of facilities due to an inability to ensure staff cover and staffing levels and grades need to be reviewed. Grant funding has subsidised staffing costs significantly this year.

There is also a heavy reliance on grant funding to do any developmental work for the service.

Reduced library stock (reduced by a third through budget reductions) is expected to be a significant issue over the next 12 months to 5 years.

Strengths	Weaknesses	Opportunities	Threats
<p>During 2022-23 there were 232,686 attendances at Powys County Council grant funded arts and cultural events and participation in Powys County Council grant funded arts and cultural events (target 150,000).</p>			
<p>Welsh Language</p>			
<p>Welsh provision of customer services has been an ongoing issues with recruitment but the Authority has maintained a good service for front of house and a quicker response rate to telephone enquiries than English lines (English average answer time = 3mins 52 seconds and Welsh average answer time 1 min 42 seconds).</p>	<p>The Library Service spent 5% of their budget on Welsh materials which is 1% less than the previous year although in real terms Welsh materials budget increased by £1,431. The service ranks in the bottom half of the services for spend on Welsh language.</p> <p>Percentage of Council Corporate buildings subjected to monitoring by the Cleaning Service that meet Service Level Agreement standards – 85%</p> <p>Last year, between 20-22% of Adult Service’s Welsh speaking clients were allocated to Welsh speaking workers and this is recognised as an area for development.</p> <p>Only 45% of respondents to the Headteachers Perception Survey (carried out annually by the Schools Service) felt that English and Welsh</p>		<p>Many service report difficulties in recruiting Welsh-speaking staff to ensure compliance for client-facing roles and some refer to backlogs in the translation of information and training materials.</p>

Strengths	Weaknesses	Opportunities	Threats
	<p>languages are treated equally in education services in Powys, which is a decrease of 16% based on 2020-21 survey figures. Respondents who disagree have increased by 21%.</p>		

## A Globally Responsible Wales

<p>The introduction of the Ukraine Procurement Supply and Costs Cell created a cross service group to monitor and report the ongoing situation. The impact on the Pension Fund performance was monitored and the national commitment to disinvest from Russia was actioned.</p>			
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