

# Public Document Pack

## Cabinet

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Meeting Venue  
**By Teams**

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Meeting date  
**Tuesday, 18 January 2022**

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Meeting time  
**10.00 am**

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For further information please contact  
**Stephen Boyd**  
01597 826374  
steve.boyd@powys.gov.uk



County Hall  
Llandrindod Wells  
Powys  
LD1 5LG

12/01/2022

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Mae croeso i chi siarad yn Gymraeg neu yn Saesneg yn y cyfarfod.  
Rhowch wybod pa iaith rydych am ei defnyddio erbyn hanner dydd, ddau ddiwrnod gwaith cyn y cyfarfod.  
You are welcome to speak Welsh or English in the meeting.  
Please inform us of which language you wish to use by noon, two working days before the meeting.

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### AGENDA

<b>1.</b>	<b>APOLOGIES</b>
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To receive apologies for absence.

<b>2.</b>	<b>MINUTES</b>
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To authorise the Chair to sign the minutes of the meetings held on 14<sup>th</sup> December and 21<sup>st</sup> December as correct records.

(Pages 3 - 14)

<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>
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To receive any declarations of interest from Members relating to items to be considered on the agenda.

<b>4.</b>	<b>DRAFT MEDIUM-TERM FINANCIAL STRATEGY 2022-2027 AND DRAFT 2022-23 BUDGET AND CAPITAL PROGRAMME FOR 2022-2027</b>
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance and Transport.

(Pages 15 - 264)

<b>5.</b>	<b>2022 ANNUAL REVIEW OF VISION 2025 OUR CORPORATE IMPROVEMENT PAN, INCLUDING OUR STRATEGIC EQUALITY OBJECTIVES 2020-2024</b>
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To consider a report by the Leader, County Councillor Rosemarie Harris and County Councillor Beverley Baynham, Portfolio Holder for Corporate Governance and Regulatory Services.

(Pages 265 - 334)

<b>6.</b>	<b>POST-ERW WORKING IN THE MID WALES EDUCATION PARTNERSHIP</b>
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To consider a report by County Councillor Phyl Davies, Portfolio Holder for Education and Property.

(Pages 335 - 350)

<b>7.</b>	<b>ANNUAL REPORT 2020/21 SOCIAL SERVICES COMPLAINTS, COMPLIMENTS AND REPRESENTATIONS REPORT</b>
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To consider a report by County Councillor Myfanwy Alexander, Portfolio Holder for Adult Social Care and Welsh Language and County Councillor Rachel Powell, Portfolio Holder for Young People and Culture.

(Pages 351 - 370)

<b>8.</b>	<b>DIGITAL POWYS PROGRAMME UPDATE</b>
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To consider a report by County Councillor Beverley Baynham, Portfolio Holder for Corporate Governance and Regulatory Services.

(Pages 371 - 388)

<b>9.</b>	<b>DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING</b>
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To note the delegated decisions taken since the last meeting.

(Pages 389 - 390)

<b>10.</b>	<b>FORWARD WORK PROGRAMME</b>
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To consider the Cabinet forward work programme.

(Pages 391 - 392)

**MINUTES OF A MEETING OF THE CABINET HELD BY TEAMS ON TUESDAY, 14  
DECEMBER 2021**

**PRESENT**

County Councillor M R Harris (Chair)

County Councillors MC Alexander, B Baynham, P Davies, A W Davies, I McIntosh and R Powell

In attendance: County Councillors L Rijnenberg, P Roberts and R Williams

<b>1.</b>	<b>APOLOGIES</b>
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Apologies for absence were received from County Councillor Heulwen Hulme and from the Executive Director, People and Organisational Development and the Executive Director Economy and Environment.

<b>2.</b>	<b>MINUTES</b>
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The Leader was authorised to sign the minutes of the meetings held on 23<sup>rd</sup> and 26<sup>th</sup> November 2021 as correct records.

<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>
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County Councillor Iain McIntosh declared a prejudicial interest in the report on Mount Street Infant School, Mount Street Junior School and Cradoc CP School. He would be speaking in the debate as a local member not as a Cabinet member and would not be voting.

<b>4.</b>	<b>MOUNT STREET INFANT SCHOOL, MOUNT STREET JUNIOR SCHOOL AND CRADOC CP SCHOOL</b>
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Cabinet considered responses received to the consultation on proposals to

Phase 1

- To close Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School
- To establish a new English-medium primary school for pupils aged 4-11 on the current sites of Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School.

Phase 2

- To make a regulated alteration to transfer the school to a new school building on a new site in Brecon.

During the consultation period, virtual meetings had been held with staff, governors and school councils. 229 respondents had completed the consultation

response form which was included in the consultation document. In addition, 53 written responses were received from respondents including Estyn, by e-mail or post. The written responses included an online and paper petition to 'Save Cradoc Primary School!', which was signed by 1,275 people. The Leader confirmed that the Cabinet had read all of the correspondence received.

The issues raised in the written responses to the consultation and those raised in the consultation meetings, were set out in Appendix B to the report along with the Council's response to these issues.

Based on the findings of the consultation, and further assessment of the options in accordance with the requirements of the School Organisation Code in terms of the Presumption Against Closure of Rural Schools, the advice of officers was that the Council should proceed with the proposals to amalgamate Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School to create a new primary school that would initially operate from the current three sites before moving to a new building in the future, by publishing a Statutory Notice.

County Councillor Iain McIntosh argued that the closure of Cradoc school would go against the Council's Strategy for Transforming Education in Powys guiding principles both on community-focused schools, because of the number of clubs and community uses associated with the school which would be lost and on environmentally sustainable schools. He noted that no separate impact assessment had been created for Cradoc school and that the joint impact assessment for the project had not measured the impact of the proposal on climate change. He reminded Cabinet of the community's preferred option for a new school at Cradoc which had not been presented to the Cabinet and he argued that this was in contravention of the Council's Constitution. He also noted that none of the papers had been translated into Nepali or Welsh.

County Councillor Roger Williams argued that Cradoc school provided a choice for parents who wanted a rural education for their children and urged the Cabinet not to impose urban solutions on a rural area. As a governor of Mount Street Junior School, he was supportive of merging Mount Street Infants School and Mount Street Junior School to create an all-through primary school. He also asked the Cabinet to look again at the siting of the school noting the concerns raised about the site during the consultation.

County Councillor Liz Rijnenberg asked for further consideration to be given to option 3a i.e. merging Mount Street Infants School, Mount Street Junior School and retaining Cradoc school and queried whether the scoring of the options had been reviewed again in light of the consultation. She noted concerns in the community about the process dragging on and the impact this was having on education and the pastoral care of children. She asked the Cabinet to reflect on the Estyn comments questioning what the Council's assessment that standards, wellbeing, provision and leadership would be strengthened by amalgamation was based on. She asked if option 4 went ahead would it be option 3b by the back door as phase 1 would not happen until 2023 and parents may choose to send their children to other schools.

Comments from County Councillor Matthew Dorrance, who was unable to be present were read out at the meeting. He challenged the consultation process, questioning why documents had not been translated into Nepali until Councillors



had raised this issue. He also raised concerns about ALN provision in Brecon, the accessibility of the Penlan site and the affordability of the project and the debt burden it would place on future generations.

County Councillor Pete Roberts, Chair of the Learning and Skills Scrutiny Committee presented the Committee's recommendations. He advised that the Committee had been assured that the proposals were robust. The Committee had asked for an explanation of why the option to merge the two Mount Street schools and then federate with Cradoc School had had been discounted. This was included in the response to the Scrutiny recommendations that had been circulated to the Cabinet. The Committee accepted the arguments in favour of Mount Street Infants School and Mount Street Junior School but had sought further assurance on Cradoc School, in particular, on the early years provision on site. The Committee had been given some assurance that the Authority would be looking at how that provision could be accommodated. Assurances were received on transport that distances travelled by pupils would not be excessive. There were a large number of movements across the catchment and for future consultations it would be beneficial to know why this was the case. The Committee had received assurances about the accessibility of the site and that costs would be contained within the current funding band.

The Portfolio Holder and officers responded to the comments made by local members and the Chair of the Learning and Skills Scrutiny Committee.

It was explained that just under 50% of pupils at Cradoc travelled from outside the catchment so if a new school was to be built, it would be a two-class school which was not a sustainable model. Currently the longest journey was just over 6 miles, if the proposal was accepted, the longest journey would be just over 9 miles. There were buses already travelling to the Penlan site.

Responding to the comments about sustainability, Cabinet was reminded that the aim of the proposal was to provide a brand new building which would be in accordance with the Welsh Government's target for carbon net zero buildings. It made sense to have one school on the Penlan site with the infrastructure and travel arrangements already in place. Active travel plans would be developed.

On finance and affordability, it was confirmed that the funding would come from unallocated funds in the 21<sup>st</sup> Century Schools Programme which was 65% funded by Welsh Government, 35% from the County Council. This is subject to full business case approval. The financial commitment is already recognised in the Council's Capital Programme. Welsh Government would provide an additional 10% for net carbon zero new builds. The Head of Finance confirmed that the impact of debt on future generations had to be considered and advised this was done by profiling the debt over the life of the asset for which it provides a service for its users. It was noted that if the Cabinet accepted the new funding formula later in the meeting, the savings from the proposal would reduce by approximately by £50,000.

On the points made about Estyn, their endorsement of the Council's transformation strategy was noted.

On the alternative option proposed to merge Mount Street Infants and Junior Schools and federate Cradoc, this had been discounted as it would impact on

the timescales for implementation of the proposals. It would also mean that there would still need to be a third process to merge the schools together in order to establish one school in a new building.

The proposal was on a phased basis. Phase 1, to amalgamate the three schools to create a new school was integral to implementing phase 2. It was very important that the new school had an input into the development of the new build. The implementation date had been put back to 2023 which reflected the complexity of the consultation.

Concerns about the Penlan site had been noted and included in the impact assessment. Active travel plans and safe routes to school would be looked at very early on in the design phase of the new build.

The Director of Education confirmed that it would be essential to have the governance structures in place at phase 1. It would be very beneficial to share leadership and expertise across the three sites before coming together in the new building. This had been the experience when primary schools had merged in Welshpool. Referring to the comments made by Estyn which had been referred to by local Members, the Director noted that the merger of primary schools in Welshpool had seen an improvement in standards. The school improvement advisers judged that standards in all three schools were good and that sharing leadership and expertise in phase 1 would further improve provision and standards.

On impact assessments, one had been drafted for the proposal as a whole but when there were differences between the communities, this was clearly set out in the document.

On early years provision, it was confirmed that this would be an integral part of the new school. It was acknowledged that there would be an impact in Cradoc and the Council would work with the community to see whether an element of the provision could be retained in Cradoc.

In moving the recommendation, the Portfolio Holder noted that this was an exciting, transformational proposal which offered a sustainable way forward and which he wished was available throughout the county. He thanked the Scrutiny Committee for their work and their conclusion that the case for change had been made as long as it progressed to phase 2.

## **RESOLVED**

- 1. To receive the Consultation Report in respect of the proposals affecting Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School.**
- 2. To approve the publication of a statutory notice to:**  
**Phase 1**

- **To amalgamate Mount Street Infants School, Mount Street Junior School and Cradoc C.P. School to create a new primary school that would operate from the current three sites**
- **The target date for establishing the new primary school is September 2023.**

#### **Phase 2**

- **To make a regulated alteration to transfer the school to a new school building on a new site in Brecon**
- **The target date for this phase is 2025/6.**

County Councillor Iain McIntosh announced that he was resigning from the Conservative group on the Council and from the Cabinet with immediate effect.

<b>5.</b>	<b>LLANFYLLIN CATCHMENT TRANSFORMATION</b>
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The Leader advised that this report was being deferred for a week.

<b>6.</b>	<b>SCHOOL DELEGATED BUDGET FUNDING FORMULA REVIEW / REVISIONS TO THE POWYS SCHEME FOR FINANCING SCHOOLS</b>
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Cabinet considered responses received to the consultation to changes to the School Funding Formula for mainstream Primary phase schools and revisions to the Powys Scheme for Financing Schools.

The formula had been developed as part of the Authority's Post Inspection Action Plan following the Estyn inspection in July 2019.

A Formula Review Group had been established with a range of stakeholders along with Council officers, chaired by the Strategic Lead for Education. The group reviewed a range of school funding formulae from other rural Welsh local authorities before developing a set of formula proposals for mainstream primary phase schools that were consulted upon in October 2021.

The aim of the proposed formula was to support a move to a pupil-led formula that would provide a stable, transparent and equitable funding arrangement for mainstream, primary phase schools, which would

- Create a more equitable provision for all learners across Powys
- Support the aspirations of the transformation programme
- Support all learners including helping offset the effects of disadvantage
- Support a collaborative schools' community which offers effective professional learning to facilitate the self improving system.
- Support inclusion and bilingualism, and promote access to excellence for all learners.

County Councillor Pete Roberts presented the Learning and Skills Scrutiny Committee comments. The Committee were supportive of the proposals and pleased that they were being phased in to give schools time to adjust. The Committee had recommended that indicative figures for individual schools should be published within a month of the Cabinet decision and that when the review of the new formula was undertaken, that the Scrutiny Committee have an opportunity to scrutinise the outcome of that review.

The Portfolio Holder for Education and Property confirmed that he would be happy to bring the revised formula back to Scrutiny. He also confirmed the fact that small streams continued to be funded was a recognition of the situation as it was but that the Cabinet remained committed to transformation.

### **RESOLVED**

- 1. the proposed amendments to the current formula for primary schools with specialist centres be implemented in full from 1 April 2022;**
- 2. the initial Per Pupil Allocation is calculated using the cost elements set out in Appendix A of the Consultation document;**
- 3. Component 3 includes a top up for small schools, scaled by bands of pupil numbers, for schools with fewer than 91 pupils;**
- 4. Component 3 includes a class size top up for schools with between 61 and 149 pupils (inclusive) as calculated in 3.9 above;**
- 5. Component 3 includes a junior school top up as set out in 3.10 – 3.11 above;**
- 6. Component 3 includes a dual stream top up which includes a small stream top up and a dual stream class size top up as set out in 3.12 above.**
- 7. Component 3 includes a bilingual top up for Welsh medium or dual stream schools, as set out in 3.13 above;**
- 8. Component 3 includes a surplus internal area top up as set out in 3.14 above;**
- 9. Component 3 includes a surplus external grounds area top up as set out in 3.15 above;**
- 10. Component 3 includes a building condition top up as set out in 3.16 above;**

11. Component 3 includes a top up to match the actual cost of non-domestic rates, statutory testing, insurance for premises and employees;
12. Implementation is phased over a three year period;
13. The revisions to the Powys Scheme for Financing Schools as set out in Appendix B and approved by Schools Budget Forum are agreed.

i)	<b>DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING</b>
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Cabinet noted the delegated decisions taken by Portfolio Holders.

ii)	<b>FORWARD WORK PROGRAMME</b>
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Cabinet noted the forward work programme.

iii)	<b>EXEMPT ITEMS</b>
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**RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 3 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).**

iv)	<b>WELSH GOVERNMENT REGIONAL ECONOMIC FRAMEWORK FOR MID WALES</b>
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Cabinet considered a report on Welsh Government's draft Regional Economic Framework for Mid Wales.

**RESOLVED to approve the recommendations in the report.**

**County Councillor Rosemarie Harris  
Chair**

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**MINUTES OF A MEETING OF THE CABINET HELD BY TEAMS ON TUESDAY, 21  
DECEMBER 2021**

**PRESENT**

County Councillor M R Harris (Chair)

County Councillors MC Alexander, B Baynham, P Davies, A W Davies, H Hulme and R Powell

In attendance: County Councillor M Dorrance

<b>1. APOLOGIES</b>
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Apologies for absence were received from the Head of Transformation and Communications and the Service Manager for Schools Transformation.

<b>2. DECLARATIONS OF INTEREST</b>
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County Councillor M Alexander declared a personal interest in item 3 Llanfyllin Catchment Review as a relative of the headteacher of a potential receiving school.

<b>3. LLANFYLLIN CATCHMENT TRANSFORMATION</b>
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County Councillor Myfanwy Alexander left the meeting while this item was being discussed having declared a personal interest.

Cabinet considered a report seeking approval to amend the decisions made on the 18<sup>th</sup> March 2021 and the 6<sup>th</sup> July 2021 in respect of Llansantffraid C. in W. School, Llangedwyn C. in W. School, Llanfechain C. in W. School and Ysgol Bro Cynllaith.

The Leader explained that the report had been deferred at the previous week's meeting because a number of Cabinet members had indicated that they did not feel the report was strong enough in detailing the direction of transformation in the catchment. The Portfolio Holder confirmed that the only change to the report from that deferred at the previous meeting was to strengthen the third recommendation with the inclusion of a date by which a report would be brought back to Cabinet.

The Portfolio Holder for Education and Property expressed his disappointment that it would not be possible to proceed with the plan to proceed with the planned extension to Llansantffraid C. in W. School, based on the outcome of the Feasibility Study and the Business Justification Case. He did feel that the additional time would allow for further engagement with the community to commence in January 2022. The Director of Education confirmed that the feasibility study had flagged up there would have been huge disruption to pupils if the original proposals had gone ahead.

Comments from County Councillor Gwynfor Thomas, a local member who was unable to be present at the meeting, were read out. He questioned why the report had been withdrawn from the previous meeting and revised without consultation with stakeholders and local members. County Councillor Aled Davies also expressed his disappointment that the report had been withdrawn and his hope that there was sufficient capacity in the schools transformation team to deliver a report by March 2022.

**RESOLVED**

- 1. Not to proceed with the planned extension to Llansantffraid C. in W. School, based on the outcome of the Feasibility Study.**
- 2. Not to proceed with the existing planned consultations on the closure of Llangedwyn C. in W. School, Llanfechain C. in W. School and Ysgol Bro Cynllaith.**
- 3. To instruct the Transforming Education Team to bring forward proposals for Ysgol Bro Cynllaith, Llangedwyn C. in W. School and Llanfechain C. in W. School by March 2022 due to the low and reducing pupil numbers and the potential impact on the sustainability of the schools and the learner offer.**

County Councillor Alexander returned to the meeting.

<b>4.</b>	<b>AMENDMENTS TO GROWING MID WALES INTER AUTHORITY AGREEMENT</b>
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Cabinet considered the third iteration of the Inter Authority Agreement that set out the principle of the governance and management of the Mid Wales Growth Deal. IAA3 was intended to commence once the Final Deal Agreement was signed between the two Councils and would remain in force and effect for the period of the Growth Deal. The Inter Authority Agreement had been considered by the Growing Mid Wales Board on 15<sup>th</sup> December and had been recommended for approval by the Cabinets of both authorities.

The Growing Mid Wales Board (GMWB) would remain the executive joint committee with the membership consisting of 10 elected member representatives by the Councils (5 each). All advisory panels of the Growing Mid Wales Board were re-established in a consultative capacity, to provide advice to the Board.

The previous Economic Strategy Group had been reconstituted as the Economic Advisory Group with new terms of reference. The Chair no longer had voting rights on the GMWB.

The terms of reference of the Joint Overview and Scrutiny Committee and the Regional Skills Partnership remained largely unchanged from IAA2.



The terms of reference Growing Mid Wales Management Group, established under IAA1 to co-ordinate professional officer advice and management to the GMWB, had been evolved to support the delivery of the Deal. Its membership comprised senior officers from both Councils, with observers from both Governments.

The role and function of the Portfolio Management Office in the context of the MWGD had now been defined within IAA3. They provided professional support and advice to the GMWB on the delivery of the MWGD Portfolio.

The Scheme of Delegation in Schedule 1 of IAA3 also set out responsibility for administrative functions and those matters which were for the Management Group, for the Board and those which were reserved for the Councils.

**RESOLVED to approve IAA3 in accordance with the draft set out in Appendix 1 to the report.**

<b>5.</b>	<b>EXEMPT ITEMS</b>
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**RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).**

<b>6.</b>	<b>MOVING ON UP REDESIGN OF POWYS COUNTY COUNCIL HOUSING SERVICES</b>
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Cabinet considered the confidential report and the recommendations of the Economy, Residents and Communities Scrutiny Committee who had called-in the delegated decision.

Officers had accepted that the budget for the implementation of final Business Case for 'Moving on Up' should have been approved by Cabinet.

The Scrutiny Committee's recommendations presented by the Chair, County Councillor Matthew Dorrance, were designed to strengthen the governance process to prevent a re-occurrence. The Committee remained supportive of the service redesign. A response would be provided within two months.

**RESOLVED to**

- 1. Approve the implementation of final Business Case for 'Moving on Up', attached to the report.**
- 2. Approve that the additional cost pressure for this structure in the 2021-22 financial year from the 1<sup>st</sup> January 2022 of £50,265 be funded from the HRA revenue account.**

- 3. Approve that the annual ongoing additional cost pressure (£201,058 for 2022-23) for this structure be funded from the HRA revenue account and that this element is approved now for inclusion in the full HRA Business Plan which will be submitted for consideration by Cabinet in February 2022.**

**County Councillor M R Harris (Chair)**

## CYNGOR SIR POWYS COUNTY COUNCIL.

**CABINET EXECUTIVE**  
Date: 18<sup>th</sup> January 2022

**REPORT AUTHOR:** County Councillor Aled Davies  
Portfolio Holder for Finance

**SUBJECT:** Draft Medium-Term Financial Strategy 2022-2027 and Draft  
2022-23 Budget and Capital Programme for 2022-2027

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**REPORT FOR:** Decision

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**1. Purpose**

- 1.1 To seek Cabinet's approval of the draft Medium Term Financial Strategy (MTFS) for 2022-27, which includes a Financial Resource Model (FRM) for 2022-27, a draft revenue budget for 2022-23 and a draft capital programme for 2022-23 to 2026-27.
- 1.2 The Council is required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year, the MTFS reports a balanced budget for 2022/23. There is no requirement to set out a balanced position beyond the next year but the five year strategy has been developed to enable longer term planning and transformation.

**2. Background**

- 2.1 The Medium Term Financial Strategy approved by Council in March 2021 identified the budget gap for 2022/23 and the following 3 years and provided the framework for addressing the projected funding gap.
- 2.2 Like other councils across Wales, Powys County Council continues to face significant challenges arising from demographic changes, increase service demands, citizen expectations and rising costs together with the ongoing response to the pandemic. It is against this background, that the Cabinet and Executive Management Team (EMT) have reviewed and updated the Council's financial plans which have been developed as part of the overall strategic planning process alongside Vision 2025, the Council's Corporate Improvement Plan.
- 2.3 The updated draft Strategy captures the financial, regulatory and policy drivers affecting the council and identifies the Council's service and resource priorities for the next five financial years, it delivers a balanced budget for 2022/23, and indicative budgets for the following 4 years to March 2027.
- 2.4 The proposed Capital Programme reflects the existing commitments made in previous years as well as new schemes already approved.

- 2.5 Over the last ten years the Council's finances have been significantly impacted from funding settlements that did not cover the cost of inflation and service pressures which resulted in savings being required to balance the budget. This year the cost of responding to COVID-19 has caused additional and unprecedented pressures and additional financial support has been provided by Welsh Government during the last 2 years to support the Council's costs and loss of income which has been instrumental in sustaining our financial position over this period. Funding to support the Council's ongoing costs in response to the pandemic has now been included in the annual revenue settlement and we must manage these within our Revenue Budget from 2022/23.
- 2.6 Powys has received a positive settlement from Welsh Government for 2022/23 and for the first time in many years we have also received indicative allocations for the following two years. The settlement for next year ensures that the Council can meet the increased demand for our services, increasing inflationary costs, and support our investment in improvement and transformation.
- 2.7 The setting of our budget, and in turn council tax, will need to take account of the full range of funding sources available to us, as well as the pressures we face. The opportunity the settlement for 2022/23 provides must be considered in the context of our ongoing financial sustainability. Funding levels for 2023/24 and 2024/25 return to lower levels of increase, but these indicative allocations enable us to plan with more certainty over the next 2 years.
- 2.8 We must use the opportunity provided in 2022/23 to rebase our service budgets to meet the ongoing needs of our citizens. We will continue to face financial pressures that outweigh the funding provided and will continue to focus on improving efficiency and as far as possible protecting crucial front-line services from cuts whilst transforming and improving the quality of our services.
- 2.9 In May 2022 the Welsh Local Government elections will be held, and the current Cabinet will come to the end of its electoral term. Vision 2025 represents the long-term plans and aspirations of Powys County Council, and it will remain an important focus until a new Cabinet is formed.
- 2.10 The Vision 2025 Plan is reviewed annually to ensure that it continues to reflect the Council's operating environment and priorities and the 2022-25 Plan will be presented to Council for approval at the same time as the final MTFS is presented on 24 February. This will ensure the Corporate Plan and MTFS are aligned, enabling the reader to make explicit links between the Council's priorities and the resources directed to support them.
- 2.11 During 2022, we will continue to focus on our six key equality objectives which are: improving outcomes for children living in poverty, preventing homelessness, enabling people with a disability to gain valued occupation, improving the availability of accessible homes, improving digital inclusivity, and ensuring equality of opportunity and taking action to close the pay gap for all our staff. We are also actively contributing towards creating a Net Zero public service by 2030 and have developed a Biodiversity Action Plan and Climate Change Strategy as part of our

ongoing efforts to reduce the negative impact that our activities have on the environment.

- 2.12 The Council's MTFS is set within the context of UK economic and public expenditure plans, Welsh Government priorities and legislative programme. It articulates how the Council plans to use its resources (revenue and capital) to support the achievement of its corporate priorities as well as the management of its statutory and core duties, known pressures and risks. The MTFS helps the Council to work more effectively with partners in other sectors and provides a strategy for the use of reserves to meet changes in resources, risks or unforeseen demands from year to year without impacting unduly on services or council taxpayers.
- 2.13 The draft MTFS includes the:
- principles that will govern the strategy and a five-year Financial Resource Model (FRM), comprising detailed proposals for 2022-23 and outline proposals for 2023-24 to 2026-27.
  - Capital Financing Strategy and the Treasury Management Strategy; and Capital Programme for 2022-23 to 2026-27.
- 2.14 The Cabinet and EMT have developed the draft MTFS to guide the development of the proposed 2022-23 draft budget, the FRM and the draft Capital Programme. At the same time as updating the MTFS, the Council is legally required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year by 11 March each year.
- 2.15 Production of the draft budget for the forthcoming year is dependent on receipt of the provisional local government settlement from the Welsh Government which for 2022-23 was published on 21 December 2021. This report provides a draft Budget for 2022-23 for Cabinet's approval, subject to which it will be considered by the Council's Overview and Scrutiny Committees before a final budget is presented to full Council for approval on 24 February 2022. The Welsh Government draft budget will be scrutinised and the final budget will be published on 1<sup>st</sup> March 2022 in readiness for approval on the 8 March 2022 so if there are any late changes these would need to be made and presented to Council at the meeting on the 3 March 2021 for further approval.

### **3. Advice**

#### **Welsh Government Provisional Local Government Settlement**

- 3.1 The Local Government Revenue Settlement comprises Revenue Support Grant (RSG) and redistributed National Non-Domestic Rates (NNDR) revenues and is known as Aggregated External Finance (AEF). The settlement for 2022-23 provides Welsh local authorities with a total increase of £437 million (9.4%) compared to 2021-22.
- 3.2 This is the first multi year budget since 2017 and the indicative Wales-level core revenue funding allocations for 2023-24 and 2024-25 are £5.3 billion and £5.4 billion respectively – equating to an uplift in the first year of £177 million (3.5%) and, in the second year, of £128 million (2.4%). These figures are indicative and dependent on current estimates of NDR income over the multi-year settlement period, and the

funding provided to us by the UK Government through the 2021 comprehensive spending review.

- 3.3 The Welsh Government budget sees an additional £1.3bn go direct to Welsh NHS to provide 'effective, high quality and sustainable healthcare, and help recover from the pandemic'. The Budget also acknowledges the pressure faced by local authorities through close to an additional £0.75bn direct investment to the Local Government settlement up to 2024-25. Social care is seen as a priority in the budget, so in addition to the £0.75bn there is £60m direct additional funding to 'drive forward wider reforms to the sector and place it on a sustainable long-term footing'. In 2022-23 more than £250m is provided for social services, including £180m funding provided within the £0.75bn Local Government settlement, direct investment of £45m plus £50m of additional social care capital relative to 2021-22.
- 3.4 The 2022-23 provisional settlement gave Powys Council a cash increase of £18.374 million (9.6%) on 2021-22, this includes adjustments to the 2021-22 base figure with a transfer in for the Social Care Workforce Grant, £205,000.
- 3.5 Welsh Government funding is allocated to unitary authorities using a formula driven by a number of 'indicators' (e.g. population projections, pupil numbers, primary free school meals and income support, job seekers allowance or pension credits claimants). The movement in these indicators, relative to the movement in the indicator for Wales as a whole, affects Powys' share of the overall funding available. The changes to the key indicators and our comparative position across Wales are shown in Table 1 below.

**Table 1**

Changes in Key Datasets								
Dataset <sup>1</sup>	Powys				All Wales			
	2021-22 Final	2022-23 Provisional	% Difference	Rank	2021-22 Final	2022-23 Provisional	% Difference	
Total Population <sup>2</sup>	132,475	132,538	0.0%	18	3,163,125	3,171,125	0.3%	
Pupil Numbers - Nursery and Primary	9,577	9,589	0.1%	6	261,664	260,454	-0.5%	
Pupil Numbers - Secondary in year groups 7-11	6,452	6,452	0.0%	21	165,357	168,413	1.8%	
Free School Meals - Primary	1,034	1,147	10.9%	3	45,270	48,459	7.0%	
Free School Meals - Secondary	637	719	12.9%	5	26,400	28,711	8.8%	
IS/ JSA/ PC/UC (not in employment) claimants - 18 to 64	1,782	3,139	76.2%	1	90,136	131,795	46.2%	
IS/ JSA/ PC claimants - 65+	4,035	3,827	-5.2%	12	100,207	95,063	-5.1%	
IS/ JSA/ PC/UC (not in employment) claimants - all ages	5,837	7,027	20.4%	7	191,132	228,728	19.7%	
SDA/DLA/PIP claimants - 18 to 64	4,502	4,570	1.5%	19	142,657	146,859	2.9%	

- 3.6 Overall Powys is ranked 6<sup>th</sup> of 22 councils in terms of its increase, the highest being Monmouthshire with 11.2% and the lowest Blaenau Gwent with an 8.4% increase. This position represents a significant improvement for Powys and builds on last year's positive settlement.
- 3.7 Based on the provisional settlement Powys will receive £1,586 of funding per capita, compared to the Wales average of £1,611.
- 3.8 The Minister for Finance and Local Government made a clear statement that there is a need to respond to the pandemic and take vital actions necessary to address the climate and nature emergency, not only to support the Wales of today, but fundamentally shape the Wales of tomorrow – the Way we hand onto future generations.

- 3.9 While the un-hypothecated (non-earmarked) settlement is the largest single source of funding available to authorities, it is not the only one. The Council also funds its expenditure by generating income from grants, fees and charges and council tax. In setting the budget and council tax levels for next year, Welsh Government expects every authority to take account of all the available funding streams and to consider how to secure best value for Welsh taxpayers through effective and efficient service provision.

### **Revenue Settlement Implications for 2023-27**

- 3.10 Welsh Government have provided their first multi-year budget since 2017 and the indicative Wales-level core revenue funding allocations for 2023-24 and 2024-25 are £5.3 billion and £5.4 billion respectively – equating to an uplift in the first year of £177 million (3.5%) and, in the second year of £128 million (2.4%). As Powys is receiving uplifts along the line of the average settlement or above, these uplifts are used in the FRM, with 2% for the final two years.

### **Provisional Local Government Capital Settlement**

- 3.11 Following a review of their capital budgets, Welsh Government general capital funding for local government for 2022-23 will be set at £150 million, reduced from £177.837. This will increase to £200 million for the following two years, including £20 million in each year to enable authorities to respond to our joint priority of decarbonisation.
- 3.12 For Powys the capital budget is made up of two elements; the un-hypothecated (supported) borrowing element increases by £9,000, however the General Capital Grant allocation has reduced by £1.431m to £3.167m in 2022/23. The split is:
- Supported borrowing £38k - total £4.595 million
  - General Capital Grant £38k – total £3.167 million.

### **Final Local Government Settlement**

- 3.13 Welsh Government is due to publish its Final Budget and Final Local Government Settlement for 2022-23 on 8 March 2022. The Welsh Government has included the Council Tax base and other data changes in the provisional settlement and therefore it is unlikely that the settlement for Powys will change significantly.

### **Current Year (2021-22) Financial Performance**

- 3.14 The in-year financial position as at 30<sup>th</sup> September 2021 is shown in Table 2 below. This position will be updated when the December closedown is completed, and we can provide a full year forecast as at quarter 3 (late January 2022). Thus far the forecast shows close to a break-even position. As part of the forecast, additional assumptions on the financial position are made regarding expected support from Welsh Government and delivery of cost reductions.
- 3.15 The course of the pandemic and further measures or restrictions imposed through the remainder of the year, particularly as we move through the winter months, will continue to impact on our budget and careful monitoring of the position is critical to ensure that we take appropriate action to manage our financial position.

**Table 2**

Revenue Budget	£'000
Base Budget	279,806
Cost Pressures	6,251
Cost Underspends	(8,434)
Cost Reductions Shortfall	2,958
WG Future Support	(745)
Forecast Outturn	279,836
<b>Deficit</b>	<b>(30)</b>

### Financial Impact of responding to the pandemic

- 3.16 The pandemic continues to have a significant impact on our financial position, and without the support from the Welsh Government Hardship fund we would be facing a deficit which would inevitably deplete our reserves and place the council at financial risk. This direct funding to support the financial impact of the pandemic will cease on 31<sup>st</sup> March 2022. The Finance Minister's statement recognises the progress of the pandemic and its ongoing impact on public services which continues to be highly uncertain. In considering how to manage pandemic support for local authorities the Minister has concluded the balance lies in providing funding in the first year through the Settlement. We must manage these costs within our Revenue Budget from 2022/23. We must clearly understand how the pandemic could continue to impact on our services, our costs and our levels of income into the new financial year and ensure funding is set aside for this outlay.
- 3.17 The Council has considered the ongoing impact of the pandemic and worked these costs into our service plans. These ongoing risks and associated costs have been estimated as part of the budget setting process for 2022-23, with up to £2.8 million forecast for additional cost and lost income next year, but, they may not be recurrent demands. Grant funding received from Welsh Government through the latter months of 2021-22 will, where possible, be held aside to contribute to service demands if they materialise, with one off use of reserve being made available if necessary. As there is still uncertainty about the course of the pandemic and the ongoing impact it could have on our costs or our ability to raise income through the medium term, recurrent Covid demands will be identified and prioritised for future budgets if needed.
- 3.18 We must be clear about the significant risk this places on our financial position and it is vital that we assess how this will potentially impact on the Councils budget into next financial year and consider this within our plan. This is also critical in the assessment of the reserves the Council holds.
- 3.19 The following Risks have been identified by Services in their service plans:-
- increased levels of activity and staffing required to support it
  - staffing sickness and cover to manage demands
  - slippage in our capital schemes
  - Loss of income – fees and charges



- Personal Protective Equipment (PPE)
- Enhanced Cleaning in schools
- Impact on Council Tax collection rates and Council Tax Reduction Scheme demand

- 3.20 The Hardship fund made available £368 million to support Local Authorities in 2021/22 and we have drawn down £6 million of support for additional costs incurred and £0.7 million for lost income to date. In 2020-21 support was higher as we drew down £18 million to support costs incurred and lost income.
- 3.21 Opportunities have also shown themselves during this period, as some services have been delivered differently and at lower cost, and we have embraced these changes in our longer-term plans.
- 3.22 The impact of the Pandemic and restrictions have also fallen heavily on residents, communities and businesses in our County. The Council has continued to administer many Welsh Government schemes, awarding grants and rate relief to businesses, payments for care workers, the self-isolation payments, and more recently winter fuel support. These grants have provided our residents and businesses in excess of £95 million in support to date.

### **Council's Improvement Journey**

- 3.23 The Council has continued to make significant progress on its improvement journey during 2021 despite the ongoing response to the global pandemic.
- 3.24 In November 2021 the Council's Education Service received an Estyn Monitoring Visit Report confirming that the Service had been removed from the category of local authorities causing significant concern. Inspectors said that: Powys County Council was "judged to have made sufficient progress in relation to the recommendations following the most recent core inspection", which took place in 2019. This is an exceptional achievement which recognised the education improvement journey alongside the Council's long-term Transforming Education project. The findings of this report show that we have laid solid foundations on which we can further improve the Service to ensure the best outcomes for all our learners. During the same period assurance has been received from Welsh Government in this area. The Gateway Review of 21st Century Schools Programme in Powys conducted in 2021 resulted in a Delivery Confidence Assessment rating of Amber Green. It should be noted that the 'Gateway Assurance methodology is widely used across the United Kingdom's public sector's Programmes and Projects. The methodology uses a Delivery Confidence Assessment (RAG rating) that independent Review Teams use to determine the successful delivery of a Programme or Project at key milestones within their lifecycles. Around 10% of all Programmes and Projects (circa years 2020/2021) receive an Amber/Green outcome. In 2020, only 8% of Programmes and Projects across Welsh Government and wider Welsh public sector received an outcome of Amber/Green.'
- 3.25 The Youth Service have successfully achieved the Bronze Welsh Government Quality Mark. The assessors were impressed with the work of the service and the value placed upon the service at a corporate level.
- 3.26 Social Services has continued to work under the Business Continuity plan for the duration of the financial and performance year. Both Children's Services and Adult

Social Care have experienced significant pressures in terms of workforce availability and the level of increased demand on the services. In addition to this, Youth Justice and Mental Health services have been inspected and at the time of writing we are waiting for the formal outcome of these inspections. We also await the outcome letter of the annual performance review with Care Inspectorate Wales. Both services have continued to deliver the business-critical activities, and this is kept under regular review through Gold command.

- 3.27 Digital Transformation is well underway, improving customer access to services, the latest transformation with Council Tax paperless billing now available, we already have 12,535 residents with council tax access and 808 have already signed up for paperless billing. In total we now have 47,795 customer accounts and we have recently improved the My Powys Account. Improved telephony for the Council sets the first stage for our vision to improve customer access to services as set out in our digital transformation strategy.
- 3.28 The Economy team have been working hard to secure investment for Powys and managed to secure an impressive £29 million's worth of investment for Powys. This will secure funding for the canal restoration in Montgomeryshire, the purchase of strategic sites in Brecon and Llandrindod and fund the refurbishment of Theatre Brycheiniog. The broad range of funding secured will also support many green initiatives, support businesses, and provide digital training to many schools staff including support staff.
- 3.29 Broadband connectivity for communities is also gaining pace with over 21 different projects underway.
- 3.30 Powys County Council declared a climate emergency in September 2020 when the Council agreed to a cross-party motion on climate change. We have now developed a draft Red Kite Climate Vision and Strategy document which builds on that declaration. We launched the consultation on Powys County Council's draft Climate Strategy at this year's Winter Fair at the Royal Welsh Showground and the draft strategy is currently open for public engagement.
- 3.31 Housing Services have raised the standard of services to tenants with a recent survey showing an overall increase in satisfaction from 65% in 2019 to 71% in December 2021. We have increased the choice of affordable, secure homes to rent by completing the development of 32 new homes in Brecon and seven in Sarn. A total of 79 properties are currently in construction. The time taken to allocate a Council-owned home, has reduced from 22.73 days to 13.16 days, and we have maintained the delivery of aids, adaptations and disabled facilities grant-aided works to help people better enjoy their current homes. 'Moving on Up' whole-service redesign will improve the effectiveness of the housing team, with a strong focus on quality of service.

#### **Draft MTFS 2022-27**

- 3.32 The draft MTFS for the next five years is attached at Appendix A, based on the latest information available from the Welsh Government. It does not include fixed funding, expenditure or activity projections, but sets out a five-year budget forecast for the resources that are likely to be available. The MTFS is reviewed regularly and will be amended as additional information becomes available, with the detail for future years being developed over the period of the strategy.

- 3.33 Implementation of the MTFS will continue to be led by Cabinet and Senior Leadership Team (SLT) <sup>1</sup>, supported by robust financial and performance data. The Council will seek to ensure that it is widely understood by internal stakeholders (Members, employees and Unions) and external stakeholders (citizens, businesses and partners). As well as linking explicitly to the Council's corporate priorities, the MTFS also links to other internal resource strategies such as the Workforce Plan, the Digital Powys Strategy, the Treasury Management and Capital Strategy, Asset Management Plans and the Council's Transformation Programme.

### **Engagement, Scrutiny and Challenge**

- 3.34 Over the past few years, the Council has sought to engage Powys citizens, local councillors, partners and the workforce in the budget development process. This included providing more information to the public, undertaking specific consultation on proposals and an interactive online budget simulator consultation exercise. These have created the opportunity for residents to influence service delivery and helped define the priorities for the Council.
- 3.35 This year the budget survey closed on the 19<sup>th</sup> December and focused on post Covid-19 recovery, balancing the limited funding against growing demand for our services, using resources effectively to deliver the best outcomes for local people, and achieving the Council's key priorities. It allowed the public to provide views and insights on funding priorities, Council Tax levels and recovery plan. With an aim to align our communities' visions and expectations with those of the Council and Councillors, making Powys a fantastic place in which to live, learn, work and play. There were 493 responses.
- 3.36 Members of the Council have engaged in the budget planning process through member budget seminars which have given Councillors the opportunity to review and challenge the process. The Finance Scrutiny Panel (comprising Group Leaders of Non-Executive Groups and Audit Committee representatives) have also been engaged during the process and financial assumptions and settlement information have been shared with members, and the impact on the budget modelled and considered.
- 3.37 This report presents the detailed draft budget for 2022-23 and each of the Council's Overview and Scrutiny Committees will have the opportunity to consider the implications of the draft budget for the service areas within their remit over the next few weeks. The Committees will then be able to provide feedback to the Cabinet for consideration before the final MTFS, 2022-23 budget and 2022-27 capital programme are presented to full Council for approval on the 24 February 2022.

### **MTFS Principles**

- 3.38 The draft MTFS provides a set of clear principles which will drive the Council's budget and spending decisions over 2022-27 and which Members and others can examine and judge the Council's financial performance against. The ten key principles are to ensure that:
1. The Council will continue to meet its statutory obligations and to demonstrate how its budget supports the priorities contained in Vision 2025.

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<sup>1</sup> SLT comprises the Chief Executive Officer, two Corporate Directors and 12 Heads of Service)

2. The Council's financial control system will be sufficiently robust to support the delivery of financial plans and mitigate corporate risks.
3. All Council budgets will be reviewed annually to ensure resource allocations are delivering value money and continue to align to the delivery of priority outcomes in Vision 2025.
4. Financial plans will provide an optimum balance between income and expenditure for both capital and revenue.
5. Reserves will not be used to fund recurrent budget pressures or to keep down council tax rises.
6. The Council's General Fund reserve will be maintained at a minimum of 4% of Net Revenue Expenditure (excluding the Schools Delegated budget) over the period of the MTFS.
7. Capital investment decisions will support the Council's corporate priorities and mitigate any statutory risks taking account of the return on investment and robust business cases.
8. Prudential borrowing will only be used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
9. Decisions on the treatment of surplus assets will be based on an assessment of the potential contribution to the revenue budget and the capital programme.
10. Budgets will be managed by members of SLT in accordance with the Council's Financial Procedure Rules.

### **Financial Resource Model**

- 3.39 The MTFS includes a Finance Resource Model (FRM) which provides a financial plan for the forthcoming five financial years. This is provided at Appendix B. The MTFS sets out a budget proposal for the next five years for the Council's future years' budgets based on the two-year indicative uplifts provided by Welsh Government and making several assumptions about cost drivers such as pay and price inflation and demographic change. All the scenarios include an annual council tax increase of 5% from 2023-24 onwards.
- 3.40 Table 3 sets out the gap between the Council's net budget requirement and the possible funding available until 2026/27 based on each of the scenarios in the MTFS. An overall gap of £14.48 million is shown and this will need to be addressed through realigning budgets to match the funding available.

**Table 3**

	2022/23	2023/24	2024/25	2025/26	2026/27
	£	£	£	£	£
FRM Net Exp	302,322	317,424	330,957	344,508	358,243
Current Year Budget	279,782	302,322	317,424	330,957	344,508
<b>GAP - each year</b>	<b>22,541</b>	<b>15,101</b>	<b>13,533</b>	<b>13,551</b>	<b>13,735</b>
	0				
<b>Additional Funding</b>					
Council Tax increase -	-4,166	-4,601	-4,851	-5,074	-5,327
Settlement + 9.6%, 3.5%, 2.4% ,	-18,374	-7,359	-5,223	-4,457	-4,546
<b>Net Gap / (surplus)</b>	<b>0</b>	<b>3,141</b>	<b>3,459</b>	<b>4,021</b>	<b>3,862</b>
<b>Cumulative GAP</b>	<b>0</b>	<b>3,141</b>	<b>6,600</b>	<b>10,621</b>	<b>14,482</b>

- 3.41 Table 3 includes recurrent future year cost reductions of £13.6 million in addition to the £7.7 million already identified, to balance the budget further reductions will need to be found, and/or increase council tax by more than 5% per annum over 2022 to 2027 to balance future years' budgets.

#### **Draft Revenue Budget 2022-27**

- 3.42 Integrated Business Planning continues across the Council and involves all council services for the next five years:
- Reviewing comparative performance data and benchmarking
  - Identifying any inescapable cost pressures
  - Identifying cost reduction opportunities
  - Planning service changes to secure delivery of the priority outcomes in the Council's Corporate Improvement Plan Vision 2025 and statutory obligations
  - Identifying any workforce implications of service changes.
- 3.43 This process is now embedded into the Council's planning framework and ways of working and has been delivered within the planned budget cycle.
- 3.44 Cabinet and SLT began the budget planning process for 2022-23 using the worst-case scenario in the approved MTFS (i.e. a budget gap of £11.7 million on the 2022/23 working budget, assuming a 5% increase in Council Tax). The finalising of Service integrated business plans in early autumn identified much higher levels of inescapable pressure and demand, much of which had arisen as a result of the pandemic, increasing inflation and higher prices for some goods. It was also recognised that some 2021-22 savings were now unachievable. Despite identifying more than £7.7 million of cost reduction proposals a significant budget gap remained before the provisional local government settlement was received in December 2021.

## 2022-23 Net Budget Requirement

- 3.45 The net budget requirement is the amount of budget the Council requires to fulfil its functions. It is calculated taking the output of each of the service integrated business plans; these identify the resource requirements for each service to deliver their statutory functions, Vision 2025 and service improvement objectives offset by budget reduction proposals.
- 3.46 Table 4 below sets out the proposed draft net budget for 2022-23 at £302,323million, including the Delegated Schools' Budget..

**Table 4: 2022-23 Draft Revenue Budget**

£'000	Base Budget	Inflation	Demography	Pressures	Transformation	Savings	2020/21 Undelivered Savings	Budget 2022/23	Variance	% Increase
Delegated	81,717	3,136	-227	133	0	0	0	84,759	3,042	3.7%
Education	10,789	406		829	824	(55)	0	12,792	2,003	18.6%
HTR	28,106	1,268		1,008	0	(311)	106	30,176	2,070	7.4%
H&CD	5,305	386		0	0	(172)	0	5,518	213	4.0%
PPPP	4,845	436		872	0	(21)	50	6,182	1,337	27.6%
ASC Commission	3,293	160		0	0	0	0	3,454	160	4.9%
ASC	67,266	784	623	9,129	55	(3,329)	100	74,628	7,363	10.9%
Children	25,959	635	280	3,639	0	(2,719)	0	27,793	1,835	7.1%
Finance	6,085	295		0	0	(39)	0	6,341	256	4.2%
Transf/Comm	1,512	80		106	65	(51)	0	1,712	200	13.2%
WOD	2,036	144		267	54	(135)	120	2,487	451	22.1%
Digital	4,259	284		312	831	(25)	819	6,479	2,220	52.1%
Legal	3,087	115		226	0	(170)	123	3,380	293	9.5%
Corp	35,523	60		1,178	500	(642)	0	36,620	1,097	3.1%
<b>Total</b>	<b>279,782</b>	<b>8,188</b>	<b>676</b>	<b>17,699</b>	<b>2,329</b>	<b>(7,668)</b>	<b>1,317</b>	<b>302,323</b>	<b>22,541</b>	<b>8.1%</b>

- 3.47 Table 4 shows the Council's 2021-22 base budget and proposed changes across each service to provide a base budget for 2022-23, including:
- Pay Awards – 2021/22 realignment and 2022/21 awards – National Agreement £5.942 million
  - Non- pay inflation £0.947 million
  - National Insurance 1.25 % increase £1.299 million
  - Demographic changes – Learning disability transitions and additional Looked after Children estimations - £0.676 million
  - Corporate Pressures – Fire levy and council tax reduction scheme - £0.622 million
  - Real living wage to be paid to carers estimated at an additional £2.3 million on current care contracts
  - Specific Services Pressures – contract inflation, remedial works, replace grant reductions, full year effect of part year social care placements, social care support for rising demand, post 16 transition support, local development plan - £14.777 million
  - Transformation – no longer funded by Capital Receipts, Revenue Budget, bids approved reflect Vision 2025 Transformational work £1.829 million and £0.50 million for redundancies.

Reductions in funding as follows:

- £7.7 million of cost reduction proposals, the detail of which is provided at Appendix C, with Impact Assessments on each of the proposals attached at Appendix I.

- 3.48 Delivery of these cost reductions will be essential to deliver a balanced budget. Assurance must be provided to Council that the budget is robust and that the

reductions included in it are deliverable. This will also enable the Council and the Statutory Chief Finance Officer (S151) to sign off the budget with confidence. For the proposed budget, sessions have been held with officers to challenge and test both the service pressures being submitted and the deliverability of each proposal presented. SLT has provided assurance to Cabinet that they can deliver the cost reductions within the required timescales, whilst also reflecting on any risks.

### Financing the Draft Net Budget for 2022-23

- 3.49 The Council's gross budget reflects the totality of the Council's costs including salaries and wages, the purchase of goods and services, premises costs and the revenue cost of financing our capital programme. The gross budget is financed by all the Council's income sources including AEF, council tax, fees and charges, specific grants and contributions from other bodies.
- 3.50 Income from fees and charges makes a significant contribution (£65 million per annum) to the Council's budget and the Council's approach to income generation is included in the MTFS.
- 3.51 The budget proposed for 2022-23 includes increasing of fees and charges in line with inflation, where permitted, and where appropriate, the principle of full cost recovery has been applied. The Fees and Charges register has been updated and it, together with an explanatory note, is attached as Appendix D and E.
- 3.52 The financing of the net budget comes from the Welsh Government settlement and Council Tax income. Table 5 summarises the 2022-23 budget requirement and how it will be financed and shows that Council funds 30% of the Councils' net budget.

**Table 5**

<b>REVENUE FUNDING</b>	2021/22	2022/23	Change
	£'000	£'000	£'000
AEF (RSG & NNDR Allocation)	191,883	210,257	18,374
Council Tax	87,900	92,066	4,166
<b>Total Projected Revenue Funding</b>	<b>279,783</b>	<b>302,323</b>	<b>22,541</b>

- 3.53 As can be seen, the balancing of the Council's 2022-23 budget is dependent upon a 3.9% increase in the Council Tax in 2022-23, generating £3.45 million, and £0.71 delivered through changes to the council tax base. In proposing this increase, consideration has been given to the impact of the pandemic and affordability for Powys residents, together with the ongoing need to meet increasing demand and inescapable cost pressures on vital local services.
- 3.54 The setting of Council Tax is not subject to approval as part of this report, as this is a matter for full council determination. However, the report recommends the level of Council Tax to be included in the budget that goes to full Council on 24th February 2022. On 3rd March full Council meets to set the Council Tax in line with the final budget. This meeting does not reopen the budget but ensures the Council sets Council Tax for billing purposes.

## **Draft Capital Programme 2022-27**

- 3.55 The Capital and Treasury Management Strategies are fundamental to the effective delivery of the Council's priorities and Vision 2025. The provision of the right assets in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services.
- 3.56 The draft strategy document at Appendix F provides a high-level, long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services, whilst considering the risks how these will be managed and the implications for future financial sustainability.
- 3.57 Maintaining the capital programme has a significant regeneration impact for the economy of Powys alongside the direct effect of better infrastructure to deliver services. Capital investment also has a significant input into the delivery of revenue cost reductions, and it is essential that both budget strategies are developed in tandem.
- 3.58 Broadly, the programme covers three areas of expenditure. These are:
- a core programme of schemes that are regulatory / statutory in nature, and minimise legal challenge or revenue risk, these schemes are related to day-to-day activities that will ensure the Council meets its statutory requirements
  - a retained asset programme to improve or enhance the life of existing assets, and
  - an investment programme in schemes linked to the Council's strategic priorities.
- 3.59 The key aims of the Capital Strategy are to:
- Provide a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities.
  - Clarity about how the Council identifies and prioritises capital requirements and proposals arising from various strategies including the Vision 2025, Service Improvement Plans, and other corporate strategies, and how they will be managed within the limited capital resources available.
  - Challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and economically sustainable to deliver services.
  - Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
  - Use partnerships, both public and private, more effectively to support our overall strategy.
  - Establish effective arrangements for managing capital schemes including assessment of outcomes and achievement of value for money.



- The aim of this capital strategy is to ensure that all elected members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

3.60 A Governance Framework is in place for the development of the Capital Programme, based on the Welsh Government Better Business Case approach; each project is developed through a series of gateways ensuring that the business case is robust and fully considers the benefits and costs of the individual project and that they align with Vision 2025. This enables the council to prioritise its capital investment whilst ensuring affordability. As referred to earlier Welsh Government undertook a Gateway Review in 2021 with a delivery confidence rating of Amber Green. A rare but positive assessment rating.

3.61 The Council is moving away from an annual capital cycle and using the new framework will have an ongoing process of projects in development through to approval at Cabinet and Council as needed.

3.62 The Capital Strategy is attached as Appendix F. The strategy sets out the priorities for the next 5 years with the provisional Capital Programme totalling £371 million (including the Housing Revenue Account (HRA)). This is a significant commitment. The Capital Programme is included in Appendix F as part of the Capital Strategy.

3.63 The Council continues to invest in services that underpin the priorities set out as part of Vision 2025 as follows:

#### **Residents and the Community - We will support our Residents and Communities.**

➤ **Housing (£17m)-** The Council will continue to maintain, for all the homes it owns, the Welsh Housing Quality Standard (WHQS) with an ongoing capital programme in part funded through Welsh Government Funding and Borrowing. The Housing Revenue Account Thirty Year Business Plan demonstrates an affordable capital strategy alongside delivering the day-to-day landlord service and has key objectives linked to the Local Housing Strategy. The Council has completed the construction and letting of 39 new homes with a further 79 under construction and a further 198 under active consideration for future development (dependent upon site acquisitions, viability assessments and resolution of the phosphates issues affecting development of all types). The Council will continue to fund a major programme of Disabled Facilities Grants enabled works and improvements to homes to improve the quality of life for people who need help to live as independently as possible. In addition, Housing Services will continue to support energy efficiency and bringing privately owned empty homes back into use through the SWAS (Safe Warm & Secure), Landlord Loans and the ZILF Co2i loan schemes.

➤ **Leisure Centres (£1.6m)-** The Leisure portfolio contributes to the preventative agenda, supporting the Public Health Wales Long Term Strategy (2018-30) as well as, health interventions such as the NERS program (National Exercise Referral Scheme), in collaboration with Powys Teaching Health Boards and General Practices, within Powys. Since 2019 the Council has approved a five-year programme which has already enabled significant, essential replacement of plant, fixtures, end-of-life equipment, structural materials, playing surfaces and decoration. The Capital commitment supports the Council's

'landlord' responsibilities as part of the leisure contract but also ensures that the buildings are fit for purpose, compliant, attractive and provide a positive customer experience. Leisure Services in Powys not only support the overall well-being of our 'residents and communities' and now more than ever, contribute to the 'health & care' agendas, providing early intervention and prevention programmes to help reduce the burden on health services. Also, as a collaborative partner to the School's Transformation Programme, enabling learning and development through specific opportunities that the service provides or facilitates. Leisure Services support and contribute to the 'economy' by hosting and delivering local, regional and national events and competitions which draws significant numbers of visitors from across the UK to utilise the facilities we have in Powys. This demonstrates the need for the facilities to be maintained and improved to an appropriate standard.

- **Waste Strategy (£1.8m)**- Powys County Council faces a stringent WG statutory recycling target of 64% for 2019/20 through to 70% for 2024/25. There is also a non-statutory WG target to reduce landfill to 10% by 2019/20 reducing to 5% by 2024/25. This has required a step change in the way all local authorities approach waste and recycling. The continued capital investment in the Waste and Recycling service will ensure that the Council is able to meet the targets whilst obtaining maximum value from the service. A network of assets under the Council's control allows flexibility to adapt to any changing requirements within the industry and Government policy and legislation. Some of these schemes are linked to efficiency savings and service improvements in future years.

**Health and Care** – We will lead the way in providing effective, integrated Health and Care in a rural environment

- **Social Care (£0.8m)**- The capital programme focuses on supporting those who wish to remain in their own home rather than residential care and supports the integrated Health and Care Strategy for Powys. This strategy acknowledges that people in Powys live longer and healthier lives than elsewhere in Wales and that Powys is a place aspiring to help improve the wellbeing of all people. Capital funding mainly focus on accommodation options, including supporting the building and redevelopment of facilities to increase the stock of supported living and extra care housing in collaboration with Powys Teaching Health Board and local Registered Social Landlords. There are also capital funding requirements for the 13 Powys owned care homes.
- **Children's Services** – In order to ensure a sufficient supply of appropriate, safe placements for children in care, as close to home as possible, investment is mostly focused upon small residential homes for children, with accommodation purchase and development of a range of placements in County to support the complex needs of young people who remain under the local authority's care. Welsh Government have been particularly supportive in offering investment to progress such developments, as mirrored in current Ministerial direction. The changes associated with ICF (Integrated Care Fund) through Regional Partnership Boards (RPB), identify long term collaborative projects that will require a financial commitment from all partners, including PCC over a period of time. This will need to be acknowledged as part of social care's transformation plans, associated with the future development of any such resource.

- **Assistive Technology** - has a key role to play in the modernisation of health and social care. With ever increasing technological advances, it offers a range of possibilities for greater choice, not only of how people can access the support they need, but also where and when they access support. In doing so, assistive technology enables people to take greater control, and to live independently for longer by preventing hospital admissions and premature moves to residential care. Enabling access to better accommodation options is essential in order to support independent living and reduce demand for other types of care.

### **Learning and Skills** – We will strengthen learning and skills.

- **Schools Transformation (£118m)**- The Council has developed a new ten-year Strategy to Transform Education in Powys 2020-30 with the implementation of a major capital investment programme that will ensure that schools in Powys have inspiring, environmentally sustainable buildings that can provide opportunities for wider community activity, including where possible childcare services, early years, ALN, multi-agency support and community and leisure facilities. This will also include developing a reliable, high quality digital infrastructure. The Council is investing £147m over the next ten years in its schools through the current Band A and Band B of the Welsh Government's 21st C Schools Programme. The 21st C Schools Programme has a 65% capital intervention rate for mainstream schools, 75% for special schools and it also offers a new and innovative funding route where the intervention rate is 85% for the Mutual Investment Model. The Council will develop its strategies to ensure maximisation of the potential investment opportunities that may be available via WG funding.

However, to deliver the full Schools Transformation Programme significant funding sources above what is currently included in the following Capital Programme will be required. Alongside this, capital funding through our major repairs programme will be focussed on where the need is greatest, as identified through the School Service's Asset Management Plan.

### **The Economy** – We will develop a vibrant economy.

- **Highways and Environment (£58m)**- The Council has a statutory duty to maintain the adopted highway, maintained at public expense in a safe condition for the passage of the user. A strategic approach has been used to develop the HAMP in identifying and allocating resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers. Current gross replacement cost of these assets is estimated at £4.4bn.

The highway network includes public rights of way, which are a major attraction to the county for visitors. There are 1,700 recorded bridge structures on the public rights of way network; most are Council assets. Several major bridges (over £100,000 each) need to be replaced within the next 5 years due to age. In addition, storm damage with increased rates of riverside erosion and rotting of timber is affecting many small to medium bridges (up to £50,000 each). A county wide inventory continues to be developed, to record bridge condition and forward plan for their replacement. Previously, this has been undertaken on a reactive basis.

Outdoor recreation assets are also a significant tourist attraction and can provide valuable opportunities to maintain and enhance biodiversity. There are two remaining building assets under management by the Service; investment is needed in one of them, to enable ongoing lease arrangements. Upgrades may also be required at Llandrindod Lake to meet new standards due to its designation as a reservoir.

- **Property (£0.2m)**- The vision is to ensure that through the Corporate Landlord initiative, the Council's assets are appropriately managed to provide safe, efficient, sustainable properties in the right locations to support the delivery of services and the achievement of key priorities. The Strategic Asset Board and Asset Management Plans are the mechanisms in place to help deliver these priorities, which will ensure close working and collaboration across all service areas and partner organisations such as NPTC / PTHB. The Property team will be supported in this crucial work with investment provided to procure a new Property Management database which will provide a single point of reference for all aspects of the Council's operational and investment estate. A provisional property disposals programme has been developed over the next 10 years.

**County Farms** - It is essential that the Council manages its agricultural estate prudently, efficiently, and professionally. Effective management of County Farms estate will enable the continued opportunities already enjoyed by current tenant farmers and maintain an income stream. The financial demands of the Estate need to be evaluated against the competing demands across the council whilst noting the estate produces an annual surplus in its trading account. The opportunity for capital receipts will continue to arise as reviews are undertaken at each tenant departure from the Estate. An Invest to Save initiative is being developed which will see investments made to the Farm Estate which should create opportunities for capital receipts and reduced revenue expenditure, for example barn conversions and subsequent sales.

- **Regeneration, Property and Development (£32m)**- The Council need to intervene where the private sector is not able to (for economic reasons) to create or facilitate investment in business units in order to keep and attract business to the County. Abermule business park is one such scheme that sees the Authority developing a former Welsh Government site which otherwise would not have been developed in the short to medium term. Capital investment will also form an important part of supporting the regeneration and viability of town centres complementing the Welsh Government's Transforming Towns funding programme. An initial annual allocation of £2 million starting in 2022-23 has been included as the Council's contribution towards the Mid Wales Growth Deal. As the investment plans for the deal develop the funding will be released to the relevant projects on completion of the relevant governance and approval processes.

- **Information Technology (IT) (£2.5m)**- The service engages with change programmes so that investment and resource meets identified priorities. In respect of infrastructure, IT will seek to invest in up-to-date cloud-based technologies including 'Azure' cloud technologies, improved telephony and mobile systems, WEB and share-point and improved wireless as well as further enabling our staff to work in an agile manner.

In terms of applications, IT is looking to rationalise the number of systems through investment in replacement of legacy corporate systems and through modernisation

of systems and applications to improve integration and provide an improved customer journey.

Cyber resilience is also a key programme, since 2017 an active Cyber Security improvement plan has been in place which details improvements required to maintain our Cyber Security resilience and to maintain standards and accreditations such as Cyber Essentials Plus and PSN Accreditation. In order to maintain the council's resilience and standards, this investment and programme of work is key. This includes investment in tools to detect and prevent malicious activity, tools, processes and resources to maintain systems to prevent vulnerabilities from exploitation, systems to enable us to share and collaborate information digitally and securely without risk of unintended exposure and ultimately damage or complete loss of any of the council's data or systems.

- 3.64 The Capital Programme also identifies £9 million over the next five years of unallocated investment which has been set aside to meet the costs of current pipeline projects and programmes currently being progressed through the Outline Business Case gateway. Also included is initial estimated funding for the Mid Wales Growth Deal.

### **Draft Treasury Management Strategy**

- 3.65 A draft Treasury Management Strategy which is included within the attached Appendix F sets out how the Council will ensure that it has enough funding available to fund its revenue and capital requirements and an appropriate strategy for borrowing and investing for the financial year 2022-23 and details the expected activities of the Treasury function. The Treasury Management Strategy and Annual Investment Strategy is recommended to Full Council for approval in February.

### **Prudential Indicators**

- 3.66 The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of the local authority are affordable, prudent and sustainable. The statutory Prudential Indicators are shown in full within the Capital and Treasury Management Strategy Appendix F. The tables include the revised estimate for 2021-22, as well as the indicators through to 2026-27.
- 3.67 The key indicator of affordability is the estimate of the ratio of financing costs to net revenue stream, in section 3.17 of Appendix F. The ratio of financing costs for the council fund is 3.9% in 2020-21 rising to 4.1% in 2026-27. The amount of HRA income required to pay for financing increases is 17.0% in 2020-21 rising to 21.7% in 2026-27.
- 3.68 The capital financing requirement (CFR) is shown at section 2.35 of the Appendix and is the measure of the authority's underlying need to borrow for a capital purpose. It is the amount of capital expenditure that has not yet been financed by capital receipts, capital grants or contributions from revenue. The CFR is £324 million in 2021-22 and will rise to £387 million by the end of 2026-27, and £107 million increasing to £175 million for HRA debt.

- 3.69 The operational boundary, in section 3.28, and authorised limits for external debt in section 3.31 both reflect the Treasury Management policy and are set at a level to be affordable and prudent.
- 3.70 The authorised limit for 2022-23 will be the statutory limit under Section 3(1) of the Local Government Act 2003. It is recommended that the level for the authorised limit is set at £492 million and the Operational Boundary is set at £478 million.
- 3.71 The Minimum Revenue Provision (MRP) Policy Statement is included at Section 2.39.
- 3.72 MRP is an annual charge that Councils are required to pay for their debt liability in respect of capital expenditure funded by borrowing, for both the general fund and the Housing Revenue Account debt. This capital expenditure is set out as part of the CFR calculation and updated regularly to reflect borrowing need changes and the resultant costs; it is important to ensure that the debt is repaid over a period commensurate with that over which the capital expenditure provides benefit.
- 3.73 MRP Overpayments - A change introduced by the revised Welsh Government MRP Guidance was the allowance that any charges made over the statutory MRP, voluntary revenue provision (VRP) or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. For these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. On the 31st of March 2021 the total balance of previous voluntary revenue provision (VRP) stands at £7.11 million, of which £1.41 million relates to the HRA. There is no intention to reclaim any of this at this point.

## **Reserves**

- 3.74 The Council's reserves are key to our financial planning; maintaining these at an appropriate level is central to our financial resilience and sustainability. They provide a safeguard against risk, unusual events and future financial pressures.
- 3.75 In assessing the appropriate level of reserves, the Authority will ensure that the reserves are not only adequate, but also necessary and will be appropriate for the risk (both internal and external) to which it is exposed.
- 3.76 The Reserves Policy (Appendix G) establishes a framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used.
- 3.77 The use of reserves and the levels at which they are maintained is determined on an annual basis as part of the Council's Budget setting process.
- 3.78 There is no statutory minimum regarding the level of reserves that should be held. Instead, decisions should reflect the individual position of each council. Reserves are a finite resource and so their use to fund ongoing commitments creates a gap in the finances of future years and erodes our financial sustainability. Benchmarking shows that Powys' reserves are not excessive but are nearer the minimum level of acceptability; we must not plan our budget based on utilising our reserves, they must remain at a level that provides a reasonable level of financial resilience in an ever-challenging environment.

3.79 The level of reserves held, and their forecast used is reported to Cabinet as part of the budget monitoring report and Table 6 below reports the opening and projected balance of the reserves at year end. This is based on the position as at 30<sup>th</sup> September 2021.

**Table 6**

Summary	Opening Balance (1st April 21) Surplus / (Deficit)	Planned Addition / (Use) of Reserves	Forecast (Over) / Under Spend	Projected Balance (31st March 22) Surplus/ (Deficit)
General Fund	13,634	(4,294)	0	9,340
Budget Management Reserve	4,330	0	0	4,330
Specific Reserves	15,651	2,893	(357)	18,187
Transport & Equipment Reserve	11,282	(8,710)	0	2,572
<b>Total Usable</b>	<b>44,897</b>	<b>(10,111)</b>	<b>(357)</b>	<b>34,429</b>
Schools Delegated Reserves	3,251	(52)	207	3,406
School Loans & Other Items	(371)	7	0	(364)
Housing Revenue Account	4,481	(2,404)	641	2,718
<b>Total</b>	<b>52,258</b>	<b>(12,560)</b>	<b>491</b>	<b>40,189</b>

3.80 MTFs Principle 6 is to maintain a minimum general reserve provision of 4% of net revenue expenditure over the period of 2022-27. The projected balance as at 31<sup>st</sup> March 2022 will be 4.7% in line with this principle.

3.81 The level of reserves held has been assessed alongside the overall budget proposal. For 2021-22 the ongoing impact of the coronavirus pandemic has been a key part of the assessment and to address further covid pressure on services, £1 million was set aside to assist council services with this recovery and £1.7 million set aside to help the wider Powys economy recover.

3.82. Other specific reserves were created at the end of the 2020/21 financial year:-

- Funding to assist in drawing support from other sources of recovery funding, including Levelling up Funding; match funding is required as leverage to draw upon this funding and it is proposed that £1 million is set aside in a specific reserve for this purpose.
- £2.241 million, be transferred into a specific Capital Financing Reserve to support the Council Capital Programme, reducing the Councils borrowing requirements and easing the pressure on the revenue budget
- £1.5 million to fund essential remedial works at council premises.

3.83 The financial position of our schools has been a concern for several years, but the Authority and our schools have made good progress in strengthening financial management arrangements and this was recognised in the recent Estyn Monitoring visit. The “Team around the School” approach, supportive guidance, additional training and the appropriate use of warning notices, recovery planning and removal of financial delegation have all strengthened financial management at schools

causing most concern. Schools' budgets have in the main stabilised in-year, but work continues to address the cumulative deficit balances. The school reserves are ring fenced but ultimately represent a potential Council risk. It is essential that this compliance work continues to be undertaken to ensure that school budgets are managed in accordance with regulations by Governing Bodies.

- 3.84 In the context of the need to maintain financial stability and flexibility moving forward on the advice of the Section 151 Officer, it is Cabinet's intention not to make any use of the General Reserve to fund the 2022/23 Budget.
- 3.85 The use of the Councils reserves will continually be reviewed, particularly considering the continued uncertainty arising from the pandemic. The reserves position will be monitored carefully as the financial year progresses. Under Section 26 of the 2003 Local Government Act, an appropriate person (S151 Officer) must determine the minimum amount of General Fund Reserve.

### **Impact Assessment**

- 3.86 There are Impact assessments for each of the service cost reduction proposals, attached at Appendix I. An impact Assessment for the whole 2022-23 budget has also been completed and will be scrutinised as part of the budget process.

## **4. Resource Implications and Section 151 Officer Opinion**

- 4.1 The Local Government Act 2003 requires an authority's Section 151 officer to give a formal opinion as to the robustness of the budget estimates and the level of reserves held by the Council. This section of the report provides the Section 151 Officer's formal opinion.
- 4.2 Under Section 26 of the 2003 Act, it is not considered appropriate for the balance of the Council's General Fund Reserves to be less than the minimum amount determined by an appropriate person, in this case, the Head of Finance and Section 151 Officer.
- 4.3 The draft budget has been produced within the framework of the draft MTFS. The introduction of scenario planning has ensured that the budget is developed in a prudent and flexible way, highlighting the risk faced by the Council as a result of changes in funding and increasing financial pressures, and offering some choice in how our resources are prioritised and the risk mitigated.
- 4.4 The process has been strengthened further with the continued development of Integrated Business Plans for each service, these plans capture the services' objectives and highlight their roles and responsibilities in supporting the Council's Vision 2025 Corporate Improvement Plan, along with the intended outcomes for service users and/or residents.
- 4.5 The Integrated Business Plans ensure that all elements of delivering the service are considered in a holistic way. Statutory obligations, pay and price pressures, income streams, demographic changes and the impact on service demand, new responsibilities and changes in regulation are all considered. Services assess options for service delivery, their workforce and capital requirements and the cost reductions that can be achieved in submitting their calculated budget requirement.



The impact and risk associated with their proposals is explained. In addition, this year, Heads of Service have assessed the continued impact of the pandemic on their service costs and income streams and have identified the financial risk associated with it. The pressure this creates has been included in the draft budget proposal.

- 4.6 The Council's MTFS guides the development of these plans, and the 2022-23 implications are set out in the draft budget and draft 2022-27 Capital Programme. A process of challenge and review undertaken with Cabinet, each Head of Service, and the Executive Management Team provided assurance on the completeness and robustness of the estimates, whilst highlighting the risks associated with its deliverability.
- 4.7 This strategic approach to allocating resources ensures that the budget plan fully considers the delivery of Vision 2025, the transformation programmes we need to deliver and ensures that service improvement and appropriate levels of statutory provision are all included. Revenue and Capital budgets are aligned and ensure that our limited resources are prioritised to achieve maximum effectiveness in securing outcomes.
- 4.8 The level of cost reduction required in 2022-23 is again a significant challenge. When this is coupled with the ongoing need for improvement and the identification of further potential pressure in some services, a prudent approach must continue to be adopted to support financial stability. Against that background, the draft budget continues to include a risk management allocation, and the removal of prior years' unachievable savings adds resilience and robustness to our budget plan.
- 4.9 A series of documents and policies constitute the budget framework, including the Reserve Policy. The need to hold an appropriate level of Reserves has been brought to the fore as a result of the pandemic. Welsh Government have supported this risk is the last 2 years through the Hardship Fund but with the funding to support the ongoing pandemic now included in the settlement, the Council must ensure it can manage this risk appropriately into 2022-23.
- 4.10 The position going forward will require reserves to be maintained at a prudent level. It is evident that, given the continued financial impact of the pandemic, future cost pressures and lower funding settlements indicated, we will continue to need to deliver savings in the years ahead. To strengthen our financial resilience the minimum level of General Fund Reserve has been increased to 4% of the Net revenue budget; this does not mean that we increase the reserve as it is already at a level above this, but should there be a need to use reserves, our future plan will need to consider replenishing the fund to this level. On this basis the level of revenue reserves held is appropriate to deal with known and unknown risks.
- 4.11 The strengthening of financial management in our schools has seen a reduction in the number of schools in an unlicensed position, and the cumulative balances across schools has improved. The budget plan proposed sees additional funding allocated to schools delegated budgets to meet the financial pressures they face in 2022/23, including the ongoing response to the pandemic. It is essential that compliance work continues building on the progress made to date to further reduce the deficit balances held.
- 4.12 The Council has well established budget monitoring and internal control arrangements and these act as an effective early warning system in identifying

potential problems and for managing potential areas of risk. This ongoing regular review highlights problems and risks early so that corrective action can be put in place, and this is supported by a clear virement process which provides some flexibility to adapt expenditure patterns to meet changing needs and objectives.

- 4.13 The Capital Strategy contained within this report sets out the current investment plans across council assets and the funding arrangements that are in place. The Capital Programme continues to grow as new schemes are developed and delivered. Any additional schemes are subject to robust business cases and are set in the context of overall affordability regarding our Prudential Indicators. Regular reporting of performance against these indicators confirms that the current and planned programme continues to operate within the limits set. Clearly, this position will be kept under constant review, where the later years of the programme are refined as further information becomes available.
- 4.14 The Local Government Revenue Settlement for 2022-23 provides Powys with a welcome increase in funding and the inclusion of indicative funding provided for the following 2 years will enable us to plan with greater certainty over the medium term; this will allow more time for planning and delivering change. The opportunity the settlement for 2022/23 provides must be considered in the context of our ongoing financial sustainability; funding levels will be less generous in the next 2 years and there will still be some difficult decisions to make.
- 4.15 We continue to face significant pressures to manage the increasing demand for services whilst driving improvement across the Council. The proposed increase in Council Tax will help mitigate the position but the Council must continue to seek other opportunities to identify alternative sources of funding.
- 4.16 Taking all the above into account, the Section 151 Officer concludes the estimates used in the budget proposal for 2022-23 are adequately robust but a level of risk remains. Based on the assessment of reserves, the overall level is adequate but remains at the lower end of acceptability given the scale of savings required, the ongoing impact of the pandemic and the financial uncertainty facing the Council over the medium term.

## **5 Legal Implications**

- 5.1 The Solicitor to the Council (Monitoring Officer) has commented as follows:
- 5.2 The Report has been prepared in accordance with the requirements of the Local Government Act 2003 and the Local Government Finance Act 1992. In accordance with Section 25 of the 2003 Act, the Council must have regard to the advice of the Head of Finance (Section 151 Officer), as the Chief Finance Officer, regarding the robustness of the budget estimates and the adequacy of the financial reserves. This advice must be taken into account when considering the proposals in the Report and the recommendations from the Cabinet regarding the budget and the Council Tax rate. In accordance with the Functions and Responsibility Regulations, agreeing the budget and setting the Council Tax rate under the 1992 Act is a matter for full Council. In accordance with Section 30 of the 1992 Act, the Council is required to set the Council tax for the next financial year on or before 11th March.

## 6 Members' Interests

- 6.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<p><b>That Cabinet approves in draft the:</b></p> <p><b>1. MTFs for 2022-2027 as set out in Appendix A to the report be agreed in principle.</b></p>	<b>To aid business planning and development of the budget over a five-year period</b>
<p><b>2. Draft Revenue Budget for 2022-23 with the inclusion of a 3.9% increase in Council Tax in 2022-23 shown in the Financial Resource Model in Appendix B and Table 3 of this report.</b></p>	<b>Statutory Requirement</b>
<p><b>3. Fees and Charges Register in Appendices D and E.</b></p>	<b>To comply with Powys County Council Income Policy</b>
<p><b>4. Capital Strategy and Capital Programme for 2022-23 shown in Appendix F.</b></p>	<b>Statutory Requirement</b>
<p><b>5. Minimum Revenue Provision Statement as set out on Appendix F.</b></p>	<b>Statutory Requirement</b>
<p><b>6. Treasury Management Strategy and the Annual Investment Strategy in Appendix F.</b></p>	<b>Statutory Requirement</b>
<p><b>7. Authorised borrowing limit for 2022-23 as required under section 3(1) of the Local Government Act 2003 at £492 million as set out in section 3.70 of this report.</b></p>	<b>Statutory Requirement</b>
<p><b>8. Prudential Indicators for 2022-23 as set out in section 3.66 to 3.70 of the report and Appendix F.</b></p>	<b>Statutory Requirement</b>

<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	<b>Y</b>	<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	
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<b>Person(s) To Implement Decision:</b>	<b>Chief Executive</b>
<b>Date by When Decision to Be Implemented:</b>	<b>1<sup>st</sup> April 2022</b>

<b>Contact Officer Name:</b>	<b>Tel:</b>	<b>Email:</b>
Jane Thomas	01597 827789	jane.thomas@powys.gov.uk

### **Background Papers used to prepare Report:**

Provisional Welsh Government Local Government Settlement 2022-23  
 WLGA Welsh Government Draft Budget and Provisional LGF Settlement 2022-23  
 Office for Budget Responsibility Economic and Fiscal Outlook November 2021

### **List of Documents**

Appendix A Medium Term Financial Strategy  
 Appendix B Financial Resource Model  
 Appendix C Cost Reductions Proposals  
 Appendix D Income Guidance Note  
 Appendix E Fees and Charges Register  
 Appendix F Capital & Treasury Management Strategy  
 Appendix G Reserves Policy  
 Appendix H Residents Survey Report  
 Appendix I Impact Assessments – to follow  
 Appendix J Council Wide Impact Assessment



**Powys County Council's  
Medium Term Financial Strategy  
2022 to 2027**



## Foreword by the Leader

This Medium Term Financial Strategy (MTFS) sets out how the Council will develop its financial plans and manage its finances over the next few years and over the medium term.

It supports delivery of Vision 2025 the Council's overarching plan for the future of Powys. It shares our vision and details the well-being and equality objectives we need to prioritise and the activities we will take to get us there. Our plan shows how our resources will be invested, and what improvements stakeholders will see when we achieve our outcomes.

The last two years have been challenging as the pandemic affected all aspects of life in the UK, yet Powys has been resilient. As the pandemic reached its second year, it was gratifying to see the incredible collaboration between our communities, residents, and partners.

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

Powys has received an extremely positive settlement from Welsh Government for 2022/23 and for the first time in many years we have also received indicative allocations for the following two years. The settlement for next year supports the Council in meeting the increased demand for our services, increasing inflationary costs, and support our investment in improvement. We will also have to meet the continued challenges arising from the pandemic.

Funding levels for 2023/24 and 2024/25 return to lower levels of increase, but these indicative allocations enable us to plan with more certainty over the next 3 years. We must use the opportunity provided in 2022/23 to rebase our Service budgets to meet the ongoing needs of our citizens. We will continue to face financial pressures that outweigh the funding provided and will continue to focus on improving efficiency and as far as possible protecting crucial front-line services from savings whilst improving the quality of our social services for children and adults and Education across the county.

The combination of these factors, and continued uncertainty nationally around the path of the pandemic, the economy and public finance outlook, mean that we continue to face challenging times ahead. We must continue to push ahead with our programmes

of transformation across all our Services while maintaining our focus on delivering high quality local services to our residents.

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

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

The case for transforming education provision across the County is now widely recognised. The reshaping of our education system continues so that it can provide lifelong learning opportunities for all our young people and equip them with the skills and knowledge they need to fulfil their potential.

This MTFS continues to see closer alignment between the policy framework and the way we plan to use our finances. This is supported by an approach which ensures that our limited resources are prioritised on securing outcomes that matter most to our residents. Our vision set out in our Corporate Improvement Plan Vision 2025 (<https://en.powys.gov.uk/vision2025>) is that, by 2025, Powys will be widely recognised as a fantastic place in which to work, live and play.



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



## **Introduction**

This document is the financial strategy for Powys County Council for the period 2022 to 2027. It has been developed as part of the overall strategic planning process alongside Vision 2025, the Council's Corporate Improvement Plan. The strategy captures the financial, regulatory and policy drivers affecting the council and sets the direction and approach. It also incorporates the plan for delivering a balanced budget for 2022/23, and indicative budgets for the following 4 years to March 2027. This means the Council has an ongoing financial plan to enable service transformation within the funding levels available.

This financial strategy includes all Council services activity funded by the revenue budget, the Housing Revenue Account and the Capital programme. This information is presented in a 5-year budget model and a 5 year Capital Programme.

The model sets out how a balanced budget will be developed for 2022/23.

The model identifies the estimated requirement for the Council to find ways to reduce its spending by around £22 million over the five-year period of this strategy.

Indicative figures have been provided by Welsh Government for the following two year settlements and the for the final two years of the model indicative figures have been used as in the longer term settlements will be affected by central government's finances in the future. Our modelling is therefore based on best available information but is difficult to predict with any great certainty and is subject to multiple internal and external influences.

## **MTFS Principles**

As well as consideration of future income and expenditure scenarios, the MTFS provides a set of clear principles which will drive the Council's budget and spending decisions over 2022-27 and which Members and others can examine and judge the Council's financial performance against. The ten key principles are to ensure that:

1. The Council will continue to meet its statutory obligations and to demonstrate how its budget supports the priorities contained in Vision 2025.
2. The Council's financial control system will be sufficiently robust to support the delivery of financial plans and mitigate corporate risks.
3. All Council budgets will be reviewed annually to ensure resource allocations are delivering value money and continue to align to the delivery of priority outcomes in Vision 2025.
4. Financial plans will provide an optimum balance between income and expenditure for both capital and revenue.
5. Reserves will not be used to fund recurrent budget pressures or to keep down council tax rises.



6. The Council's General Fund reserve will be maintained at a minimum of 4% of Net Revenue Expenditure (excluding the Schools Delegated budget) over the period of the MTFS.
7. Capital investment decisions will support the Council's corporate priorities and mitigate any statutory risks taking account of the return on investment and robust business cases.
8. Prudential borrowing will only be used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
9. Decisions on the treatment of surplus assets will be based on an assessment of the potential contribution to the revenue budget and the capital programme.
10. Budgets will be managed by members of SLT in accordance with the Council's Financial Procedure Rules.

## **Strategic Context**

### Economic and Fiscal Outlook

The Office for Budget Responsibility (OBR) published its report "Economic and fiscal outlook" in October 2021. The report provided an analysis and forecast of the UK's public finances.

The successful vaccine rollout has allowed the economy to reopen largely on schedule, despite continuing high numbers of coronavirus cases. The vaccines' high degree of effectiveness, combined with consumers' and businesses' surprising degree of adaptability to public health restrictions, has meant that output this year has recovered faster than expected in March, boosting tax revenues in the process.

The economy is now expected to grow by 6.5% in 2021 (2.4% faster than predicted in March), and unemployment to rise only modestly to 5.25% this winter (1.25% lower than March), which helps the budget deficit to almost halve to £183 billion in 2021-22 (£51 billion lower than March).

But the strength of the rebound in demand in the UK and internationally has led it to bump up against supply constraints in several markets. These have been exacerbated in the UK by changes in the migration and trading regimes following Brexit. Energy prices have soared, labour shortages have emerged in some occupations, and there have been blockages in some supply chains. These can be expected to hold back output growth in the coming quarters, while raising prices and putting pressure on wages. CPI inflation was expected to reach 4.4% next year, however recent updates now project inflation peaking at close to 5% next year.

Over the medium term, the OBR have revised up real GDP as they now expect post-pandemic scarring of potential output to be 2% – rather than the 3% assumed in March. Uncertainty around this judgement remains large, however, with limited evidence as yet regarding how smoothly furloughed workers will be reabsorbed into

employment, whether those workers who became inactive or left the country during the pandemic will re-enter the labour force, and how fully shortfalls in capital investment, innovation, and the acquisition of skills will be made up. With inflation also higher and more persistent, they have revised up nominal GDP – the key driver of tax revenues – by 4.1% in 2025-26 relative to March, boosting pre-measures revenue forecast by 4.5% in that year. While higher inflation also boosts public spending, overall pre-measures forecast for borrowing is lower by £38 billion a year on average relative to the March forecast.

Against the backdrop of an improved underlying fiscal outlook, the Government has announced a significant discretionary increase in both the tax burden and the size of the post-pandemic state.

The improvement in the fiscal outlook is sufficient to enable the Chancellor to meet his fiscal target of getting underlying debt falling as a share of GDP by the third year of our forecast (2024-25 in this one). This new fiscal mandate is codified in a revised draft Charter for Budget Responsibility published alongside the Budget, which also includes supplementary targets for balancing the current budget within three years and capping public investment and welfare spending over different periods. All these new targets are set to be met too. Finally, the Charter identifies additional measures of debt affordability and public sector balance sheet performance that will guide the Chancellor's management of fiscal policy. In the OBR's central forecast, underlying debt falls by 0.6% of GDP in 2024-25, the current budget is in surplus by 0.9% of GDP, public investment averages 0.3% of GDP below its cap, and welfare spending is £2.8 billion below its effective cap. These margins are all well below the historical average three-year ahead forecast error for the current balance of 2.3% of GDP and for the change in debt of 3.8% of GDP.

### UK Government's Spending Round : Implications for Wales

The UK Government is providing the Welsh Government with an additional £2.5 billion per year on average through the Barnett formula over the Spending Review period. This is on top of its annual baseline funding of £15.9 billion. The Welsh Government is also receiving an additional £425 million this year.

In addition, funding is provided for a number of specific initiatives including the Levelling Up fund, City and Growth deals, Global Centre of Rail Excellence, the Net Zero Strategy, and the Shared Rural network (to deliver high-quality 4G mobile coverage to 95% of the UK).

### Welsh Government's Draft Budget for 2022-23

Overall, the Welsh Government's Total Managed Expenditure will be just over £23.7bn in 2022-23. Indicative allocations show this rising to £24.7bn in 23-24 and £25.1bn in 24-25. Within that definition is the Departmental Expenditure Limit (DEL) which is the element of the budget under direct Ministerial control.

The capital and revenue DEL increases by £2.6bn (13.7%) to £21.4bn. Day-to-day spending will increase by £2.5bn (15%) to £18.8bn and spending on capital will increase by £122m (4.9%) to £2.6bn. The capital increase is small compared last

year and the reallocation among the budget lines is the result of a zero-based review. The climate change portfolio is the biggest winner.

Welsh Government's set out their priorities which continue to be health and local government services. They suggest that the increased Settlement will enable local authorities to continue to deliver the services their communities want and need as well as supporting national and local ambitions for the future, including responding to the climate and nature emergency and contributing to our Net Zero Wales plan.

### The Local Government Revenue Settlement

The Aggregate External Finance (AEF) will increase by £437 million a 9.4% increase. Authority's settlements the lowest increase is Blaenau Gwent with 8.4% (RCT is slightly higher) and the highest is Monmouthshire with an increase of 11.2%. The range is largely a reflection of movements in several datasets derived from the schools' census and financial data.

The settlement provides the indicative Wales-level core revenue funding allocations for 2023-24 and 2024-25 are £5.3bn and £5.4bn respectively – equating to an uplift in the first year of £177m (3.5%) and, in the second year of £128m (2.4%). These figures are indicative and dependent on both the current estimates of NDR income over the multi-year settlement period, and the funding provided to Welsh Government by the UK Government through the 2021 Comprehensive Spending Review.

The Minister has responded “to the need to ensure that hardworking staff receive well-deserved pay rises in the future”. In particular including funding to enable local authorities to meet the additional costs of introducing the real Living Wage for care workers as set out by the Minister for Health and Social Services.

The settlement maintains the approach taken in 2021-22 and continues to freeze the non-domestic rates multiplier for 2022-23. An additional £35m in RSG is provided in 2022-23 to offset the reduced income and a further £1m for the following two years. It also continues to provide £4.8m for authorities to deliver additional discretionary rates relief for local businesses and other ratepayers to respond to specific local issues.

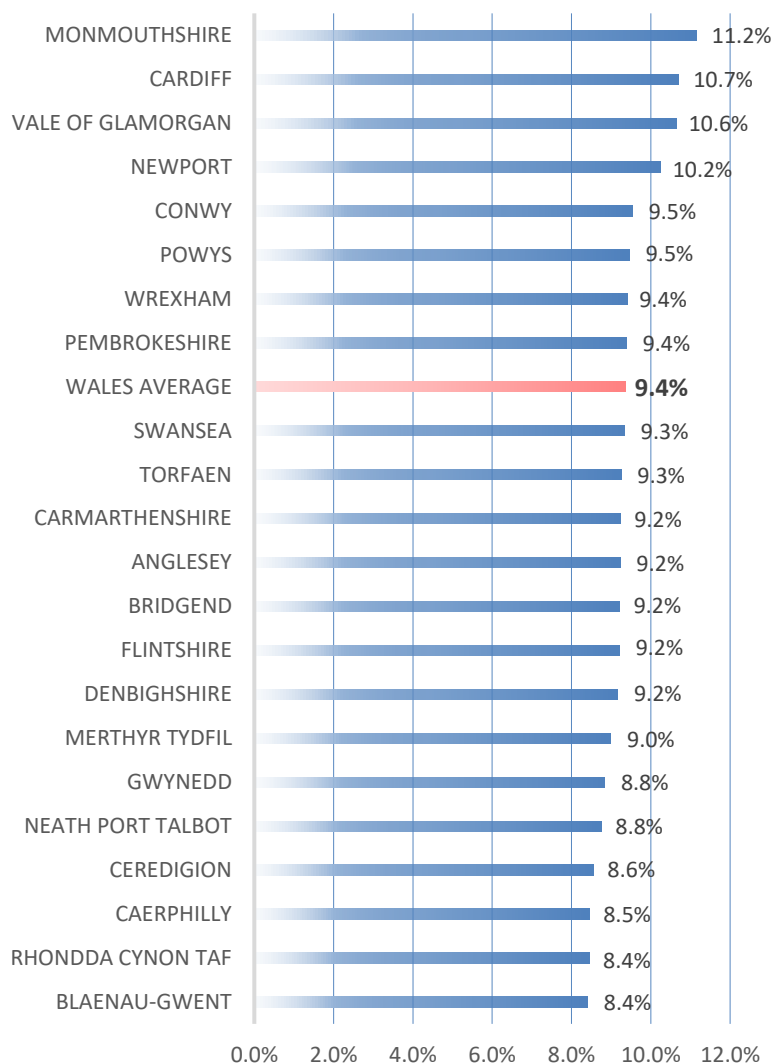
The funding provided through the Settlement also recognises the decision made around the 2021/22 teachers' pay deal and includes funding for the costs arising from the 2022/23 pay deal, which fall within this Settlement year. No further funding will be made available in-year in recognition of the 2022/23 teachers' pay deal, and authorities' budget planning must accommodate these costs.

More widely on public sector pay, the Settlement includes funding to cover the increased costs local authorities will face arising from the UK Government's announcement to increase National Insurance contributions for employers.

Information on specific revenue and capital grants planned for the following three years was also published. For 2022-23, these amount to more than £1.1bn for revenue and over £700m for capital. The indicative information will be further updated in the final settlement.

The provisional AEF for Powys in 2022/23 is £210.257 million. Funding in Powys has increased in cash terms by £18.374m, a 9.6% increase.

**Figure 1: Changes to AEF, 2021-22 to 2022-23 by local authority, after adjusting for transfers**



Source WLGA Briefing WG Budget and provisional LGF Settlement 2022-23

### The impact of the Coronavirus Pandemic

The pandemic continues to have a significant impact on our financial position and without the support from the Welsh Government Hardship fund we would be facing a deficit this year which would inevitably deplete our reserves and place the council at financial risk. This specific funding will cease on 31<sup>st</sup> March 2022. We must clearly understand how the pandemic could continue to impact on our services, our costs and our levels of income into the new financial year and ensure funding is set aside for this outlay.

It is likely that the financial impact of the pandemic will continue into 2022/23 and will almost certainly affect public sector finances for many years.

The Finance Minister's statement recognises the progress of the pandemic and its ongoing impact on public services which continues to be highly uncertain. The Minister has considered how to manage pandemic support for local authorities and concluded the balance lies in providing funding in the first year (2022-23) through the Settlement, in recognition the ongoing impact of the pandemic on services which authorities will need to manage.

The Council has considered the ongoing impact of the pandemic and worked these costs into our service plans. These ongoing costs are recognised in our revenue budget for 2022-23. There is still uncertainty about the course of the pandemic and the ongoing impact it could have on our costs or our ability to raise income if further restrictions are imposed.

Planning over the medium term is difficult with heightened levels of uncertainty, with continued impact on our own income streams for Council tax and fees and charges, will these recover to normal levels post pandemic or will the impact continue into future years. The economic impact of the pandemic could also have wider repercussions for people's ability to pay for services.

Given the breadth and depth of the impact of the pandemic to date, alongside the uncertainty surrounding its future course, the Council will continue to face difficult choices for the coming year.

We must ensure that we continue to maintain a sustainable and robust medium term financial planning.

### **Local Context**

Powys County Council has taken action to reduce its spending by more than £104 million over the last decade as a response to cuts in government funding and the need to meet inescapable additional costs in some areas.

The local context affecting our funding and demand for services is well recognised and heavily influenced by Powys being sparsely populated with a wide geographic area requiring services. Powys has a higher than average older population that is predicted to increase at a faster rate than the national average. This statistic can largely be attributed to people living longer because of better healthcare and improved lifestyles together with an inward migration of people above retirement age to the County. Conversely, the county's younger population is declining with a reducing birth rate and a sizeable outward migration of young people. Further and higher education and career opportunities are the main contributors to this trend.

This Council understands its legal obligation to set and deliver a balanced budget each year and has a significant transformation programme underway to improve the quality of key services such as education, social care, highways, transport and recycling while also reducing our operating costs over the medium term.

On the current modelling, to deliver a balanced annual budget between April 2022 and 2027 the Council will need to reduce its spending by more than £18 million (2023-27) and to increase council tax by 5% from 2023-2027. This will be achieved

through transformational change and cost efficiencies but reductions in some services offered will also be inevitable.

These factors in combination present significant challenges to the Council. As evidenced in the Rural Cost Analysis (<https://en.powys.gov.uk/article/7842/Funding-changes-needed>) the provision of services to a dispersed and relatively small population is expensive as a result of greater transport costs and the demand for facilities to be delivered locally or within a commutable distance.

## **Vision 2025 – Our Corporate Improvement Plan**

Vision 2025 is the Council's overarching plan for the future of Powys. It shares our vision and details the well-being and equality objectives we need to prioritise and the activities we will take to get us there. Our plan shows how our resources will be invested, and what improvements stakeholders will see when we achieve our outcomes. aligning our workforce activities with our organisational aims.

The Vision and Corporate Improvement Plan have been reviewed and the priorities redefined, the vision now reads as "By 2025 Powys will be widely recognised as a fantastic place in which to work, live, learn, work and play"

Our Well-being and Equality objectives:

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

The Corporate Improvement Plan is our road map for the next four years, setting out our top priorities and milestones, including those we are working on with our partners which are also articulated in the Powys Public Services Board Wellbeing Plan



Towards 2040, and the Powys Regional Partnership Board Joint Area Plan A Healthy Caring Powys.

### Delivering Vision 2025: Transforming the Council

The Council continues with its ambitious Transformation Programme to help deliver Vision 2025, the governance of which is shown in the diagram below. The Vision 2025 Transformation Programme contains nine key programmes as shown in the diagram below.



The Programme is governed by a Transformation Delivery Board comprising the Cabinet and the Executive Management Team. Progress is included in the Council’s performance management reports which are presented to Cabinet each quarter. There are service transformation programmes also underway across the Council and progress on these also reported to the Board at regular intervals whilst some services: Education, Housing and HTR report directly to Service Improvement Boards.

### Medium Term Financial Planning

The Council’s budget planning has traditionally been determined using an incremental budgeting approach and has tended to focus on one year with limited development over the longer term. This will not deliver a sustainable financial

position for the Council going forward. The Council is therefore moving to an Outcome Based Budgeting approach, focused on the medium to long-term and aligned to service and workforce planning.

The strategy is based on an approach which brings together all elements of the Council activity to deliver Vision 2025, a programme of transformation, and one which encompasses service improvement and delivers appropriate levels of statutory service. It will better align revenue and capital to ensure that our limited resources are prioritised to achieve maximum effectiveness and based on securing outcomes that matter to our residents.

The strategy is supported by a detailed five year budget model. The budget model has been improved with scenario planning across Best, Realistic and Worse case scenarios. Funding, pay and price pressures and changes in service demand have been modelled on this basis and the budget gap identified for each year of the plan. This provides the basis for the allocation of funding to each service.

The introduction of the Integrated Business Plan has been developed over the last couple of years and the process is now starting to embed across the Council

Service Evaluation is key to the process, performance, cost analysis, benchmarking, regulatory recommendations, proposals for improvement and Service User / Resident Feedback all feature. The objectives for the services which align to the 5 ways of working and the 7 Well-being goals of The Well-being of Future Generations (Wales) Act 2015) and meet statutory requirements and legislative changes are defined.

In finding sustainable solutions for service delivery objectives should broadly align to any 1 of the following requirements:

- Objectives to redesign services to deliver them more efficiently, effectively or in an alternative manner.
- Objectives that identify key delivery partnerships or outsourcing opportunities
- Objectives that contribute positively to support Climate Change
- Objectives that realise opportunities to stop delivering services because requirements or priorities have changed, allowing the planned release of resources.
- Objectives that realise opportunities to generate additional income.

Workforce implications are identified and inform the council's workforce development and training needs. Risks and impact are assessed and defined.

The service area budget is developed based on the allocation of resource to deliver each of the objectives. These individual Integrated Business Plans all feed into the overarching Corporate Plan and budget for the Council.

### **Funding Assumptions**



The Welsh Government provides funding to the Council in the form of a Revenue Settlement Grant (RSG) and a share of the National Non-Domestic Rates Pool (NNDR). Together they constitute the Council's Aggregate External Finance (AEF), which represents approximately 69.6% of our funding.

The Provisional Settlement or Aggregate External Funding (AEF) figure was announced on 21<sup>st</sup> December 2021 and the core revenue funding for local government in 2022-23 will increase by 9.4% on a like-for-like basis compared to the current year. In 2022-23, local authorities will receive £5.1 billion from the Welsh Government in core revenue funding and non-domestic rates to spend on delivering key services. No authority will receive less than an 8.4% increase.

Powys has £1,586 of funding per capita, compared to the Wales average of £1,611 and the year on year change ranks 13th out of all the Unitary Authorities,

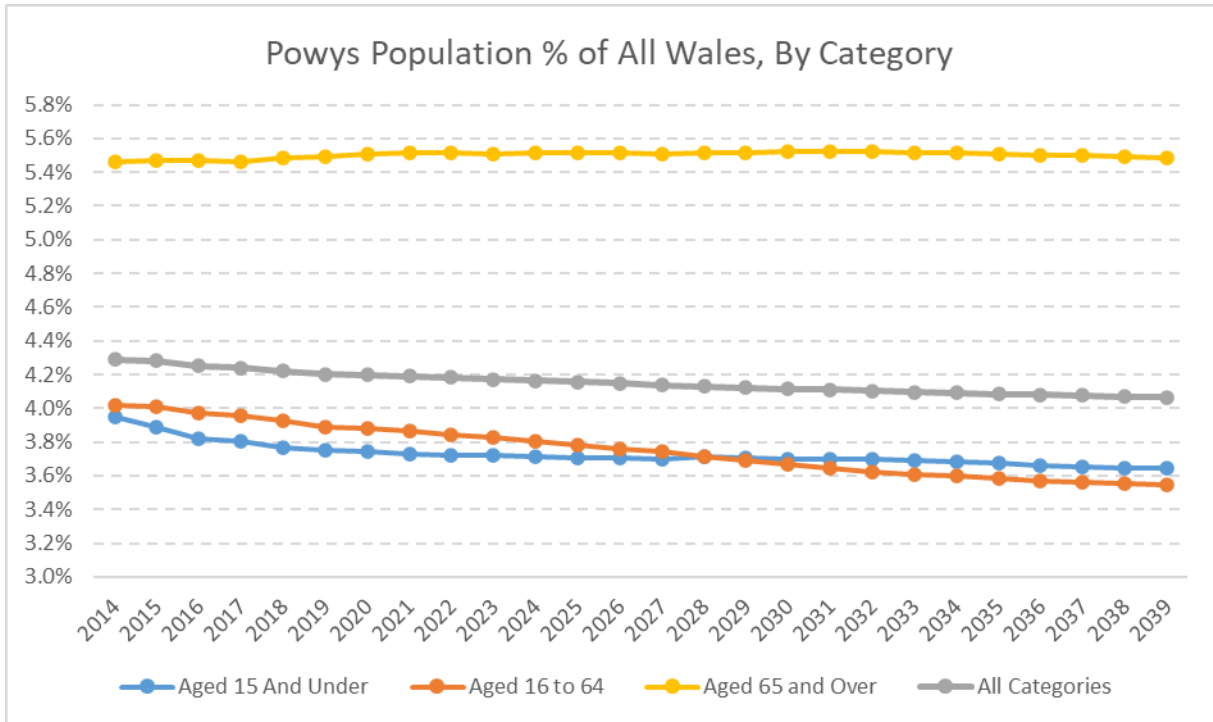
Powys collects NNDR (more commonly known as Business Rates) from businesses within the county. These funds are pooled at a national level and redistributed to Councils via a formula. Powys receives over £13m more than it collects.

Powys' Settlement also reflects movements in the factors included in the overall formula like population projections, pupil numbers and benefit claimant counts. The key indicators are shown in the table below.

<b>Changes in Key Datasets</b>							
<b>Dataset <sup>1</sup></b>	<b>2021-22 Final</b>	<b>2022-23 Provisional</b>	<b>% Difference</b>	<b>Rank</b>	<b>2021-22 Final</b>	<b>2022-23 Provisional</b>	<b>% Difference</b>
Total Population <sup>2</sup>	132,475	132,538	0.0%	18	3,163,125	3,171,125	0.3%
Pupil Numbers - Nursery and Primary	9,577	9,589	0.1%	6	261,664	260,454	-0.5%
Pupil Numbers - Secondary in year groups 7-11	6,452	6,452	0.0%	21	165,357	168,413	1.8%
Free School Meals - Primary	1,034	1,147	10.9%	3	45,270	48,459	7.0%
Free School Meals - Secondary	637	719	12.9%	5	26,400	28,711	8.8%
IS/ JSA/ PC/UC (not in employment) claimants - 18 to 64	1,782	3,139	76.2%	1	90,136	131,795	46.2%
IS/ JSA/ PC claimants - 65+	4,035	3,827	-5.2%	12	100,207	95,063	-5.1%
IS/ JSA/ PC/UC (not in employment) claimants - all ages	5,837	7,027	20.4%	7	191,132	228,728	19.7%
SDA/DLA/PIP claimants - 18 to 64	4,502	4,570	1.5%	19	142,657	146,859	2.9%

The total number of people living in Powys seen a slight decline over recent years (see graph below) with the table above showing a very slight increase between 2021-22 and 2020-23, this may however be due to the change in the data collected which is now based on the mid-year estimates. The population across Wales has increased and the change across other authorities has an impact on Powys and the distribution in funding.

The population trend across Powys is shown in the table below with further decline expected over the next 18 years to 2039, with the working age population showing the largest decline.



Powys has seen a continued decline in pupil numbers over the last ten years and although numbers are stabilising, they are not projected to recover to their former levels. Even if maintained at their current levels, the increase in numbers elsewhere in Wales will potentially mean we have less funding in our future settlements.

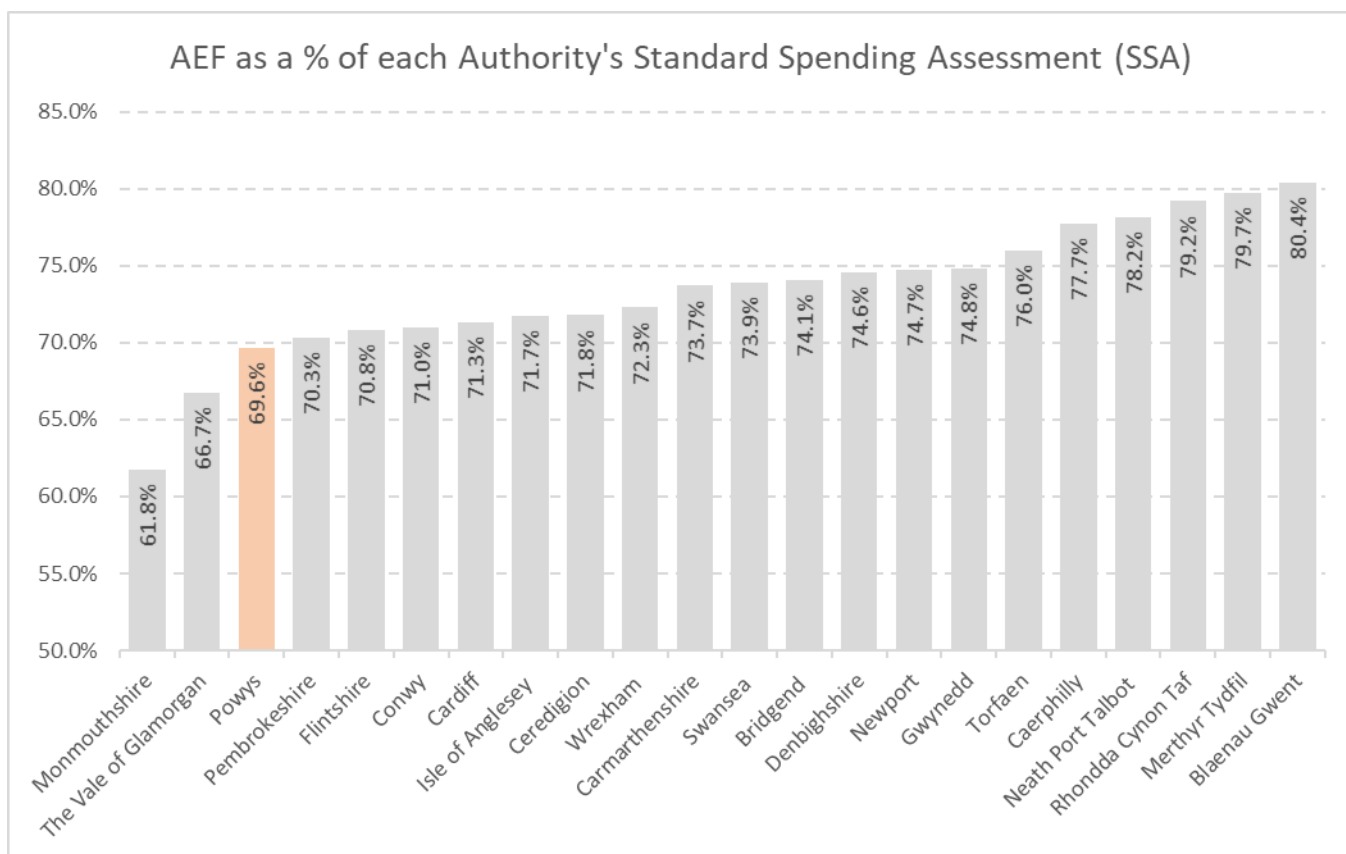
Welsh Government have provided indicative figures in the settlement for the following two financial years of 3.5% and 2.4% and have been factored into the FRM £7.3 million and £5.2 million. For 2025-26 onwards we are assuming 2% increase which equates to funding equal to approx. £4.4 million.

### Specific Grants

In addition to the AEF, Councils also receive specific grants which are accompanied by specific terms and conditions as to how they can be used. We receive around £55 million of grant funding next year. These grants can change year on year and where a grant has been reduced or withdrawn, the Council's policy is that the service funded by the grant also reduces or ceases.

### Council Tax

Council Tax represents around 30.4% of the Council's Net Revenue Budget. Powys' Council Tax contribution is proportionally greater than other Authorities, an authorities' ability to raise Council Tax is calculated on the Council Tax base and Powys has a higher Council Tax base than most of the other authorities. The below graph shows the percentage of each Local Authority's Standard Spending Assessment covered by central funding (AEF).

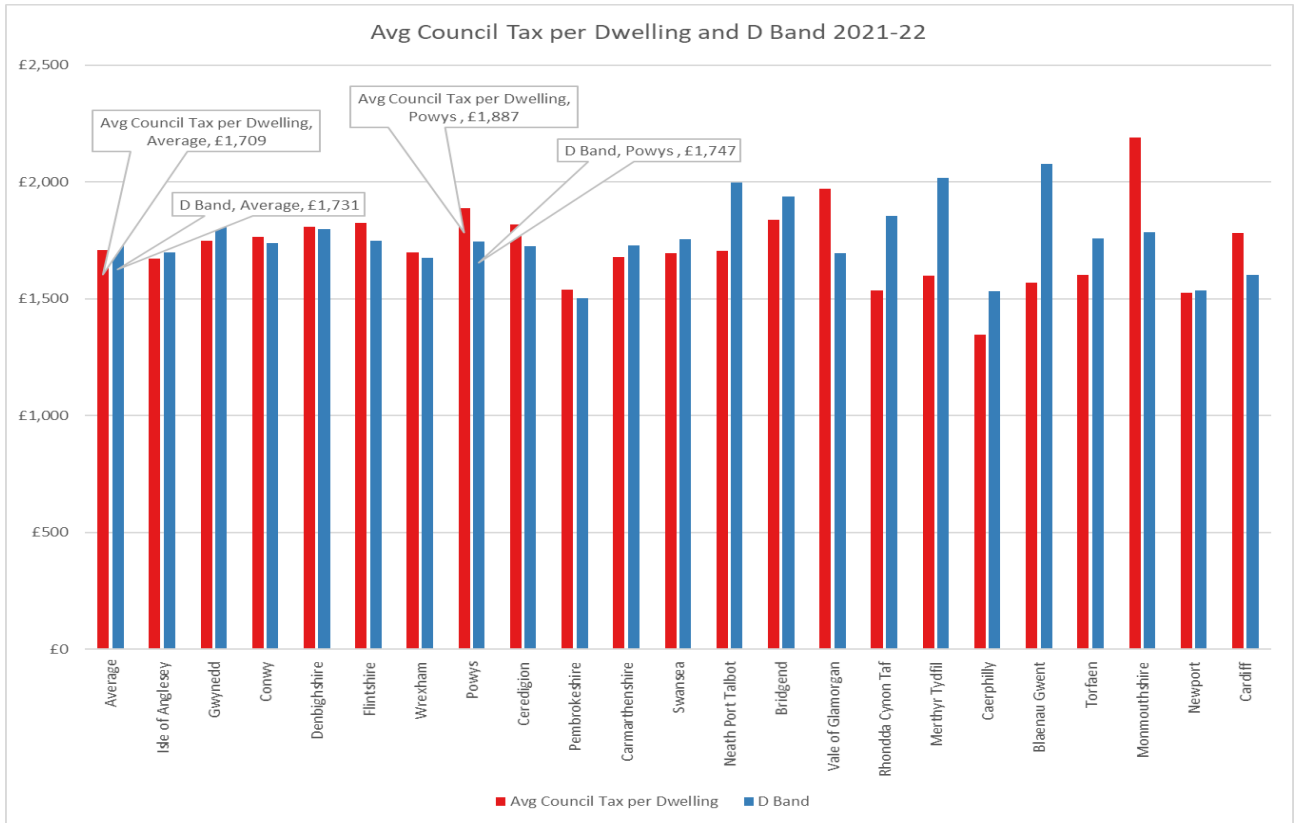


In our financial model (FRM), we are proposing an increase in Council Tax each year of 5% for future years.

The total Council Tax households will have to pay will be affected by decisions from public bodies, including Community Councils and the Police Authority. The following table indicates the additional permanent funding that Council Tax increases ranging from 1% to 10% would produce.

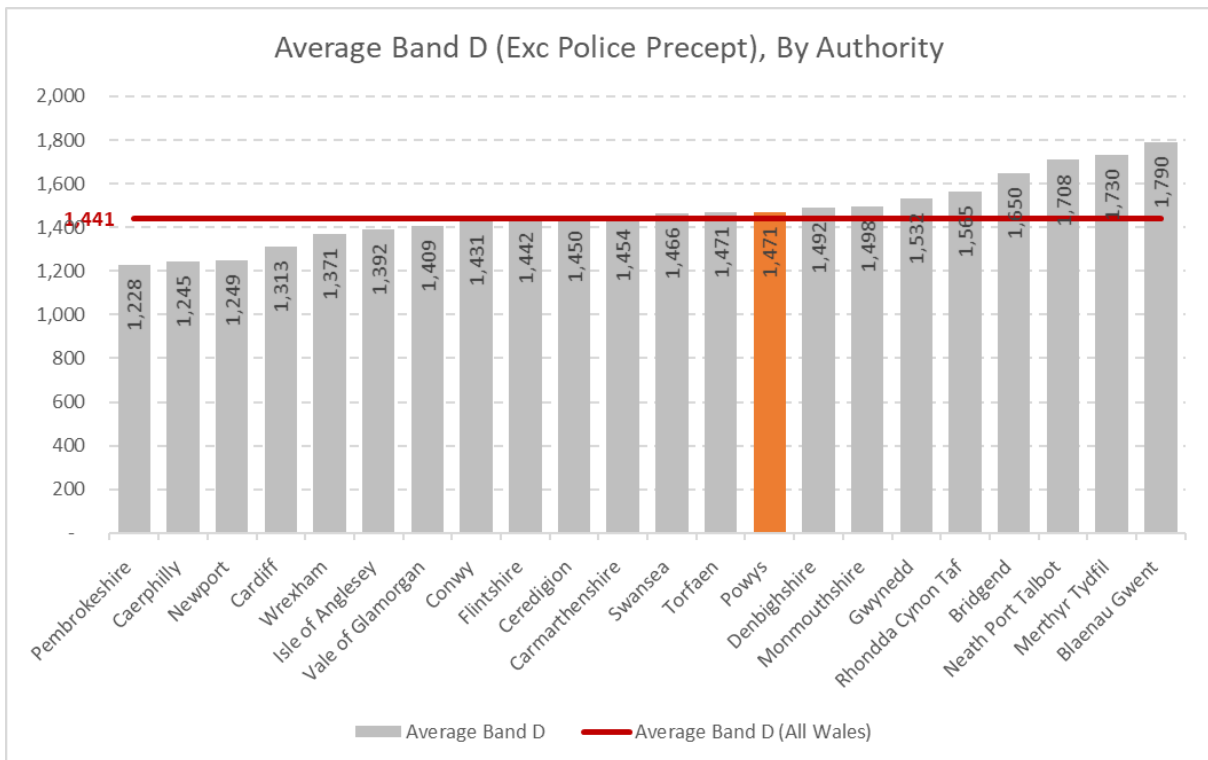
2022/23							
% Change Council Tax	1.00%	2.00%	3.00%	4.00%	5.00%	7.00%	10.00%
£'000	£921	£1,841	£2,762	£3,682	£4,603	£6,444	£9,206

A balance needs to be struck between the ability to raise enough money to fund important services to the right level and the impact increasing taxation has on the residents of the County. Average council tax per dwelling in Powys for 2021/22 was the 3rd highest in Wales, this is particularly sensitive in a county with one of the lowest average wage levels in Wales. The graph below compares Powys against Welsh Local Authorities in terms of 2021/22 council tax average cost per dwelling and the Band D average (these figures include all precepts).



For 2021-22, the average annual Council tax bill for a Band D property in Powys was £1,747 (including community council and police precept). This was broadly in line with the Wales average for Band D properties of £1,709.

The table below shows the Band D Council Tax level for each of the local authorities in Wales (excluding all precepts).



Council Tax collection rate for 2020-21 was 97.0% (0.2% down on previous year) which compares with an average of 95.7% for all unitary authorities in Wales. The highest collection rate in Wales for 2020/21 was 97.5%

The pandemic continues to have an impact on Council tax collection across Wales, at the end of November 2021, an average reduction of 0.98% (improvement upon 2020-21 of 1.58%) has been recorded across Wales. Powys has suffered the least impact with collections rates down by 0.49% (last year 0.66%).

## **Revenue Budget**

Our revenue budget indicates what we will spend on day to day services. It includes the cost of salaries for staff employed by the Council, contracts for services procured by the Council, other goods and services consumed by the Council and the cost of financing borrowing to support the capital programme. Our revenue spending priorities are determined according to the Council's statutory responsibilities and local priorities as set out in our corporate plan (Vision 2025).

Reductions in funding and increasing cost pressures place significant pressure on service delivery. Over the last decade we have made savings of more than £104m. Our financial strategy must identify and calculate the impact of pay, price and inflationary increases, changes in demand for service provision, changes in statutory and legislative obligations, and the funding of our local priorities. Each Services Integrated Business Plan will inform the overall Councils Budget Plan, these will define all the objectives of the service. The plans capture the service's vision and highlights its key roles and responsibilities in supporting the Councils Vision 2025 Corporate Improvement Plan Outcomes, and statutory responsibilities along with the intended outcomes for service users and / or residents. In addition, the Programmes to deliver the Vision 2025 have been developed and are monitored through the Council's Transformation Delivery Board for inclusion in the annual budget cycle and 5-year plan.

It is expected that the Vision 2025 will be delivered within the existing Revenue Budget. Some investment may be required to support capital expenditure or transformational activity and funding identified to support our plans will be allocated based on sound business cases.

We set our budget within a statutory framework under the Local Government Act 2003 that requires a balanced budget for the forthcoming financial year. There is no requirement to set out a balanced position beyond the next year, but the five-year strategy has been developed to enable longer term planning and transformation.

The Medium Term Financial Strategy:

- Identifies the cost of implementing our Vision;
- sets out future funding levels from Welsh Government;
- considers the level of Council Tax to be raised;
- identifies and estimates the cost pressures facing the Council;
- sets out the policy on Reserves;
- identifies the gap between our funding and expenditure.

## How we will balance the budget

The table below sets out the proposed draft net budget for 2022-23 at £302,323 million, including the Delegated Schools' Budget.

£'000	Base Budget	Inflation	Demography	Pressures	Transformation	Savings	2020/21 Undelivered Savings	Budget 2022/23	Variance	% Increase
Delegated	81,717	3,136	-227	133	0	0	0	84,759	3,042	3.7%
Education	10,789	406		829	824	(55)	0	12,792	2,003	18.6%
HTR	28,106	1,268		1,008	0	(311)	106	30,176	2,070	7.4%
H&CD	5,305	386		0	0	(172)	0	5,518	213	4.0%
PPPP	4,845	436		872	0	(21)	50	6,182	1,337	27.6%
ASC Commission	3,293	160		0	0	0	0	3,454	160	4.9%
ASC	67,266	784	623	9,129	55	(3,329)	100	74,628	7,363	10.9%
Children	25,959	635	280	3,639	0	(2,719)	0	27,793	1,835	7.1%
Finance	6,085	295		0	0	(39)	0	6,341	256	4.2%
Transf/Comm	1,512	80		106	65	(51)	0	1,712	200	13.2%
WOD	2,036	144		267	54	(135)	120	2,487	451	22.1%
Digital	4,259	284		312	831	(25)	819	6,479	2,220	52.1%
Legal	3,087	115		226	0	(170)	123	3,380	293	9.5%
Corp	35,523	60		1,178	500	(642)	0	36,620	1,097	3.1%
<b>Total</b>	<b>279,782</b>	<b>8,188</b>	<b>676</b>	<b>17,699</b>	<b>2,329</b>	<b>(7,668)</b>	<b>1,317</b>	<b>302,323</b>	<b>22,541</b>	<b>8.1%</b>

The table shows the 2021-22 base budget and proposed changes across each service to provide a base budget for 2022-23, including:

- Pay Awards – 2021/22 realignment and 2022/21 awards – National Agreement £5.942 million
- Non- pay inflation £0.947 million
- National Insurance 1.25 % increase £1.299 million
- Demographic changes – Learning disability transitions and additional Looked after Children estimations - £0.676 million
- Corporate Pressures – Fire levy and council tax reduction scheme - £0.622 million
- Real living wage to be paid to carers estimated at an additional £2.3 million on current care contracts
- Specific Services Pressures – contract inflation, remedial works, replace grant reductions, full year effect of part year social care placements, social care support for rising demand, post 16 transition support, local development plan - £14.777 million
- Transformation – no longer funded by Capital Receipts, Revenue Budget, bids approved reflect Vision 2025 Transformational work £1.829 million and £0.50 million for redundancies.

Reductions in funding as follows:

- £7.7 million of cost reduction proposals, the detail of which is provided at Appendix C, with Impact Assessments on each of the proposals attached at Appendix I.

The Council's budget reflects the totality of the Council's costs including salaries and wages, the purchase of goods and services, premises costs and the revenue cost of financing our capital programme. The budget is financed by all the Council's income

sources including AEF, council tax, fees and charges, specific grants and contributions from other bodies.

Income from fees and charges makes a significant contribution (£65 million per annum) to the Council's budget and the Council's approach to income generation is included in the MTFs.

The budget proposed for 2022-23 includes increasing of fees and charges in line with inflation, where permitted, and where appropriate, the principle of full cost recovery has been applied. The Fees and Charges register has been updated and it, together with an explanatory note, is attached as Appendix D and E.

The financing of the net budget comes from the Welsh Government settlement and Council Tax income. The table below summarises the 2022-23 budget requirement and how it will be financed.

<b>REVENUE FUNDING</b>	2021/22	2022/23	Change
	£'000	£'000	£'000
AEF (RSG & NNDR Allocation)	191,883	210,257	18,374
Council Tax	87,900	92,066	4,166
<b>Total Projected Revenue Funding</b>	<b>279,783</b>	<b>302,323</b>	<b>22,541</b>

The current FRM modelling is summarised below.

#### FINANCE RESOURCE MODEL 2022-2027

<b>REVENUE FUNDING</b>	2022/23	2023/24	2024/25	2025/26	2026/27
	£000s	£000s	£000s	£000s	£000s
AEF (RSG & NNDR Allocation)	18,374	7,359	5,223	4,457	4,546
Council Tax	4,166	4,601	4,851	5,074	5,327
<b>Total Projected Revenue Funding</b>	<b>302,322</b>	<b>314,282</b>	<b>324,356</b>	<b>333,887</b>	<b>343,760</b>

<b>REVENUE EXPENDITURE</b>					
<b>Base Budget (Prior Year)</b>	279,782	302,322	317,424	330,957	344,508
General Inflation:	3,707	4,288	4,370	4,426	4,514
Total Demographic Pressures	676	1,590	1,677	1,714	1,753
Total Corporate and Service Specific Pressures	22,180	10,863	8,612	7,888	7,717
Savings	(7,668)	(1,640)	(1,127)	(477)	(250)
Undelivered Savings previous years	1,317	0	0	0	0
Transformation	2,329	0	0	0	0
<b>Total Projected Revenue Expenditure</b>	<b>302,322</b>	<b>317,424</b>	<b>330,957</b>	<b>344,508</b>	<b>358,243</b>
<b>Funding (Shortfall)/ Surplus - Cumulative</b>	<b>(0)</b>	<b>(3,141)</b>	<b>(6,600)</b>	<b>(10,621)</b>	<b>(14,483)</b>
<b>Funding (Shortfall)/ Surplus - In Year</b>	<b>0</b>	<b>(3,141)</b>	<b>(3,459)</b>	<b>(4,021)</b>	<b>(3,862)</b>

The budget for 2022-23 has been balanced through cost reductions and a level of council tax at 3.9%. For the following four years the FRM highlights that we estimate £59 million of pressures (including inflation, demographic and service pressures) which will in part be mitigated by £3.5 million of cost reductions and a council tax level of 5%. We have assumed Welsh Government settlements of 3.5%, 2.4% and 2% then after. A cumulative deficit of £14.48 million is forecast by the year four.

The following strategies will continue to be used to address the gap where feasible:-

- The transformation of service provision;
- Improved efficiency and a “Right First Time” ethos;
- Identification of investment opportunities and income;
- Capital Programme – reviewed, opportunity to invest;
- Cross Cutting Themes;
- Income generation/fees and charges;
- Reconsider the levels of Council Tax increase;
- Some service reductions – ceasing or reductions to levels of service;
- The use of the Spend to Save reserve to support transformation;
- The raising of capital receipts to support capital investment.

### **Council Wide Operating Principles for Transformation**

- Moving from an organisational focus (supporting our own internal requirements and functional silo’s) to a focus that looks to meet our residents and communities’ needs;
- Management ethos focuses on improving the outcomes for residents and communities by removing barriers.
- Moving from functional silos to services that effectively meets our residents and communities’ demand.
- Decision making is based on a clear set of principles, experience, knowledge, robust evidence and is taken as close to the frontline as possible.
- Continuous improvement informed by timely data which will measure how well we are delivering outcomes for residents and communities.
- Accountable for activities and accepting responsibility, resulting in transparent delivery of effective outcomes.
- We challenge everything we do and will realise the right outcomes using our transformation methodology.
- Partnerships are outcome focused, based on collaboration and strong relationships (working together, stronger together).

The transformation of services will require investment to implement. This is supported within our financial planning by using capital receipts to capitalise appropriate costs under the Welsh Government Capitalisation Directive. We will also bid for additional resources from Welsh Government to support our programme.



## Budget Principles

The approach to budget setting is underpinned by the following Budget Principles approved by Cabinet:-

- a. Flexible, Remote and Mobile working  
The introduction of the New Ways of Working project is reviewing how and from where our staff will work and deliver services. Building on the way we have worked throughout the pandemic many staff have worked effectively from home or other sites and this project embraces the benefits of providing flexible work solutions. The implementation of the project will deliver efficiencies, improved productivity, reduce commuter and work travel for some and enable us to downsize corporate offices. There is considerable cost tied up in the corporate estate and these savings will be further explored, based on the new working arrangements.
- b. Improving Collaboration  
The Welsh Government's policies on local government collaboration mean we will continue to seek partnering arrangements. The Local Government and Elections (Wales) Act 2021 created the framework for a consistent mechanism for regional collaboration between local government, namely Corporate Joint Committees (CJCs). This has now been formalised with the requirements for a CJC to be in place from 2022/23 with Ceredigion. It will exercise functions relating to strategic development planning and regional transport planning, it will also be able to do things to promote the economic well-being of their areas. In contrast to other joint committee arrangements, CJCs are separate corporate bodies which can employ staff, hold assets and budgets, and undertake functions. One of the key principles which underpins the development of the CJC legislative framework is that CJCs should be treated as a member of the 'local government family' and, where appropriate, should largely be subject to the same powers and duties as principal councils in the way they operate. There may also be further scope to explore the various collaborative models including partnerships and shared services. We already collaborate but more can be done, and the Local Health Board is a key partner under this theme.
- c. Customer Insight  
The Business Intelligence function has made progress since its creation. However, we are still richer in data than information. Improved decision making and performance through better customer insight may be an area where financial gains can be made.
- d. Business Process Improvements  
There is already good evidence that progress has been made in this area. However, this is patchy, and the organisation needs to fully embrace business process improvement techniques. Technology and our Digital Strategy can assist this area with key elements looking to automate tasks and better integrate systems to make processes more efficient. Investment here can bring significant savings which may not impact directly on front-line service delivery and therefore should be politically easier to deliver.

- e. Productivity  
Access to information, better techniques and relevant training can increase productivity and more responsive services (this should be linked to business process improvements outlined above). Areas such as customer relationship management, workflow and case management can also be looked at under this theme.
  
- f. Flexibility  
It may be appropriate to support the workforce in work/life balance issues whilst remaining within Local Government terms and conditions. The council has already offered the workforce the options of a more flexible approach to leave arrangements that sees staff `buy` additional holiday by being able to take unpaid leave to external holidays. The benefit of a more flexible workforce increases morale and productivity.
  
- g. Commercialisation.  
A more commercial approach is already evident with contracts being won, and services provided, to other public organisations. The Council has already set up “Powys Commercial Services” a local authority trading company and this provides a vehicle for additional trading opportunities. This will form a key part of our future planning. There is great scope to increase the income flows to the Council. The services will need to be run on a commercial basis and will have to compete locally as well as nationally.

## **Financial Resilience**

The Council continues to put financial resilience at the forefront of its financial activities and draws upon the support from Audit Wales who undertake regular pan Wales assessments on councils’ financial sustainability. In 2020, at the height of the pandemic they undertook a baseline assessment of the initial impact of COVID-19 on local councils’ financial position and findings confirmed that councils and the Welsh Government have worked well together to mitigate the impact of the pandemic to date, but the future sustainability of the sector is an ongoing challenge. “The pandemic has had an immediate and profound effect on public sector finances as a whole and, as a consequence, on councils’ financial position”.

In 2021 a further assessment concludes the financial sustainability assessment work during 2020-21 and identified that financial sustainability was a key risk to councils’ arrangements before the pandemic occurred. The focus of their report included arrangements to secure value for money in the use of resources and the general trend of decreasing resources for local government combined with rising demand for some services.

The findings of the Powys Financial Sustainability review published in July 2021 set out three proposals for improvements - addressing the medium term budget gap, ensuring that the ambitious capital strategy is affordable and continues to ensure that it monitors whether its budget planning processes are having the desired effect and helping to prevent significant overspends in key service areas. The delivery of these are monitored through the Regulatory Tracker.

The Council draws upon CIPFA's pillars of financial resilience and indicators of financial stress as a framework for improvement within its Finance Transformation plan. Symptoms of stress and pillars of resilience are shown in the diagram below:

CIPFA Pillars of Financial Resilience



Significant progress has been made to improve financial resilience and is evidenced in the Audit Wales review and documented as part of our Financial Management (FM) Code Assessment. This is a self-assessment that Powys has undertaken in 2021, which is designed to support good practice in financial management and assist local authorities in demonstrating their financial sustainability. It is up to each authority to determine the extent to which it complies with the Code and to identify what action it may wish to take to better meet the standards that the FM Code sets out. It becomes mandatory in 2022.

The FM Code has several components, including CIPFA 6 Statement of Principles of Good Financial Management. The principles are as follows:

- Organisational leadership – demonstrating a clear strategic direction based on a vision in which financial management is embedded into organisational culture.
- Accountability – financial management is based on medium-term financial planning, which drives the annual budget process supported by effective risk management, quality supporting data and whole life costs.
- Financial management is undertaken with transparency at its core using consistent, meaningful and understandable data, reported with appropriate frequency and with evidence of periodic officer action and elected member decision making.

- Adherence to professional standards is promoted by the leadership team.
- Sources of assurance are recognised as an effective tool mainstreamed into financial management and include political scrutiny and the results of external audit, internal audit and inspection
- The long term sustainability of local services is at the heart of all financial management processes and is evidenced by prudent use of public resources

The initial self-assessment confirms that of the 63 activities that underpin the 7 standards, 39 are rated green (62%) and 24 rated amber (38%), there were no red rated activities. An action plan to oversee the delivery of actions will be reviewed, updated and report formally at year end.

Standard	Green	Amber	Red
The responsibilities of the Chief Finance Officer and leadership team	3	6	
Governance and financial management style	9	5	
Medium and long term financial management	6	5	
The annual budget	5	0	
Stakeholder engagement and business cases	4	4	
Monitoring financial performance	6	4	
External financial reporting	6	0	
	<b>39 (62%)</b>	<b>24 (38%)</b>	<b>0</b>

## Reserves

The **Reserves Policy** establishes a framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used. This is a key component of the MTFS as a sound reserves policy is essential to underpin the financial sustainability of the Council. It is for this reason that we have developed our approach to reserves through an effective policy.

The use of reserves and the levels at which they are maintained is determined on an annual basis as part of the Council's budget setting process following a risk based assessment. The approach is supported by the policy around the use of reserves. In the main reserves are held corporately rather than service based, except where specific reserves and their use have been agreed.

The Council faces a continuing financial challenge, and it is essential that a prudent reserve level is in place to ensure enough financial capacity is available. This cannot be stressed too highly given the level of cost reductions, the risk inherent in the budget and the significant challenge to balance the budget over the medium term.

The level and purpose of holding of reserves is a matter for each authority to determine as part of sound financial management.

The more reserves held by a council indicates that its financial position is more sustainable. As per the recent Audit Wales report “Financial Sustainability of Local Government as a result of the COVID-19 Recovery and Future Challenges September 2021” identified that Council in Wales had not relied upon their reserves to balance the 2020-21 accounts largely due to the additional funding available to them to mitigate the impact of the pandemic. But significant future challenges remain.

Ring-fenced and Specific Reserves are identified and held for defined purposes; this includes a Spend to Save reserve which provides a source of funding for transformational activity across the Council.

### **Income, Fees and Charges**

Income generated through fees, charges and rentals plays an important part of our financial strategy. The Council raises approximately £40 million of income annually. An **Income Policy** is in place together with a Fees and Charges register. It is important that fees are reviewed at least annually as part of the budget setting process and reviewed during the year, in line with the Council’s income policy. This will ensure existing targets are being met, additional costs are being recovered through charging, and any further income potential is explored to maximise the Councils resources.

### **The Wellbeing and Future Generation Act – Assessing the impact of our decisions**

The Wellbeing and Future Generation Act enshrines in legislation sound principles that mean the impact of decisions should be considered over a wide range of stakeholders over a longer period. The Council has a thorough impact assessment process in place to ensure that all decisions are properly considered. All budget decisions will continue to be assessed rigorously to ensure that the impact is understood and that prudent and sustainable budgets continue to be set.

### **Capital**

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

The future capital requirements will align with the revenue budget, ensuring investment is linked to service development and commerciality. Ultimately, our aim is to use fewer resources, including our buildings, but use these far more efficiently.

The Capital Programme is closely aligned to the Treasury Management Strategy, in terms of identifying and undertaking necessary borrowing and when cash will be paid into the Council’s bank to support cashflow.

The Council is required to make an annual charge against its revenue budget for the repayment of its debt liability in respect of capital expenditure funded by borrowing, for both the General Fund and Housing Revenue Account Debt. This is called the Minimum Revenue Provision (MRP), the current policy is disclosed as part of the annual Treasury Management and Capital Strategy.

### **Investments and Borrowing**

The Council has a clear Treasury Management and Investment Strategy which is approved at Council each year and sets out the expected activities and appropriate strategies of the Treasury function in respect of borrowing and investments.

Cashflow management is essential to ensure we minimise our need to borrow. Strengthening the understanding and importance of this function could facilitate stronger working capital and the ability to invest balances at a rate of return level of around 0.5%. In recent years, minimal investment income has been achieved through cashflow management, because of the uncertainty about the level of capital spending profile. A return could be achieved if we had confidence in capital obligations alongside corporate changes to creditor payments and debt collection.

The strategy confirms the need to borrow to support the capital programme and continue to be significantly under borrowed. The consequence of which is the reduced cost of borrowing and the revenue budget model and forecast are revised regularly to assist the budgets.

The Council's policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times when the Authority will not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt. The coronavirus outbreak has done huge economic damage to the UK and economies around the world. Recent inflation increases prompted the Bank of England to increase the Bank Rate to 0.25% in December 2021. Current forecasts are predicting minimal increases to the Bank Rate in the near-term the Bank could be thinking about raising interest rates two or three times next year to 0.75% or 1.00%. A little upward movement in PWLB rates over the next two years is expected. Borrowing to cover the future capital programme costs will be considered against the cost of carry.

### **Risks and Risk Management**

At a time when the Council is facing unprecedented challenges, the effective management of risk is needed more than ever. A risk-managed approach to decision making will help us to achieve the objectives of Vision 2025 and deliver services more efficiently, using innovative and cost-effective means.

A ***Risk Management Framework*** is in place to ensure that at all levels of the organisation we can identify risks which would prevent us from achieving our objectives (including failing to take advantage of opportunities). There is clear guidance on the terminology associated with risk management and the process itself,

along with a set of practical tools and techniques to help us manage risks, deliver objectives, meet targets and maintain resilience.

We must not lose sight of the fact that risk is inextricably linked to opportunities and innovation. The Council cannot be risk adverse, and it needs to take full advantage of opportunities for improving services therefore we need to be proactive in the way that we identify and manage our risk.

Having a better understanding of the importance of, and fully implementing, risk management will make a huge contribution to the Council. Better identification of risks and their management will mean that better use of resources is achieved. If we use the resources available to us more efficiently and effectively then the service to our customers can only be improved.

## **Budget Risks**

### Change Delivery Capacity

Several cost reductions are now categorised as ‘transformational’. In other words, a proactive approach to change is required rather than the more traditional percentage budget cut. It is important the Council recognises that, at a time of change, investment may be needed to deliver change. In some cases, specialist skills will be required for short periods.

### Cost Reductions

The level of cost reductions required in 2022/23 is significant at £7.69 million. Any unforeseen delays in implementation will impact on the achievement of the reductions required. Progress on the delivery of approved reductions will be reported to Cabinet monthly. Slippage on the delivery of proposals presents a risk to the budget plan and any resulting overspend would ultimately fall on the council’s general fund reserve. However, the emphasis is placed on ensuring reductions are delivered. Plans within service areas need to be managed robustly, to limit any underachievement and monthly budget monitoring and savings delivery monitoring ensures Cabinet has visibility of financial performance and can take corrective action if necessary.

In the current year the Council approved cost reduction proposals of £11.8 million. In addition, undelivered cost reductions in 2020/21 of £1.60 million have been rolled forward for delivery in the current year. This increases the value of cost reductions required during 2021/22 to £13.4 million. 52% or £6.96 million have been delivered and a further 26% £3.5 million are assured of delivery by Heads of Service. £2.94 million, 22% are unachieved and are at risk of delivery and some of these are likely to be written off through the budget setting process.

The table below summarises the level of savings delivered over the last 10 years.

<b>Financial Year</b>	<b>Target (£m)</b>	<b>Delivered (£m)</b>	<b>Delivered %</b>
2012/13	6.0	5.7	0.96
2013/14	17.1	14.4	0.84
2014/15	17.6	14.0	0.80
2015/16	12.8	9.7	0.76
2016/17	12.1	9.6	0.79
2017/18	11.8	8.3	0.71
2018/19	12.3	6.5	0.53
2019/20	21.7	15.8	0.73
2020/21	12.4	9.5	0.77
2021/22	13.4	10.5	0.78
2022/23	tbc	tbc	
<b>Total</b>	<b>137.2</b>	<b>104.2</b>	<b>76%</b>

### Income

The budget is supported by approximately £40m of generated income and therefore services need to constantly review their income levels and develop creative plans to ensure that they are sustained. This risk is being mitigated by an overall strategy for income and a move to full cost recovery wherever appropriate.

### Treasury Management

The revenue budget and capital programme are supported by daily cash movement managed within our borrowing and investment strategies. The financial climate has a significant impact on these activities. We continue to monitor these daily. Any variation in the cost of borrowing is being mitigated by a proactive approach to refinancing our borrowing wherever possible. This ensures that, wherever possible, our long term borrowing for our capital projects takes advantage of the historically low level of debt interest.

### Variations to Settlement Assumptions

The Council makes every effort to ensure that its assumptions about budget settlements for future years are based upon the best available evidence. However, future settlements cannot be predicted with absolute accuracy and can be influenced by political and economic policy changes. Scenario planning helps the Council mitigate this risk.

### Political Approval of Budget

The Council is required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year, and this must be approved by Full Council.

### Availability of Reserves

The Council may suffer other costs that may arise due to unexpected events such as: -



- Civil emergencies, Natural Disasters and Pandemics.
- Failure to deliver statutory duties – failure to deliver, including safeguarding activity in relation to adults, children, health and safety or public health could result in possible negligence claims.
- Increased threat of legal litigation in respect of service delivery standards and regulations and multiple insurance claims. This risk is the likelihood of needing to replenish the insurance fund immediately from reserves because of several claims above our excess.
- Increase in energy cost prices.

If the actual position is different to the assumptions made in producing the budget, in-year adjustments would be needed. The reserves held must be at an appropriate level to mitigate this risk.

#### Mitigation, Review and Monitoring

As part of the impact assessment process, the author of the assessment is asked to identify mitigation to any negative impacts that have been identified. The risks and the identified mitigation must be managed within the appropriate project risk register to ensure continual monitoring and management of the risks.

#### **Stakeholder Communication & Engagement**

The aim of our Communications and Engagement Strategy is to :-

- Provide clear and honest information about the budget position and future challenges
- To raise awareness of Vision 2025 and engage stakeholders to capture their views, to inform the Cabinet's and Full Council's decision-making process around budget setting
- To engage and consult, considering the Equalities Act 2010, and in accordance with the National Principles for Public Engagement in Wales e.g. timely, genuine, due regard etc.

#### **Public Communication and Engagement**

Over the past few years, the Council has sought to engage residents in the decision making process around setting a balanced budget using an online budget simulator tool. The cost reductions subsequently agreed by the Cabinet and ratified by Full Council have then led to service managers needing to develop more detailed proposals which have, in the main, gone out for public consultation. This has created a further opportunity for affected residents to influence service delivery by completing online/paper surveys to have their say.

The views of residents have been sought and received in several ways including:

- The Powys Budget Simulator
- Specific service type Consultations
- Legislative consultations

Appropriate methods of engaging with our residents are considered and implemented on an annual basis.

The Council conducted a resident's survey which closed on the 19th December and focused on post Covid-19 recovery, balancing the limited funding against growing demand for our services, using resources effectively to deliver the best outcomes for local people, and achieving the Councils key priorities. It allowed the public to provide views and insights on funding priorities, Council Tax levels and recovery planning. With an aim to align our communities' visions and expectations with those of the Council and Councillors, making Powys a fantastic place in which to live, learn, work and play. There were 493 responses.

### **Member Seminars**

Members of the Council are engaged in the budget planning process from the outset through a series of budget seminars. These seminars look at the development of the budget proposals and all members have an opportunity to consider, challenge and input into the process. Financial assumptions and settlement information is shared with members and the impact on the budget modelled and considered. Members are provided with the Impact Assessments for each of the proposals and the feedback from the consultation exercises carried out.

### **Finance Scrutiny Panel**

The Finance Scrutiny Panel, comprising Group Leaders of non-Executive Groups together with representatives of the Audit Committee, continue to be engaged in the budget process and are regularly updated on the process and the proposals as they develop.

### **Conclusion**

In developing this Medium Term Financial Strategy, the Council has a clear framework within which to develop its 5-year budget model and a 5-year Capital Strategy Programme. The model and the assumptions included within it will be reviewed and updated as more information becomes available. Specific budget proposals are being developed and these will be finalised and reported in detail as each annual budget is developed and submitted for approval.

This process will enable the Council to strategically prepare to deliver a Council which is affordable, sustainable and able to achieve its 2025 Vision.

### **Supporting Documentation**

***Vision 2025: Our Corporate Improvement Plan  
Income Management and Service Cost Recovery Policy  
Capital Receipts Policy***

***Reserves Policy***  
***Treasury Management and Capital Strategy***  
***Risk Management Framework***  
***Corporate Risk Register***

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## FINANCE RESOURCE MODEL 2022-2027

REVENUE FUNDING	2022/23	2023/24	2024/25	2025/26	2026/27
	£000s	£000s	£000s	£000s	£000s
Base Funding (Prior Year)	279,782	302,323	314,282	324,356	333,887
AEF (RSG & NNDR Allocation)	18,374	7,359	5,223	4,457	4,546
Council Tax	4,166	4,601	4,851	5,074	5,327
<b>Total Projected Revenue Funding</b>	<b>302,322</b>	<b>314,283</b>	<b>324,356</b>	<b>333,887</b>	<b>343,760</b>

<i>AEF % Change v. Prior Year</i>	+ 9.5%	+ 3.5%	+ 2.4%	+ 2.0%	+ 2.0%
<i>CT % Change v. Prior Year</i>	+ 3.9%	+ 5.0%	+ 5.0%	+ 5.0%	+ 5.0%

## REVENUE EXPENDITURE

<b>Base Budget (Prior Year)</b>	<b>279,782</b>	<b>302,323</b>	<b>317,424</b>	<b>330,957</b>	<b>344,508</b>
General Inflation:	8,188	4,288	4,370	4,426	4,514
Total Demographic Pressures	676	1,590	1,677	1,714	1,753
Total Corporate and Service Specific	17,699	10,863	8,612	7,888	7,717
Savings	(7,668)	(1,640)	(1,127)	(477)	(250)
Undelivered Savings previous years	1,317	0	0	0	0
Transformation	2,329	0	0	0	0
<b>Total Projected Revenue Expenditure</b>	<b>302,323</b>	<b>317,424</b>	<b>330,957</b>	<b>344,508</b>	<b>358,243</b>

Funding (Shortfall)/ Surplus - C	(0)	(3,141)	(6,600)	(10,621)	(14,483)
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Funding (Shortfall)/ Surplus - I	0	(3,141)	(3,459)	(4,021)	(3,862)
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**Appendix C Cost Reductions Proposed 2021-22**

Ref	Service	Brief Description	2022-23	2023-24	2024-25	2025-26	2026/27
IA1	Education	Income Generation across service	(5,000)	(5,000)	(5,000)	0	0
IA2	Education	Reduction in Secondary Strategy Support	(50,000)	(50,000)	(50,000)	0	0
IA3	T & C	Restructure	(50,000)	0	0	0	0
IA4	T & C	Travel	(1,000)	0	0	0	0
IA5	HCD	Arts and Cultural Services reduction in support for third party organisations	(63,000)	0	0	0	0
IA6	HCD	Library Service reduction	(5,000)	0	0	0	0
IA7	HCD	Archives and Information Management income	(10,000)	0	0	0	0
IA8	HCD	Leisure contract savings	(50,000)	0	0	0	0
IA9	HCD	H&CD 10% General Reduction in Business Miles	(6,790)	(6,790)	(6,790)	0	0
IA11	HCD	Reduce 3rd Party spend in the Policy Unit	(37,630)	0	0	0	0
IA12	PPPP	Estate Agency Inflation not required	(8,070)	0	0	0	0
IA13	PPPP	Building Control increase income	(13,030)	0	0	0	0
IA14	HTR	Street Lighting Part Night / Part Night Dimming	(25,000)	(25,000)	(25,000)	(25,000)	0
IA15	HTR	Four Weekly collection of Residual Waste	0	(105,000)	0	0	0
IA16	HTR	Increase income from Car Parking	(50,000)	(50,000)	0	0	0
IA17	HTR	Travel savings	(5,680)	0	0	0	0
IA18	HTR	Recyclate income	(75,000)	0	0	0	0
IA19	HTR	Streetwork income	(75,000)	0	0	0	0
IA20	HTR	Highways Engineering Design income	(50,000)	0	0	0	0
IA21	HTR	Remove bring banks for glass and paper	(30,000)	0	0	0	0
IA22	Children's	Placements - Closer to Home (step down in provision)	(1,500,000)	0	0	0	0
IA23	Children's	Continuing Care Contribution	(800,000)	0	0	0	0
IA24	Children's	Agency - Convert 5 to Permanent Social Workers	(150,000)	0	0	0	0
IA25	Children's	Cost Saving from using permanent Social Workers once qualified instead of Agency (based on "grow your own" project - Masters Students and 50% Open University Students) plus Market Supplement	(83,762)	(149,890)	(189,567)	(180,750)	0
IA26	Children's	Cost Saving to "grow our own" project	0	(45,780)	0	(11,600)	0
IA27	Children's	Reduction in staffing expenses/family time expenses due to "closer to home"	(10,000)	(10,000)	(10,000)	(10,000)	0
IA28	Children's	Foster Panel Costs (Team managers to cover)	(5,000)	0	0	0	0
IA29	Children's	Special Guardianship Order (SGO) Project - 1 FTE Social Worker in first two years	(50,000)	(50,000)	0	0	0
IA30	Children's	Special Guardianship Order (SGO) Project - 0.5 FTE Independent Reviewing Officer (IRO)	(30,000)	0	0	0	0
IA31	Children's	Special Guardianship Order (SGO) Project - Conversion of Independent Fostering Agency (IFA) placement to SGO placement	(90,200)	(90,200)	(90,200)	0	0
IA32	Adults	Full year effect of the part year savings form 2021/22 in 2022/23, say too early in the financial year to predict - estimated based on expenditure	(500,000)	(500,000)	(500,000)	0	0
IA33	Adults	Managing Demand Strengths Based Reviews	(500,000)	0	0	0	0
IA34	Adults	Direct Payments - Identifying the level of domiciliary care packages (average of 14 hours/week) is critical to finding efficiencies	(200,000)	(200,000)	0	0	0
IA35	Adults	Through our dignity with care approach, reduce the number of double handed care packages, thereby reducing cost of those care packages.	(400,000)	0	0	0	0
IA36	Adults	Recommissioning/Decommissioning	(600,000)	0	0	0	0
IA37	Adults	Where people live	(150,000)	(100,000)	0	0	0
IA38	Adults	Extra Care	0	(120,000)	0	0	0
IA39	Adults	Funding Body Review -	(500,000)	0	0	0	0
IA40	Adults	To deploy (TEC) Technology Enabled Car	(45,000)	0	0	0	0
IA41	Adults	50% Reduction in travel - excluding front line services (Not xxx Lease Cars, so travel budget accordingly)	(98,700)	0	0	0	0
IA42	Adults	Alternative funding sources in regards to current baseline costs	(200,000)	0	0	0	0

Ref	Service	Brief Description	2022-23	2023-24	2024-25	2025-26	2026/27
IA43	Adults	Miscellaneous Staff reduction	(115,000)	0	0	0	0
IA44	Adults	Change in the unit charge in regards to Home Care as part of the 'Fairer Charging' for services in the community	(20,000)	0	0	0	0
IA45	Digital	Regeneration (non pay related increase)	(25,470)	0	0	0	0
IA46	Digital	Digital Transformation (Service Budgets)	0	0	(250,000)	(250,000)	(250,000)
IA47	Finance	SWAP fee savings	(18,750)	0	0	0	0
IA48	Finance	Travel savings	(20,000)	0	0	0	0
IA49	Finance	Transformation savings	0	(100,000)	0	0	0
IA50	Finance	Schools cluster model - redesign offer	0	40,000	40,000	40,000	0
IA51	Finance	Schools cluster savings go to new model in education	0	(40,000)	(40,000)	(40,000)	0
IA52	Legal	Review of Registration Service	0	(32,000)	0	0	0
IA53	Legal	5 fewer councillors - est figures	(105,000)	0	0	0	0
IA54	Legal	Members Travel	(10,000)	0	0	0	0
IA55	Legal	Savings from scrutiny restructure	(39,590)	0	0	0	0
IA56	Legal	Increased income registrars	(15,000)	0	0	0	0
IA57	WOD	Reductions from Leadership Development	(10,000)	0	0	0	0
IA58	WOD	Staff travel savings	(10,000)	0	0	0	0
IA59	WOD	Charging for Health & Safety advice to schools - this will be a pressure for schools	(49,850)	0	0	0	0
IA60	WOD	DBS fees to schools - this will be a pressure to schools	(65,000)	0	0	0	0
IA61	Corp	Reduce pension contribution by .6% for the 3rd year of the actuarial plan	(500,000)	0	0	0	0
IA62	Corp	Restructure of directors	(141,750)	0	0	0	0
	<b>Total</b>		<b>(7,668,273)</b>	<b>(1,639,661)</b>	<b>(1,126,558)</b>	<b>(477,350)</b>	<b>(250,000)</b>

These are reductions that continue from 2021-22 as part of a longer term plan and are on track to be delivered



SCHOOLS

Category	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
Home to School Transport	Vacant Seat charge, pre 16 per term	£ 170.00	£ 180.00	TBC	TBC
	Vacant Seat charge, post 16 per term	£ 195.00	£ 205.00	TBC	TBC
School Houses Rent per Year (Peppercorn?)	Llangattock	£ 25.50	£ 25.50	£ 25.50	0.00%
	Talgarth	£ 183.60	£ 187.27	£ 191.02	2.00%
	Arddleen	£ 10.20	£ 10.40	£ 10.61	2.00%
	Buttington/Trewern	£ 30.60	£ 31.21	£ 31.84	2.00%
	Carno	£ 255.00	£ 260.10	£ 265.30	2.00%
	Dolfor	£ 51.00	£ 52.02	£ 53.06	2.00%
	Forden	£ 1.02	£ 1.04	£ 1.06	2.00%
	Gungrog	£ 1.02	£ 1.04	£ 1.06	2.00%
	Llandysilio	£ 5.10	£ 5.20	£ 5.31	2.00%
	Brynlywarch Hall	£ 102.00	£ 104.04	£ 106.12	2.00%
School Houses Rent per month	Llangorse	£ 494.70	£ 504.59	£ 514.69	2.00%
	Llandinam	Vacant	Vacant	Vacant	N/a
	Meifod	£ 282.54	£ 288.19	£ 293.95	2.00%
	Rhayader	£ 146.88	£ 149.82	£ 152.81	2.00%
	Llanidloes High	Vacant	Vacant	Vacant	N/a
	Llandrindod Wells	Vacant	Vacant	Vacant	N/a

OTHER LICENCES

CATEGORY	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
GAMBLING	Small Lotteries - New Registration	£ 40.00	£ 40.00	TBC	TBC	set by statute
	Small Lotteries - Renewal	£ 20.00	£ 20.00	TBC	TBC	
	Notification of Gaming Machine	£ 50.00	£ 50.00	TBC	TBC	
	Betting Premises Annual Fee	£ 480.00	£ 480.00	TBC	TBC	
	Betting Premises Application	£ 2,400.00	£ 2,400.00	TBC	TBC	
	Family Entertainment Centre	£ -	£ -	TBC	TBC	
	Licensed Family Entertainment Centre Application	£ 1,600.00	£ 1,600.00	TBC	TBC	
	Licensed Family Entertainment Centre Annual Fee	£ 600.00	£ 600.00	TBC	TBC	
	Unlicensed Family Entertainment Centre permit (10 year permit)	£ 300.00	£ 300.00	TBC	TBC	
	Club Gaming Machine - New Permit	£ 200.00	£ 200.00	TBC	TBC	
	Club Gaming Machine - Renewal	£ 100.00	£ 100.00	TBC	TBC	
	Club Gaming/Machine Permit Annual fee due in the first month of applying	£ 50.00	£ 50.00	TBC	TBC	
ANIMALS	Riding Establishments	£ 374.00	TBC	TBC	TBC	
		£ 416.00	" " "	TBC	TBC	
	Animal Boarding Establishments	£ 303.00	" " "	TBC	TBC	
	Pet Shops	£ 303.00	" " "	TBC	TBC	
	Dog Breeding	£ 315.00	" " "	TBC	TBC	
		£ 345.00	" " "	TBC	TBC	
		£ 345.00	" " "	TBC	TBC	
	Dangerous Wild Animals	£ 730.00	" " "	TBC	TBC	
	Zoo (4 year)	£ 1,496.00	" " "	TBC	TBC	
	Zoo (6 year)	£ 1,991.00	" " "	TBC	TBC	
	Performing Animals - Registration Fee	£ 151.00	" " "	TBC	TBC	
	Home Boarder	£ 268.00	" " "	TBC	TBC	
Advisory Visit at request of License	£ 101.00	" " "	TBC	TBC		

**OTHER LICENCES**

CATEGORY	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
TAXI	Private Hire Operator: Admin charge for consideration of the Application	£ 405.00	£ 405.00	TBC	TBC	Calculated using the All Wales toolkit and approved by Licensing Committee in normal years. Due to the pandemic fees are being held the same for a year to allow for a fuller review next year.
	Private Hire/Hackney Carriage Drivers: Administration Charge for consideration of a New Application	£ 260.00	£ 260.00	TBC	TBC	
	Private Hire/Hackney Carriage Drivers: Administration Charge for Renewal	£ 260.00	£ 260.00	TBC	TBC	
	Driver Licence (1 year – on request)	£ 150.00	£ 150.00	TBC	TBC	
	Private Hire Vehicle	£ 148.00	£ 148.00	TBC	TBC	
	Hackney Carriage Vehicles	£ 148.00	£ 148.00	TBC	TBC	
	Plate Bracket	£ 11.30	£ 11.30	TBC	TBC	
	Pair of door stickers	£ 7.50	£ 7.50	TBC	TBC	
Driver test	£ 40.00	£ 40.00	TBC	TBC		
PETROLEUM	Less than 2,500 litres (550 gallons)	£ 44.00	Not yet known	TBC	TBC	set by HSE
	Between 2,500 litres (550 gallons) and 50,000 litres (11,000) gallons	£ 60.00	Not yet known	TBC	TBC	
	More than 50,000 litres (11,000 gallons)	£ 125.00	Not yet known	TBC	TBC	
	Transfer of Licence	£ 8.00	Not yet known	TBC	TBC	
	Licence to store explosives >0m separation - 1 year	£ 185.00	Not yet known	TBC	TBC	
	Licence to store explosives >0m separation - 2 year	£ 243.00	Not yet known	TBC	TBC	
	Licence to store explosives >0m separation - 3 year	£ 304.00	Not yet known	TBC	TBC	
	Licence to store explosives >0m separation - 4 year	£ 374.00	Not yet known	TBC	TBC	
	Licence to store explosives >0m separation - 5 year	£ 423.00	Not yet known	TBC	TBC	
	Renewal of Licence to store explosives >0m separation - 1	£ 86.00	Not yet known	TBC	TBC	
	Renewal of Licence to store explosives >0m separation - 2	£ 147.00	Not yet known	TBC	TBC	
	Renewal of Licence to store explosives >0m separation - 3 year	£ 206.00	Not yet known	TBC	TBC	
	Renewal of Licence to store explosives >0m separation - 4 year	£ 266.00	Not yet known	TBC	TBC	
	Renewal of Licence to store explosives >0m separation - 5 year	£ 326.00	Not yet known	TBC	TBC	
	Licence to store explosives <=0m separation - 1 year	£ 109.00	Not yet known	TBC	TBC	

OTHER LICENCES

CATEGORY	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
EXPLOSIVES	Licence to store explosives <=0m separation - 2 year	£ 141.00	Not yet known	TBC	TBC	set by HSE
	Licence to store explosives <=0m separation - 3 year	£ 173.00	Not yet known	TBC	TBC	
	Licence to store explosives <=0m separation - 4 year	£ 206.00	Not yet known	TBC	TBC	
	Licence to store explosives <=0m separation - 5 year	£ 238.00	Not yet known	TBC	TBC	
	Renewal of Licence to store explosives <=0m separation - 1 year	£ 54.00	Not yet known	TBC	TBC	
	Renewal of Licence to store explosives <=0m separation - 2 year	£ 86.00	Not yet known	TBC	TBC	
	Renewal of Licence to store explosives <=0m separation - 3 year	£ 120.00	Not yet known	TBC	TBC	
	Renewal of Licence to store explosives <=0m separation - 4 year	£ 152.00	Not yet known	TBC	TBC	
	Renewal of Licence to store explosives <=0m separation - 5 year	£ 185.00	Not yet known	TBC	TBC	
	Registration for up to 5 years	£ 105.00	Not yet known	TBC	TBC	
	Registration Renewal for up to 5 years	£ 52.00	Not yet known	TBC	TBC	
	Any other kind of variation	reasonable cost	Not yet known	TBC	TBC	
	Licence Variation: Amending name of licensee or address of site	£ 36.00	Not yet known	TBC	TBC	
	Licence Variation: Transfer of licence or registration	£ 36.00	Not yet known	TBC	TBC	
Licence Variation: Replacement of Licence or registration if lost		Not yet known	TBC	TBC		

OTHER LICENCES

CATEGORY	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
MISCELLANEOUS	Sexual Entertainment Venue/Sex Establishment	£ 1,138.00	£ 1,161.00	TBC	TBC	
	Street Trading Consents	£ 448.00	£ 457.00	TBC	TBC	
	Skin Piercing	£ 229.00	£ 234.00	TBC	TBC	
	Ear Piercing -duplicate for above really no need for separate entry	£ 229.00	£ 234.00	TBC	TBC	
	Scrap Metal Site - New	£ 401.00	£ 401.00	TBC	TBC	Scrap renewable every 3 years and calculated using an All Wales toolkit to account for full cost recovery. Renewed and approved via Cabinet report and subsequent delegated authority in advance of Sept 19 when they became due for renewal.
	Scrap Metal Site - Renewal	£ 401.00	£ 401.00	TBC	TBC	
	Scrap Metal Site - Variation	£ 102.00	£ 102.00	TBC	TBC	
	Scrap Metal Collector - New	£ 332.00	£ 332.00	TBC	TBC	
	Scrap Metal Collector - Renewal	£ 332.00	£ 332.00	TBC	TBC	
	Scrap Metal Collector - Variation	£ 102.00	£ 102.00	TBC	TBC	
	Mobile Home Site	£1054/£781	£1054/£781	TBC	TBC	
	Variation of licence conditions (no visit)	£ 67.00	£ 67.00	TBC	TBC	
	Variation of licence conditions (visit)	£ 127.00	£ 127.00	TBC	TBC	
	Depositing site rules	£ 39.00	£ 39.00	TBC	TBC	
	Replacement licence	£ 21.00	£ 21.00	TBC	TBC	
Environmental Search Enquiry	£ 76.50	£ 76.50	TBC	TBC		

**WATER SAMPLING FEES**

Category	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
Sampling Fees	Risk Assessment for single dwelling supplies (by req. only)	£220.00	£220.00	TBC	TBC	statute
	New risk assessment	£220.00	£220.00	TBC	TBC	
	Revised risk assessment	£135.00	£135.00	TBC	TBC	
	Sampling of single supplies (by req. only)	£100.00	£100.00	TBC	TBC	statute
	Sampling of statutory supplies (each visit)	£100.00	£100.00	TBC	TBC	statute
	Investigation (each supply)	£110.00	£110.00	TBC	TBC	
	Granting an authorisation for temporary exemption from certain limits on impurities	£100.00	£100.00	TBC	TBC	statute
	Small shared domestic property only	£100.00	£100.00	TBC	TBC	statute

**WEIGHTS & MEASURES**

Category	ITEM/SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
Measuring Instruments Directive	Automatic discontinuous totalisers, automatic rail weighbridges, automatic catchweighers, automatic gravimetric filling instruments and beltweighers. <u>Cold water meters</u>	£89.71	£90.34	TBC	TBC
	Measuring instruments for liquid fuel and lubricants	10% surcharge	10% surcharge	TBC	TBC
	Measuring instruments for liquid fuel delivered from road tankers	10% surcharge	10% surcharge	TBC	TBC
	Capacity serving measures	25% surcharge	25% surcharge	TBC	TBC
	Material measures of length	25% surcharge	25% surcharge	TBC	TBC
Special Weighing & Measuring Equipment (per hour)	Automatic or totalising weighing machines	£89.71	£90.34	TBC	TBC
	Equipment designed to weigh loads in motion	£89.71	£90.34	TBC	TBC
	Bulk fuel measuring equipment tested following a Regulation 65 or 66 occurrence under the 1983 Regulations or Regulation 23 or 24 occurrence under the 1988 Regulations	£89.71	£90.34	TBC	TBC
	Weighing or measuring equipment tested by means of statistical sampling	£89.71	£90.34	TBC	TBC
	The establishment of calibration curves from templates	£89.71	£90.34	TBC	TBC
	Templates graduated in millilitres	£89.71	£90.34	TBC	TBC
	Testing or other services in pursuance of a Community obligation other than EC initial or partial verification	£89.71	£90.34	TBC	TBC
Weights (per hour)	Full hourly rate for the first hour, thereafter £54.21 ph	£89.71 Discount £44.61	£90.34 per hour (N.B. discount)	TBC	TBC
Measures (ea)	Linear measures not exceeding 3m, for each scale	11.17	£11.25	TBC	TBC
	Capacity measures, without divisions, not exceeding 1 litre	8.36	£8.88	TBC	TBC
	Cubic ballast measures (other than brim measures)	197.54	£198.92	TBC	TBC

**WEIGHTS & MEASURES**

Category	ITEM/SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
	Liquid capacity measures for making up and checking average quantity packages	31.22	£31.44	TBC	TBC
Templates (ea)	Per scale - first item	£57.55	£54.67	TBC	TBC
	Second and subsequent items	£20.54	£20.68	TBC	TBC
Weighing Instruments - Non NAWI	Not exceeding 1 tonne (ea)	£70.91	£71.41	TBC	TBC
	Exceeding 1 tonne to 10 tonne (ea)	£114.87	£115.67	TBC	TBC
	Exceeding 10 tonnes (ea)	£239.90	£241.58	TBC	TBC
	Certification of Weighbridge Operators (ph)	£89.71	£90.34	TBC	TBC
Weighing Instruments - NAWI	Not exceeding 1 tonne (ea)	£118.03	£118.86	TBC	TBC
	Exceeding 1 tonne to 10 tonne (ea)	£182.67	£183.95	TBC	TBC
	Exceeding 10 tonnes (ea)	£399.88	£402.68	TBC	TBC
	When testing instruments incorporating remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged.	50% surcharge	50% surcharge	TBC	TBC
Measuring Instruments for Intoxicating Liquor: (ea)	Not exceeding 150ml	£19.45	£19.60	TBC	TBC
	Other	£22.49	£22.65	TBC	TBC



**WEIGHTS & MEASURES**

Category	ITEM/SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
Measuring Instruments for Liquid Fuel and Lubricants:	Container type (not subdivided) (ea)	£81.53	£82.10	TBC	TBC
Single/multi-outlets (nozzles)	First nozzle tested, per site (ea)	£132.99	£133.92	TBC	TBC
	Each additional nozzle tested (ea)	£81.69	£82.27	TBC	TBC
	Testing of peripheral electronic equipment on a separate visit (per site) (ph)	£89.71	£90.34	TBC	TBC
	Testing of credit card acceptor (per unit, regardless of no. of slots/nozzles/pumps) (ph)	£89.71	£90.34	TBC	TBC
Road Tanker Fuel Measuring Equipment (Above 100 Litres):	Meter measuring systems: Wet hose with two testing liquids (ea)	£285.44	£287.44	TBC	TBC
	Meter measuring systems: Wet hose with three testing liquids (ea)	£333.02	£335.35	TBC	TBC
	Meter measuring systems: Dry hose with two testing liquids (ea)	£317.12	£319.34	TBC	TBC
	Meter measuring systems: Dry hose with three testing liquids (ea)	£364.88	£367.43	TBC	TBC
	Meter measuring systems: Wet/dry hose with two testing liquids (ea)	£444.00	£447.11	TBC	TBC
	Meter measuring systems: Wet/dry hose with three testing liquids (ea)	£474.64	£477.97	TBC	TBC
Certificate of errors	For supplying a certificate containing results of errors found on testing (certificate supplied upon request of the submitter; fee applies when no other fee is payable).		£58.25	TBC	TBC

**FOOD & H&S**

CATEGORY	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
<b>FOOD HYGIENE</b>	Request for re-rating	£180.00	£ 180.00	TBC	TBC	Nationally set
	Food advisory service	£150.00	£ 150.00	TBC	TBC	Fee for 2 hours plus £55 plus vat per hour for any further hours based on actual costs.
	Food export health certificates	£93.00	£ 95.00	TBC	TBC	
	Voluntary surrender of foods	£93.00	£ 95.00	TBC	TBC	Fee for first hour, plus £55 per additional hours and actual costs of food disposal.
	Food hygiene training	£55.00	£ 55.00	TBC	TBC	
	Factual Statement HSW Act	£156.00	£ 159.00	TBC	TBC	
	Primary Authority Arrangements for food hygiene			TBC	TBC	fee will be based on actual cost
<b>HEALTH AND SAFETY</b>	Safety Certificate for Sports Ground	£554.00	£ 565.00	TBC	TBC	

**LICENSED PREMISES**

Category	SERVICE	2019/20	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
<b>Licensed Premises/Club Application/Variation</b>	Band A (non-domestic rateable value £0 - £4,300)	£100.00	£100.00	£100.00	TBC	TBC	same as other years as set by statute (last revision 2003)
	Band B (non-domestic rateable value £4,301 - £33,000)	£190.00	£190.00	£190.00	TBC	TBC	
	Band C (non-domestic rateable value £33,001 - £87,000)	£315.00	£315.00	£315.00	TBC	TBC	
	Band D (non-domestic rateable value £87,001 - £125,000)	£450.00	£450.00	£450.00	TBC	TBC	
	Band E (non-domestic rateable value £125,001+)	£635.00	£635.00	£635.00	TBC	TBC	
<b>Licensed Premises/Club Annual Fee</b>	Band A (non-domestic rateable value £0 - £4,300)	£70.00	£70.00	£70.00	TBC	TBC	
	Band B (non-domestic rateable value £4,301 - £33,000)	£180.00	£180.00	£180.00	TBC	TBC	
	Band C (non-domestic rateable value £33,001 - £87,000)	£295.00	£295.00	£295.00	TBC	TBC	
	Band D (non-domestic rateable value £87,001 - £125,000)	£320.00	£320.00	£320.00	TBC	TBC	
	Band E (non-domestic rateable value £125,000+)	£350.00	£350.00	£350.00	TBC	TBC	
<b>Miscellaneous</b>	Copy of Premises Licence	£10.50	£10.50	£10.50	TBC	TBC	
	Premises Provisional Statement	£315.00	£315.00	£315.00	TBC	TBC	
	Premises Change of name	£10.50	£10.50	£10.50	TBC	TBC	
	Premises Change DPS	£23.00	£23.00	£23.00	TBC	TBC	
	Premises Transfer	£23.00	£23.00	£23.00	TBC	TBC	
	Premises Interim Notice	£23.00	£23.00	£23.00	TBC	TBC	
	Club Change of Name or Rules	£10.50	£10.50	£10.50	TBC	TBC	
	Club Change of Registered Address	£10.50	£10.50	£10.50	TBC	TBC	
	Minor Variation	£89.00	£89.00	£89.00	TBC	TBC	
	Disapply DPS on Community Premises	£23.00	£23.00	£23.00	TBC	TBC	
	Temporary Event Notice	£21.00	£21.00	£21.00	TBC	TBC	
	TEN Copy Notice	£10.50	£10.50	£10.50	TBC	TBC	
	Personal Licence	£37.00	£37.00	£37.00	TBC	TBC	
	Personal Licence Copy	£10.50	£10.50	£10.50	TBC	TBC	
Personal Change Name/address	£10.50	£10.50	£10.50	TBC	TBC		
Premises Freeholder Interest	£21.00	£21.00	£21.00	TBC	TBC		

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
Table A - New Dwellings Number of Units (Full Plans Vetting Charge): *	1		£201.18	£197.50	TBC	TBC	20/21 increase not implemented due to Covid. No change to plan fee in 21/22 but increase passed onto inspection fees instead.
	2		£269.22	£265.00	TBC	TBC	20/21 increase not implemented due to Covid. No change to plan fee in 21/22 but increase passed onto inspection fees instead.
	3		£354.58	£347.50	TBC	TBC	20/21 increase not implemented due to Covid. No change to plan fee in 21/22 but increase passed onto inspection fees instead.
	4		£439.94	£431.67	TBC	TBC	20/21 increase not implemented due to Covid. No change to plan fee in 21/22 but increase passed onto inspection fees instead.
	5		£531.87	£521.67	TBC	TBC	20/21 increase not implemented due to Covid. No change to plan fee in 21/22 but increase passed onto inspection fees instead.
	6		£623.79	£611.67	TBC	TBC	20/21 increase not implemented due to Covid. No change to plan fee in 21/22 but increase passed onto inspection fees instead.
	7		£650.06	£637.50	TBC	TBC	20/21 increase not implemented due to Covid. No change to plan fee in 21/22 but increase passed onto inspection fees instead.

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
	8		£676.32	£663.33	TBC	TBC	20/21 increase not implemented due to Covid. No change to plan fee in 21/22 but increase passed onto inspection fees instead.
	9		£702.59	£689.17	TBC	TBC	20/21 increase not implemented due to Covid. No change to plan fee in 21/22 but increase passed onto inspection fees instead.
	10		£709.16	£695.00	TBC	TBC	20/21 increase not implemented due to Covid. No change to plan fee in 21/22 but increase passed onto inspection fees instead.
	11 - 30		Quote	Quote	Quote	Quote	
	1		£309.03	£427.50	TBC	TBC	Increase to inspection fees to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	2		£460.30	£710.00	TBC	TBC	Increase to inspection fees to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	3		£663.86	£902.50	TBC	TBC	Increase to inspection fees to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
Table A - New Dwellings Number of Units (Full Plans Inspection Charge): *	4		£874.63	£1,068.33	TBC	TBC	Increase to inspection fees to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	5		£1,078.84	£1,228.33	TBC	TBC	Increase to inspection fees to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	6		£1,196.37	£1,363.33	TBC	TBC	Increase to inspection fees to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	7		£1,430.13	£1,562.50	TBC	TBC	Increase to inspection fees to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	8		£1,663.89	£1,761.67	TBC	TBC	Increase to inspection fees to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	9		£1,897.65	£1,877.50	TBC	TBC	
	10		£2,151.11	£2,180.00	TBC	TBC	
	11 - 30		Quote	Quote	Quote	Quote	

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
<b>Table A - New Dwellings Number of Units (Building Notice Charge):</b>	1		£510.21	£625.00		22.50%	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	2		£729.51	£975.00	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	3		£1,018.43	£1,250.00	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	4		£1,314.57	£1,500.00	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	5		£1,610.71	£1,750.00	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
	6		£1,820.16	£1,975.00	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	7		£2,080.19	£2,200.00	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	8		£2,340.21	£2,425.00	TBC	TBC	
	9		£2,600.24	£2,650.00	TBC	TBC	
	10		£2,860.26	£2,875.00	TBC	TBC	
	11 - 30		Quote	Quote	TBC	TBC	
<b>Table B - Amount of Full Plans Vetting Charge</b>	Garages	Erection or extension of a detached building which consists of a garage carport or both having a floor area not exceeding 60m2 in total, and which is not an exempt building.	£134.12	£131.67	TBC	TBC	20/21 increase not implemented due to Covid. No change
	Single Storey Extensions and loft conversions	Any extension or loft conversion of a dwelling the total floor area of which <del>exceeds 10m2, but</del> does not exceed 40m2, including means of access and work in connection with that extension.	<del>£134.12</del>	£131.67	TBC	TBC	20/21 increase not implemented due to Covid. No change
	Single Storey Extensions and loft conversions	Any extension or loft conversion of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.	£134.12	£131.67	TBC	TBC	20/21 increase not implemented due to Covid. No change
	Garages	Erection or extension of a detached building which consists of a garage carport or both having a floor area not exceeding 60m2 in total, and which is not an exempt building.	£130.81	£160.00	TBC	TBC	Increase to reflect more closely the costs associated with service inputs



**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
<b>Table B - Amount of Full Plans Inspection Charge</b>	Single Storey Extensions and loft conversions	Any extension or loft conversion of a dwelling the total floor area of which exceeds 10m <sup>2</sup> , but does not exceed 40m <sup>2</sup> , including means of access and work in connection with that extension.	£250.80	£293.33	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
		Any extension or loft conversion of a dwelling the total floor area of which exceeds 40m <sup>2</sup> , but does not exceed 100m <sup>2</sup> , including means of access and work in connection with that extension.	£348.27	£443.33	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
<b>Table B - Amount of Building Notice Charge</b>	Garages	Erection or extension of a detached building which consists of a garage carport or both having a floor area not exceeding 60m <sup>2</sup> in total, and which is not an exempt building.	£291.43	£291.66	TBC	TBC	
	Extensions and loft conversions	Any extension or loft conversion of a dwelling the total floor area of which exceeds 10m <sup>2</sup> , but does not exceed 40m <sup>2</sup> , including means of access and work in connection with that extension.	£423.41	£425.00	TBC	TBC	
		Any extension or loft conversion of a dwelling the total floor area of which exceeds 40m <sup>2</sup> , but does not exceed 100m <sup>2</sup> , including means of access and work in connection with that extension.	£530.64	£575.00	TBC	TBC	
	Other Works	Conversion of a single domestic garage in to a habitable room	£222.28	£225.00	TBC	TBC	
		Replacement of windows in a dwelling (up to 20 windows)	£63.93	£104.17	TBC	TBC	Increase to reflect more closely the costs associated with service inputs
		Installation or replacement of domestic sewage treatment system	£177.04	£179.17	TBC	TBC	
		Upgrading thermal elements (as defined in guidance note)	£58.12	£104.17	TBC	TBC	Increase to reflect more closely the costs associated with service inputs
Installation or replacement of a heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump or solar hot water system etc). Where the installer is not a member of a 'Competent Persons Scheme'	£177.04	£308.33	TBC	TBC			

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
		Electrical Installations where the installer is not a member of a 'Competent Persons Scheme'	£196.70	£308.33	TBC	TBC	Increase to reflect more closely the costs associated with service inputs
Table C - Cost of Works - Amount of Full Plans Vetting Charge	£0 - £1,000		£115.57	N/A	TBC	TBC	Re profiled. See Inspection Fee only
	£1,001 - £5,000		£190.68	N/A	TBC	TBC	Re profiled. See Inspection Fee only
	£5,001 - £10,000		£64.32	£80.00	TBC	TBC	
	£10,001 - £30,000		£78.10	£115.00	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£30,001 - £50,000		£128.62	£166.67	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£50,001 - £75,000		£176.61	£220.83	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£0 - £2,000				TBC	TBC	
	£2,001 - £5,000				TBC	TBC	

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
Table C - Cost of Works - Amount of Full Plans Inspection Charge	£0 - £1,000		<del>£165.47</del>	£130.00	TBC	TBC	Change to reflect reprofiling and costs associated with with service inputs
	£1,001 - £5,000		£200.93	£212.50	TBC	TBC	Increase to reflect more closely the costs associated with service inputs
	£5,001 - £10,000		£236.39	£253.33	TBC	TBC	Increase to reflect more closely the costs associated with service inputs
	£10,001 - £30,000		£267.90	£345.00	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£30,001 - £50,000		£330.94	£579.17	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£50,001 - £75,000		£457.01	£716.67	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£75,001 - £100,000		£614.60	£797.50	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£0 - £1,000		£127.12	£130.00	TBC	TBC	
	£1,001 - £5,000		£209.75	£212.50	TBC	TBC	

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
Table C - Cost of Works - Amount of Building Notice Charge	£5,001 - £10,000		£252.76	£333.33	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£10,001 - £30,000		£306.93	£460.00	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£30,001 - £50,000		£505.52	£745.83	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£50,001 - £75,000		£696.98	£937.50	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.
	£75,001 - £100,000		£933.89	£1,050.00	TBC	TBC	Increase to align more closely with other LAs in Wales and to fund the services readiness for the forthcoming WG Building Safety Regime. i.e extensive upskilling and training needs etc.

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
NEW Table D - Supplementary Charges and Services		Undertaking inspections through to completion on unfinished buildings works 5 years after the date of deposit		POA. Based on current hourly rate and anticipated number of outstanding inspections. Recalculated every 12 months thereafter for works that remain unfinished	TBC	TBC	
		Undertaking inspections through to completion on bulding works that have been occupied for more than 6 months and where intended occupation was not notified to Building Control.		POA. Based on current hourly rate and anticipated number of outstanding inspections. Recalculated every 12 months thereafter for works that remain unfinished	TBC	TBC	
		Withdrawal of an application post validation		£83.33	TBC	TBC	Plan fees to also be retained where a full plan appraisal through to a decision has been made.
		Copy of decision notices/completion certificates		£62.50	TBC	TBC	
		Letter confirming exemption from building regulations		£83.33	TBC	TBC	
		Pre application advice after the first hour (free of charge) where a building regulation application is subsequently not submitted or an Initial Notice is lodged.		£60.00	TBC	TBC	
		Issuing of a demolition notice		£75.00	TBC	TBC	

**BUILDING CONTROL**

Category	Quantity	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
	Redirection of inspection fee invoices			£30.00	TBC	TBC	
	Personal Searches requiring aresponse within 48 hrs by email			£77.50	TBC	TBC	
<b>NEW Table E Street Naming and Numbering Charges</b>	Existing private dwelling name change			£75.00	TBC	TBC	
	Existing business property name change			£100.00	TBC	TBC	
	Renaming of an existing street			£300.00	TBC	TBC	
	Naming of a brand new street			£150 per plot	TBC	TBC	
	Letter Confirming an existing address			£50.00	TBC	TBC	

## PLANNING

### Planning Fees

The latest planning permission fees can be obtained by clicking on the following link:-

<https://en.powys.gov.uk/article/6040/Planning-permission-fees>



**BURIAL FEES**

<b>Category</b>	<b>SERVICE</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>% increase /decrease from previous charge</b>
Excavation	<i>Burial - Adults: Single Depth</i>	£820.91	£820.91	TBC	TBC
	<i>Burial - Adults: Double Depth</i>	£1,034.75	£1,034.75	TBC	TBC
	<i>Burial - Children: Stillborn to under 12 years</i>	£0	£0	TBC	TBC
	<i>Burial - Children: Children over 1 month and under 12 years</i>	£0	£0	TBC	TBC
	<i>Cremated Remains: All burials</i>	£260	£260	TBC	TBC
Monument Registrations	Right to erect a headstone & first inscription	£236.83	£236.83	TBC	TBC
	Right to erect a kerbstone	£236.83	£236.83	TBC	TBC
	Subsequent inscriptions	£60.08	£60.08	TBC	TBC
Purchase of Exclusive Right of Burial (ERB)	Adults & Children 12 and over	£945.23	£945.23	TBC	TBC
	Children - under 12 years	£0	£0	TBC	TBC
	Stillborn/under 1 month	£0	£0	TBC	TBC
	Cremation Space	£468.34	£468.34	TBC	TBC
Registration of Burial	Adults & Children 12 and over	£294.56	£294.56	TBC	TBC
	Stillborn and Children under 12 years	£0	£0	TBC	TBC
Miscellaneous	Scattering of Ashes	£294.56	£294.56	TBC	TBC
	Home burial visit	£120.00	£120.00	TBC	TBC
	Genealogy Research Requests*	£70.18	£70.18	TBC	TBC
	Saturday cremations (additional cost)	£264.00	£264.00	TBC	TBC
	Saturday burials (additional cost)	£528	£528	TBC	TBC

**DOGS & PEST CONTROL**

Category	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
DOG	Kennelling fee	£ 50.00	£ 50.00	TBC	TBC
WARDEN	Cost per day	£ 13.00	£ 13.00	TBC	TBC

CATERING

Category	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
Primary School	Meal	£2.45	£2.35	TBC	TBC	
	Free Meal	£2.45	£2.35	TBC	TBC	
High School	Meal of the day	£2.55	£2.45	TBC	TBC	
	Free Meal	£2.55	£2.45	TBC	TBC	

**CLEANING**

Category	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
External Sites	Cleaner	£13.77	tbc	TBC	TBC
	Cleaner in Charge	£13.77	tbc	TBC	TBC
	Caretaker	N/A	tbc	TBC	TBC
Schools	Cleaner	£13.77	tbc	TBC	TBC
	Cleaning Caretaker	N/A	N/A	TBC	TBC
Internal Sites	Cleaner	£13.77	tbc	TBC	TBC
	Cleaner in Charge	£13.77	tbc	TBC	TBC
	Cleaner Supervisor	£13.77	tbc	TBC	TBC
	Caretaker / Handyman	£13.77	tbc	TBC	TBC
	Caretaker	N/A	N/A	TBC	TBC
Other sites	Fire Stations small Not including materials	£13.77	tbc	TBC	TBC

**LIBRARIES**

SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
Fines – books	Branches: Adult: 15p per open day overdue for each item (max. £5.00 per item). Mobile libraries: 15p per item per missed visit. Children: no fines on children’s items.	Branches: Adult: 15p per open day overdue for each item (max. £5.00 per item). Mobile libraries: 15p per item per missed visit. Children: no fines on children’s items.	TBC	TBC
Fines – other	Talking books: Adult – 15p per day overdue for each item, to a maximum of £5.00. No fines on children’s items.  DVDs: childrens, information and music: 20p per open day  DVDs - feature films and boxed sets: 50p per open day to a maximum of £5.00	Talking books: Adult – 15p per day overdue for each item, to a maximum of £5.00. No fines on children’s items.  DVDs: childrens, information and music: 20p per open day  DVDs - feature films and boxed sets: 50p per open day to a maximum of £5.00	TBC	TBC

**LIBRARIES**

SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
Reservations	Books in stock or on order: no charge Not in stock book or periodical: £10.00 Music and play sets: from £30.00 depending on number of copies wanted etc. Application for renewal of inter-library loan items (minimum of one week's notice required): £10.00 Overdue inter-library loan items: £10.00 recharge	Books in stock or on order: no charge Not in stock book or periodical: £10.00 Music and play sets: from £30.00 depending on number of copies wanted etc. Application for renewal of inter-library loan items (minimum of one week's notice required): £10.00 Overdue inter-library loan items: £10.00 recharge	TBC	TBC
DVDs	Hire charge: £1.00 per week for children's, information, and music. Hire charge: £2.50 per week for adults and children's feature films Hire charge: £4 per week for boxed sets containing 3 or more DVDs	Hire charge: £1.00 per week for children's, information, and music. Hire charge: £2.50 per week for adults and children's feature films Hire charge: £4 per week for boxed sets containing 3 or more DVDs	TBC	TBC
Talking Books	Hire charge: £3.00. No charge for children's items.	Hire charge: £3.00. No charge for children's items.	TBC	TBC
Replacement tickets	Adult / children: £2	Adult / children: £2	TBC	TBC
Sales of withdrawn stock	Adult fiction: from 50p Non-fiction: from 75p Junior: from 20p Audio: from 50p DVDs: from £2.51	Adult fiction: from 50p Non-fiction: from 75p Junior: from 20p Audio: from 50p DVDs: from £2.51	TBC	TBC
Photocopies	A4, 20p per side A3, 40p per side	A4, 20p per side A3, 40p per side	TBC	TBC

**LIBRARIES**

SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
Paper	A4 10p per sheet	A4 10p per sheet	TBC	TBC
Printouts	A4: 20p black & white, 40p colour Microfiche/film printout: - A4: 30p self-service, 50p postal (where available) Standard charge through public i-cam printer Digital copies and printouts undertaken by staff: £1.00 each	A4: 20p black & white, 40p colour Microfiche/film printout: - A4: 30p self-service, 50p postal (where available) Standard charge through public i-cam printer Digital copies and printouts undertaken by staff: £1.00 each	TBC	TBC
Damaged & lost items	Books: In print: current published price Out of print: current average cost for book type DVDs: Individually priced	Books: In print: current published price Out of print: current average cost for book type DVDs: Individually priced	TBC	TBC
Use of Computers	Free bookable sessions	Free bookable sessions	TBC	TBC
Sale of memory sticks	8gb memory stick £6	8gb memory stick £6	TBC	TBC

LIBRARIES

SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
Room hire	<p><b>Voluntary / educational organisations:</b> £30.00 per 3 hour session; £15.00 per hour; £50 per 3 hour session out of library opening hours</p> <p><b>Other organisations:</b> £50.00 per 3 hour session during library opening hours; £20 per hour plus caretaker costs for opening/closing per session outside of library opening hours Use of kitchen facilities (Brecon £10.00, others £5.00)</p> <p>Reduced rates for regular bookings: 10% reduction for regular bookings (10 per year and over)</p>	<p><b>Voluntary / educational organisations:</b> £30.00 per 3 hour session; £15.00 per hour; £50 per 3 hour session out of library opening hours</p> <p><b>Other organisations:</b> £50.00 per 3 hour session during library opening hours; £20 per hour plus caretaker costs for opening/closing per session outside of library opening hours Use of kitchen facilities (Brecon £10.00, others £5.00)</p> <p>Reduced rates for regular bookings: 10% reduction for regular bookings (10 per year and over)</p>	TBC	TBC



**LIBRARIES**

SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
Exhibitions	Galleries: No charge for non selling exhibitions £50 + 10% of sales for selling exhibitions  Display cases: No charge for non selling exhibitions Selling: £25 + 10% of sales for selling exhibitions  Local organisations information displays: FREE at the discretion of the Branch Librarian	Galleries: No charge for non selling exhibitions £50 + 10% of sales for selling exhibitions  Display cases: No charge for non selling exhibitions Selling: £25 + 10% of sales for selling exhibitions  Local organisations information displays: FREE at the discretion of the Branch Librarian	TBC	TBC
Fax	Incoming: 50p per page Outgoing: UK £1.00; Europe - £2.00 for 1st page, £1.00 for each subsequent page; World - £3.00 for 1st page, £1.00 for each subsequent page	Incoming: 50p per page Outgoing: UK £1.00; Europe - £2.00 for 1st page, £1.00 for each subsequent page; World - £3.00 for 1st page, £1.00 for each subsequent page	TBC	TBC
Laminating (where available)	A4 size: £1.50 A3 size: £2.00	A4 size: £1.50 A3 size: £2.00	TBC	TBC
Local studies research	£20 per half hour	£20 per half hour	TBC	TBC

**MUSEUMS**

CATEGORY	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
COPY CHARGES	Photocopy: Single A4/ BW	£0.25	£0.25	TBC	TBC
	Photocopy: A4 colour	£0.50	£0.50	TBC	TBC
	Photocopy - laminated	£1.00	£1.00	TBC	TBC
	Photocopy: A3 B/W	£0.50	£0.50	TBC	TBC
	Photocopy: A3 colour	£1.00	£1.00	TBC	TBC
	Scanned photos – personal / commercial / publishing	Quote available depending on number of images	Quote available depending on number of images	TBC	TBC
ROOM HIRE	Half day incl. tea & coffee	£30.00	£30.00	TBC	TBC
	Full day incl. tea & coffee	£60.00	£60.00	TBC	TBC
VENUE HIRE	Filming etc. per day	Negotiable – depending on requirements	Negotiable – depending on requirements	TBC	TBC
SALES	Exhibition art work sales, commission, pictures / books / cards	33% of wall price	33% of wall price	TBC	TBC
	SLA - school annual agreement	N/A	N/A	TBC	TBC
	Visit to Museum by an educational organisation (with Education & Access Officer)	£50.00	£50.00	TBC	TBC

**MUSEUMS**

EDUCATION CHARGES	Visit to school or other educational institution (with Education & Access Officer)	£70.00 (Discount of £15.00 for 2 or more bookings made within the same financial year)	£70.00 (Discount of £15.00 for 2 or more bookings made within the same financial year)	TBC	TBC
	Visit to Museum / Outreach visit by Education & Access Officer to Special schools / Adults with disabilities	£30.00	£30.00	TBC	TBC
	Visit to Museum / Outreach visit by Education & Access Officer to Adult groups	£55.00	£55.00	TBC	TBC
	Craft activities / holiday activities – per child / adult	£0-£3.00 Depending on activity	£0-£3.00 Depending on activity	TBC	TBC
	Visit to retirement / nursing home	£25.00	£25.00	TBC	TBC
	3rd Age / Adult Learning visits	£20.00 - £60.00 Depending on requirements / activity	£20.00 - £60.00 Depending on requirements / activity	TBC	TBC
Education Charges (Rad and Mont)	Visit to Museum by an educational organisation	Free	Free	TBC	TBC
	Use of handling collection at museum	£25 per Topic	£25 per Topic	TBC	TBC
	Use of of Victorian/WW2 school room - (Mont only)	£25	£25	TBC	TBC
	Rental of handling collection	£40 per Topic	£40 per Topic	TBC	TBC
	Transport of above (delivery/return)	£0.45 per mile	£0.45 per mile	TBC	TBC
	Crafts	£2 per child	£2 per child	TBC	TBC

ARCHIVES

CATEGORY	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
<b>Photocopies</b>	A4 per sheet	£0.50	£0.50	TBC	TBC
	A3 per sheet	£1.00	£1.00	TBC	TBC
	Micro film / fiche printout	£1.00	£1.00	TBC	TBC
	Postal requests (cost of copies, plus postage)	£3.00	£3.00	TBC	TBC
<b>Digital Images</b>	Images digitised from the original document, on CD, per image	charged as per staff time	charged as per staff time	TBC	TBC
	Images digitised from the original document, printout, per image	charged as per staff time	charged as per staff time	TBC	TBC
	Images of existing digital images, on CD, per image	charged as per staff time	charged as per staff time	TBC	TBC
	Images of existing digital images, printout, per image	charged as per staff time	charged as per staff time	TBC	TBC
<b>Research Service</b>	Half an hour quick "look-up" (parish registers and census only)	£20.00	£20.00	TBC	TBC
	One hour research	£40.00	£40.00	TBC	TBC
	Two hours research	£80.00	£80.00	TBC	TBC

ARCHIVES

<b>Photography Permit</b>	Annual permit to take digital photographs of archive documents (for private research only)	Daily permit £9; weekly permit £20; annual permit £50	Daily permit £9; weekly permit £20; annual permit £50	TBC	TBC
<b>Family and Local History Internet Sessions</b>	One-to-one sessions on family or local history sources on the Internet, one hour	£5 per individual in group; £10 individual	£5 per individual in group; £10 individual	TBC	TBC

**PRIVATE SECTOR HOUSING**

Category	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge
<b>Renewals:</b>	Landlord Loans	up to 15% of loan value (up to £25K per unit recovered over 5 years)	up to 15% of loan value (up to £25K per unit recovered over 5 years)	TBC	TBC
	CO2I Loans	up to 15% of loan value (up to £5K per measure recovered over 5 years)	up to 15% of loan value (up to £5K per measure recovered over 5 years)	TBC	TBC
	WG Houses into Homes Loans (Formal Route)	up to £495 administration fee, plus £50 land registry fee	up to £495 administration fee, plus £50 land registry fee	TBC	TBC
	WG Houses into Homes Loans (Following Works in Default Notice - Supervised)	up to 15% of loan value (up to £5K per measure recovered over 5 years)	up to 15% of loan value (up to £5K per measure recovered over 5 years)	TBC	TBC
	WG Town Centre Loans	up to 15% of loan value (up to £25K per unit recovered over 5 years)	up to 15% of loan value (up to £25K per unit recovered over 5 years)	TBC	TBC
	Disabled Facility Grant & Loan Assistance	up to 15% of approved works cost value against capital budget	up to 15% of approved works cost value against capital budget	TBC	TBC
	Safe Warm & Secure Assistance	up to 15% of approved works - e.g. to support delivery of W.G. Loan Capital), otherwise limited to a maximum of £1k per building for voided applications, or Housing Standards Enforcement Guidance.	up to 15% of approved works - e.g. to support delivery of W.G. Loan Capital), otherwise limited to a maximum of £1k per building for voided applications, or Housing Standards Enforcement Guidance.	TBC	TBC
<b>Enforcement:</b>	HMO Mandatory Licensing		£750 fee + £25 for every self contained unit in a building beyond 5 (fee covers 5-yr license)	TBC	TBC
	Immigration Inspection fee		£150 per inspection	TBC	TBC
	Rent Smart Wales Landlord Training Course Fee		£360 fee per session - training provider for Cardiff City Council who manage scheme on behalf of W.G.	TBC	TBC

## FREEDOM WEBSITE LINK

**Powys Leisure Centres - for latest activity prices please click on the link below**

Brecon Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=1975&sectionTitle=brecon+leisure+centre>

Bro Ddyfi Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2014&sectionTitle=bro+ddyfi+leisure+centre>

Builth Sports Centre and swimming pool

<https://www.freedom-leisure.co.uk/centres/builth-wells-sports-centre-and-swimming-pool/>

Caereinion Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2028&sectionTitle=caereinion+leisure+centre>

East Radnor Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2029&sectionTitle=east+radnor+leisure+centre>

Knighton Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2030&sectionTitle=knighton+sports+centre>

Llandrindod Wells Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2031&sectionTitle=llandrindod+wells+sports+centre>

Llanfyllin Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2032&sectionTitle=llanfyllin+sports+centre>

Llanidloes Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2033&sectionTitle=llanidloes+sports+centre>

Maldwyn Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2034&sectionTitle=maldwyn+leisure+centre>

Rhayader Leisure Centre

**FREEDOM WEBSITE LINK**

<http://www.freedom-leisure.co.uk/centres.asp?section=2035&sectionTitle=rhayader+leisure+centre>

The Flash Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2037&sectionTitle=the+flash+leisure+centre>

Ystradgynlais Leisure Centre

<https://www.freedom-leisure.co.uk/centres/ystradgynlais-sports-centre/>



**CTAX**

CATEGORY	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
Council Tax	Summons (subject to Court approval)	£ 50.00	£ 50.00	TBC	TBC	as per Legislation maximum costs that can be charged in Wales is £70.00 (any combination).
	Liability Order	£ 20.00	£ 20.00	TBC	TBC	
	<i>Council tax Premium- second homes</i>	n/a	n/a	TBC	TBC	Housing (Wales) Act enables a 100% premium to be charged on second homes. Council determined 09/03/2016 to charge a premium of 50% from <b>01/04/2017</b> . Exceptions to premium apply.
	Council tax Premium -Long Term empties	n/a	n/a	TBC	TBC	Housing (Wales) Act enables a 100% premium be charged on Long-term empty properties. Council determined 09/03/2016 to charge a premium of 50% from <b>01/04/2017</b> . Exceptions to premium apply
NNDR	Summons (subject to Court approval)	£ 50.00	£ 50.00	TBC	TBC	
	Liability Order	£ 20.00	£ 20.00	TBC	TBC	

**CAR PARK**

CAR PARK FEES AND CHARGES		CATEGORY		UP TO 1 HR				UP TO 2 HRS				UP TO 4 HRS				OVER 4 HRS				OVERNIGHT			
LOCATION	TYPE OF VEHICLE	20/21	21/22	22/23	% increase /decrease from previous charge	20/21	21/22	22/23	% increase /decrease from previous charge	20/21	21/22	22/23	% increase /decrease from previous charge	20/21	21/22	22/23	% increase /decrease from previous charge	20/21	21/22	22/23	% increase /decrease from previous charge		
<b>Short Stay Car Parks</b>		Motor Car	£1.00	£1.00	TBC	TBC	£2.00	£2.00	TBC	TBC													
Hay on Wye - Market Square car park   Brecon - George Street, Viaduct Inner and Y Gaer car parks   Llandrindod Wells - Middleton Street car park   Knighton - Norton Arms car park   Welshpool - Severn Stars car park																							
<b>Long Stay Mixed Use Car Parks</b>	Motor car/cycle	£1.00	£1.00	TBC	TBC	£2.00	£2.00	TBC	TBC	£3.00	£3.00	TBC	TBC	£4.00	£4.00	£4.00	0.00%	£0.00	£0.00	TBC	TBC		
	Vehicle & Trailer/caravan	£2.00	£2.00	TBC	TBC	£4.00	£4.00	TBC	TBC	£6.00	£6.00	TBC	TBC	£8.00	£8.00	£8.00	0.00%	£0.00	£0.00	TBC	TBC		
	Van <3t	£1.00	£1.00	TBC	TBC	£2.00	£2.00	TBC	TBC	£3.00	£3.00	TBC	TBC	£4.00	£4.00	£4.00	0.00%	£0.00	£0.00	TBC	TBC		
	Motorhome and Goods >3t	£2.00	£2.00	TBC	TBC	£4.00	£4.00	TBC	TBC	£6.00	£6.00	TBC	TBC	£8.00	£8.00	£8.00	0.00%	£0.00	£0.00	TBC	TBC		
Builth Wells - Smithfield and The Groe car parks   Crickhowell - Beaufort Street car park   Hay-on-Wye - Oxford Road car park   Brecon - Promenade car park   Knighton - Bowling Green Lane car park   Rhayader - Dark Lane car park   Newtown Back Lane and Gravel car parks   Welshpool - Berriew Street and Church Street car parks   Llanidloes - Mount Street car park   Machynlleth - Maengwyn Street car park																							
<b>Long Stay Motorcars/Cycles plus Trailer/Caravan</b>	Motor car/cycle/van <3t	£1.00	£1.00	TBC	TBC	£2.00	£2.00	TBC	TBC	£3.00	£3.00	TBC	TBC	£4.00	£4.00	£4.00	0.00%	£0.00	£0.00	TBC	TBC		
	Vehicle & Trailer/caravan	£2.00	£2.00	TBC	TBC	£4.00	£4.00	TBC	TBC	£6.00	£6.00	TBC	TBC	£8.00	£8.00	£8.00	0.00%	£0.00	£0.00	TBC	TBC		
Brecon - Alexandra Road, Kensington, Dinas Road, Scout Lane, Viaduct Outer and Canal Road car parks   Ystradgynlais - Heol Maes y Dre and Heol Eglwys   Presteigne - Hereford Street and High Street car parks																							
<b>Long Stay Motorcars/Cycles only</b>	Motor car/cycle	£1.00	£1.00	TBC	TBC	£2.00	£2.00	TBC	TBC	£3.00	£3.00	TBC	TBC	£4.00	£4.00	£4.00	0.00%	£0.00	£0.00	TBC	TBC		
Brecon - Alexandra Road, Kensington, Dinas Road, Scout Lane, Viaduct Outer and Canal Road car parks   Ystradgynlais - Heol Maes y Dre and Heol Eglwys   Presteigne - Hereford Street and High Street car parks   Llandrindod Wells - Town Hall car park																							

CAR PARK FEES AND CHARGES		CATEGORY		Per Day				OVERNIGHT			
<b>Long Stay Coach and Lorry Park</b>		Coach/Goods Vehicle	£8.00	£8.00	TBC	TBC	£0.00	£0.00	£0.00	TBC	
Brecon - Canal Road Coach and Lorry Park											

21100.00%

PERMITS																	
LOCATION	TYPE OF VEHICLE	20/21	21/22	22/23	% increase /decrease from previous charge	20/21	21/22	22/23	% increase /decrease from previous charge	20/21	21/22	22/23	% increase /decrease from previous charge	20/21	21/22	22/23	% increase /decrease from previous charge
	TYPE OF VEHICLE	1MONTH				3 MONTH				6 MONTH				12 months			
<b>CAR PARK PERMITS</b>	Motor Cars	£40.00	£40.00	TBC	TBC	£115.00	£115.00	TBC	TBC	£205.00	£205.00	TBC	TBC	£370.00	£370.00	TBC	TBC
	Cars and Trailers	£70.00	£70.00	TBC	TBC	£185.00	£185.00	TBC	TBC	£340.00	£340.00	TBC	TBC	£610.00	£610.00	TBC	TBC
	Motorhomes	£70.00	£70.00	TBC	TBC	£185.00	£185.00	TBC	TBC	£340.00	£340.00	TBC	TBC	£610.00	£610.00	TBC	TBC
	Goods Vehicles	£70.00	£70.00	TBC	TBC	£185.00	£185.00	TBC	TBC	£340.00	£340.00	TBC	TBC	£610.00	£610.00	TBC	TBC
	Bus/Coach	£70.00	£70.00	TBC	TBC	£185.00	£185.00	TBC	TBC	£340.00	£340.00	TBC	TBC	£610.00	£610.00	TBC	TBC

**WASTE COLLECTION**

Category	SERVICE	2020/21	21/22	22/23	% increase /decrease from previous charge	Comments
Household Waste	Bulky Household Waste (subject to conditions)	All ready consider as part IBP Work	£30 (up to 3 items)	£35 (up to 3 items)	16.67%	Website in 21/22 was never updated for the increase to £35 in 21/22 and was retained at £30 (suspended due to COVID).
Wheeled Bin Size (240 Litre) Weekly Collection Charge:	Glass	see comment	see comment	see comment	0.00%	TRADE - flexibility over pricing approved by portfolio holder to remain competitive within the marketplace, therefore no set price but it is envisaged that trade waste collection charges will increase by 2.5% in 2021/22
	Plastic/tins/cans/metal				0.00%	
	Paper				0.00%	
	Food				0.00%	
	Cardboard & Paper				0.00%	
Wheeled Bin Size (180 Litre) Weekly Collection Charge:	Food	see comment	see comment	see comment	0.00%	
Wheeled Bin Size (360 Litre) Weekly Collection Charge:	Cardboard & Paper				0.00%	
Wheeled Bin Size (820 & 1100 Litre) Weekly Collection Charge:	Cardboard & Paper				0.00%	
Trade	Wheeled Bin Size (360 Litre) Weekly Collection Charge:	see comment	TBC and completed	TBC and completed	0.00%	
	Wheeled Bin Size (660 Litre) Weekly Collection Charge:				0.00%	
	Wheeled Bin Size (1100 Litre) Weekly Collection Charge:				0.00%	
	Wheeled Bin Size (1280 Litre) Weekly Collection Charge:				0.00%	

**WASTE COLLECTION**

	Trade Kerbside containers - up to 6 boxes (annual fee)				0.00%	
	Trade Refuse Sacks (26 per roll) - General				0.00%	
	Trade Refuse Sacks (26 per roll) - Charity (blue)				0.00%	
Misc	Purple Sacks (domestic) 26 per roll	£51.88	£57.07	£59.90	4.96%	
	HWRC Trade Recycling permit (annual fee)	£200	£225	£250	11.11%	
Replacement Eurobins	New Replacement 1280L	£345.00	see comment	see comment	0.00%	TRADE - flexibility over pricing approved by portfolio holder to remain competitive within the marketplace.
	New Replacement 1100L				0.00%	
	New Replacement 660L				0.00%	
	New Replacement 360L				0.00%	
	Refurbished Replacement Bin (all sizes)				0.00%	
Replacement Eurobin lids	1280L	see comment	see comment	see comment	0.00%	
	1100L				0.00%	
	660L				0.00%	
	360L				0.00%	
Greenwaste	Domestic Garden (Graden Sacks) Annual Charge	£ 30.00	£ 32.00	£ 34.00	6.25%	
	Domestic Garden (120 Litre) Annual Charge	£ 30.00	£ 32.00	£ 34.00	6.25%	
	Domestic Garden (240 Litre) Annual Charge	£ 35.00	£ 37.00	£ 39.00	5.41%	

LAPAAAN

Category	Service	Typical Minimum Notice Period	Proposed charges April 2020/21 £	Proposed charges April 2021/22 £	Proposed charges 2022/23	% increase /decrease from previous charge	Notes
Temporary Traffic Signals	2 way lights	1 week	Notification Only No Charge	Notification Only No Charge	Notification Only No Charge	N/a	Each period of installation
	3 / 4 way lights	6 weeks County 12 weeks Trunk	Notification Only No Charge	Notification Only No Charge	Notification Only No Charge	N/a	Each period of installation
Scaffolding	Consideration of an application to erect over a highway any scaffolding or other structure.	1 week	£ 95	£ 98	£ 100.00	2.04%	Initial consideration and first 2 weeks
	Consideration of an application to retain on or over a highway any scaffolding or other structure.	1 week	£ 55	£ 57	£ 60.00	5.26%	Each additional week or part thereof
Skips	Consideration of an application for permission to deposit a skip on any highway.	1 week	£ 54	£ 56	£ 60.00	7.14%	Initial consideration and first 2 weeks
	Consideration of an application for permission to retain a skip on any highway.	1 week	£ 28	£ 29	£ 30.00	3.45%	Each additional week or part thereof
Hoarding	Consideration of an application for consent to erect a hoarding or fence.	1 week	£ 94	£ 97	£ 100.00	3.09%	Initial consideration and first 2 weeks
	Consideration of an application for consent to retain a hoarding or fence.	1 week	£ 54	£ 56	£ 60.00	7.14%	Each additional week or part thereof
Seasonal Decs,Banners/Bunting	Consideration of application to erect short term banners & decorations within or over a highway or street.	2 weeks	£ 108	£ 111	£ 111.00	0.00%	
Materials storage/Working areas on the Highways	Consideration of an application for consent to temporarily deposit building materials rubbish or other things in a street that is maintainable at public expense.	1 week	£ 94	£ 97	£ 100.00	3.09%	Initial consideration and first 2 weeks
	Consideration of an application for consent to continue temporarily depositing building materials rubbish or other things in a street that is maintainable at public expense.	1 week	£ 54	£ 56	£ 60.00	7.14%	Each additional week or part thereof

LAPAAN

Category	Service	Typical Minimum Notice Period	Proposed charges April 2020/21 £	Proposed charges April 2021/22 £	Proposed charges 2022/23	% increase /decrease from previous charge	Notes
Vehicle Access	Vehicle Access - Residential property verge and/or footway crossing. Authorisation of access and inspection of the works as required.	1 month	£ 132	£ 136	£ 140.00	2.94%	
	Vehicle Access - Commercial premises verge and/or footway crossing. Authorisation of access and inspection of the works as required.	1 month	£ 267	£ 275	£ 280.00	1.82%	
Private apparatus placed in the Highway	Single dwelling, non-commercial development and the like. New Connections up to 100 metres	1 month	£ 317	£ 327	£ 330.00	0.92%	
	Multiple dwellings, commercial development and the like. New Connections up to 100 metres	1 month	£ 475	£ 489	£ 490.00	0.20%	
	Repair, renewal or replacement of existing where no previous licence exists up to 100 metres.	1 month	£ 264	£ 272	£ 275.00	1.10%	
	Repair, renewal or replacement of existing where licence already granted up to 100 metres.	1 month	£ 180	£ 185	£ 185.00	0.00%	
	New connections, repair, renewal or replacement. Extra over for each additional 100 metres of excavation or part thereof.	1 month	£ 180	£ 185	£ 185.00	0.00%	
Excavations in Streets	Authorisation for temporary excavations in streets such as foundations of adjacent walls, trial pits etc.	1 month	£ 265	£ 273	£ 275.00	0.73%	Initial consideration and first 2 weeks
	Structural calculations in connection with works in Highways or Streets Checking of submitted calculations in connection with applications for consents, authorisation etc.	1 month	Quote	Quote	Quote	N/a	
	Cellars under Streets Consideration for construction or control of openings to cellars etc. under the street. (Includes checking of submitted structural calculations)		£ 492	£ 507	£ 510.00	0.59%	

LAPAAAN

Category	Service	Typical Minimum Notice Period	Proposed charges April 2020/21 £	Proposed charges April 2021/22 £	Proposed charges 2022/23	% increase /decrease from previous charge	Notes
Road Closures/Traffic Regulation Order etc.	Temporary Traffic Regulation Orders (TTRO) and Temporary Traffic Regulation Notices (TTRN) for works in the highway	10 weeks	£ 1,069	£ 1,101	£ 1,100.00	-0.09%	
	TTRO & TTRN amendments to existing orders and notices		£ 325	£ 335	£ 335.00	0.00%	
	Temporary for single events on the highway	10 weeks	£ 489	£ 504	£ 505.00	0.20%	First Event
	Temporary for repeat events on the highway within 6 months of last event.	10 weeks	£ 351	£ 362	£ 365.00	0.83%	Repeat event (within 12 months)
	Traffic Regulation Order - Permanent	9 months	£ 3,183	£ 3,303	£ 4,000.00	21.10%	7% increase in advert
	Stopping up of Highways	9 months	£ 3,183	£ 3,278	£ 3,500.00	6.77%	Minimum deposit required. Costs above this must be met by applicant
Use of Council venue	Use of Council venue & associated services - (Excluding Brecon Market Hall)	10 weeks	Specific quote	Specific quote			
	Use of Council owned or operated car park for event	10 weeks	Loss of average daily income plus £77.25 administration	Loss of average daily income plus £77.25 administration	Loss of average daily income plus £77.25 administration	N/a	Charges calculated on full day basis only
	Cultivation of or planting within the Highway and maintenance thereafter.	3 months	£ 197	£ 203	£ 205.00	0.99%	
	Furniture placed on highway, street, walkway etc. - Authorisation to place furniture or similar	3 months	£ 197	£ 203	£ 205.00	0.99%	
Cattle Grids	Consideration of application to install in a highway, assessment of contribution from the Council and Report to Committee.	12 months	£ 598	£ 616	£ 620.00	0.65%	
	Applicant's contribution towards the costs of installation and future maintenance.		50% to 100% of cost	50% to 100% of cost	0 to 100%	N/a	

LAPAAAN

Category	Service	Typical Minimum Notice Period	Proposed charges April 2020/21 £	Proposed charges April 2021/22 £	Proposed charges 2022/23	% increase /decrease from previous charge	Notes
List of Streets	View the record of highways maintainable at public expense at Headquarters.	By appointment	No charge	No charge	No charge	N/a	
	A4 print for residents in relation to their property.	2 weeks	No charge	No charge	No charge	N/a	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study max site length 0.5km (excludes rights of way).	6 weeks	£ 206	£ 212	£ 215.00	1.42%	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study & site visit max site length 0.5km (excludes rights of way).	6 weeks	£ 412	£ 424	£ 425.00	0.24%	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study and/or site visit site length over 0.5km (excludes rights of way).	variable	Quote	Quote	Quote	N/a	
Highway information	Supply of hard copy information e.g. road and traffic schemes information, report copies/extracts (incl. where distributed by email).		£ 29	£ 30	£ 30.00	0.00%	Includes covering letter plus up to 5 no. A4 sheets. Additional sheets @ £0.50 each
	Accident data - standard report		£ 11	£ 12	£ 15.00	25.00%	Per collision
	Traffic data - (existing) each individual type of report		£ 71	£ 73	£ 75.00	2.74%	Per site per report type
	Traffic data - Location plan (each plan max A3 size)		£ 41	£ 43	£ 45.00	4.65%	For collision or survey locations
	Traffic surveys - ATC including analysis & provision of data per site		£ 467	£ 481	£ 490.00	1.87%	Excludes traffic management which will be quoted individually under "Works"
	Traffic surveys - ATC - each additional site within 5km radius		£ 223	£ 230	£ 230.00	0.00%	Excludes traffic management which will be quoted individually under "Works"
	Development Advice		£ 81	£ 83	£ 85.00	2.41%	Per hour or part thereof
	Section 38 Agreement - Vetting fee for review of proposals outside agreement.		£ 1,003	£ 1,033	£ 1,050.00	1.65%	
	Section 38 Agreement - Minimum inspection / administration fee.		the greater of 7% of bond or £3,430	the greater of 7% of bond or £3,430	the greater of 7% of bond or £3,500	N/a	
	APC's and Section 38 Agreement Unit rate per linear metre for carriageway - width up to 5.5 metres.		£ 890	£ 917	£ 950.00	3.60%	



LAPAAAN

Category	Service	Typical Minimum Notice Period	Proposed charges April 2020/21 £	Proposed charges April 2021/22 £	Proposed charges 2022/23	% increase /decrease from previous charge	Notes
Development	APC's and Section 38 Agreement Unit rate per linear metre for carriageway - width over 5.5 metres up to 7.3 metres.		£ 1,038	£ 1,069	£ 1,100.00	2.90%	
	Site inspection - Over and above that covered by the agreement.		£ 168	£ 173	£ 210.00	21.39%	
	Agreements - Extension beyond the initial period.		2.5% of bond per year or part thereof	2.5% of bond per year or part thereof	2.5% of bond per year or part thereof	N/a	
	Surface Water Drainage - connection to highway drainage (per dwelling where existing system has capacity).		£ 1,854	£ 1,910	£ 2,500.00	30.89%	
	Soakaways - Commuted sum for future maintenance of soakaways to deal with highway drainage.		Specific calculation for each site	Specific calculation for each site	Specific calculation for each site	N/a	
	Non-standard construction materials - Commuted sum for future maintenance.		Specific calculation for each site	Specific calculation for each site	Specific calculation for each site	N/a	
	Checking structural proposals and calculations		Quote	Quote	Quote	N/a	
	Consultancy		Quote	Quote	Quote	N/a	
	Attendance at site - following accidents or incidents of potential damage for traffic management, debris clearance, inspection, making safe, repairs etc.		At Cost	At Cost	At Cost	N/a	
Works		Quote	Quote	Quote	N/a		
Traffic Signs, Signals and Parking	Suspension of On-Street parking		£ 340	£ 350	£ 350.00	0.00%	
	Temporary parking dispensation in exceptional circumstances		£ 16	£ 17	£ 20.00	17.65%	Per vehicle per day. Maximum of 2 vehicles and limited to 5 days.
	Traffic signal switch off/on to allow temporary traffic management		#VALUE!	#VALUE!	£ 450.00	TBC	Covers initial application
	Traffic signal switch off/on to allow temporary traffic management - additional visits		£ 217	£ 224	£ 225.00	0.45%	Per each additional visit
	H-Bar marking on the carriageway		£ 103	£ 106	£ 110.00	3.77%	
	Advisory Disabled bay		Free	Free		N/a	
	Tourist Signing - Consideration of a request for tourist signing. Excluding cost of sign(s) and installation.		£ 122	£ 126	£ 130.00	3.17%	
	Provision of Design and Manufacture of Tourism signs		Quote	Quote	Quote	N/a	
	Notices for road humps and/or traffic calming				£ 1,500.00	TBC	New Charge

LAPAAAN

Category	Service	Typical Minimum Notice Period	Proposed charges April 2020/21 £	Proposed charges April 2021/22 £	Proposed charges 2022/23	% increase /decrease from previous charge	Notes
NEW Flood Risk & Sustainable Drainage	Sustainable Drainage (SuDs) Pre-Application		£ 250.00	£ 250.00	£ 250.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application		£ 600.00	£ 600.00	£ 600.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application		£ 1,000.00	£ 1,000.00	£ 1,000.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application Advice – Erection of buildings (other than dwelling houses) – Area of gross floor space does not exceed 999 sq.m.		£ 250.00	£ 250.00	£ 250.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application Advice – Erection of buildings (other than dwelling houses) – Area of gross floor space between 1,000 sq.m. to 1,999 sq.m.		£ 600.00	£ 600.00	£ 600.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application Advice – Erection of buildings (other than dwelling houses) – Area of gross floor space exceeds 1,999 sq.m.		£ 1,000.00	£ 1,000.00	£ 1,000.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application Advice – Material change in the use of land – Site area does not exceed 0.49 ha		£ 250.00	£ 250.00	£ 250.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application Advice – Material change in the use of land – Site area is 0.5 ha to 0.99 ha		£ 600.00	£ 600.00	£ 600.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application Advice – Material change in the use of land – Site		£ 1,000.00	£ 1,000.00	£ 1,000.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application Advice – All other Construction not detailed above (site area less than 1 ha)		£ 250.00	£ 250.00	£ 250.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application Advice – All other Construction not detailed above (site area more than 1 ha)		£ 600.00	£ 600.00	£ 600.00	0.00%	Note, set by WG and update mid year
	Sustainable Drainage (SuDs) Pre-Application		£ 60.00	£ 60.00	£ 60.00	0.00%	Per hour or part thereof
	Sustainable Drainage (SuDs) Pre-Application		£ 30.00	£ 30.00	£ 30.00	0.00%	Per hour or part thereof
	Sustainable Drainage (SuDs) Full Application		N/A	Set by WG	Set by WG	N/a	Applicants should check for current price, charge set by Welsh Government. EIA = Environmental Impact Assessment.
	Land Drainage - Ordinary Watercourse Consent		£ 50.00	£ 50.00	£ 50.00	0.00%	Applicants should check for current price, charge set by Welsh Government.

**REGISTRATIONS**

Category	SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
Approved premises	License (for a 3 year period)	£946	£965	£1,000.00	4%	
	Addition of extra rooms to existing licence					
	Addition of outside structure/gazebo within grounds of existing licence premises					
Marriage/Civil Partnership at Licensed Premises and other Ceremonies Fee:	Monday-Thursday	£327	£334	£357.00	7%	
	Friday	£343	£350	£375.00	7%	
	Saturday	£395	£403	£431.00	7%	
	Sunday/Bank Hols	£468	£477	£510.00	7%	
	Attendance at a Registered Building (e.g.: Chapel)	£86	£86	£86.00	0%	Set by Law
Civil Naming Ceremony Fees and Re-Affirmation of Vows/Commitment Ceremonies:	Mon - Fri	£173	£177	£190.00	7%	VAT @ 20% to be charged on top
	Saturday	£195	£199	£213.00	7%	
	Sunday/Bank Hols	£217	£223	£239.00	7%	
	Non-refundable booking fee	£21	£21	£25.00	19%	
Issuing a standard or short certificate of birth, death or marriage (and for statutory purposes):	At time of registration	£11	£11	£11	0%	Statutory Fee
	After initial registration	£11	£11	£11	0%	Statutory Fee
	After the Register has been closed	£303	£11	£11	0%	Statutory Fee
	Issuing a standard or short certificate of birth, death or	£11	£35	£35	0%	Statutory Fee
	Family History - historic birth, death and marriage	£11 plus £2 admin	£11	£11	0%	Statutory Fee
Attending a civil ceremony	at the register office - Mon - Friday	£1	£46	£46.00	0%	Statutory Fee
	at the register office - Saturday	£315	£176	£188.00	7%	
	at a registered building/in the residence of a house-bound or detained person	£345				
Attend premises licensed	Monday-Thursday	£730				
	Friday					

**REGISTRATIONS**

for civil marriages and civil partnerships:	Saturday	£1,991				
	Sunday/Bank Hols					
	Attendance at a Registered Building (e.g.: Chapel)					
Civil Ceremony	for a certified copy issued by a registration authority: At the time of registration	£11	£11	£11	0%	Statutory Fee
	for a certified copy issued by a registration authority: After the time of registration	£11	£11	£11	0%	Statutory Fee
	for a certified extract issued by a registration authority: At the time of registration	£11	£11	£11	0%	Statutory Fee
	for a certified extract issued by a registration authority: After the time of registration	£11	£11	£11	0%	Statutory Fee
	Notices - Attestation by an authorised person of the necessary declaration	£35	£35	£35	0%	Statutory Fee
Issuing a certificate	Special delivery (UK) 9.00am	£ 28.00	N/A	30	7%	
	Next day delivery (UK)	£ 20.00	N/A	21	5%	
	Recorded delivery (UK)	£ 15.00	N/A	16	7%	
	Statutory priority certificate fee for 24-hour service	£ 35.00	£35	£35.00	0%	Statutory Fee
Misc.	Non refundable, non deductible booking fee for civil ceremonies	£ 21.00	£21	£25.00	19%	
	Proof of Life	£ 25.00	£26	£28.00	7%	
	Licensing update	£ 10.00	£10	£11.00	10%	
Decommissioned rooms	Mon - Fri	£ 95.00	£97 - £214	£143 - £235	22%	
	Saturday	£ 210.00	£214 - £339	£235 - £363	22%	

**LAND CHARGES**

Category	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
Searches of the Land Charges Register	LLC1 Search of the Local Land Charges Register - view only	£0.00	£0.00	£0.00	TBC	Statutory
	LLC1 Search of the Local Land Charges Register - tailored report	£6.00	£6.00	£6.00	0.00%	Statutory
	LLC1 Search of the Local Land Charges Register - electronic via NLIS	£4.00	£4.00	£4.00	0.00%	Statutory
	Personal Search of Local Land Charges Register - view only	£0.00	£0.00	£0.00	TBC	Statutory
	Additional Parcel - tailored report - per parcel	£1.00	£1.00	£1.00	0.00%	Statutory
	Additional Parcel - electronic via NLIS - per parcel	£1.00	£1.00	£1.00	0.00%	Statutory
Property Enquiries	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. VIEW ONLY	£76.60	£78.67	£80.54	2.38%	& VAT
	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. TAILORED REPORT	£119.00	£122.50	£125.83	2.72%	& VAT
	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. ELECTRONIC VIA NLIS	£119.00	£122.50	£125.83	2.72%	& VAT
	CON290 - Optional enquiry No. 22 View Only	£22.00	n/a	n/a	TBC	& VAT
	CON290 - Optional enquiry No. 22 Tailored Report	£22.00	£22.75	£23.33	2.55%	& VAT
	CON290 - Optional enquiry No. 22 Electronic Via NLIS	£22.00	£22.75	£23.33	2.55%	& VAT
	Drafted Enquiries - tailored report	£22.00	£22.75	£23.33	2.55%	& VAT
	Drafted Enquiries - electronic via NLIS	£22.00	£22.75	£23.33	2.55%	& VAT
	Additional Parcel - tailored report - per parcel	£10.00	£12.50	£12.92	3.36%	& VAT
	Additional Parcel - electronic via NLIS - per parcel	£10.00	£12.50	£12.92	3.36%	& VAT
Full Standard Search LLC1 & CON29R: Search of the Local Land Charges Register together with standard property enquiries, and further additional enquiries have now been included- Tailored Report	Full Standard Search LLC1 & CON29R: Search of the Local Land Charges Register together with standard property enquiries, and further additional enquiries have now been included- Tailored Report	£125.00	£128.50	£131.83	2.59%	& VAT on CON29
	Full Standard Search LLC1 & CON29R: Search of the Local Land Charges Register together with standard property enquiries, and further additional enquiries have now been included- Electronic via NLIS	£123.00	£126.50	£129.83	2.63%	& VAT on CON29
	Additional Parcel - tailored report - per parcel	£11.00	£13.50	£13.92	3.11%	& VAT on CON29
	Additional Parcel - electronic via NLIS - per parcel	£11.00	£13.50	£13.92	3.11%	& VAT on CON29
1.1 a-i <b>Planning Application Decisions and Pending Applications</b> - compiled report	1.1 a-i <b>Planning Application Decisions and Pending Applications</b> - compiled report	£20.40	£21.00	£21.67	3.19%	
	1.1 j-l <b>Building Control Decisions and Pending Applications</b> - view only	£18.10	£18.50	£19.00	2.70%	
	1.1 j-l <b>Building Control Decisions and Pending Applications</b> - compiled report	£18.10	£18.50	£19.00	2.70%	

**LAND CHARGES**

Category	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
	<b>1.2 Planning Designations and Proposals</b> - view only	£4.30	£4.43	£4.56	2.93%	
	<b>1.2 Planning Designations and Proposals</b> - compiled report	£4.30	£4.43	£4.56	2.93%	
	<b>2.1 a-d Roads</b> If a road, footpath or footway is not a highway, there might be no right to use it. The Council cannot express and opinion, without seeing the title plan of the property and carrying out an inspection, whether or not any existing or proposed highway directly abuts the boundary of the property. VIEW ONLY	£0.00	£0.00	FOC	TBC	
	<b>2.1 a-d Roads</b> If a road, footpath or footway is not a highway, there might be no right to use it. The Council cannot express and opinion, without seeing the title plan of the property and carrying out an inspection, whether or not any existing or proposed highway directly abuts the boundary of the property. - compiled report	£17.80	£18.50	£19.20	3.78%	
	<b>2.2-2.5 Public Rights of Way</b> - view only	£20.00	£20.60	£21.00	1.94%	
	<b>2.2-2.5 Public Rights of Way</b> - Compiled Report	£20.00	£20.60	£21.00	1.94%	
	<b>3.1 Land Required for Public Purposes.</b> View only.	£1.20	£1.23	£1.25	1.63%	
	<b>3.1 Land Required for Public Purposes.</b> Compiled Report	£1.20	£1.23	£1.25	1.63%	
	<b>3.2 Land to be Acquired for Road Works.</b> View only.	£1.20	£1.23	£1.25	1.63%	
	<b>3.2 Land to be Acquired for Road Works.</b> Compiled Report.	£1.20	£1.23	£1.25	1.63%	
	<b>3.3 Drainage Agreements and Consents.</b> Please contact the relevant water authority. View only.	£1.00	£1.01	£1.01	0.00%	
	<b>3.3 Drainage Agreements and Consents.</b> Please contact the relevant water authority. Compiled Report.	£1.00	£1.01	£1.01	0.00%	
	<b>3.4 Nearby Road Schemes.</b> View only.	£4.75	£4.89	£5.00	2.25%	
	<b>3.4 Nearby Road Schemes.</b> Compiled report.	£4.75	£4.89	£5.00	2.25%	
	<b>3.5 Nearby Railway Schemes.</b> View only.	£1.80	£1.85	£1.90	2.70%	
	<b>3.5 Nearby Railway Schemes.</b> Compiled report.	£1.80	£1.85	£1.90	2.70%	
	<b>3.6 Traffic Schemes.</b> View only.	£4.75	£4.89	£5.00	2.25%	
	<b>3.6 Traffic Schemes.</b> Compiled report.	£4.75	£4.89	£5.00	2.25%	
	<b>3.7 Outstanding Notices.</b> View only.	£5.65	£5.82	£5.99	2.92%	
	<b>3.7 Outstanding Notices.</b> Compiled report.	£5.65	£5.82	£5.99	2.92%	
	<b>3.8 Contravention of Building Regulations.</b> View only.	£2.80	£2.88	£2.97	3.13%	
	<b>3.8 Contravention of Building Regulations.</b> Compiled report	£2.80	£2.88	£2.97	3.13%	
	<b>3.9 Notices, Orders, Directions and Proceedings under Planning Acts.</b> View only.	£2.10	£2.16	£2.22	2.78%	
	<b>3.9 Notices, Orders, Directions and Proceedings under Planning Acts.</b> Compiled report.	£6.30	£6.49	£6.64	2.31%	
	<b>3.10 Community Infrastructure Levy</b> - View Only	£1.00	£1.01	£1.01	0.00%	
	<b>3.10 Community Infrastructure Levy</b> - Compiled Report	£1.00	£1.01	£1.01	0.00%	
	<b>3.11 Conservation Areas.</b> View only.	£2.10	£2.16	£2.22	2.78%	

**LAND CHARGES**

Category	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
CON25K Question Fees - Available to Local Land Charge Office subject to the following fees:	<b>3.11 Conservation Areas.</b> Compiled report.	£2.10	£2.16	£2.22	2.78%	
	<b>3.12 Compulsory Purchase.</b> View only.	£1.25	£1.29	£1.33	3.10%	
	<b>3.12 Compulsory Purchase.</b> Compiled report.	£1.25	£1.29	£1.33	3.10%	
	<b>3.13 Contaminated Land.</b> View only.	£2.05	£2.11	£2.17	2.84%	
	<b>3.13 Contaminated Land.</b> Compiled report.	£2.05	£2.11	£2.17	2.84%	
	<b>3.14 Radon Gas.</b> View only.	£1.55	£1.60	£1.65	3.12%	
	<b>3.14 Radon Gas.</b> Compiled report.	£1.55	£1.60	£1.65	3.12%	
	<b>3.15 Assets of Community Value- View Only</b>	£1.00	£1.01	£1.01	0.00%	
	<b>3.15 Assets of Community Value- Compiled Report</b>	£1.00	£1.01	£1.01	0.00%	
	<b>4. Road Proposals by Private Bodies -</b> view only.	£12.00	£12.50	£12.92	3.36%	
	<b>4. Road Proposals by Private Bodies -</b> compiled report.	£12.00	£12.50	£12.92	3.36%	
	<b>5. Advertisements.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>5. Advertisements.</b> Compiled report.	£12.00	£12.50	£12.92	3.36%	
	<b>6. Completion Notices.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>6. Completion Notices.</b> Compiled Report.	£12.00	£12.50	£12.92	3.36%	
	<b>7. Parks and Countryside.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>7. Parks and Countryside.</b> Compiled Report.	£12.00	£12.50	£12.92	3.36%	
	<b>8. Pipelines.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>8. Pipelines.</b> Completion only.	£12.00	£12.50	£12.92	3.36%	
	<b>9. Houses in Multiple Occupation.</b> View only	£12.00	£12.50	£12.92	3.36%	
	<b>9. Houses in Multiple Occupation.</b> Compiled report.	£12.00	£12.50	£12.92	3.36%	
	<b>10. Noise Abatement.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>10. Noise Abatement.</b> Compiled report.	£12.00	£12.50	£12.92	3.36%	
	<b>11. Urban Development Areas.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>11. Urban Development Areas.</b> Completion only.	£12.00	£12.50	£12.92	3.36%	
	<b>12. Enterprise Zones.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>12. Enterprise Zones.</b> Completion only.	£12.00	£12.50	£12.92	3.36%	
	<b>13. Inner Urban Improvement Areas.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>13. Inner Urban Improvement Areas.</b> Compiled report.	£12.00	£12.50	£12.92	3.36%	
	<b>14. Simplified Planning Zones.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>14. Simplified Planning Zones.</b> Compiled report.	£12.00	£12.50	£12.92	3.36%	
	<b>15. Land Maintenance Notices.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>15. Land Maintenance Notices.</b> Compiled report.	£12.00	£12.50	£12.92	3.36%	
<b>16. Mineral Consultation Areas.</b> View only.	£12.00	£12.50	£12.92	3.36%		
<b>16. Mineral Consultation Areas.</b> Compiled report	£12.00	£12.50	£12.92	3.36%		
<b>17. Hazardous Substance Consents.</b> View only.	£12.00	£12.50	£12.92	3.36%		
<b>17. Hazardous Substance Consents.</b> Compiled report.	£12.00	£12.50	£12.92	3.36%		
<b>18. Environmental and Pollution Notices.</b> View only.	£12.00	£12.50	£12.92	3.36%		
<b>18. Environmental and Pollution Notices.</b> Compiled report.	£12.00	£12.50	£12.92	3.36%		

LAND CHARGES

Category	Service	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
	<b>19. Food Safety Notices.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>19. Food Safety Notices.</b> Compiled report.	£12.00	£12.50	£12.92	3.36%	
	<b>20. Hedgerow Notices.</b> View only.	£12.00	£12.50	£12.92	3.36%	
	<b>20. Hedgerow Notices.</b> Compiled report.	£12.00	£12.50	£12.92	3.36%	
	<b>21. Flood Defence &amp; Land Drainage Consents</b>	£12.00	£12.50	£12.92	3.36%	
	<b>21. Flood Defence &amp; Land Drainage Consents</b>	£12.00	£12.50	£12.92	3.36%	
	<b>22. Common Land, Town and Village Greens:</b> Information also available free of charge by inspection of the definitive plan held at Llandrindod Wells. Compiled report. View only.	£22.00	£22.75	£23.33	2.55%	
	<b>22. Common Land, Town and Village Greens:</b> Information also available free of charge by inspection of the definitive plan held at Llandrindod Wells. Compiled report. Compiled report.	£22.00	£22.75	£23.33	2.55%	



**SOCIAL CARE**

Category	ITEM/SERVICE	2020/21	2021/22	2022/23	% increase /decrease from previous charge	Comments
Miscellaneous Items	Home Care (domiciliary care) (per hour)	Same as 2019/20 as awaiting WG guidelines	£20.50 up to max of £100pw, as set by WG	£23.50 up to max of £100pw, as set by WG	14.63%	The fees and charges
	Attendance at a Older Day Centre (per day)/Day and Employment Centre	Same as 2019/20 as awaiting WG guidelines	£15 per day up to max of £100pw, as set by WG	£15 per day up to max of £100pw, as set by WG	0.00%	for Community Based
	Attendance at Learning Disabilities services in the community (per day)	Same as 2019/20 as awaiting WG guidelines	£15 per hour up to max of £100pw, as set by WG	£15 per hour up to max of £100pw, as set by WG	0.00%	
	Transport to Older Day Centre	Same as 2019/20 as awaiting WG guidelines	Free as directed by WG	Free as directed by WG	0.00%	
	24 hour Support (supported tenancy) (per week)	Same as 2019/20 as awaiting WG guidelines	max of £100 per week, as set by WG	max of £100 per week, as set by WG	0.00%	Services will be
	Shared Lives scheme (per night - to a maximum of £70 per week)	Same as 2019/20 as awaiting WG guidelines	£28.85 up to max of £100pw, as set by WG	£28.85 up to max of £100pw, as set by WG	0.00%	increased in line with
	Shared Lives (short terms/respite placements)	Same as 2019/20 as awaiting WG guidelines	£9.00 per night up to max of £100pw as set by WG	£9.00 per night up to max of £100pw as set by WG	0.00%	
	Shared Lives - sessional support			TBC		Welsh Government
	Package of care i.e. a range of services - maximum	Same as 2019/20 as awaiting WG guidelines	Up to a max of £100.00 as set by WG	Up to a max of £100.00 as set by WG	0.00%	Guidelines when
	Respite i.e. a stay not exceeding 8 weeks	Same as 2019/20 as awaiting WG guidelines	Up to a maximum of £100pw per single episode of care, as set by WG	Up to a maximum of £100pw per single episode of care, as set by WG	0.00%	
	Direct Payment Scheme - service provision	Same as 2019/20 as awaiting WG guidelines	£20.50 up to max of £100pw, as set by WG	£23.50 up to max of £100pw, as set by WG	14.63%	
	Level 1: Community alarm only (per week)	£ 2.00	£ 2.00	£ 2.00	0.00%	

**SOCIAL CARE**

Housing Related Support:	Level 2: Warden Service 9.00am - 5.00pm Mon - Fri (per week)	£ 9.90	£ 9.90	£ 9.90	0.00%	
	Level 3: Warden Service, including 24 hour emergency call-out (per week)	£ 60.00	£ 60.00	£ 60.00	0.00%	
	Level 4: Individual room, live-in housekeeper and meals (per week)	£ 60.00	£ 60.00	£ 60.00	0.00%	
Meals	Meals at the day centre (per meal)	7.50	7.50	7.50	0.00%	
Appointee & Deputyship	Protection of property (per month)	£ 35.00	£ 35.00	£ 35.00	0.00%	
	Storage of paperwork (per month)	£ 25.00	£ 25.00	£ 25.00	0.00%	
	Storage of belongings (per month)	£ 55.00	£ 55.00	£ 55.00	0.00%	
	Winding up fee	£ 350.00	£ 350.00	£ 350.00	0.00%	
	Delay in responsibility ( Deceased asset in administration) (per month)	£ 25.00	£ 25.00	£ 25.00	0.00%	
	Treasury Solicitor for Deceased (per referral)	£ 350.00	£ 350.00	£ 350.00	0.00%	

**DIGITAL SERVICES**

Category	ITEM/SERVICE	2020/21	21/22	22/23	% increase /decrease from previous charge
Careline	Careline	£ 50.77	£ 50.77	TBC	TBC

**COUNTRYSIDE**

Category	SERVICE	2020/21	2021-22	2022-23	% increase /decrease from previous charge	Comments
Public rights of way	Copy Definitive Map extract - A4 or A3 sheet	£ 20.00	£ 20.00	£20.00	0.00%	Includes scanned and emailed copies
	Section 33 Motorsport authorisation	£ 30.00	£ 30.00	£30.00	0.00%	Approved by Cabinet as part of revised protocol March 2020
	Temporary closure notice required for motorsport events <i>(NB Band One: Where no more than two public rights of way are affected. Band Two: Where three or more public rights of way are affected.)</i>	If Council puts up notices: Band 1 - £240 Band 2 - £750 If event organiser puts up notices: Band 1 - £50 Band 2 - £117	If Council puts up notices: Band 1 - £240 Band 2 - £750 If event organiser puts up notices: Band 1 - £50 Band 2 - £117	If Council puts up notices: Band 1 - £240 Band 2 - £750 If event organiser puts up notices: Band 1 - £50 Band 2 - £117	TBC	Costs approved by Cabinet as part of revised protocol March 2020
	Section 135 authorisation for works disturbing surface of public right of way	£267.80 plus actual advertising costs	£275 plus actual advertising costs	£282.50 plus actual advertising costs	2.73%	
	Public path Order (diversion, extinguishment or creation)	£1603 plus actual advertising costs	£1652 plus inflation and actual advertising costs	£1697 plus actual advertising costs	2.72%	Subject of separate charging policy - pre-approved. Costs increase annually in line with inflation where positive
Commons	Copy Commons Register extract - Register plan	£6 minimum, £0.50 per A4 or A3 sheet thereafter	£6 minimum, £0.50 per A4 or A3 sheet thereafter	£6 minimum, £0.50 per A4 or A3 sheet thereafter	TBC	Under review - Portfolio Holder report being prepared
	Copy Commons Register extract - Rights, ownership or land text entries	£6 minimum, £0.50 per A4 or A3 sheet thereafter	£1 for first A4 or A3 sheet, £0.50 per sheet thereafter	£1 for first A4 or A3 sheet, £0.50 per sheet thereafter	TBC	
	Copy Commons Register extract - Supplemental plans	£1 per plan	£1 per plan	£1 per plan	TBC	
	Commons Register Investigations	Minimum £20 plus VAT	Minimum £20 plus VAT	Minimum £20 plus VAT	TBC	

**COUNTRYSIDE**

Registration	Commons Register 'Corrective' applications	Full cost recovery, minimum indicative cost £1500	Full cost recovery, minimum indicative cost £1500	Full cost recovery, minimum indicative cost £1500	TBC	Actual costs of officer time to be re-assessed annually to ensure full cost recovery. Indicative costs and hourly rates published on Council website in line with Regulations.
	Landowner statements under section 15A of the Commons Act 2006		Costs being developed - subject of separate Portfolio Holder report	Costs being developed - subject of separate Portfolio Holder report	TBC	Will need to be full cost recovery
Outdoor recreation	Play area and open space inspections for external organisations	£50 plus VAT	£51.50 plus VAT	£52.90 plus VAT	2.72%	E.g. land transferred to Community Councils

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## Appendix E

### Briefing Paper to accompany the Fees and Charges Register

#### 1. Summary

The purpose of this report is to consider and approve the changes to charges detailed within the Council's fees and charges register. The fees and charges register will be maintained and updated for submission as part of the budget setting process on an annual basis, with the new fees agreed as a whole rather than on an individual basis.

The fees and charges register, contains details of all items for which a charge is made. It is important that these fees are reviewed at least annually as part of the budget setting process and reviewed during the year, in line with the Councils income policy. This will ensure existing targets are being met and to explore any further income potential to maximise the Councils resources.

Improving income management and service cost recovery has a key role to play in enabling the Council to achieve its financial and wider strategic objectives.

The fees and charges is being reviewed by each Service area, and appropriate uplifts proposed. Increases to fees and charges across the council range from between 0.2% and 30.89% has been applied where no alternative basis is available. Some of the fees have been increased in line with Welsh Government guidance, while others have been increased to reflect the increasing cost associated with these fees. Further detail of changes discussed below.

Some of the charges are still to be confirmed but will be available for full council on 24<sup>th</sup> February.

There are several fees and charges which are outside of the council control as these are set by statute or the HSE and these will be updated when we have confirmation of fees for the coming financial year.

#### 2. Changes of Note

**Car Parks** – These charges are currently being considered as part of a review into the car park charges. This review is proposed as part of a savings target in the service FRM for this £50k 22/23 with a further £50k for 23/24.

**LAPAAN** – The highways technical team have review the charges made for Licences, Authorisations, Permissions, Agreements, Approvals and Notices. Fees have reviewed, the average increase across these sources of income is 4.5%, there are two which are larger than the average with one increase of 30.89%. Charges within this area have been increased due to increasing costs and future increased cost risks associated with these sources of income.

**Social Care** – There has been a change in the charges for Direct payment scheme and home care. These both total an increase of 14.63% and these have been increased in line with Welsh Government guidance.

**Registrations** – Registrations fees have been reviewed and are increased to cover costs, a number of the fees are significantly under charged and will be increased over the next three years to fully recover the costs associated with these fees.



# **Capital Strategy and Treasury Management Strategy 2022-27**

Including Minimum Revenue Provision Policy  
Statement and Annual Investment Strategy

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# January 2022

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# Introduction

- 1.1 The Capital and Treasury Management Strategies are fundamental to the effective delivery of the Council's priorities and Vision 2025. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services.
- 1.2 This strategy document provides a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services, an overview of how the associated risk is managed and the implications for future financial sustainability.
- 1.3 It sets out an integrated plan for the future management of the Council's assets and its capital programme. It is a key document running alongside the Vision 2025 and the Medium-Term Financial Strategy (MTFS) and will provide the framework to facilitate a seamless interface between business planning and the management of assets and capital resources. This will ensure that the provision of resources and future investment are prioritised and ensures the effective and affordable management of the Council's assets.
- 1.4 The CIPFA Chartered Institute of Public Finance and Accountancy (CIPFA) in 2017 Prudential Code and Treasury Management Code of Practice, sets out the requirements in relation to the setting of a Capital Strategy. The requirement asks local authorities to consider the longer term as well as the short and medium term to:
  - Ensure that the capital expenditure plans of the council are affordable, prudent and sustainable.
  - Support transparent options appraisal.
  - Giving an outline of future commitments so that the affordability of both the long term plan and any new proposals can be properly understood.
  - Inform prioritisation and timing of projects to ensure that both financial and operational capacity is available for delivery.
  - Provide an overview of risk so that projects and proposals can be viewed in the overall risk context of capital and treasury investments.
  - Enable the ongoing capital and revenue implications of capital expenditure to be better understood and planned for in the Financial Resource Plan.
- 1.5 This Strategy document provides both the Capital Strategy and the Treasury Management Strategy as they are inherently linked through the activities they undertake. The document sets out the Capital Programme over a five year period from 2022/23 to 2026/27 and the funding approach through treasury management activities.
- 1.6 In 2021 CIPFA revised their Treasury Management Code and Prudential Code – these changes which will impact on future Treasury Management Strategy and Statement (TMSS) / Annual Investment Statement (AIS) reports and the risk management framework
- 1.7 CIPFA published the revised codes on 20<sup>th</sup> December 2021 and has stated that formal adoption is not required until the 2023/24 financial year. This Council must have regard to these codes of practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and related reports during the financial year.
- 1.8 The revised codes will have the following implications:
  - a requirement for the Council to adopt a new debt liability benchmark treasury indicator to support the financing risk management of the capital financing requirement;
  - clarify what CIPFA expects a local authority to borrow for and what they do not view as appropriate. This will include the requirement to set a proportionate approach to commercial and service capital investment;

- address Environmental, Social, and Governance (ESG) issues within the Capital Strategy;
- require implementation of a policy to review commercial property, with a view to divest where appropriate;
- create new Investment Practices to manage risks associated with non-treasury investment (similar to the current Treasury Management Practices);
- ensure that any long term treasury investment is supported by a business model;
- a requirement to effectively manage liquidity and longer term cash flow requirements;
- amendment to Treasury Management Policy 1 (TMP1) to address ESG policy within the treasury management risk framework;
- amendment to the knowledge and skills register for individuals involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each council;
- a new requirement to clarify reporting requirements for service and commercial investment, (especially where supported by borrowing/leverage).

1.9 In addition, all investments and investment income must be attributed to one of the following three purposes:

**a) Treasury management**

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

**b) Service delivery**

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

**c) Commercial return**

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

1.10 Members will be updated on how all these changes will impact our current approach and any changes required will be formally adopted within the 2023/24 TMSS report.

**1.11 Capital Strategy**

1.12 The key aims of the Capital Strategy are to:

- Provide a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities.
- Clarity about how the Council identifies and prioritises capital requirements and proposals arising from various strategies including the Vision 2025, Service Improvement Plans, and other

corporate strategies, and how they will be managed within the limited capital resources available.

- Challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and economically sustainable to deliver services.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
- Use partnerships, both public and private, more effectively to support our overall strategy.
- Establish effective arrangements for managing capital schemes including assessment of outcomes and achievement of value for money.
- Ensure there is a full understanding of the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

1.13 It is a requirement that the capital strategy demonstrates that the Local Authority takes both capital and investments decisions in line with service objectives. The capital strategy shows that the key drivers of the Council's Capital plans are captured through various plans across the authority. These include

- Highways Asset Management Plan (HAMP)
- Welsh Housing Quality Standard Plan (WHQS)
- Strategic Asset Management Plan (including Asset Review, paragraph 2.18)
- Schools Transformation Plan
- Health and Care Strategy
- Service Integrated Business Plans
- Digital Powys

#### 1.14 Treasury Management

1.15 The Treasury Management Strategy and Annual Investment Strategy report is a requirement of the CIPFA Code of Practice on Treasury Management and a requirement under the Local Government Act 2003. It has regard to the Guidance on Local Government Investments issued by the Welsh Government which requires the Treasury Management Strategy and Annual Investment Strategy to be approved by Full Council.

CIPFA defines treasury management as:

*'The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.'*

1.16 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

- 1.17 A key function of the treasury management service is arranging the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.18 The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 1.19 This authority has engaged in only minimal commercial investments and has no (or immaterial) non-treasury investments.

## **1.20 Treasury Management and Capital Reporting Arrangements**

- 1.21 The Council is currently required to receive and approve at Cabinet, as a minimum, three main treasury/capital reports each year, which incorporate a variety of policies, estimates and actuals.

### **Capital Strategy and Treasury Management Strategy**

- Prudential and treasury indicators and treasury and capital strategy (this report) - The first, and most important report is forward looking and covers:
- The capital plans, (including prudential indicators).
- A minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time).
- Capital strategy and capital programme
- The treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
- An investment strategy, (the parameters on how investments are to be managed).

### **A mid-year treasury management report**

- This is primarily a progress report and will update members on the capital position, amending prudential indicators if necessary, and whether any policies require revision. Quarterly update reports will also be provided.

### **An annual treasury report**

- This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.
- The above Treasury reports are required to be adequately scrutinised before being recommended to the Cabinet. This role is undertaken by the Governance and Audit Committee.

In addition to the minimum requirement,

### **Quarterly capital reports to Cabinet**

- Providing an update on the capital spend, reprofiling and virement changes and funding that support delivery of the programme, with a year-end reflection of the actual against plan and reasons for the final month's changes from the forecast.

### **1.22 Treasury Management Strategy**

The strategy covers two main areas:

#### **a) Capital issues**

- The capital programme and funding regime and the associated prudential indicators.
- The minimum revenue provision (MRP) policy.

#### **b) Treasury management issues**

- The current treasury position.
- Treasury indicators which limit the treasury risk and activities of the Council.
- Prospects for interest rates.
- The borrowing strategy.
- Policy on borrowing in advance of need.
- Debt rescheduling.
- The investment strategy.
- Creditworthiness policy; and
- Policy on use of external service providers.

1.23 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, Welsh Government MRP Guidance, the CIPFA Treasury Management Code and Welsh Government Investment Guidance.

### **1.24 Training**

1.25 The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. The Authority holds two briefing sessions per year for members and members must ensure that they attend at least one of these. The training needs of treasury management officers are periodically reviewed.

1.26 Financial training in managing the financial aspects of capital projects is available for those that manage capital projects and takes place regularly throughout the year.

## **1.27 Treasury Management Consultants**

- 1.28 The Council uses Link Group, Treasury Solutions as its external treasury management advisors. They also support on Capital advice. The Council recognises that responsibility for treasury management decisions always remains with the organisation and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.
- 1.29 It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.



# Capital Strategy

## 2.1 Background

2.2 Part 1, Section 3 of the Local Government Finance Act 2003 requires that the Authority shall determine and keep under review how much it can afford to borrow. The Act is supported by the Prudential Framework for local authority capital investment and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Code). The CIPFA Prudential Code was revised in December 2017. The revised Code introduced a new requirement that all authorities produce a capital strategy, which sets out the long-term context in which capital expenditure and investment decisions are made.

2.3 The Capital Strategy and Treasury Management Strategy (TMS) are closely linked, and both are revised annually. The Capital Strategy defines the Council's spending and the TMS sets out how it will be funded and its impact on the overall financial standing of the Council.

## 2.4 Aims, Priorities and Principles

2.5 The purpose of this strategy is to set out the objectives, principles and governance framework to ensure that the Authority takes capital expenditure and investment decisions in line with service objectives that underpin the delivery of the Corporate Improvement Plan through Vision 2025. The Council's Vision sets out the key priorities and objectives of the Council for the period to 31 March 2025.

2.6 Vision 2025 sets out the long-term vision for the council under four priority areas (aligned to the Wellbeing of Future Generations Act 2015 objectives).

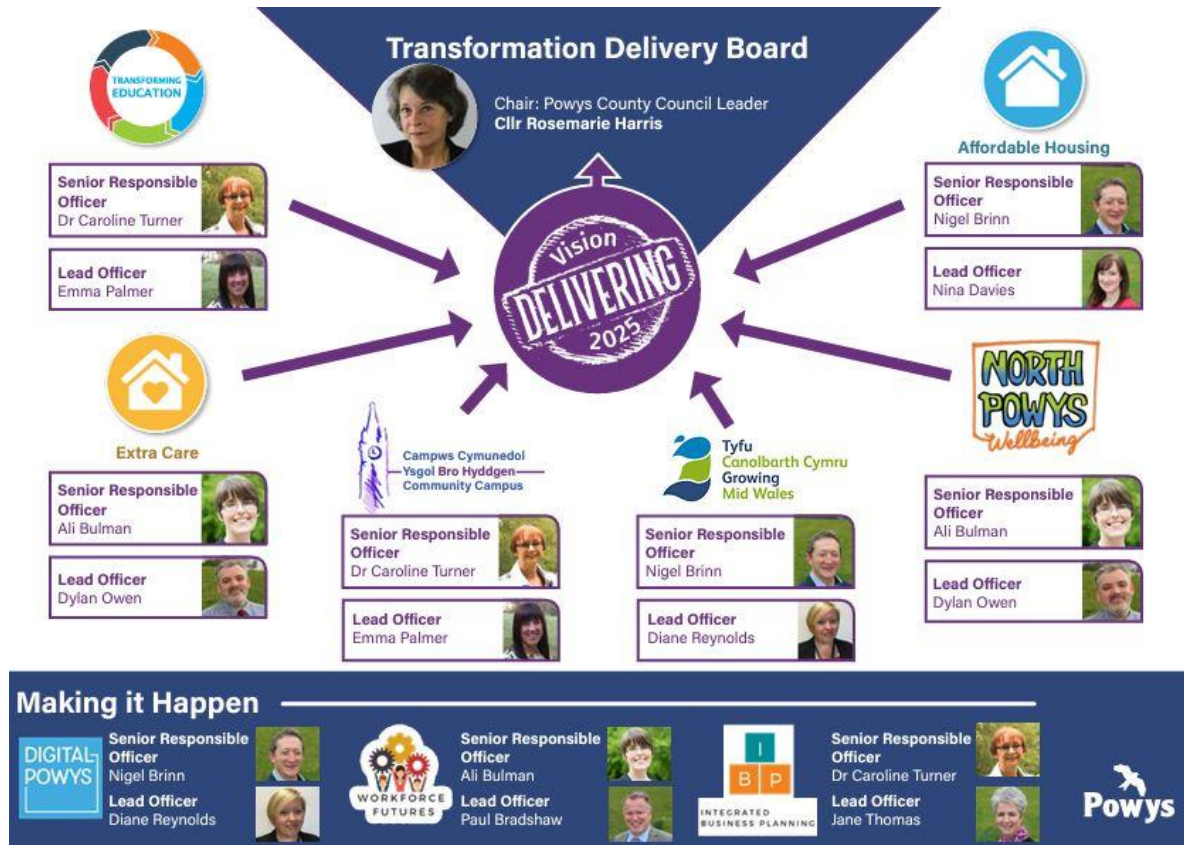


## 2.7 Programme Overview

2.8 The Capital Programme is a key enabler to deliver the Council's ambition set out in Vision 2025. Broadly the programme covers three areas of expenditure:

- a core programme of schemes that are regulatory / statutory in nature, and minimise legal challenge or revenue risk, these schemes are related to day-to-day activities that will ensure the Council meets its statutory requirements
- a retained asset programme to improve or enhance the life of existing assets, and
- an investment programme in schemes linked to the Council's strategic priorities, such as schemes to increase the diversification of the Council's property portfolio or reduce the revenue costs of running and maintaining the assets.

2.9 Vision 2025 will be delivered, in part, through its nine Transformation Programmes, as shown in the diagram below. The six Service Transformation programmes all require capital funding to deliver their transformation agenda.



### Capital Investment across Services

2.10 The Council has developed its capital strategy which sets out a five year long-term plan and demonstrates that the capital / investments decisions are taken in line with priorities and considers both risk/reward and impact; as well as properly taking account of stewardship, value for money, prudence, sustainability and affordability.

2.11 The Council will continue to invest in services that underpin the priorities set out as part of Vision 2025, the key themes have clear service projects:

### Residents and the Community - We will support our Residents and Communities.

- **Housing** - The Council will continue to maintain, for all the homes it owns, the Welsh Housing Quality Standard (WHQS) with an ongoing capital programme in part funded through Welsh Government Funding and Borrowing. The Housing Revenue Account Thirty Year Business Plan demonstrates an affordable capital strategy alongside delivering the day-to-day landlord service and has key

objectives linked to the Local Housing Strategy. The Council has completed the construction and letting of 39 new homes with a further 79 under construction and a further 198 under active consideration for future development (dependent upon site acquisitions, viability assessments and resolution of the phosphates issues affecting development of all types). The Council will continue to fund a major programme of Disabled Facilities Grants enabled works and improvements to homes to improve the quality of life for people who need help to live as independently as possible. In addition, Housing Services will continue to support energy efficiency and bringing privately owned empty homes back into use through the SWAS (Safe Warm & Secure), Landlord Loans and the ZILF Co2i loan schemes.

- **Leisure Centres** - The Leisure portfolio contributes to the preventative agenda, supporting the Public Health Wales Long Term Strategy (2018-30) as well as, health interventions such as the NERS program (National Exercise Referral Scheme), in collaboration with Powys Teaching Health Boards and General Practices, within Powys. Since 2019 the Council has approved a five-year programme which has already enabled significant, essential replacement of plant, fixtures, end-of-life equipment, structural materials, playing surfaces and decoration. The Capital commitment supports the Council's 'landlord' responsibilities as part of the leisure contract but also ensures that the buildings are fit for purpose, compliant, attractive and provide a positive customer experience. Leisure Services in Powys not only support the overall well-being of our 'residents and communities' and now more than ever, contribute to the 'health & care' agendas, providing early intervention and prevention programmes to help reduce the burden on health services. Also, as a collaborative partner to the School's Transformation Programme, enabling learning and development through specific opportunities that the service provides or facilitates. Leisure Services support and contribute to the 'economy' by hosting and delivering local, regional and national events and competitions which draws significant numbers of visitors from across the UK to utilise the facilities we have in Powys – and demonstrates the need for the facilities to be maintained and improved to an appropriate standard.
- **Waste Strategy** - Powys County Council faces a stringent WG statutory recycling target of 64% for 2019/20 through to 70% for 2024/25. There is also a non-statutory WG target to reduce landfill to 10% by 2019/20 reducing to 5% by 2024/25. This has required a step change in the way all local authorities approach waste and recycling. The continued capital investment in the Waste and Recycling service will ensure that the Council is able to meet the targets whilst obtaining maximum value from the service. A network of assets under the Council's control allows flexibility to adapt to any changing requirements within the industry and Government policy and legislation. Some of these schemes are linked to efficiency savings and service improvements in future years.

**Health and Care** – We will lead the way in providing effective, integrated Health and Care in a rural environment

- **Social Care** - The capital programme focuses on supporting those who wish to remain in their own home rather than residential care and supports the integrated Health and Care Strategy for Powys. This strategy acknowledges that people in Powys live longer and healthier lives than elsewhere in Wales and that Powys is a place aspiring to help improve the wellbeing of all people. Capital funding mainly focus on accommodation options, including supporting the building and redevelopment of facilities to increase the stock of supported living and extra care housing in collaboration with Powys Teaching Health Board and local Registered Social Landlords. There are also capital funding requirements for the 13 Powys owned care homes.
- **Children's Services** – In order to ensure a sufficient supply of appropriate, safe placements for children in care, as close to home as possible, investment is mostly focused upon small residential homes for children, with accommodation purchase and development of a range of placements in County to support the complex needs of young people who remain under the local authority's care.

Welsh Government have been particularly supportive in offering investment to progress such developments, as mirrored in current Ministerial direction.

The changes associated with ICF (Integrated Care Fund) through Regional Partnership Boards (RPB), identify long term collaborative projects that will require a financial commitment from all partners, including PCC over a period of time. This will need to be acknowledged as part of social care's transformation plans, associated with the future development of any such resource.

- **Assistive Technology** - has a key role to play in the modernisation of health and social care. With ever increasing technological advances, it offers a range of possibilities for greater choice, not only of how people can access the support they need, but also where and when they access support. In doing so, assistive technology enables people to take greater control, and to live independently for longer by preventing hospital admissions and premature moves to residential care. Enabling access to better accommodation options is essential in order to support independent living and reduce demand for other types of care.

**Learning and Skills** – We will strengthen learning and skills.

- **Schools Transformation** - The Council has developed a new ten-year Strategy to Transform Education in Powys 2020-30 with the implementation of a major capital investment programme that will ensure that schools in Powys have inspiring, environmentally sustainable buildings that can provide opportunities for wider community activity, including where possible childcare services, early years, ALN, multi-agency support and community and leisure facilities. This will also include developing a reliable, high quality digital infrastructure. The Council is investing £118m over the next five years in its schools through the current Band A and Band B of the Welsh Government's 21st C Schools Programme. The 21st C Schools Programme has a 65% capital intervention rate for mainstream schools, 75% for special schools and it also offers a new and innovative funding route where the intervention rate is 85% for the Mutual Investment Model. The Council will develop its strategies to ensure maximisation of the potential investment opportunities that may be available via WG funding.

However, to deliver the full Schools Transformation Programme, significant funding sources above what is currently included in the current Capital Programme will be required. That said, the cost of transformation over the lifetime of the schools assets is cheaper than the status quo in the majority of localities.

Alongside this, capital funding through our major repairs programme will be focussed on where the need is greatest, as identified through the Schools Service's Asset Management Plan.

**The Economy** – We will develop a vibrant economy.

- **Highways and Environment** - The Council has a statutory duty to maintain the adopted highway, maintained at public expense in a safe condition for the passage of the user. A strategic approach has been used to develop the HAMP in identifying and allocating resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers. Current gross replacement cost of these assets is estimated at £4.4bn.

The highway network includes public rights of way, which are a major attraction to the county for visitors. There are 1,700 recorded bridge structures on the public rights of way network; most are Council assets. Several major bridges (over £100,000 each) need to be replaced within the next 5 years due to age. In addition, storm damage with increased rates of riverside erosion and rotting of timber is affecting many small to medium bridges (up to £50,000 each). A county wide inventory is being developed, to record bridge condition and forward plan for their replacement. Previously, this has been reactive.

Outdoor recreation assets are also a significant tourist attraction and can provide valuable opportunities to maintain and enhance biodiversity. There are two remaining building assets under

management by the Service; investment is needed in one of them, to enable ongoing lease arrangements. Upgrades are also required at Llandrindod Lake to meet new standards due to its designation as a reservoir.

- **Property** - The vision is to ensure that through the Corporate Landlord initiative, the Council's assets are appropriately managed to provide safe, efficient, sustainable properties in the right locations to support the delivery of services and the achievement of key priorities. The Strategic Asset Board and Asset Management Plans are the mechanisms in place to help deliver these priorities, which will ensure close working and collaboration across all service areas and partner organisations such as Neath Port Talbot College / PTHB. The Property team will be supported in this crucial work with investment provided to procure a new Property Management database which will provide a single point of reference for all aspects of the Council's operational and investment estate. A provisional property disposals programme has been developed over the next 10 years.
- **Regeneration, Property and Development** - The Council need to intervene where the private sector is not able (for economic reasons) to create or facilitate investment in business units in order to keep and attract business to the County. Abermule business park is one such scheme that sees the Authority developing a former Welsh Government site which otherwise would not have been developed in the short to medium term. Capital investment will also form an important part of supporting the regeneration and viability of town centres complementing the Welsh Government's Transforming Towns funding programme. An initial annual allocation of £2 million starting in 2022-23 has been included as the Council's contribution towards the Mid Wales Growth Deal. As the investment plans for the deal develop the funding will be released to the relevant projects on completion of the relevant governance and approval processes.
- **County Farms** - It is essential that the Council manages its agricultural estate prudently, efficiently, and professionally. Effective management of County Farms estate will enable the continued opportunities already enjoyed by current tenant farmers and maintain an income stream. The financial demands of the Estate need to be evaluated against the competing demands across the council whilst noting the estate produces an annual surplus in its trading account. The opportunity for capital receipts will continue to arise as reviews are undertaken at each tenant departure from the Estate. An Invest to Save initiative is being developed which will see investments made to the Farm Estate which should create opportunities for capital receipts and reduced revenue expenditure, for example barn conversions and subsequent sales.
- **Information Technology (IT)** - The service engages with change programmes so that investment and resource meets identified priorities. In respect of infrastructure, IT will seek to invest in up-to-date cloud-based technologies including 'Azure' cloud technologies, improved telephony and mobile systems, WEB and share-point and improved wireless as well as further enabling our staff to work in an agile manner.

In terms of applications, IT are looking to rationalise the number of systems through investment in replacement of legacy corporate systems and through modernisation of systems and applications to improve integration and provide an improved customer journey.

Cyber resilience is also a key programme, since 2017 an active Cyber Security improvement plan has been in place which details improvements required to maintain our Cyber Security resilience and to maintain standards and accreditations such as Cyber Essentials Plus and PSN Accreditation. In order to maintain the council's resilience and standards, this investment and programme of work is key. This includes investment in tools to detect and prevent malicious activity, tools, processes and resources to maintain systems to prevent vulnerabilities from exploitation, systems to enable us to share and collaborate information digitally and securely without risk of unintended exposure and ultimately damage or complete loss of any of the council's data or systems.

## Investment in Regenerative Commercial Activity

- 2.12 The commercial activity undertaken in the council relates to holding properties that are utilised by tenants, these include livestock markets, caravan park, restaurant and office space. These are held primarily for their regenerative benefits to the local economy.
- 2.13 Around £240,000 in rental income is received each year.
- 2.14 The council has registered a trading company (currently dormant) that may become the vehicle that supports greater commercial activity, but any investment must evidence the following criteria:
- Support the strategic community objectives of the council.
  - Have a balanced investment approach.
  - Improve covenant strength.
  - Drive income generation and maintain yield.
- 2.15 To ensure that the council is able to benefit from the lower borrowing rates offered by the Public Works Loans Board (PWLB) the council will currently not consider investing in any commercial property where yield is the primary investment driver.

## Funding the Capital Strategy

- 2.16 The cost of funding the capital programme is closely monitored due to the impact on the budget and the ongoing funding constraints of the MTFs. The Council aims to minimise the cost of borrowing on the Financial Resource Model (FRM) and other sources need to be maximized such as grant funding. Funding capital from borrowing incurs extra costs from interest on the loan and the minimum revenue provision, repayment of the principal. Capital projects are prioritised where they can evidence a reduction in the cost of revenue, such as digital technologies or generate income such as building council dwellings.
- 2.17 The Housing Revenue Account (HRA) supports its own capital expenditure and provision for this is included in the HRA Business Plan. The surplus on the HRA account (excess of rental income over expenditure) is used to fund capital expenditure. This does not impact on the Council Fund. Although the HRA operates separately from the Council Fund, the Council does not borrow separately for Council Fund and HRA expenditure, all borrowing is combined, and the costs apportioned to the two funds based on the level of expenditure funded from borrowing for the two funds. The apportionment method is kept under review to ensure that it remains the most equitable method.

The Capital programme detailed at Appendix A, sets out how the programme is funded, the sources are explained below:

- **General Capital Grant** – This is a sum of money which is provided by the Welsh Government as part of the annual settlement. The Council is free to use the capital grant on any capital project it wishes.
- **Supported Borrowing** – The Council will borrow from establishments including the Public Works Loans Board (PWLB) to fund the expenditure. The revenue costs arising from the borrowing (Interest Costs and Minimum Revenue Provision) are funded by the Welsh Government through the annual revenue settlement, hence the term “Supported Borrowing”.
- **Unsupported Borrowing** – Again, the Council borrows the funding but is required to finance the revenue costs from its own resources. Projects funded by means of unsupported borrowing tend to be projects which deliver revenue savings, and these savings contribute to meet the additional revenue costs arising from the borrowing.
- **Specific Capital Grants** – The Council will be awarded capital grants which partly or fully fund the cost of a project. Capital grants usually come with restrictions surrounding the expenditure which can be funded and by when the expenditure must be incurred.

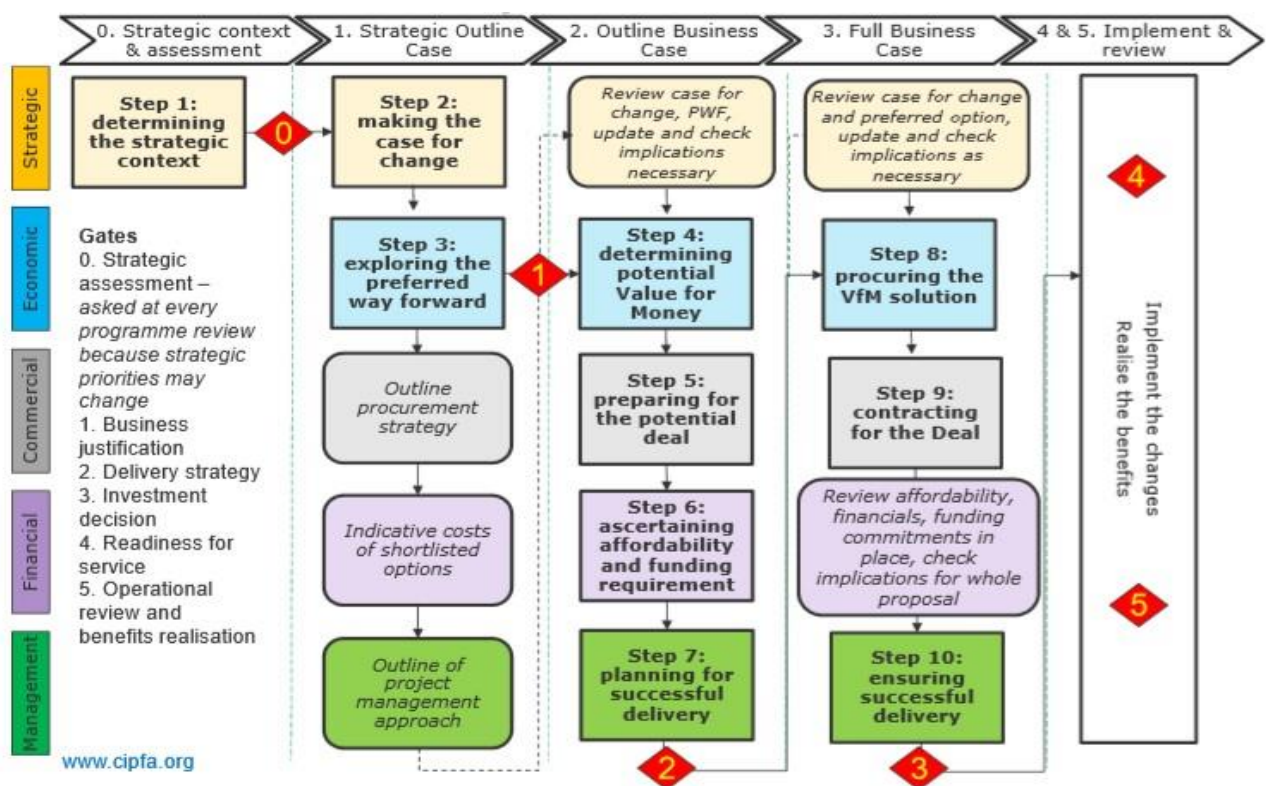


- **Revenue Contribution** – Services can contribute from their revenue budgets to fund projects. These contributions tend to be as a match funding to a project which is mainly funded from a specific capital grant.
- **Capital Receipts** – The funds generated from the sale of assets can be used to contribute to the funding of the capital programme. These are usually generated from the sale of surplus assets (normally land or buildings). The Councils' Capital Receipts Policy is set out in Appendix B.
- **Reserves** – Funding held in reserve, e.g., unapplied capital receipts, can be used to support the capital programme. Specific reserves can also be built up and set aside for this purpose.

2.18 An asset review is underway to review each property to understand the benefit each asset is providing for service delivery and quantify any future capital and maintenance liabilities. This will ensure that the Council has the right asset in the right place at the right time and will ensure the effective and efficient delivery of a comprehensive range of quality services. Once this is complete, any future capital investment together with the proceeds from the sale of surplus assets will be included in the capital programme.

### Governance and Approval Approach

2.19 Welsh Government have adopted the Better Business Case approach to building, reviewing, and agreeing business cases. These principles have been adopted in the Councils' Capital Governance Framework. This approach introduces a more formal regime to follow and ensures consistency and a robust approach to developing each project. The diagram below sets out the gates and steps necessary to develop a capital from proposal through to a successful delivery. There has been an urgency in adopting this new regime to evidence stronger governance based on robust business cases from services.



2.20 The governance of this Capital Strategy follows the same process as the Revenue Budget Setting Process and is presented to the Cabinet as part of the MTFs which is then recommended to full Council for approval.

2.21 The three stages of the Governance Framework are:

- **Stage 1 - The Strategic Outline Case (SOC)**, these must be completed for the new bids and have necessary approval.
- **Stage 2** - Once the SOC is approved, managers will need to complete more detailed work, particularly on the economics of the case, finances (detailed costings) and submit the **Outline Business Case (OBC)** for approval through the Strategic Asset Board, who provide challenge and then make recommendation to EMT / Cabinet to approve.
- **Stage 3 - The Final Business Case (FBC)** is the final gateway, and the project would move to the procurement stage. At this point the tender price for the project would be known and the risks quantified. Only when the FBC becomes a live project does the capital budget get allocated, which will improve our budget forecasting and profiling. Any revenue contributions including MRP costs would need to be built into the budget at stage 3.
  - For business cases between £75k and £1m a less formal business justification case will be used, being simpler and quicker to develop and proceed to project.
  - Each year there is a small bids programme funded by an allocation in the Capital Programme for capital projects under £75k, these are dealt with through the Strategic Asset Board.
  - The Council is moving away from an annual capital cycle and using the new framework will have an ongoing process of projects in development through to approval through Cabinet and Council as needed with the necessary prudential indicators updated and presented.

2.22 As a significant part of the capital programme and future ambitions covers investment in the Council's school's estate. The Schools Capital Programmes Oversight Board is in place which will strengthen Council's oversight of all school capital projects and provide additional scrutiny and assurance.

### **Capital Programme 2022-2027**

2.23 The overall capital programme for the Council in 2022/23 is £88.88 million, which includes £25.55 million for the Housing Revenue Account (HRA). Appendix A provides a full list of all the schemes.

2.24 The General Fund includes schemes which have previously been approved or are in progress and expected to continue into future years. These total £63.33 million. The programme includes a list of schemes that have had their Strategic Outline Case approved and have been progressed to Outline Business case. Providing the economic and financial justification stacks up these schemes are likely to develop to Final Business Case stage and become live projects, totalling £6.84 million. Split over two years, £5.55 million in 2022/23, £0.75 million in 2023/24 and £0.54 million in 2024/25. An initial annual allocation of £2.00 million starting in 2022-23 has been included as the Council's contribution towards the Mid Wales Growth Deal. As the plans for the deal develop, the funding will be released to the relevant projects on completion of the relevant governance and approval processes.

2.25 The need to maintain the highways infrastructure through the HAMP has been highlighted at strategic level as a critical area of the council's long-term strategy. The programme now includes £5.00 million per annum for the HAMP and an additional £1.00 million per annum for street lighting column upgrades.

2.26 Overall additional borrowing requirements are estimated at £42.86 million in 2022/23 which includes £12.88 million for the HRA. However, it is likely that this figure will be less based on previous years slippage on spend and grants that are received in year.

2.27 The capital programme remains within budget for 2022/23 however additional revenue funding will need to be identified to fund investment in future years. The impact of the capital programme is set out through the following prudential indicators:



## Capital Prudential Indicators

2.28 The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

## Capital Expenditure

2.29 This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

£'m	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Non-HRA	70.97	63.33	66.53	51.63	32.42	19.96
HRA	25.21	25.55	33.12	33.43	23.64	21.75
<b>Total</b>	<b>96.18</b>	<b>88.88</b>	<b>99.65</b>	<b>85.06</b>	<b>56.06</b>	<b>41.71</b>

2.30 **Other long-term liabilities** - The financing need set out in the table above excludes other long-term liabilities, such as leasing arrangements that already include borrowing instruments.

2.31 The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a requirement to fund through borrowing, this figure is shown as the net financing need.

£'m	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Capital receipts	4.27	2.25	3.25	2.25	1.25	1.25
Capital grants	38.72	32.67	48.62	36.78	15.61	13.43
Revenue/Reserves	15.69	11.10	7.99	11.35	9.86	8.80
<b>Net financing need for the year</b>	<b>37.50</b>	<b>42.86</b>	<b>39.79</b>	<b>34.68</b>	<b>29.34</b>	<b>18.23</b>

## The Council's Borrowing Need (the Capital Financing Requirement)

2.32 This is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

2.33 The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset life, and so charges the economic consumption of capital assets as they are used.

2.34 The greater the CFR the larger the impact will be on the revenue budget, therefore in the long-term there will be a need to keep capital expenditure funded by borrowing at a level below the MRP budget in order to maintain the revenue budget at a sustainable level.

2.35 The Council is asked to approve the CFR projections below:

£'m	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CFR – non HRA	323.53	349.71	364.61	373.44	385.20	387.28
CFR – HRA	106.83	118.63	137.80	156.93	166.88	174.68
<b>Total CFR</b>	<b>430.36</b>	<b>468.34</b>	<b>502.41</b>	<b>530.37</b>	<b>552.08</b>	<b>561.96</b>
Movement in CFR	33.26	37.98	34.07	27.96	21.71	9.88
Net financing need for the year (above)	37.50	42.86	39.79	34.68	29.34	18.23
Less MRP/VRP and other financing movements	4.24	4.88	5.72	6.72	7.64	8.35
Movement in CFR	33.26	37.98	34.07	27.96	21.70	9.88

### Minimum Revenue Provision Policy Statement

2.36 MRP is an annual charge that Councils are required to pay for their debt liability in respect of capital expenditure funded by borrowing, for both the general fund and the Housing Revenue Account debt. This capital expenditure is set out as part of the CFR calculation and updated regularly to reflect borrowing need changes and the resultant costs; it is important to ensure that the debt is repaid over a period commensurate with that over which the capital expenditure provides benefit.

2.37 The debt repayment is a revenue charge, the minimum revenue provision (MRP), although additional voluntary payments are allowed if required voluntary revenue provision (VRP).

2.38 Welsh Government regulations have been issued which require the Council to approve the **MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision set out.

**2.39 Recommendation - The Council is recommended to approve the following MRP Statement for the 2022/23 financial year:**

➤ For capital expenditure incurred before 1 April 2020 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

- To calculate the MRP over a 50 year life on an on annuity basis using the Authority's average rate of borrowing.

➤ From 1 April 2020 for all unsupported borrowing (including PFI and finance leases), the MRP policy is:

- To charge MRP over the weighted average asset life on an annuity basis using the Authority's average rate of borrowing.

➤ For HRA Historic and Settlement Debt, the MRP policy will be:

- To calculate the MRP over a 60 year life on an on annuity basis using the Authority's average rate of borrowing.

➤ For HRA Post Settlement Debt, the MRP policy will be:

- To calculate the MRP over a weighted average asset life on an on annuity basis using the Authority's average rate of borrowing.
- Repayments included in annual PFI or finance leases are applied as MRP.
- In addition, the guidance allows for MRP to be deferred for assets under construction and this part of the guidance is adopted because the asset is not used by the authority until it is operational and therefore the MRP will match the life of the asset.
- 2.40 **MRP Overpayments** - A change introduced by the revised Welsh Government MRP Guidance was the allowance that any charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision (VRP) or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. At the 31st of March 2021 the total balance of previous voluntary revenue provision (VRP) stands at £7.11 million, of which £1.41 million relates to the HRA. There is no intention to reclaim any of this at this point.

## Risk Management

- 2.41 All large capital projects are managed under the Council's Project Management Methodology, which incorporates risk identification and risk management. The Council also has a Risk Management Policy which is applied to all its projects and activities.
- 2.42 For all capital projects, project managers update financial forecasts on a monthly basis identifying any areas subject to risk of overspend, underspend or slippage.
- 2.43 There is also a degree of funding risk in the Capital Programme, reliant as it is on future capital receipts, and the ability to be able to afford borrowing if necessary. These risks need to be managed and monitored on a regular basis, and action taken where necessary.
- 2.44 Risk appetite in this context is the level of risk that the Council is prepared to accept to be exposed to at any point in time in relation to its activities. It involves knowing what risks the Council wishes to avoid, what risks it is willing to accept and what risks it is willing and able to manage (including by transferring them to a third party, e.g., through insurance).
- 2.45 The risks are regularly monitored and managed both financially and operationally in accordance with council processes.
- 2.46 The Council is willing to accept the risks set out in this Strategy for projects that have Council approval provided that the project management ensures the appropriate mitigations are put in place to bring the project within acceptable risks margins.
- 2.47 The key financial risks inherent in the Council's Capital Programme include:

Description of Risk	Potential Impact
The longer a project takes to come to fruition, the greater the risk that the financial cost of the project will have increased, both due to the additional staff time spent on the project and the inflationary impact on the costs involved in bringing the asset into operation.	May result in financial pressures on the other projects/ programmes and service delivery.
There is a degree of correlation between the length of time a project spends in the feasibility and development stage and an increased risk of project failure or abandonment. Should a project fail for any reason, the regulations require all capital costs to be returned to revenue, which may create significant pressures, depending on the level of spend at that point.	May result in additional revenue pressures on delivery/services.

Description of Risk (cont.)	Potential Impact (cont.)
Project expenditure is higher than forecast estimates – in the current climate due to the rising cost of materials and access to skilled contractors in a limited labour market	May result in increased financial pressures/ limitations on future investment options.
Once a project has been delivered successfully the cash expended is then bound in the asset. In the case of the assets that are for service delivery and do not generate a rental income stream, the money invested in the asset is only recovered if and when the asset is sold at a future date. This carries inherent financial risks in that the asset may have decreased in value, depending on market conditions, or may not have increased in value sufficiently to mitigate the effects of inflation.	May result in increased financial pressures/limitations on future investment options.

# Treasury Management Strategy

## Background

- 3.1 The Council is required to operate a balanced budget which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned with cash being available when it is needed.
- 3.2 The second main function of the treasury management service is the funding of the Council's capital plans. These plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash involves arranging short or long-term loans or using longer-term cash flow surpluses.
- 3.3 The contribution the treasury management function makes to the authority is critical as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects.
- 3.4 Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities as they usually arise from capital expenditure and are separate from the day-to-day treasury management activities. The IRFS 16 Leases accounting standard will from April 2022 require leases in, with the exception of low value and short term leases to be included on the balance sheet. These arrangements are not included in this report.

## Current portfolio position

- 3.5 The overall treasury management portfolio as at 31<sup>st</sup> March 2021 and the estimated position as at 31<sup>st</sup> March 2022 are shown below for both borrowing and investments.

Treasury Portfolio				
	Actual 31st March 2021		Estimate 31st March 2022	
	£'m	%	£'m	%
<b>Borrowing</b>				
PWLB	238.20	3.8%	260.64	3.5%
LOBO Loans	25.00	4.4%	25.00	4.2%
Market/Other Local Authorities	45.00	2.4%	40.00	2.4%
Welsh Government	33.00	0.0%	33.00	0.0%
Other	21.40	0.2%	10.98	0.4%
<b>Total External Borrowing</b>	<b>362.61</b>		<b>369.62</b>	
<b>Investments</b>				
Banks (deposit accounts)	54.38	0.1%	40.00	0.1%
Other Local Authorities	0.00	0.0%	0.00	0.0%
<b>Total Investments</b>	<b>54.38</b>		<b>40.00</b>	
<b>Net Position</b>	<b>308.23</b>		<b>329.62</b>	

## **Borrowing Strategy**

3.6 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

3.7 Against this background and the risks within the economic forecast, caution will be adopted with the 2022/23 treasury operations. The Head of Financial Services will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp fall in borrowing rates, (e.g., due to a marked increase of risks around relapse into recession or of risks of deflation), then borrowing will be postponed.
- if it was felt that there was a significant risk of a much sharper rise in borrowing rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

3.8 Any decisions will be reported to the appropriate decision making body at the next available opportunity.

### **3.9 Policy on Borrowing in Advance of Need**

3.10 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

3.11 Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **3.12 Debt rescheduling**

3.13 Rescheduling of current borrowing in our debt portfolio is unlikely to occur as the 100 basis points (1%) increase in PWLB rates only applied to new borrowing rates and not to premature debt repayment rates. If rescheduling was done, it will be reported to the Cabinet at the earliest meeting following its action.

### **3.14 New Financial Institutions as a source of Borrowing and / or types of Borrowing**

Currently the PWLB Certainty Rate is set at gilts + 80 basis points for both HRA and non-HRA borrowing. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years)
- Municipal Bonds Agency (possibly still a viable alternative depending on market circumstances prevailing at the time).

Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

### 3.15 Approved Sources of Long and Short term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
Municipal bond agency	●	●
Local authorities	●	●
Banks	●	●
Pension funds	●	●
Insurance companies	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Stock issues	●	●
Local temporary	●	●
Local Bonds	●	●
Local authority bills	●	●
Overdraft	●	●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	●
Medium Term Notes	●	●
Finance leases	●	●

### Capital Prudential and Treasury Indicators

3.16 The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### Ratio of financing costs to net revenue stream

3.17 This indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue budget or HRA rental income (net revenue stream). The estimates of financing costs include current commitments and the proposals in this budget report. The future net revenue streams are estimated based on worst case scenarios.

£'m	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Financing Costs	10.85	11.29	12.17	12.85	13.53	13.94
Net Revenue Stream	279.81	302.33	314.29	324.37	333.90	343.77
<b>Council Fund</b>	<b>3.9%</b>	<b>3.7%</b>	<b>3.9%</b>	<b>4.0%</b>	<b>4.1%</b>	<b>4.1%</b>
Financing Costs	4.53	4.89	5.49	6.21	6.76	7.13
Net Revenue Stream	26.65	27.38	28.65	30.07	31.49	32.83
<b>HRA</b>	<b>17.0%</b>	<b>17.9%</b>	<b>19.1%</b>	<b>20.7%</b>	<b>21.5%</b>	<b>21.7%</b>

### **Maturity structure of borrowing**

3.18 These gross limits are set to reduce the Council's exposure to large, fixed rate sums falling due for refinancing and are required for upper and lower limits.

3.19 The Council is asked to approve the following treasury indicators and limits:

<b>Maturity structure of borrowing 2022/23</b>		
	<b>Lower</b>	<b>Upper</b>
Under 12 months	0%	40%
12 months to 2 years	0%	40%
2 years to 5 years	0%	40%
5 years to 10 years	0%	40%
10 years to 20 years	0%	40%
20 years to 30 years	0%	40%
30 years to 40 years	0%	40%
40 years to 50 years	0%	40%
50 years to 60 years	0%	40%

### **3.20 Affordability prudential indicators**

3.21 Prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following borrowing indicators:

### **3.22 Borrowing Indicators**

3.23 The capital expenditure plans set out in the capital strategy provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.24 The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.



## Change in External Debt

£'m	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Council Fund</b>						
Debt at 1st April	263.83	289.04	315.22	330.12	338.95	350.70
Expected change in Debt	25.21	26.18	14.90	8.83	11.75	2.08
Estimated Gross Debt at 31st March	289.04	315.22	330.12	338.95	350.70	352.78
CFR	323.53	349.71	364.61	373.44	385.20	387.28
Under / (Over) Borrowing	34.49	34.49	34.49	34.49	34.50	34.50
<b>HRA</b>						
Debt at 1st April	98.78	106.83	118.63	137.80	156.93	166.88
Expected change in Debt	8.05	11.80	19.17	19.13	9.95	7.80
Estimated Gross Debt at 31st March	106.83	118.63	137.80	156.93	166.88	174.68
CFR	106.83	118.63	137.80	156.93	166.88	174.68

3.25 Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

3.26 The Head of Financial Services reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the next few years. This view considers current commitments, existing plans, and the proposals in this budget report. The projected increase in the CFR over the medium and longer term must be reviewed annually to ensure that the capital investment plans remain affordable, prudent and sustainable.

### 3.27 Treasury Indicators: limits to borrowing activity

#### Operational Boundary

3.28 The Operational Boundary is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

£'m	2022/23	2023/24	2024/25	2025/26	2026/27
Operational Boundary	478.00	512.00	541.00	563.00	573.00

#### Authorised Limit

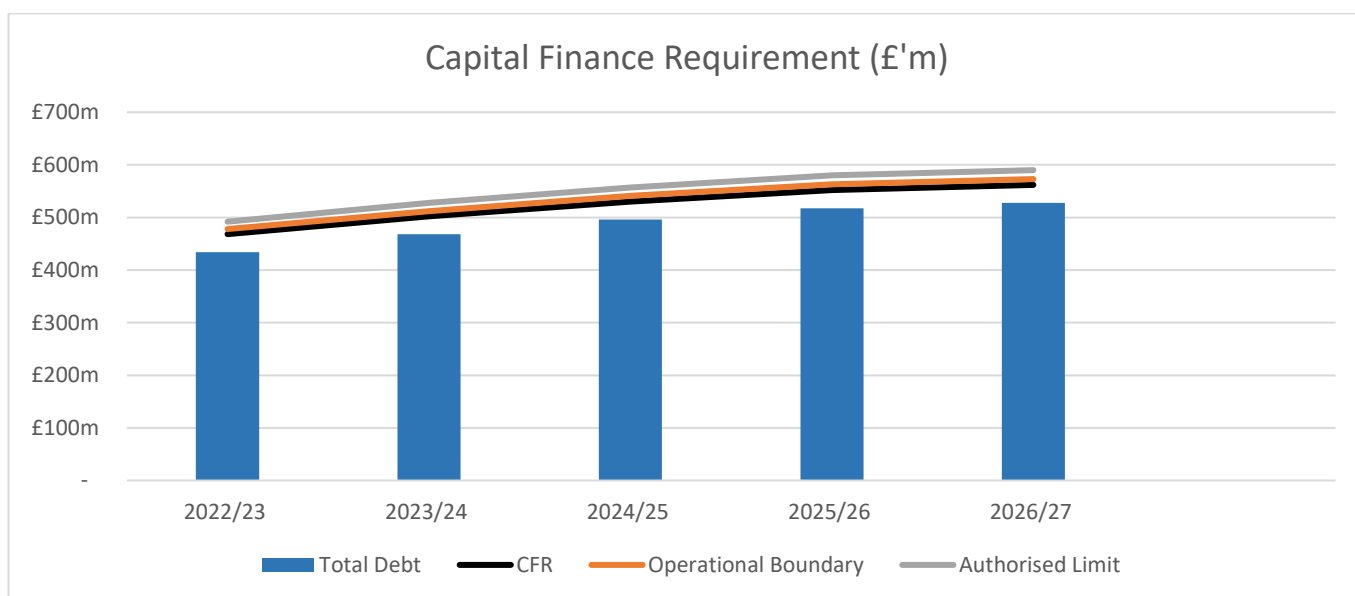
3.29 This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

3.30 This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.

3.31 The Council is asked to approve the following authorised limit.

£'m	2022/23	2023/24	2024/25	2025/26	2026/27
Authorised Limit	492.00	528.00	557.00	580.00	590.00

3.32 The chart below shows the relationship between the Total Debt, the Capital Financing Requirement (CFR), the Operational Boundary and Authorised Limit.



## Annual Investment Policy

3.33 **Management of risk** - The Welsh Government and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This strategy deals solely with financial investments, (as managed by the treasury management team). Nonfinancial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

The Council's investment policy has regard to the following.

- Welsh Government's Guidance on Local Government Investments 2019 ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
- CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs

3.34 The above guidance from the Welsh Government and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means:

- Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
- Other information: ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
- Other information sources used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- This authority has defined the list of types of investment instruments that the treasury management team are authorised to use. There are categories of ‘specified’ and ‘non-specified’ investments.
  - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year except deposits with local authorities which can be for any period.
  - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use. Once an investment is classed as non-specified, it remains non-specified all the way through to maturity i.e., an 18 month deposit would still be non-specified even if it has only 11 months left until maturity.
- Lending limits (amounts and maturity), for each counterparty will be set in conjunction with Link’s matrices.
- This authority will set a limit for the amount of its investments which are invested for longer than 365 days.
- Investments will only be placed with counterparties from countries with a specified minimum sovereign rating.
- All investments will be denominated in sterling.
- As a result of the change in accounting standards for 2020/21 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. The Welsh Government has passed a statutory override to allow Welsh local authorities time to adjust their portfolio of all pooled investments by delaying implementation of IFRS 9 for five years until 31st March 2023.

3.35 The council will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance.

### 3.36 Creditworthiness policy

3.37 This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach, utilising credit ratings from the three main credit rating agencies - Fitch, Moody’s and Standard & Poor’s. The credit ratings of counterparties are supplemented with the following overlays:

- “watches” and “outlooks” from credit rating agencies.
- CDS spreads that may give early warning of likely changes in credit ratings.
- sovereign ratings to select counterparties from only the most creditworthy countries.

3.38 This modelling approach combines credit ratings, and any assigned Watches and Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will, therefore, use counterparties within the following durational bands:

Yellow	5 years *
Dark pink	5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
Light pink	5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
Purple	2 years
Blue	1 year (only applies to nationalised or semi nationalised UK Banks)
Orange	1 year
Red	6 months
Green	100 days
No colour	not to be used

*Please note: the yellow colour category is for UK Government debt, or its equivalent, money market funds and collateralised deposits where the collateral is UK Government debt.*

*Please note: "fund" ratings are different to individual counterparty ratings, coming under either specific "MMF" or "Bond Fund" rating criteria.*

3.39 The Link Asset Services' creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

3.40 Typically, the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of F1 and a long term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

3.41 Credit ratings will be monitored daily through use of the Link Group's creditworthiness service.

- If a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- In addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

3.42 Sole reliance will not be placed on the use of this external service. In addition, this Council will also use market data and market information, as well as information on any external support for banks to help support its decision making process.

3.43 Significant levels of downgrades to Short- and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. However, as economies are beginning to reopen, there have been some instances of previous lowering of Outlooks being reversed.

3.44 Although bank CDS prices, (these are market indicators of credit risk), spiked upwards at the end of March / early April 2020 due to the heightened market uncertainty and ensuing liquidity crisis that affected financial markets, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Council has access to this information via its Link-provided Passport portal.

### 3.45 Country limits

3.46 Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

3.47 The Council has determined that it will only use approved counterparties from the UK and from countries with a minimum sovereign credit rating of AA- from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in paragraph 3.63. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

### 3.48 Investment strategy

3.49 **In-house funds** - Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

### 3.50 Investment returns expectations

3.51 The suggested budgeted investment earnings rates provided by Link Group for returns on investments placed or periods up to about three months during each financial year are as follows:

2022/23	0.50%
2023/24	0.75%
2024/25	1.00%
2025/26	1.25%
Later years	2.00%

### 3.52 Investment treasury indicator and limit

3.53 The Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each yearend.

3.54 The Council is asked to approve the following treasury indicator and limit:

<b>Upper limit for principal sums invested for longer than 365 days</b>			
<b>£m</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Principal sums invested for longer than 365 days	£10m	£10m	£10m
Current investments as at 31.12.21 in excess of 1 year maturing in each year	Nil	Nil	Nil

- 3.55 For its cash flow generated balances, the Council will seek to utilise its business reserve instant access accounts, money market funds and short-dated deposits.
- 3.56 **Investment performance / risk benchmarking** – This Council will use an investment benchmark to assess the investment performance of its investment portfolio of overnight, 7 day, 1, 3, 6 or 12 month compounded / SONIA.
- 3.57 Treasury Management Practice – Credit and Counterparty Risk Management
- 3.58 Specified Investments - All such investments will be sterling denominated with maturities up to maximum of 1 year (except for deposits with local authorities which can be for any period), meeting the minimum 'high' quality criteria where applicable. (If a deposit is made for say 2 years, it starts as being a non-specified investment and remains as a non-specified investment even when it's time to maturity falls under 12 months). The criteria, time limits and monetary limits applying to institutions or investment vehicles are.

<b>Institution</b>	<b>Maximum Investment per Group/Institution</b>	<b>Maximum Length</b>	<b>Credit Rating/Other Assessment of Risk</b>
UK Banks	£40m	Up to 364 days	As per Link's matrices
Foreign Banks	£5m	Up to 364 days	As per Link's matrices
Other Local Authorities	£25m	Up to 5 years	N/A

- 3.59 **Non specified Investments** - These are any investments which do not meet the specified investment criteria. A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made, it will fall into one of the above categories. The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

<b>Institution</b>	<b>Maximum Investment per Group/Institution</b>	<b>Maximum Length</b>	<b>Credit Rating/Other Assessment of Risk</b>
UK Banks	£10m (£5m limit with any one institution)	Up to 2 years	As per Link's matrices
Foreign Banks	£2m	Up to 2 years	As per Link's matrices
Money Market Funds (max. of 5)	£10m	N/A	All are AAA rated
Other Local Authorities	£10m	Up to 5 years	N/A

*Note: Limits for Specified and Non-Specified are combined limits. The maximum limit will also apply to a banking group as a whole.*

- 3.60 In addition to treasury management investment activity, local authorities can utilise their powers to borrow in order to invest in other financial assets. Such activity includes loans supporting service

outcomes, investment in or loans to subsidiaries, and investment property portfolios primarily for a financial return. Whilst these impact on treasury management activity, they are managed outside of this Treasury Management Strategy and approved separately as part of the Council's Capital expenditure plans arising from its Capital Strategy. Regulator concerns in relation to the extent of this activity have resulted in recent updates to CIPFA professional Codes of Practice including the Treasury Management Code. Whilst no national monetary, financial, or other controls or limits are in place currently, regulations have been updated to ensure the risks and implications of such activities are clearly governed and understood over a long term period.

### 3.61 Approved Countries for Investments

3.62 This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's, and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services credit worthiness service.

3.63 Based on lowest available rating

➤ **AAA**

Australia	Denmark
Germany	Luxembourg
Netherlands	Norway
Singapore	Sweden
Switzerland	

➤ **AA+**

Canada	U.S.A.
Finland	

➤ **AA**

Abu Dhabi (UAE)	France
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➤ **AA-**

Belgium	Hong Kong
Qatar	U.K.

3.64 **Prospect for Interest rates** - The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates, their latest update is provided at Appendix C and D.

### Treasury Management Scheme of Delegation

3.65 The governance of the key decisions is set out below:

➤ **Full Council**

- approval of annual strategy

➤ **Audit Committee**

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

## ➤ **Cabinet**

- receiving and reviewing reports on treasury management policies, practices and activities
- approval of amendments to the Authority's adopted clauses, treasury management policy statement and treasury management practices
- budget consideration and approval
- approval of the division of responsibilities
- receiving and reviewing regular monitoring reports and acting on recommendations
- approving the selection of external service providers.

### **The Treasury Management Role of the Section 151 Officer**

3.66 The role of the section 151 officer is set out below:

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- submitting regular treasury management policy reports
- submitting budgets and budget variations
- receiving and reviewing management information reports
- reviewing the performance of the treasury management function
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensuring the adequacy of internal audit, and liaising with external audit
- recommending the appointment of external service providers.

3.67 The above list of specific responsibilities of the S151 officer in the 2017 Treasury Management Code has not changed. However, implicit in the changes in both codes, is a major extension of the functions of this role:

- preparation of a capital strategy to include capital expenditure, capital financing, and treasury management, with a long term timeframe (say 20+ years – to be determined in accordance with local priorities).
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money.
- ensuring that due diligence has been carried out on all investments and is in accordance with the risk appetite of the authority.



## Appendix A - Capital Programme 2022/27

	2021-22 £'m	2022-23 £'m	2023-24 £'m	2024-25 £'m	2025-26 £'m	2026-27 £'m	Total £'m
<b>Education</b>							
Ysgol Bro Hyddgen	0.835	2.488	15.543	16.708	11.000		<b>46.574</b>
Welshpool C in W School	0.050						<b>0.050</b>
Ysgol Gymraeg y Trallwng	3.374	4.961	0.125				<b>8.460</b>
Ysgol Brynllwarch	0.602	1.500	3.048	3.497			<b>8.647</b>
Ysgol Cedewain	0.700	15.090	6.482				<b>22.272</b>
Other 21st Century School Schemes	2.121	0.544	9.610	11.487	4.500	4.000	<b>32.262</b>
Schools Major Improvements	5.723	3.285	1.000	1.000	1.000	1.000	<b>13.008</b>
Schools Other	0.209						<b>0.209</b>
Child Care Grant	2.859						<b>2.859</b>
	<b>16.472</b>	<b>27.868</b>	<b>35.808</b>	<b>32.692</b>	<b>16.500</b>	<b>5.000</b>	<b>134.340</b>
<b>Highways, Transport and Recycling</b>							
Integrated Transport	0.406						<b>0.406</b>
Highways Lighting	1.536	1.250	1.200	1.000	1.000	1.000	<b>6.986</b>
Highways Strengthening	2.765	0.125					<b>2.890</b>
Structures Strengthening	0.550	0.550	0.600	0.500	0.100	0.200	<b>2.500</b>
Structural Maintenance - Roads	4.910	6.500	6.500	5.000	5.000	5.000	<b>32.910</b>
Road Safety & Small Schemes	0.020						<b>0.020</b>
Salt Barns	0.029	0.030	0.750				<b>0.809</b>
Safe Route In Communities	0.050						<b>0.050</b>
Newtown De-Trunking Works	1.014						<b>1.014</b>
Countryside & Outdoor Recreation	0.591	0.377	0.115	0.015	0.015	0.015	<b>1.128</b>
Recycling	0.840	1.786					<b>2.626</b>
Local Transport Fund	1.155						<b>1.155</b>
Vehicle Replacement	9.183	2.045	1.215	5.202	3.710	2.651	<b>24.006</b>
Community Transport Enhancement	0.031						<b>0.031</b>
Major Strategic Schemes	1.549	1.500	1.500	1.500	1.500	1.500	<b>9.049</b>
Flood Alleviation Schemes	0.630						<b>0.630</b>
Active Travel Fund	2.108						<b>2.108</b>
	<b>27.368</b>	<b>14.163</b>	<b>11.880</b>	<b>13.217</b>	<b>11.325</b>	<b>10.366</b>	<b>88.319</b>

	2021-22 £'m	2022-23 £'m	2023-24 £'m	2024-25 £'m	2025-26 £'m	2026-27 £'m	Total £'m
<b>Property, Planning and Public Protection</b>							
Regulatory Services	0.379						<b>0.379</b>
Closed Landfill Sites							<b>0.000</b>
County Farms	0.296	0.100	0.100				<b>0.496</b>
Business Parks	1.861						<b>1.861</b>
Office Accommodation	0.775						<b>0.775</b>
Depots	0.075						<b>0.075</b>
	<b>3.386</b>	<b>0.100</b>	<b>0.100</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3.586</b>
<b>Housing &amp; Community Development</b>							
Libraries	0.097						<b>0.097</b>
Sports and Leisure Centres	3.127	0.714	0.842				<b>4.683</b>
Arts and Museums	0.088						<b>0.088</b>
General Fund Housing	2.362						<b>2.362</b>
Safe, Warm & Secure	0.200	0.200	0.200	0.200	0.200	0.200	<b>1.200</b>
Co2I	0.048	0.048	0.048	0.048	0.048	0.048	<b>0.288</b>
Disabled Adaptation	1.300	1.300	1.300	1.300	1.300	1.300	<b>7.800</b>
Enable	0.096						<b>0.096</b>
Landlord Loans	0.200	0.200	0.200	0.200	0.200	0.200	<b>1.200</b>
	<b>7.519</b>	<b>2.462</b>	<b>2.590</b>	<b>1.748</b>	<b>1.748</b>	<b>1.748</b>	<b>17.815</b>
<b>Regeneration</b>							
Economic Development	4.096	1.942					<b>6.038</b>
C.E.S.F.	0.001						<b>0.001</b>
Levelling Up	3.210	7.216	12.300	0.486			<b>23.212</b>
	<b>7.307</b>	<b>9.159</b>	<b>12.300</b>	<b>0.486</b>	<b>0.000</b>	<b>0.000</b>	<b>29.252</b>
<b>Information Services</b>							
Hwb In Schools	0.493						<b>0.493</b>
IT Refresh Strategy	0.330	0.230	0.390	0.350	0.350	0.350	<b>2.000</b>
IT Infrastructure	0.022						<b>0.022</b>
Switches / Wi-Fi	0.010						<b>0.010</b>
Other IT	0.042						<b>0.042</b>
Finance System	0.024						<b>0.024</b>
Share Point	0.015	0.070					<b>0.085</b>
System Rationalisation	0.140	0.065					<b>0.205</b>
Cyber Security Improvement	0.114	0.100	0.100	0.100			<b>0.414</b>
Cloud Services	0.115	0.350					<b>0.465</b>
Unified Communications	0.350						<b>0.350</b>
	<b>1.656</b>	<b>0.815</b>	<b>0.490</b>	<b>0.450</b>	<b>0.350</b>	<b>0.350</b>	<b>4.111</b>

	2021-22 £'m	2022-23 £'m	2023-24 £'m	2024-25 £'m	2025-26 £'m	2026-27 £'m	Total £'m
<b>Childrens' Services</b>							
Redevelopment Golwg y Bannau	0.060						0.060
Priory C In W Primary School	0.970						0.970
Open Door Former Oldford School	0.537						0.537
Play Opportunities Grant	0.199						0.199
	<b>1.766</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.766</b>
<b>Adult Services, Commissioning</b>							
Care Homes	0.320	0.100	0.110				0.529
Arlais/Lant Avenue	0.023						0.023
Substance Misuse Funding	0.058						0.058
Telecare	0.000	0.112					0.112
Mobile Working and Transformation		0.100					0.100
Innovative Use of Robotics		0.400					0.400
Community Equipment	0.130						0.130
Castell Y Dail, Newtown	0.098						0.098
	<b>0.628</b>	<b>0.712</b>	<b>0.110</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.450</b>
<b>Corporate</b>							
Small Capital Bids	0.000	0.500	0.500	0.500	0.500	0.500	2.500
Pipeline Projects	1.268	5.547	0.750	0.540			8.105
Mid Wales Growth Deal		2.000	2.000	2.000	2.000	2.000	10.000
Unallocated	0.183						0.183
Transformation	3.600						3.600
	<b>4.868</b>	<b>8.047</b>	<b>3.250</b>	<b>3.040</b>	<b>2.500</b>	<b>2.500</b>	<b>24.205</b>
<b>Total</b>	<b>70.970</b>	<b>63.326</b>	<b>66.527</b>	<b>51.633</b>	<b>32.423</b>	<b>19.964</b>	<b>304.843</b>
<b>Financed by</b>							
Supported Borrowing	10.254	5.748	4.595	4.595	4.595	4.595	34.382
Prudential Borrowing	18.296	24.230	14.715	9.289	12.738	3.522	82.790
Welsh Government Grant	19.753	17.097	26.465	25.865	5.184	3.000	97.364
General Capital Grant	4.598	3.167	4.598	4.598	4.598	4.598	26.157
Other Grants	4.947	6.575	11.720	0.486			23.728
Capital Receipts	4.266	2.248	2.248	1.248	1.248	1.248	12.506
Revenue/Reserves	8.856	4.260	2.185	5.552	4.060	3.001	27.914
	<b>70.970</b>	<b>63.326</b>	<b>66.527</b>	<b>51.633</b>	<b>32.423</b>	<b>19.964</b>	<b>304.843</b>

	2021-22 £'m	2022-23 £'m	2023-24 £'m	2024-25 £'m	2025-26 £'m	2026-27 £'m	Total £'m
<b>Housing Revenue Account</b>							
Welsh Housing Quality Standard	8.216	8.852	7.018	5.645	5.693	6.646	<b>42.070</b>
Community Alarms		0.300	0.300				<b>0.600</b>
Compliance 100	0.370	0.500	0.500	0.350	0.250	0.250	<b>2.220</b>
Fit For Life	2.430	1.950	1.650	1.450	0.250	0.250	<b>7.980</b>
Green Powys	0.450	0.415	0.425	0.575	0.575	0.500	<b>2.940</b>
Rapid Response Fund	0.100	0.100	0.100	0.100	0.100	0.100	<b>0.600</b>
Love Where You Live	0.488	1.275	1.350	0.950	0.650	0.250	<b>4.963</b>
Enable (HRA)	0.096						<b>0.096</b>
Replacement Sewage Plant	0.015						<b>0.015</b>
Housing R&M System	0.220						<b>0.220</b>
Housing Vehicles		1.037					<b>1.037</b>
New Builds / Repurchase	12.822	11.122	21.780	24.363	16.125	13.756	<b>99.968</b>
	<b>25.208</b>	<b>25.550</b>	<b>33.123</b>	<b>33.434</b>	<b>23.643</b>	<b>21.752</b>	<b>162.710</b>
<b>Financed by</b>							
Prudential Borrowing	8.951	12.881	20.491	20.802	12.011	10.120	<b>85.256</b>
Welsh Government Grant	9.425	5.832	5.832	5.832	5.832	5.832	<b>38.585</b>
Capital Receipts			1.000	1.000			<b>2.000</b>
Revenue/Reserves	6.831	6.837	5.800	5.800	5.800	5.800	<b>36.868</b>
	<b>25.208</b>	<b>25.550</b>	<b>33.123</b>	<b>33.434</b>	<b>23.643</b>	<b>21.752</b>	<b>162.710</b>

# Appendix B - Capital Receipt Policy

## Introduction

This policy is introduced to provide guidance to Senior Managers on the rules governing the application of Capital Receipts in Powys County Council. This guidance has been drafted in line with the two codes of practice issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). These publications are:

- The Prudential Code for Capital Finance in Local Authorities
- The Code of Practice on Local Authority Accounting

The two publications referred to above contain guidance on capital receipts and local authority accounting that complements guidance issued by the Welsh Government.

In England and Wales, capital receipts are defined by Section 9(1) of the Local Government Act 2003 to include all instances where property, plant or equipment is disposed of for cash (subject to a £10,000 de minimis). All references to Capital Receipts in this policy therefore refers to this definition.

## Application

This guidance should be read alongside any relevant direction issued by Welsh Ministers.

## Use of Capital Receipts

The current policy for the use of Capital Receipts is contained in the Corporate Asset Policy.

- Capital Receipts will normally be credited to the Central Fund and will be used to progress the Council's principal objectives defined in the Corporate Improvement Plan. However, up to 4% of the capital receipt may be reclaimed by Property as permitted and approved costs of sale.
- Capital receipts from the sale of Farm or Agricultural land under the County Farm Estate and property vested in the HRA will be subject to the following apportionment:

This policy proposes the use of Capital Receipts to continue to be based on the following:

Type	Service Area	Corporate
Agricultural	0%	100%
HRA Dwellings and Land	100%	0%
Home finder receipts	100%	0%
Vehicles	100%	0%

## Appendix C – Economic Background - 22<sup>nd</sup> December 2021

The Council has appointed Link Group as its treasury advisor who have provided the following Economic Background.

### COVID-19 vaccines.

These were the game changer during 2021 which raised high hopes that life in the UK would be able to largely return to normal in the second half of the year. However, the bursting onto the scene of the Omicron mutation at the end of November, rendered the initial two doses of all vaccines largely ineffective in preventing infection. This has dashed such hopes and raises the spectre again that a fourth wave of the virus could overwhelm hospitals in early 2022. What we now know is that this mutation is very fast spreading with the potential for total case numbers to double every two to three days, although it possibly may not cause so much severe illness as previous mutations. Rather than go for full lockdowns which heavily damage the economy, the government strategy this time is focusing on getting as many people as possible to have a third (booster) vaccination after three months from the previous last injection, as a booster has been shown to restore a high percentage of immunity to Omicron to those who have had two vaccinations. There is now a race on between how quickly boosters can be given to limit the spread of Omicron, and how quickly will hospitals fill up and potentially be unable to cope. In the meantime, workers have been requested to work from home and restrictions have been placed on large indoor gatherings and hospitality venues. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in sectors like restaurants, travel, tourism and hotels which had been hit hard during 2021, but could now be hit hard again by either, or both, of government restrictions and/or consumer reluctance to leave home. Growth will also be lower due to people being ill and not working, similar to the pingdemic in July. The economy, therefore, faces significant headwinds although some sectors have learned how to cope well with Covid. However, the biggest impact on growth would come from another lockdown if that happened. The big question still remains as to whether any further mutations of this virus could develop which render all current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread until tweaked vaccines become widely available.

### A SUMMARY OVERVIEW OF THE FUTURE PATH OF BANK RATE

- In December, the Bank of England became the first major western central bank to put interest rates up in this upswing in the current business cycle in western economies as recovery progresses from the Covid recession of 2020.
- The next increase in Bank Rate could be in February or May, dependent on how severe an impact there is from Omicron.
- If there are lockdowns in January, this could pose a barrier for the MPC to putting Bank Rate up again as early as 3<sup>rd</sup> February.
- With inflation expected to peak at around 6% in April, the MPC may want to be seen to be active in taking action to counter inflation on 5<sup>th</sup> May, the release date for its Quarterly Monetary Policy Report.
- The December 2021 MPC meeting was more concerned with combating inflation over the medium term than supporting economic growth in the short term.
- Bank Rate increases beyond May are difficult to forecast as inflation is likely to drop sharply in the second half of 2022.
- However, the MPC will want to normalise Bank Rate over the next three years so that it has its main monetary policy tool ready to use in time for the next down-turn; all rates under 2% are providing stimulus to economic growth.
- We have put year end 0.25% increases into Q1 of each financial year from 2023 to recognise this upward bias in Bank Rate - but the actual timing in each year is difficult to predict.
- Covid remains a major potential downside threat in all three years as we ARE likely to get further mutations.

- How quickly can science come up with a mutation proof vaccine, or other treatment, – and for them to be widely administered around the world?
- Purchases of gilts under QE ended in December. Note that when Bank Rate reaches 0.50%, the MPC has said it will start running down its stock of QE.

### **MPC MEETING 16<sup>th</sup> DECEMBER 2021**

- The Monetary Policy Committee (MPC) voted 8-1 to raise Bank Rate by 0.15% from 0.10% to 0.25% and unanimously decided to make no changes to its programme of quantitative easing purchases due to finish in December 2021 at a total of £895bn.
- The MPC disappointed financial markets by not raising Bank Rate at its November meeting. Until Omicron burst on the scene, most forecasters, therefore, viewed a Bank Rate increase as being near certain at this December meeting due to the way that inflationary pressures have been comprehensively building in both producer and consumer prices, and in wage rates. However, at the November meeting, the MPC decided it wanted to have assurance that the labour market would get over the end of the furlough scheme on 30<sup>th</sup> September without unemployment increasing sharply; their decision was, therefore, to wait until statistics were available to show how the economy had fared at this time.
- **On 10<sup>th</sup> December we learnt of the disappointing 0.1% m/m rise in GDP** in October which suggested that economic growth had already slowed to a crawl even before the Omicron variant was discovered in late November. Early evidence suggests growth in November might have been marginally better. Nonetheless, at such low rates of growth, the government's "Plan B" COVID-19 restrictions could cause the economy to contract in December.
- **On 14<sup>th</sup> December, the labour market statistics** for the three months to October and the single month of October were released. The fallout after the furlough scheme was smaller and shorter than the Bank of England had feared. The single-month data were more informative and showed that LFS employment fell by 240,000, unemployment increased by 75,000 and the unemployment rate rose from 3.9% in September to 4.2%. However, the weekly data suggested this didn't last long as unemployment was falling again by the end of October. What's more, the 49,700 fall in the claimant count and the 257,000 rise in the PAYE measure of company payrolls suggests that the labour market strengthened again in November. The other side of the coin was a further rise in the number of vacancies from 1.182m to a record 1.219m in the three months to November which suggests that the supply of labour is struggling to keep up with demand, although the single-month figure for November fell for the first time since February, from 1.307m to 1.227m.
- These figures by themselves, would probably have been enough to give the MPC the assurance that it could press ahead to raise Bank Rate at this December meeting. However, the advent of Omicron potentially threw a spanner into the works as it poses a major headwind to the economy which, of itself, will help to cool the economy. The financial markets, therefore, swung round to expecting no change in Bank Rate.
- **On 15<sup>th</sup> December we had the CPI inflation** figure for November which spiked up further from 4.2% to 5.1%, confirming again how inflationary pressures have been building sharply. However, Omicron also caused a sharp fall in world oil and other commodity prices; (gas and electricity inflation has generally accounted on average for about 60% of the increase in inflation in advanced western economies).
- **Other elements of inflation are also transitory** e.g., prices of goods being forced up by supply shortages, and shortages of shipping containers due to ports being clogged have caused huge increases in shipping costs. But these issues are likely to clear during 2022, and then prices will subside back to more normal levels. Gas prices and electricity prices will also fall back once winter is passed and demand for these falls away.

- Although it is possible that the Government could step in with some **fiscal support for the economy**, the huge cost of such support to date is likely to pose a barrier to incurring further major economy wide expenditure unless it is very limited and targeted on narrow sectors like hospitality, (as announced just before Christmas). The Government may well, therefore, effectively leave it to the MPC, and to monetary policy, to support economic growth – but at a time when the threat posed by rising inflation is near to peaking!
- This is the adverse set of factors against which the MPC had to decide on Bank Rate. For the second month in a row, the MPC blind-sided financial markets, this time with a **surprise increase in Bank Rate from 0.10% to 0.25%**. What's more, the hawkish tone of comments indicated that the MPC is now concerned that inflationary pressures are indeed building and need concerted action by the MPC to counter. This indicates that there will be more increases to come with financial markets predicting 1% by the end of 2022. The 8-1 vote to raise the rate shows that there is firm agreement that inflation now poses a threat, especially after the CPI figure hit a 10-year high this week. The MPC commented that “there has been significant upside news” and that “there were some signs of greater persistence in domestic costs and price pressures”.
- On the other hand, it did also comment that “**the Omicron variant is likely to weigh on near-term activity**”. But it stressed that at the November meeting it had said it would raise rates if the economy evolved as it expected and that now “these conditions had been met”. It also appeared more worried about the possible boost to inflation from Omicron itself. It said that “the current position of the global and UK economies was materially different compared with prior to the onset of the pandemic, including elevated levels of consumer price inflation”. It also noted the possibility that renewed social distancing would boost demand for goods again, (as demand for services would fall), meaning “global price pressures might persist for longer”. (Recent news is that the largest port in the world in China has come down with an Omicron outbreak which is not only affecting the port but also factories in the region.)
- On top of that, there were no references this month to inflation being expected to be below the **2% target in two years' time**, which at November's meeting the MPC referenced to suggest the markets had gone too far in expecting interest rates to rise to over 1.00% by the end of the year.
- These comments indicate that there has been a material reappraisal by the MPC of the inflationary pressures since their last meeting and the Bank also increased its forecast for inflation to peak at 6% next April, rather than at 5% as of a month ago. However, as the Bank retained its guidance that only a “**modest tightening**” in policy will be required, it cannot be thinking that it will need to increase interest rates that much more. A typical policy tightening cycle has usually involved rates rising by 0.25% four times in a year. “Modest” seems slower than that. As such, the Bank could be thinking about raising interest rates two or three times next year to 0.75% or 1.00%.
- In as much as a considerable part of the inflationary pressures at the current time are indeed **transitory**, and will naturally subside, and since economic growth is likely to be weak over the next few months, this would appear to indicate that this tightening cycle is likely to be comparatively short.
- As for the timing of the next increase in Bank Rate, the MPC dropped the comment from November's statement that Bank Rate would be raised “in the coming months”. That may imply another rise is unlikely at the next meeting in February and that May is more likely. However, much could depend on how adversely, or not, the economy is affected by Omicron in the run up to the next meeting on 3<sup>rd</sup> February. Once 0.50% is reached, the Bank would act to start shrinking its stock of QE, (gilts purchased by the Bank would not be replaced when they mature).
- **The MPC's forward guidance on its intended monetary policy** on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows: -



- Raising Bank Rate as “the active instrument in most circumstances”.
  - Raising Bank Rate to 0.50% before starting on reducing its holdings.
  - Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
  - Once Bank Rate had risen to at least 1%, it would start selling its holdings.
- **US.** Shortages of goods and intermediate goods like semi-conductors, have been fuelling increases in prices and reducing economic growth potential. In November, **CPI inflation hit a near 40-year record level of 6.8%** but with energy prices then falling sharply, this is probably the peak. The biggest problem for the Fed is the mounting evidence of a strong pick-up in cyclical price pressures e.g., in rent which has hit a decades high.
  - **Shortages of labour** have also been driving up wage rates sharply; this also poses a considerable threat to feeding back into producer prices and then into consumer prices inflation. It now also appears that there has been a sustained drop in the labour force which suggests the pandemic has had a longer-term scarring effect in reducing potential GDP. Economic growth may therefore be reduced to between 2 and 3% in 2022 and 2023 while core inflation is likely to remain elevated at around 3% in both years instead of declining back to the Fed’s 2% central target.
  - Inflation hitting 6.8% and the feed through into second round effects, meant that it was near certain that the **Fed’s meeting of 15<sup>th</sup> December** would take aggressive action against inflation. Accordingly, the rate of tapering of monthly \$120bn QE purchases announced at its November 3<sup>rd</sup> meeting. was doubled so that all purchases would now finish in February 2022. In addition, Fed officials had started discussions on running down the stock of QE held by the Fed. Fed officials also expected three rate rises in 2022 of 0.25% from near zero currently, followed by three in 2023 and two in 2024, taking rates back above 2% to a neutral level for monetary policy. The first increase could come as soon as March 2022 as the chairman of the Fed stated his view that the economy had made rapid progress to achieving the other goal of the Fed – “maximum employment”. The Fed forecast that inflation would fall from an average of 5.3% in 2021 to 2.6% in 2023, still above its target of 2% and both figures significantly up from previous forecasts. What was also significant was that this month the Fed dropped its description of the current level of inflation as being “transitory” and instead referred to “elevated levels” of inflation: the statement also dropped most of the language around the flexible average inflation target, with inflation now described as having exceeded 2 percent “for some time”. It did not see Omicron as being a major impediment to the need to act now to curtail the level of inflationary pressures that have built up, although Fed officials did note that it has the potential to exacerbate supply chain problems and add to price pressures.  
*See also comments in paragraph 3.3 under PWLB rates and gilt yields.*
  - **EU.** The slow roll out of vaccines initially delayed **economic recovery** in early 2021 but the vaccination rate then picked up sharply. After a contraction of -0.3% in Q1, Q2 came in with strong growth of 2%. With Q3 at 2.2%, the EU recovery was then within 0.5% of its pre Covid size. However, the arrival of Omicron is now a major headwind to growth in quarter 4 and the expected downturn into weak growth could well turn negative, with the outlook for the first two months of 2022 expected to continue to be very weak.
  - **November’s inflation figures** breakdown shows that the increase in price pressures is not just due to high energy costs and global demand-supply imbalances for durable goods as services inflation also rose. Headline inflation reached 4.9% in November, with over half of that due to energy. However, oil and gas prices are expected to fall after the winter and so energy inflation is expected to plummet in 2022. Core goods inflation rose to 2.4% in November, its second highest ever level, and is likely to remain high for some time as it will take a long time for the inflationary impact of global imbalances in the demand and supply of durable goods to disappear. Price pressures also increased in the services sector, but wage growth remains subdued and there are no signs of a trend of faster wage growth which might lead to *persistently* higher services inflation - which would get the ECB concerned. The upshot is that the euro-zone is set for a prolonged period of inflation being above the ECB’s target of 2% and it is likely to average 3% in 2022, in line with the ECB’s latest projection.
  - **ECB tapering.** The ECB has joined with the Fed by also announcing at its meeting on 16th December that it will be reducing its QE purchases - by half from October 2022, i.e., it will still be providing significant stimulus via QE purchases for over half of next year. However, as inflation will fall back

sharply during 2022, it is likely that it will leave its central rate below zero, (currently -0.50%), over the next two years. The main struggle that the ECB has had in recent years is that inflation has been doggedly anaemic in sticking below the ECB's target rate despite all its major programmes of monetary easing by cutting rates into negative territory and providing QE support.

- The ECB will now also need to consider the impact of **Omicron** on the economy, and it stated at its December meeting that it is prepared to provide further QE support if the pandemic causes bond yield spreads of peripheral countries, (compared to the yields of northern EU countries), to rise. However, that is the only reason it will support peripheral yields, so this support is limited in its scope.
- The EU has entered a **period of political uncertainty** where a new German government formed of a coalition of three parties with Olaf Scholz replacing Angela Merkel as Chancellor in December 2021, will need to find its feet both within the EU and in the three parties successfully working together. In France there is a presidential election coming up in April 2022 followed by the legislative election in June. In addition, Italy needs to elect a new president in January with Prime Minister Draghi being a favourite due to having suitable gravitas for this post. However, if he switched office, there is a significant risk that the current government coalition could collapse. That could then cause differentials between Italian and German bonds to widen when 2022 will also see a gradual running down of ECB support for the bonds of weaker countries within the EU. These political uncertainties could have repercussions on economies and on Brexit issues.
- **CHINA.** After a concerted effort to get on top of the virus outbreak in Q1 2020, economic recovery was strong in the rest of **2020**; this enabled China to recover all the initial contraction. During 2020, policy makers both quashed the virus and implemented a programme of monetary and fiscal support that was particularly effective at stimulating short-term growth. At the same time, China's economy benefited from the shift towards online spending by consumers in developed markets. These factors helped to explain its comparative outperformance compared to western economies during 2020 and earlier in 2021.
- However, the pace of economic growth has now fallen back in **2021** after this initial surge of recovery from the pandemic and looks likely to be particularly weak in 2022. China has been struggling to contain the spread of the Delta variant through using sharp local lockdowns - which depress economic growth. Chinese consumers are also being very wary about leaving home and so spending money on services. However, with Omicron having now spread to China, and being much more easily transmissible, this strategy of sharp local lockdowns to stop the virus may not prove so successful in future. In addition, the current pace of providing boosters at 100 billion per month will leave much of the 1.4 billion population exposed to Omicron, and any further mutations, for a considerable time. The **People's Bank of China** made a start in December 2021 on cutting its key interest rate marginally to stimulate economic growth. However, after credit has already expanded by around 25% in just the last two years, it will probably leave the heavy lifting in supporting growth to fiscal stimulus by central and local government.
- Supply shortages, especially of coal for power generation, were causing widespread power cuts to industry during the second half of 2021 and so a sharp disruptive impact on some sectors of the economy. In addition, recent regulatory actions motivated by a political agenda to channel activities into officially approved directions, are also likely to reduce the dynamism and long-term growth of the Chinese economy.
- **JAPAN.** 2021 has been a patchy year in combating Covid. However, recent business surveys indicate that the economy has been rebounding rapidly in 2021 once the bulk of the population had been double vaccinated and new virus cases had plunged. However, Omicron could reverse this initial success in combating Covid.
- The Bank of Japan is continuing its **very loose monetary policy** but with little prospect of getting inflation back above 1% towards its target of 2%, any time soon: indeed, inflation was negative in July. New Prime Minister Kishida, having won the November general election, brought in a supplementary budget to boost growth, but it is unlikely to have a major effect.
- **WORLD GROWTH.** World growth was in recession in 2020 but recovered during 2021 until starting to lose momentum in the second half of the year, though overall growth for the year is expected to be about 6% and to be around 4-5% in 2022. Inflation has been rising due to increases in gas and electricity prices, shipping costs and supply shortages, although these should subside during 2022.

While headline inflation will fall sharply, core inflation will probably not fall as quickly as central bankers would hope. It is likely that we are heading into a period where there will be a **reversal of world globalisation** and a decoupling of western countries from dependence on China to supply products, and vice versa. This is likely to reduce world growth rates from those in prior decades.

- **SUPPLY SHORTAGES.** The pandemic and extreme weather events, followed by a major surge in demand after lockdowns ended, have been highly disruptive of extended worldwide supply chains. Major queues of ships unable to unload their goods at ports in New York, California and China built up rapidly during quarters 2 and 3 of 2021 but then halved during quarter 4. Such issues have led to a misdistribution of shipping containers around the world and have contributed to a huge increase in the cost of shipping. Combined with a shortage of semi-conductors, these issues have had a disruptive impact on production in many countries. The latest additional disruption has been a shortage of coal in China leading to power cuts focused primarily on producers (rather than consumers), i.e., this will further aggravate shortages in meeting demand for goods. Many western countries are also hitting up against a difficulty in filling job vacancies. It is expected that these issues will be gradually sorted out, but they are currently contributing to a spike upwards in inflation and shortages of materials and goods available to purchase.

# Appendix D – Interest Rate Forecasts – 22<sup>nd</sup> December 2021

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. These are forecasts for certainty rates, gilt yields plus 80bps:

Link Group Interest Rate View 20.12.21														
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25
<b>BANK RATE</b>	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
3 month ave earnings	0.20	0.30	0.50	0.50	0.60	0.70	0.80	0.90	0.90	1.00	1.00	1.00	1.00	1.00
6 month ave earnings	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.00	1.10	1.10	1.10	1.10	1.10
12 month ave earnings	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.10	1.10	1.20	1.20	1.20	1.20	1.20
5 yr PWLB	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90	1.90	1.90	2.00	2.00
10 yr PWLB	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10	2.20	2.30
25 yr PWLB	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.50	2.50
50 yr PWLB	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.20	2.20	2.30	2.30
<b>Bank Rate</b>														
Link	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
Capital Economics	0.25	0.25	0.50	0.75	0.75	0.75	0.75	1.00	1.00	-	-	-	-	-
<b>5yr PWLB Rate</b>														
Link	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90	1.90	1.90	2.00	2.00
Capital Economics	1.40	1.40	1.50	1.50	1.60	1.70	1.70	1.80	1.90	-	-	-	-	-
<b>10yr PWLB Rate</b>														
Link	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10	2.20	2.30
Capital Economics	1.60	1.60	1.70	1.70	1.80	1.80	1.90	2.00	2.00	-	-	-	-	-
<b>25yr PWLB Rate</b>														
Link	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.50	2.50
Capital Economics	1.80	1.80	1.90	1.90	2.00	2.10	2.10	2.20	2.30	-	-	-	-	-
<b>50yr PWLB Rate</b>														
Link	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.20	2.20	2.30	2.30
Capital Economics	1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.20	2.30	-	-	-	-	-

# Powys County Council Reserves Policy

## Introduction

This policy establishes a framework within which decisions will be made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used.

The requirement for Financial Reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 requires authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

There are also a range of safeguards in place that help prevent local authorities over committing themselves financially. These include:

- The balanced budget requirement
- Chief finance officers' duty to report on the robustness of estimates and adequacy of reserves when the authority is considering its budget requirement (Section 25 of the Local Government Act 2003)
- The legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the chief finance officer has responsibility for the administration of those affairs as set out in Section 151 of the Local Government Act 1972.
- The requirements of the Prudential Code.

These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the chief financial officer to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the Authority will not have resources to meet its expenditure in a particular financial year.

## Definitions

Reserves are sums of money held by the Council to meet future expenditure.

## Types of Reserve

**General Fund Reserves** – to meet short term, unforeseeable expenditure arising from unexpected events or emergencies. To enable significant changes in resources or expenditure to be properly managed over the period of the Medium Term Financial Strategy.

**Earmarked and Specific Reserves** – to meet known or predicted requirements, or established by statute.

**Unusable reserves** – these arise out of the interaction of legislation and proper accounting practice either to store revaluation gains or as adjustment accounts to reconcile requirements driven by reporting standards to statutory requirements. These reserves are not backed by resources and cannot be used for any other purpose.

Reserves should not be held without a clear purpose.

### **General Fund Reserves**

In assessing the appropriate level of reserves the Authority will ensure that the reserves are not only adequate but also necessary and will be appropriate for the risk (both internal and external) to which it is exposed.

In assessing its financial risk the Chartered Institute of Public Finance and Accountancy (CIPFA) has issued guidance on the factors that should be considered:

- Budget Assumption for inflation and interest rates
- Estimates of the level and timing of capital receipts
- The treatment of demand led pressures
- The Authorities track record in budget and financial management
- Treatment of planned efficiencies/savings
- The financial risk inherent in any significant new funding partnerships, major outsourcing and capital developments
- The likely level of Government support to deal with major unforeseen events
- The adequacy of the authority's Insurance arrangements
- The Authority's virement and end of year procedures in relation to budget under and over spends
- The general financial climate and future funding assumptions

The risk assessment will be reviewed annually.

The appropriate level of General Fund Reserves will be determined annually as part of the Budget Setting process and Medium Term Financial Strategy and will be subject to approval by the Cabinet and Full Council.

The Financial Strategy will set out the level of planned reserve balances including financial arrangements for any replenishing of reserves, it will also confirm acceptable thresholds above and below the balance. If the balance falls outside of these thresholds a plan will be agreed by Cabinet to restore balances to the appropriate level.

## **Earmarked and Specific Reserves**

These are required for specific purposes and are a means of building up funds to meet known or predicted liabilities. By nature these reserves balances do not have minimum and maximum thresholds. Creation of such reserves must be approved by the Strategic Director of Resources.

Balances should be reasonable for the purpose held and must be used for the item for which they have been set aside, if circumstances arise to which the reserve is no longer required for its original purpose they will transfer to the General Fund Reserve.

## **Ringfenced Reserves**

### Housing Revenue Account

The Housing Revenue Account is ringfenced this means that HRA resources may only be expended with the HRA. Councils are not allowed to transfer resources between the HRA and their general funds. The Balance on the HRA is held in a ringfenced reserve.

### Schools Reserves

Schools are able to carry forward surplus and deficit balances from one year to the next and utilise these balances for managing changes in pupil numbers and funding, or the funding of projects and future liabilities. The balances are held by individual schools, they are not for general Council use. Guidance on the level of balances held, and possible clawback of funds by the Authority is documented within section 4 of Powys' Scheme for the Financing of Schools.

## **Reporting of Reserves**

The balances and movement of all reserves is required to be reported within the Authorities Annual Statement of Accounts.

The balance held and projected movement of useable reserves is reported monthly as part of the Budget Monitoring Report to Cabinet, this includes the level of reserves held against the threshold set for the year.

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The header image shows a close-up of several banknotes, including a £10 note, on a wooden surface. The text "Arolwg Cyllideb Cyngor Sir Powys" and "Powys County Council Budget Survey" is overlaid in bold black font. A small Powys logo is in the bottom right corner of the image.

## Arolwg Cyllideb Cyngor Sir Powys Powys County Council Budget Survey

This report contains the findings from the Budget survey conducted from 22<sup>nd</sup> November 2021 to 19<sup>th</sup> December 2021.

The survey was advertised to stakeholders via external communications channels including press, email, and regular social media posts and internally to staff.

There were 493 respondents in total.

*Please note: Not all questions were answered by all respondents.*

### Background

The Council has faced unprecedented challenges over the last 20 months due to the impact of the Covid-19 pandemic, which has dominated our activities and that of the county's communities. We want to hear the opinions of residents, businesses, and other stakeholders, as part of the budget setting process so that we can support our communities, where needed, in the coming financial year.

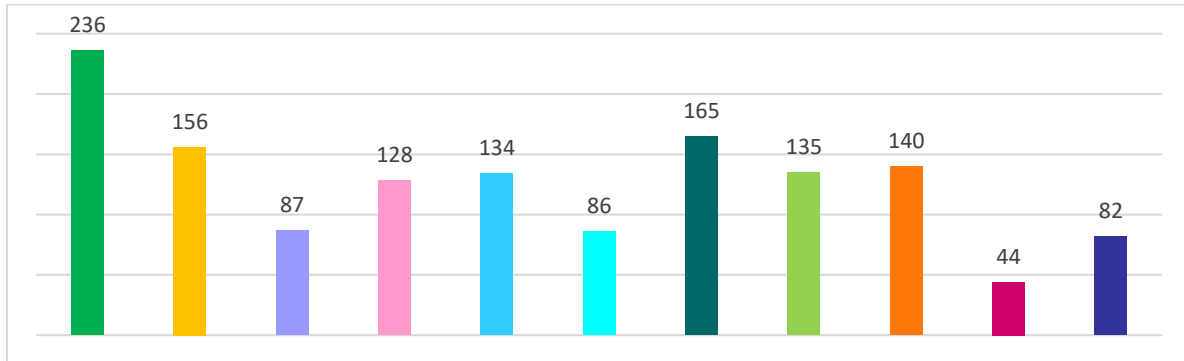
As we continue to focus on post Covid-19 recovery, balancing the limited funding against growing demand for our services, using resources effectively to deliver the best outcomes for local people, and achieving the Councils key priorities, this is your opportunity to provide us with your views and insights on our funding priorities, Council Tax levels and recovery plan. Our aim is to align our communities' visions and expectations with those of the Council and Councillors, making Powys a fantastic place in which to live, learn, work and play.

Our budget survey happens every year and allows us to understand what our residents, businesses and communities feel is important and should be prioritised in the coming years.

Through this engagement exercise stakeholders were also able to find out more about the services we provide, and how they are funded through a short animation: <https://youtu.be/30gBsIPy5R0>

## Post-Covid Priorities

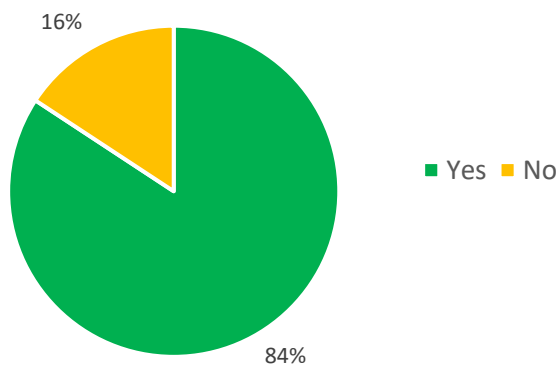
**Q1. As we emerge from the Covid-19 pandemic, which of the following priorities do you think we should focus our budget on? (Please select a maximum of three options)**



- Improving health and care for our local communities
- Supporting the older and vulnerable people
- Supporting people to live active, healthy lives
- Prioritising mental health
- Making more good quality homes available for our residents
- Supporting young people - Upskilling (for example - Digitally) which will lead to sustained employment
- Supporting the local economy to recover from the pandemic
- Creating opportunities for employment within our communities
- Education
- Supporting cultural services and tourism
- Developing and maintaining our open spaces

**Q2. The pandemic has shown us new ways of working, with many services being delivered digitally and via homeworking. Do you think we should continue to push forward with new modern ways of delivering council services, not only cutting costs but cutting carbon omissions too?**

Yes	412
No	77



**Q3. Are there any other changes to council services that you would like to remain permanent or be developed? Please tell us the name of the service and the change you would like to see:**

Stop second home and holiday home/AirBNB ownership across Wales - it is destroying local communities and will deprive us of services in the medium to long-term.
Further development of the councils leisure centre offering, physical activity is great for overall health and well-being and reducing pressure on healthcare services
Having council employees just respond would be a start
That more Welsh speakers to take on point of contact services eg Council Tax.
need to empty the street litter bins more often they are always overflowing
Public libraries as information and digital support hubs, open and accessible for long hours
Tesco and coop are recycling flimsy plastic please can powys start to collect and do the same. Also the bin timetable doesn't read for my postcode and with a collection once every three weeks this is really difficult as someone with impaired executive function. I need to be able to look it up online!
<ul style="list-style-type: none"> <li>- Offer tax discount for those that don't use public transport or other services and also for those on greener energy source etc. Tax is very expensive and takes significant part of the wage</li> <li>- Live and let live (whether vaccinated or not)</li> <li>- promote living wages</li> <li>- Introduce vending machines with drinks snacks, and things like hand sanitizers</li> <li>- more self service points across towns and villages</li> <li>- Thank you for looking into it</li> </ul>
Make them all work from home
The council tax is a ridiculous amount of money every month to be paid with not much in return
<p>I like the idea that care services are provided within communities and not day centres.</p> <p>I would like to see more kerbside recycling - eg fabric items that can't be reused, all plastics including soft plastics</p> <p>Don't grit dry roads - gullies could be emptied and roadside edges swept to keep water off road surfaces</p>
Refuse service could do with supervising properly, once the recycling people have been round there is a vast amount of rubbish left on the roads!
I don't want to see services added. Council tax is already far too high. ALL incomes are under pressure at the moment (and have been for years) inflation is about to rise rapidly and we as a population do not have the ability to demand extra income unlike the council which has the legal position of issuing a demand which then becomes a debt on a population that mostly does not have the ability to pay.
There is a vital need in all public sector service provision to abandon centralised command and control and embrace delegation to those delivering services.
Less councillors less tax
Go back to face to face meetings in the housing services . Tenant participation is not through a screen .
I'd love for you to actually fix the back roads please instead of just filling them with temporary fillers that get worn away a month later
<p>General.</p> <p>Employment on ability not face fits as is currently used.</p> <p>Review and appraise all levels staff annually. Help under performers (more than is aparent) but prepare to replace as necessary. Empower the good ones.</p>
Council Tax reduced majorly
Yes get rid of the highly paid fat cats
Free garden rubbish collection Not eco friendly to drive into potters
Cheaper car parking for workers

More services and information online is very helpful
Council meetings should stay online but councillors wages cut accordingly
why pay council highways employees full wages for sitting in vehicles doing nothing and working very little not all but the bad ones need to be weeded out
I feel we have poor value for money
More support for mental health. More support for older people Needing care (such as day centres)
More investment in schools especially opportunities fir children to get out of schools on trips to get life lessons
I don't know
Household rubbish bins collected once every 4 weeks
I would like to see Pavements cleared of debris on a regular basis in order for Mobility Scooter Users & Pedestrians to use safely.
Council tax costs are crazy, need to be reduced.
Look at the structure with in the council far to many cheifs not enough indians!
Don't bump up the cost too much it's a struggle as it is
Paying council support workers more money out in the community in all weather's
Tenancy related Floating support
3 choices are a bit limiting. It might help to group the choices by Statuary obligations and "the rest".
Less services
Free childcare from age 2
ASSIST for adults services
Cut the number of high paid workers and use the money saved and put it towards the day centres for the elderly.
As far as possible an individual we can talk to who can make decisions
I would like to see more services accessible online
Online meetings which will save on excessive travel to County Hall
Social services especially children's services it's clear it's been poorly managed with the increasing costs & overspend of budget
start saving money-it's so easy to spend taxpayers money on things that are not totally essential! It might be nice and beneficial to some - but are they essential?
More transparency within the Council Services, Councillors being more involved, public being more involved through consultations about their own areas. Eg. COUNCIL & Public come up with a series of ideas for their locality. Committees set up of cross section of public, community council, county council, decide on a few feasible projects, then consultations to allow public to decide what is important to their area. Not like BIDS & Projects that have just had funding..... Theatre Brycheiniog etc..... That's just gaining funding to prop off Powys' own business!!!
Reduce the number of people employed by the council to save money. Start by contracting out highways maintenance and ask does this person add value if the answer is maybe or no get rid of them. If the council was as efficient as the private sector it would employ fewer people or deliver significantly better services
Improve recycling centres - queues much too long, meaning that people are put off from recycling
Homeworking doesn't always cut carbon.
online everything please
Flexible home working with help towards costs of home working, i.e, heating, electricity, etc
More support services for children and families, family centres and early intervention, more playground facilities and play opportunities for children in the Ystradgynlais area

schools, education are rubbish, lazy teacher did nothing last year, yet get a pay rise. primary and high schools poor quality standards, not pushing kids to develop, no activities for them. gwernyfed finishd at 3 pm, what are kids going to do for the next 2 hours.
NA
Home working makes alot of sense for most, especially team meetings and such like. Pushing more admin onto the customer and online could help minimise pressure on staff. More localised service delivery too e.g. town councils stepping up or using local contactors more and things like community asset transfers for public open spaces and community buildings makes alot of sense to decentralise and reduce travelling for officers and operatives. The flexibility of redeployment and sharing staff is good too, bit more variety for people stuck in the same role for decades and sharing resoruces more, its really broken down the silos and shown that the public sector can deliver rapidly when pushed and red tape is removed.
Mental health is low due to Pandemic in young people especially. I think they should bring back Music Service
Housing - make more housing available
i would like to see powys work closer with voluntary groups who do alot of work and save powys alot of money by supporting people in the community so they dont need powys services example Mid Powys Mind groups like this should have more help and funding from powys as they take and look after alot of social care needs not met by care packages or the hazels
paying council tax online continued
Switch streetlights back on, roads should be fixed, a policy of only considering closing a school if the numbers fall below 40.
All the items in question 1 are important. I hope that by asking for a selection of only 3, you will not neglect the areas which don't get many 'votes'.
A recycling centre close to me. Our nearest one is an hour's drive away and that is neither useful nor ecologically friendly. If we cannot have a recycling center nearby, then I would like the council to collect bulky waste items for free. The current system invites fly-tipping or forces people to drive long distances just to go to the tip, which will do nothing to reduce CO2 levels. In addition, having to pay for bulky waste collection feels like a tax on people like me who do not drive.
More accountability for failures.
More investment in youth services
Road safety is a huge issue on our road as it is hazardous to locals and vulnerable home owners due to the speed of traffic dangerously racing along our narrow lane, as a short cut to the A40.
Sensible rules regarding who can use the School Bus services and better road maintenance (I've now had 2 broken springs on my car in the last 2 years).
Hardship grants very good. Support for pensioners and others on benefits to afford high council taxes.
None
More efforts to maintain health services
More online access
keep the possibility of attending meetings via a video link. reduces transport environmental damage and allows people to be involved.
Continue being able to see or speak to a real person and not make it difficult to access help if required.
Certainly being aware of your carbon footprint and waste management.
A lot of cuts are happening within society and a lot of people have worked from home and have had less expenses and so have saved money perhaps people within the council do not need such a big pay rise as usual
Improve services not change for the sake of it
No comments
Refuge collection

Affordable rental housing
I would like question 2 to be about emissions not omissions!
Employment for young people and more opportunities.
The abolishment of the Planning department as it is not fit for purpose
Support libraries and extend opening hours Support or create children's and family centres Support or create youth clubs, train and employ youth workers Support and develop community centres as community hubs for both services and leisure
Would like to see more extensive recycling facilities available. We should be aiming to recycle anything and everything that can be recycled. The amount of materials such as metals and electronic goods that are currently going to landfill from households is appalling.
Cutting the number of highly paid Directors etc
Improve public bus service provision
Social services doing their jobs properly.
Keep up your communication by these questionnaires. Well done.
Biodiversity and climate change. The Strategy is all words we want to see actual action
Recycling services to remain permanent.
Considerable improvement in road maintenance, particular minor roads, and drainage maintenance which is currently woefully inadequate
Community Engagement
Where possible colocate services ( eg libraries) in buildings already used by the public such as supermarkets, one stop shop council access
Ways for engagement with cultural, leisure and tourism organisations to communicate what Powys has in an aligned approach. Find ways for organisations to be active all year round no just in the peak season. We need to sell and celebrate our beautiful blue and green spaces.
Footpath protection and development - service has seriously deteriorated
I would like to see council meetings continue to be online and staff where possible work from home.
Question 2 is a loaded question! Modern ways of delivering services should not preclude being able to meet or talk with somebody face to face.
Current refuse collection every 3 weeks unsuitable for holiday businesses
I would like to see greater financial support for the local community councils so that they can deliver some much needed services in times not only of emergencies. They are best positioned to understand the needs of their individual communities - something that is often lost on the wider County Council. During the various lockdowns there was a considerable amount of community adhesion and support - much of which was based on individuals volunteering their time, resources and energies. This was perhaps one of the positive things of the pandemic. A little bit of financial support to these local volunteers would go a long way to make their efforts more sustainable. Building communities is what Powys Council ought to be putting at the head of their agenda.
Highway Maintenance
More recycling facilities at Parish level. Local bus services are under-used; most elderly people do not use the service and if they did then they should pay something. Medical prescriptions should be charged for; free medicines only encourage wastefulness. Public lavatories should be retained, not closed Street lighting in rural areas should be reduced Community Councils do very little of value and seem to be unnesesaary
Better energy choices
More buses and reliable update facility!! Currently if a bus is late or cancelled it just drops off the electronic timetable and you're stood waiting like a wally and often stranded and then you have to

<p>get a taxi or go back to work and lose your evening waiting for the next bus. Its unacceptable, especially when you're disabled and reliant on these services and despite complaints to my Councillor and the bus company and the senedd nothing is being done. We also need more buses not just every few hours between built and Llandrindod and later in the evening as non-drivers deserve access to cultural facilities the same way drivers do.</p>
<p>Really consider Council charges for older people -Why can't there be a discount for people who pay by Direct debit. At least the council can rely on that payment coming in regularly -even though our pension rises each year it is immediately taken by rising council tax rises.</p>
<p>All departments to remove all senior managerial consultants</p>
<p>We have not emerged from the covid pandemic</p>
<p>NHS Dental Services. In mid Powys these are virtually non-existent. We travel to Hereford for ours. We lived previously in Galloway, which was the same, and the Health Board there set up its own dental practices and employed salaried dentists under the State. We need something similar.</p> <p>Transport. I've put a great deal of thought into this. You recognise the importance of an effective and frequent public transport network, both local trains and buses. However in rural areas there are not many customers providing fares to support the service. If we were to accept the loss implied by removing fares the cost of service provision would not therefore be all that heavily impacted, but the usage of the service would, I suggest, be massively increased. We would then have a truly useful public service, used by many, for very little more than the current cost of one which is little-used. Think road traffic, think pollution, think true service.</p> <p>Small rural towns like Llandrindod (where we live) have car parks to encourage off-street parking, but charge for them with the result that they are little-used. We need to encourage people from outlying rural areas to visit our towns. We need to keep them free of cluttering parking. Let's make the car parks free to use.</p> <p>The life of small Towns is enriched by regular street markets. Let's have a strategy for encouraging and developing them.</p> <p>Let us embrace the digital age by developing an internet news board on which events can be advertised, items offered for sale and services advertised. I would suggest it should be FoC, but if necessary a small fee can be charged to use.</p>
<p>Not sure of what services have been implemented since the pandemic</p>
<p>Highways - Gearing up to provide a lot more electric vehicle charging points and zero emission vehicles for the Council vehicle fleet</p>
<p>Libraries</p>
<p>Recycling soft plastics from home collection.</p> <p>Creating easy access and interesting open spaces in order to assist in supporting people, especially young people, mental health issues</p>
<p>Continue to develop recycling services.</p>
<p>Greater support for services that support climate change - eg, investment in electric car charging points</p>
<p>With regard to the way you have to contact the council for larger problems.</p> <p>I understand that it maybe cheaper to use digital interfaces for communication with PCC, but from what I've noticed while talking to community members a little human contact goes a long way. Simple chat with helpful people is very beneficial to both the sides.</p>
<p>Refuse collection: on bin day, where possible, all households could bring their bins to one location (ie, top of cul de sac) meaning the collection lorry only had to stop / start once. This could save large amounts of fuel and emissions over 12 months by eliminating manoeuvres in streets.</p>
<p>Children's services - more preventative work family centres</p>
<p>You are running a very poor social services at the moment and would like to see that improve immensely</p>
<p>We need an A&amp;E for the health service</p>



Please don't isolate people who have chosen to or can't use the internet. Modern ways are fine if you know how to use them.
I think you should have less bosses and more workers! I also think there should be more money put into all schools not just the Welsh stream. Village schools are vital and need the support.
Provide day care centres again for elderly/ dementia- supporting and combatting loneliness
Some services such as progress approvals for building inspector services or approving minor details, drainage, etc and indeed other services that had necessitated a visit pre pandemic have been discovered to be perfectly ok using emailed pictures, streamed video etc saving hours of travel time and delays. For all services the question is 'can this be done just as well using electronic media?' Very often it can at much lower cost.
people being redeployed from things that the public don't find of any value to things that they do.
Lower taxes for individuals
Re question 2. Learn to spell!
car park should be free no bus service in rural areas you go to town park up find out you have no change go and get some come back to a ticket
Consider waste in all respects, not just recycling but within services generally.
N/A
Environmental services
online meetings first
Education- not closing schools and planning super schools which are culturally inappropriate.
Children Services
Resources in the county need urgent support particularly in the care sector. Reablement needs more staff in order to provide more frontline, short intervention services. There needs to be more domiciliary care and micro-enterprises as there is currently a significant lack of resources which significantly impacts on being able to support the older and more vulnerable citizens of Powys.
The opportunity to visit the Council Offices for help and assistance should remain.
Better communication with residents
I've just had dealings with what I suspect are PCC departments working from home. Not impressed by the service I received.
Making the area more attractive, more welcoming to encourage tourism
better maintenance of PRoWs
Remote working as a fixed but flexible option for Social Service staff. Develop the recycling centre in Brecon to house a facility to sell good quality items so that they don't end up in land fill. Just like the recycling centre in Ystradgynlais.
The council should re evaluate the school transport system. As it currently stands, many children are driven to school and back from the rural areas. This while the bus on the route to school is not entirely full. In light of the question 2, surely cutting the community's cost of living and carbon omissions would be factors in the school transport future plans?
Public transport should be improved
Question 2 has obvious bias and trying to lead respondents by the nose to choose 'yes' - which I believe is clear evidence that the council does not listen to people. This needs to change. We need more social housing in Powys for young families so they are not pushed out of the area as well as more job opportunities so they have reasons to stay. While tourism can bring in money, supporting local business that provide goods and services should be more beneficial as they will not be as seasonal - so we should try to make mid Wales more attractive to businesses.
HR and Payroll could be outsourced.
We would like the County Council to talk more to the Town and Community Councils and take more account of our thoughts in how the county council could improve the overall delivery of services at a lower cost. We have several examples in our community area where the County Council has spent significant sums in the last two years replacing the surface of minor roads, it is our view that if the



council had been more proactive in the previous years through the provision of more regular patching then the outcome could of been achieved at a lower cost.
Cut recycling down to fortnightly collections.
We should see the changes that have been necessarily imposed by COVID as opportunities and push to make Powys a more digital place. There will be no doubt some objections from the elderly, these objections should not stop or slow the process but provision to support those residents should be provided as there will be those that struggle with digital services whatever.
do away with some of those with non jobs and focus on those that deliver something tangible for the residents who dont care whether you have a strategy for this that and the other
We are very impressed with the services council provides.
A lot more effort into getting affordable homes for our young people in county. Lower or severely penalise second homes and the ever increasing holiday lets resulting in many homes remaining empty six or month's of the year. My children cannot start on the property ladder, even with deposits ready as they are being gazumped by developers / holiday home folk
Council Officers should be based at a work place, home working results in poor productivity and lack of opportunities to learn on the job
There are still areas that could be slimmed down
More available PHONE NUMBERS to the Council !!!!
services being out and available in the community eg- in community hubs/libraries
More dentists
Road maintenance
I would like the council to take an interest in our environment, by taking care of drainage, verges etc. in Guilsfield many of the drains have been blocked by vegetation which causes issues during periods of flooding. I would also like the council to take an interest in reducing speeding in villages especially near schools.
I think that the benches that have been put onto the streets like in Crickhowell have been a great idea. I would like to see older people helped with things like on line grocery shopping and with other on line services which can be daunting for them.
Permanent
The "on-line" meetings such as "POWYS CC and Town & Community Councils Meeting" & Powys CHC Executive Committee Meeting provide an insight into the matters under discussion and allows "outsiders" to ask questions and understand reasons behind decisions.
Pot holes to be fixed properly not patched by cowboys
During the pandemic I have attempted to contact officers across Planning, Licensing and Environmental Health. It was s my view with home working you have lost accountability. The service that has stood up well is the local Library. Many people need face to face services in our rural communities. The small charity of which I am a trustee stayed open throughout the lockdown doing jobs the Council should have done.
I would like to see a Powys Care Service rather than contracted out domiciliary care. I would like to see more healthy activities for young people.
Planning, make it easier and quicker to arrive at a conclusion and to sort out the Phosphate issue ASAP.
NA
Repair of roads
Digital or On line services are all well and good for those who can access them or have the confidence to do so but face to face options must remain for those members of the community not able to access digital services
Stop wasting money, some projects such as roads cost huge amounts of money. Surely it's possible to do this for less

For school transport to be accessible for all rather than the select few
I would like to see a much more positive attitude to the environment eg leaving wild flowers to grow on roadside verges.
Improving the Broad Band coverage within Powys
I would like PCC to look at the impact of tourism on public services and am keen that the council increases revenue from this industry. For example charging holiday lets and holiday homes full council tax - as they are using public services fully. It's unfair that residents have to foot the bill. Equally, there are opportunities for PCC to increase revenue into the public purse from tourists, for example, increasing parking fees, but offering locals free permits for parking. At the moment the balance seems to benefit the tourist more than the resident. Residents need to see more evidence of public funding supporting them.
Social isolation has become a bigger issue during the pandemic, the Council should focus its services on the founding and funding of community network groups with special attention given to lone home dwellers in rural areas who have become increasingly isolated. Efforts should be made to ensure council staff in service provision and public protection are based in their local communities where they are better placed to offer support
Council tax - make sure this is within a persons ability to pay - not the size of property. Small business start-ups should not be subject to the same rates as multi nationals or chains.
With reference to Q2, council services need to be accessible to all - not everyone has access to or can use services delivered wholly digitally. Similarly if home working by council employees is going to be encouraged they need to be able to access internal resources so that the location of the employee is "invisible" to the users.
Countryside services budget needs to be augmented. At present PCC is failing to meet its statutory duty to maintain rights of way due to insufficient staff and budget
Road drainage needs to be maintained by keeping roadside drains cleared on a regular basis to eliminate surface water on roads and flooding.
planning-officers could be more diligent in ensuring that planning permission is given in accordance with PCC's own policies such as para 4.6.7 of the LDP-for example making sure that applications for 9 houses and another 9 houses immediately next door by the same applicant are treated as one application-and the implications for an 18 house development [such as contributing to infrastructure such as recreation space or a village car park] are insisted upon
I am not aware of any change in services
I suggest if home working continues that you use the many half empty buildings to increase the range of accommodation.
I would like every officer where possible to have the opportunity each day to choose to work from home or work from the office
3 year education admissions go back to having the settings in charge rather than powys admissions. This year has been a shambles and many settings find it very difficult. The system wasn't broken before!
Please develop a plan to open an eatery where all unused food from supermarkets can be given to the community or sold at a cost to main the space where food is being collected.
Disability services in North Powys.
We need to abolish "the Board" system of decision making, it has proven to be undemocratic and unfair.
re establish Publishing all public comments on planning applications on-line
Help and support with getting good internet access especially for remote areas
Don't know. I only use the recycling, refuse collection and the roads. there is a big pot hole that's not been addressed properly.
Reduce the number of councillors and officers so that the wage bill is significantly reduced

<p>I would like essential maintenance tasks to be undertaken. I have been trying for over 3 years to get blocked drains cleared and to get the road bridge over the stream by our house enlarged to reduce the high water levels which now occur during heavy rainstorms, but to no avail. It is pointless to have a system for reporting such issues and then totally ignoring the problems. The system you operate for outside council responsibilities is very poorly managed and grossly inefficient. The people working in these areas need to have targets set for time to complete the activities and monitoring of quality standards. At the beginning of 2021 road potholes were supposed to be repaired. The people performing this task should be given a lifetime achievement award for the time it took them. Most of the time they were either in their cabs or propping up their shovels talking to each other. The so called 'repaired' roads still have many potholes and those that have been addressed are now like speed humps. The asphalt around these repairs have not been sealed and will crumble again this winter due to rain and frost. The roadsides are not swept and so drains which can potentially work are unable to.</p> <p>The service is so poor that I should be receiving a council tax rebate because, other than refuse collection, nothing is done. I consider that we pay excessively for what little service we receive. All drain clearance that has been performed has been by myself on a regular basis to try to safeguard our property. I am 70 years of age and should not have to be doing tasks which are your responsibility. I am contracted to you to pay Council tax and you are contracted to me to provide maintenance and remedial services. At present this is a one way system and you are in breach of contract.</p>
home maintenance, at the moment you can't get repairs done
Extending the sustainability agenda across all services
A much more efficient service required. Stop wasting our money. A maximum salary of thirty thousand per annum for any employee and maximum five thousand expenses and allowances for any councillor
Better and quicker methods of repairing potholes
Free car parking in town centres, this would help to rejuvenate local businesses in town centres, people would visit more often
Administration - Communication and physical contact point with Community. As more Powys CC staff work from home, the Council must maintain and advertise effective physical contact points with the Community - e.g. in the offices in Brecon etc.
I'd like to see a shake up of the council tax banding where properties are allocated the correct banding according to their latest sold price recorded on the land registry website. Instead of simply adding a blanket percentage each year, figure out which properties are underpaying- some of them for decades!
Focus on projects/services that will generate wealth/income/jobs rather than spend money on services that absorb money with no financial returns.
Concentrate on basics please. Stop messing around with schools making some all Welsh speaking so Powys kids have to go over the border to England to get a proper education.
It would be good to have libraries be open and have events there again
It is vital that we retain in person schooling and seek to reduce the overreach of the technology sector into the lives of our younger generation. The success of experiential learning is demonstrable in forest school programmes such as the highly successful Messy Mondays run at Rhayader Primary School for the Welsh stream pupils. Allowing technology companies to harvest data from our young people through the continued use of online learning tools does not amount to educational "equity" and cannot serve their hopes and imaginations as in person, experiential learning can.
Affordable home for people who want to stay local and not move into the area
More recycling facilities for green waste

<p>Please continue to support Library Services. Please amend (Q 2. above) "carbon omissions" to "carbon emissions"</p>
<p>The state of many country lanes are in a very poor condition, upgrade as resources permit. Tourism is essential, link up and renovate the canal system up to Newtown.</p>
<p>Better links between Council and local community activities - we, not us and them</p>
<p>Definitely continue to encourage home working and to hold meetings virtually. Could be improved by provision of local hubs in communities - community spaces that allow people to work remote from their office, but providing space and other services for people that do not have enough space for an office at home.</p>
<p>Carry out policies to counteract climate Change e.g. ensuring all new build homes are fully equipped with solar panels, ground source heat pumps etc. and look at ways of introducing these and similar systems to existing buildings</p>
<p>Develop social clubs for vulnerable/lonely persons</p>
<p>Sensory services - this needs retaining and development. Support for carers. Support for disabled people.</p>
<p>More active policing of illegal off-road motor bikers who are doing extensive damage to wildlife, terrain and environment.</p>
<p>I would like to see communications to both councils/residents improved. I am Chair of Carreghofa CC which is a small council and tends to be "lost" against the larger Councils. We have an older population so publication of decisions may require greater clarification/"deeper" explanation.</p>
<p>Powys should seek to reduce climate emissions and promote use of low carbon materials in construction.</p>
<p>Better maintenance of public footpaths to support outdoor activities which contribute to mental and physical health</p>
<p>Re the above - more modern ways of delivering services are a good thing as long as this does not mean job losses and poorer quality of service if everything is electronic and you can never speak to an actual person.</p>
<p>If only you can speak to someone that would be a bonus, also don't phone in the school time ie 9-9;45 or 2;45 to 4 pm as it's impossible [it would be fantastic if they would get back to you when they say, [ awaiting a call back since March 2021 !!!</p>
<p>Less spraying of herbicide on verges and green areas. This is damaging to biodiversity and often unnecessary.</p>
<p>More focus on climate change</p>
<p>Community gardening and growing, support for community projects that support well being.</p>
<p>Long term highway repair. Filling potholes in correctly by digging out square and not just chucking tarmac in the pothole. Long term it lasts longer</p>
<p>Cynnal mwy o bwyllgorau ac ati drwy gyfrwng cyfarfodydd rhithiol (cyfrifiadurol) ar y rhyngwyd.</p>
<p>Cyflogi fwy o fobol sydd yn gallu'r Gymraeg. I bob afran y Cyngor I aros o fewn eu gwariant . I beidio fod yn dibynnol ar godi y treth cyngor i dalu am gor war isn't.</p>

## Vision 2025

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

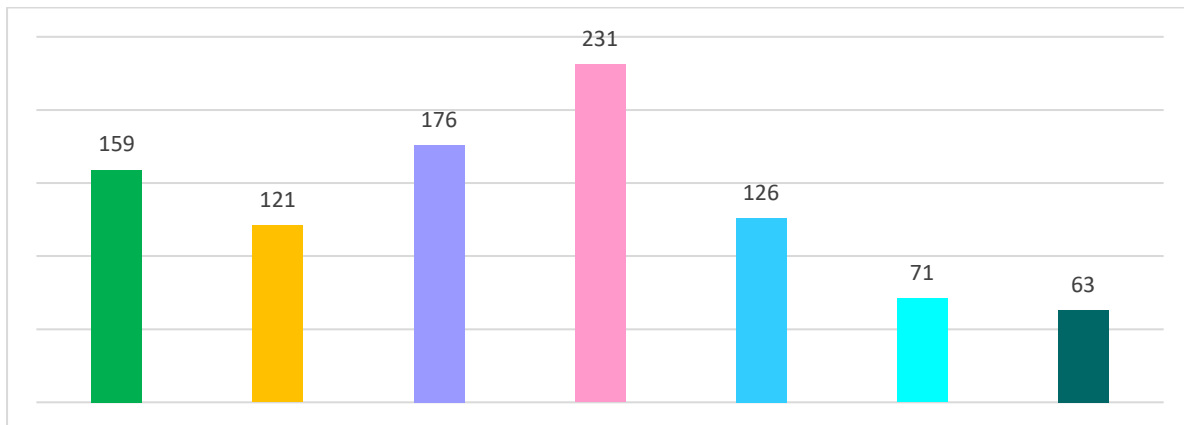
Our Corporate Improvement Plan sets out our vision for the future of Powys and includes four well-being objectives to help make our vision a reality, This plan helps us set the outcomes we aim to achieve, and how we will deliver these through activities planned to meet our objectives.

The four well-being objectives are:

- Economy: we will develop a vibrant **economy**
- Health and Care: we will lead the way in providing effective integrated **health and care** in a rural environment
- Learning and skills: we will strengthen **learning and skills**
- Residents and communities: we will support **residents and communities**

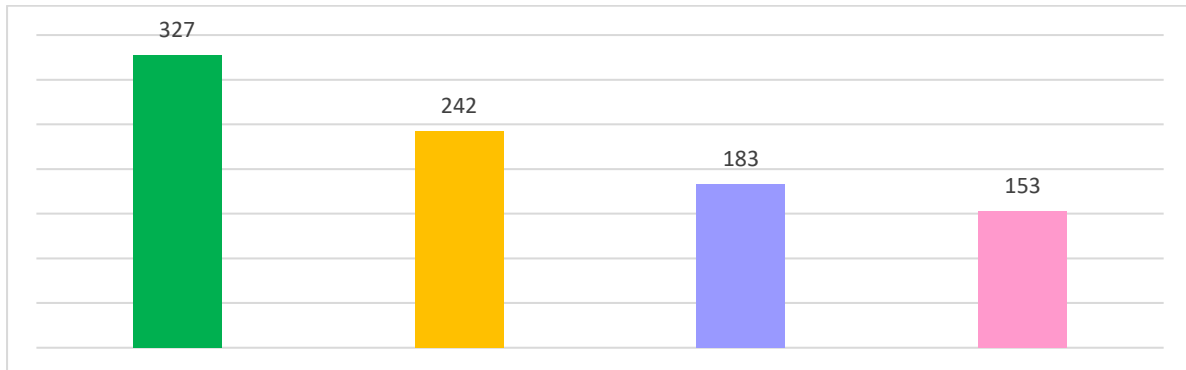
For more information please read more on our website: <https://en.powys.gov.uk/vision2025>

**Q4. As part of our Vision 2025 under ‘Economy: we will develop a vibrant economy’, we have the following objectives. Which do you think the council should focus on? (Please tick a maximum of two options)**



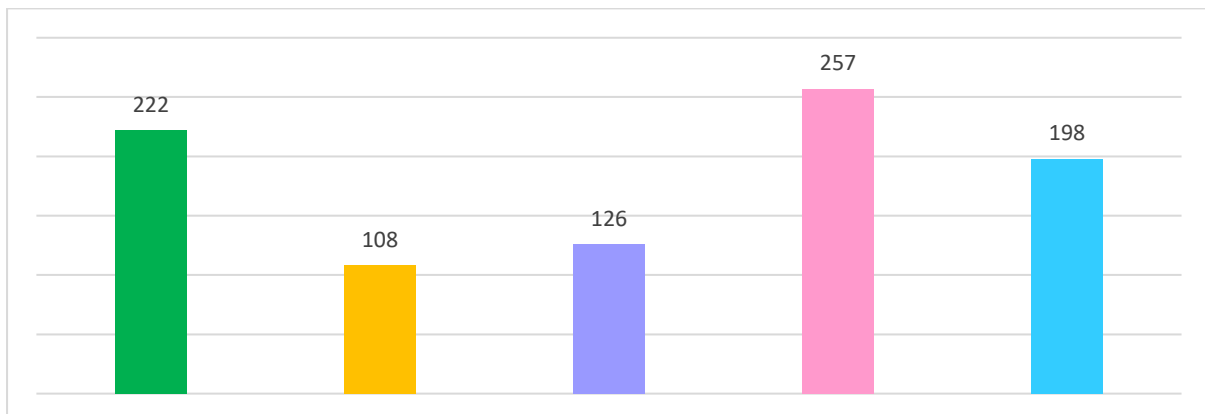
- Provide support for businesses to grow
- Promote Powys as a place to live, visit and do business
- Improve the availability of affordable and sustainable housing
- Improve our infrastructure to support regeneration and attract investment
- Improve skills and support people to get good quality jobs
- By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment
- Creating equality of opportunity for all our staff and take action to close the pay gap

**Q5. As part of our Vision 2025 under ‘Health and care: We will lead the way in providing effective, integrated health and care in a rural environment’, we have the following objectives. Which do you think the council should focus on? (Please tick a maximum of two options)**



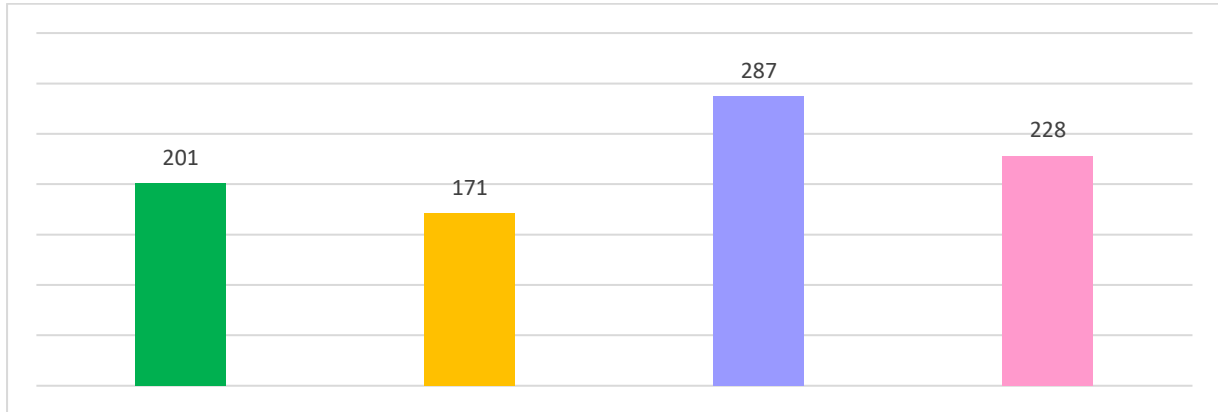
- Ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on
- Ensure that Powys adults are safe, resilient, fulfilled and have their voices heard, valued and acted on
- By 2024, we will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations
- By 2024, we will help people to get the support they need to prevent homelessness

**Q6. As part of Vision 2025 under ‘Learning and skills: We will strengthen learning and skills’, we have the following objectives. Which do you think the council should focus on? (Please tick a maximum of two options)**



- Improving educational attainment of all pupils
- Improving the evaluation, planning and coordination of provision for learners with special educational needs and other pupils who may require extra support
- Improving our schools' infrastructure
- Improving the skills and employability of young people and adults
- Improving opportunities and outcomes for children living in poverty

**Q7. As part of Vision 2025 under ‘Residents and Communities: We will support our residents and communities’, we have the following objectives. Which do you think the council should focus on? (Please tick a maximum of two options)**



- Strengthening community development and resilience
- Strengthening our relationship with residents and communities
- Safeguarding and enhancing the natural environment for residents and communities
- Improving opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life

## Spending Plans

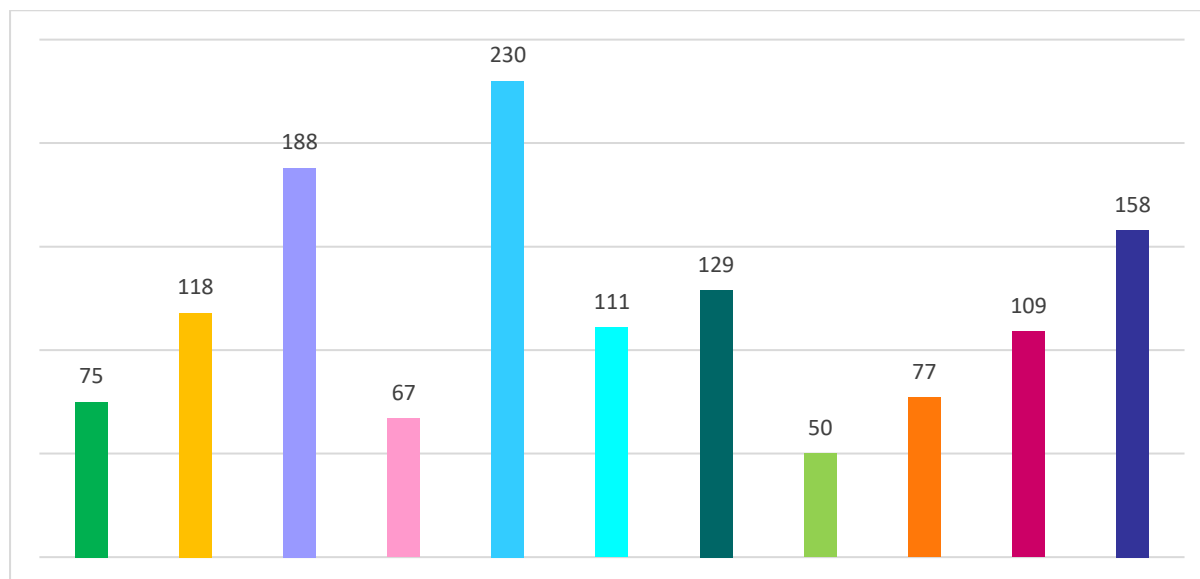
We have two pots of money that make up our budget:

1. Our ‘Capital Budget’, is specifically to invest in major projects and this is funded mainly through grants and borrowing from central government. Interest is charged on the amount we borrow, and this cost is then charged to our Revenue Budget. This means that the more Capital projects we fund, the greater the demand on the Revenue Budget, resulting in less money available for council services.
2. Our ‘Revenue Budget’ pays for all our ongoing council services, and this is funded through the Council Tax you pay, Welsh Government grants and business rates.

### Capital Budget

Currently we have a five-year plan to spend £400 million on our Capital Programme. It is expected that this will help to accelerate schools’ transformation and economic recovery, whilst continuing to support local residents, businesses, and communities. We have also been successful in bidding for ‘Levelling Up’ Capital funding which will bring a further £7 million into the county.

**Q8. Which of the following three priorities do you think we should focus our Capital spending on? (Please tick a maximum of three options)**



- Develop business units for local businesses to establish and expand
- Building new schools and refurbishing existing schools
- Climate change - to become Carbon Neutral by 2030
- Work with partner housing associations to secure the development of extra care housing schemes across the county
- Town centres and regeneration to improve the local economy and tourism
- Creating more facilities for sustainable transport and active travel such as cycling
- Building more council houses
- Improving the leisure centre facilities
- Setting up care homes and facilities to care for children in care
- Support the delivery of improved digital connectivity and encourage businesses and communities to take advantage of technology
- Improving our road networks and maintain bridges

## Revenue Budget

Our net revenue budget is funded in the following way:

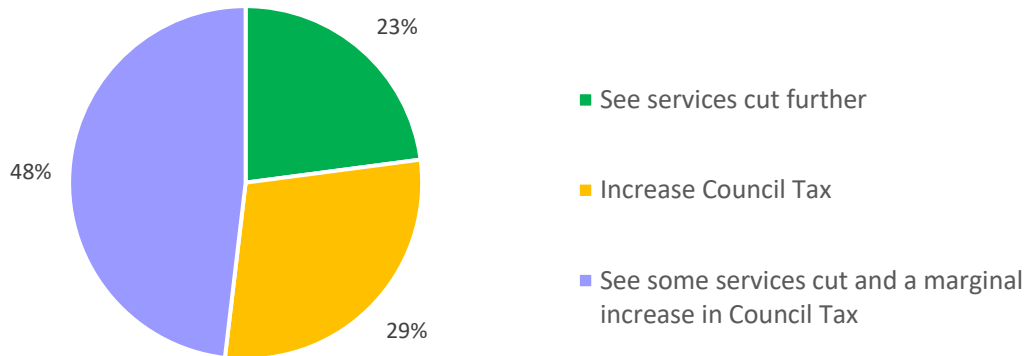
Funding Streams	£million
Council Tax	87.9
Welsh Government Revenue Support Grant and Redistributed Business Grants	191.9
<b>Total Funding</b>	<b>279.8</b>

We are reliant on funding from Welsh Government and each year it decides how much each council will receive. We have to predict what this figure will be and plan how to fund council services and their pressures. We will get an indication of the funding from Welsh Government in late December 2021 and confirmation of the final allocation in early March 2022.



**Q9. If we receive less funding from Welsh Government than planned, how would you like to see this addressed?**

See services cut further	110
Increase Council Tax	139
See some services cut and a marginal increase in Council Tax	231

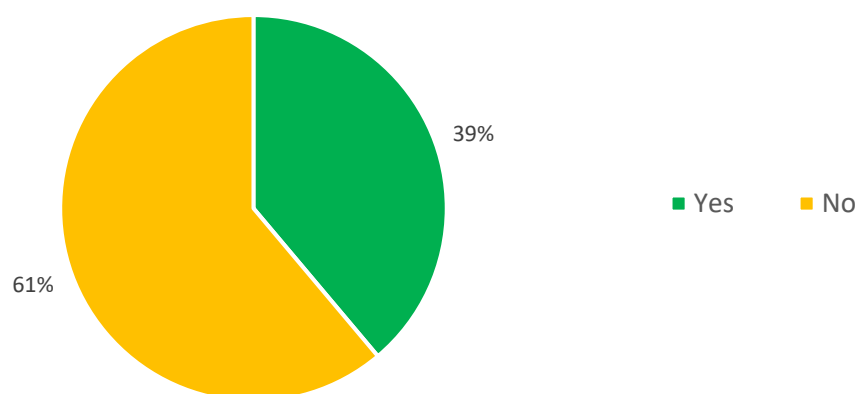


## Climate Change

We have recently been successful in bidding for £1 million Community Renewal funding from UK Government to help in the fight against climate change across the county.

**Q10. Do you think we (the Council) are doing enough to help with the global challenge of climate change?**

Yes	412
No	77



### Q11. What other initiatives do you think we should investigate/invest in?

<p>It should be part and parcel of everyday working and form part of commissioning packages, for example where we engage housing builders to build our houses they should do so with trees in mind (avoiding high-maintenance stuff like grass and shrubbery which the council will then need to regularly cut)</p> <p>Housing development (private or public) should also be judged on thier access to play spaces (green land &amp; play parks) which should become standard in all housing developments (over an appropaiate size or next to estates with limited access to playspaces) to ensure they are appealing to families, again consideration should be given to tree planting and solar panels as standard. Making playspaces a key consideration will also mean powys is dedicated in it's aim of becoming a child-friendly county as well as being a big appeal for families wishing to locate to Powys.</p>
<p>Electric vehicle charging points in every town and village.</p>
<p>Greening all council vehicles incl school buses &amp; maintaining roads in very rural areas so pot holes &amp; poor surfaces are addressed so cycling is safer especially at night</p>
<p>Need to consider the global impact, decisions being made in Powys are having. So granting planning to more intensive poultry farms being developed will continue to have an increasing impact on deforestation in the Amazon as forests are destroyed to grow Soya. Soya being the main feed the chickens on these IPU's consume.</p>
<p>Moving fleet to electric vehicles</p>
<p>Better transport options</p>
<p>There's probably more to do but I would say PCC is doing stuff and taking the issues seriously. Electric fleet, grass verges left to flower wherever possible, active travel projects etc.. are all good. Maybe supporting some tree planting in communities working in partnership with various third sector groups maybe...</p>
<p>Solar PV farms and wind farms to generate income streams for the Council, more community woodlands and allotments/food waste/composting/growing/redistribution/local food/farmers markets initiatives</p>
<p>Grants and support to help residents transition to new sources / methods. A buyer consortium for residents, for supply of green energy at affordable prices</p>
<p>The Robert Owen fund is great but over complicated to sign up for. Recycling of flimsy plastic from home rather than coop or tesco, no new builds without solar/ heat pump/ etc, some local North powys trains would be nice but I know that's pie in the sky but no reason more local community busses shouldn't exist even on a ring first basis!</p>
<p>Promote use of green energy and other ways of cutting carbon etc by offering discount to taxes and other benefits</p>
<p>Think more about unnecessary transport - ie closing schools and creating more bus journeys.</p>
<p>Mass Vaccination Centres too far and no family appointments - this should be rectified.</p>
<p>Not sure - but seeing large council buildings sitting empty with the lights on is not encouraging. Support digital working etc and reduce reliance on buildings. Where buildings are needed they need to be sustainable - this includes schools.</p>
<p>None, I think the people of Powys need a break from excessive council taxes that don't deliver a service! People are struggling to make ends meet and the council keep wasting money! Criminal!</p>
<p>I think you should seriously consider NOT expanding what the council undertakes. Councils are very bad at involving themselves in business as can be examples by the many projects councils get involved with and spend money in a wasteful way. I have seen examples over the years as a Powys resident of gross waste, indeed I have been looking at a project in Welshpool that is currently ongoing and far too much money is being spent. It is very easy to spend "other peoples money" council tax needs to be reduced not increased!</p>
<p>The Council needs to focus on the nuts and bolts of providing services today as it's primary focus. Secondary to this climate and environment needs to be a part of every decision made, not and</p>

additional project in it's own right. The grants should be used to facilitate this and to mitigate the costs of making services provided more climatically efficient rather than be separate unconnected projects.
Nothing for kids to do. We get less services for more council tax.
Stop making people travel further for schools and health
Question 9 needs another option to choose from! I don't think anyone would be happy to lose the very limited services we have now, definitely no raise in council tax, we already pay far far too much and paying a little bit more and also losing services really sounds like you are taking the mickey! Option 4 would be use the money you do get better!!
You could start by having more Tetra recycling facilities available, as any Tetra packaging is near impossible to recycle but it's everywhere.
Addressing global challenge proportionally. Powys is an insignificant part with no influence. Grandiose personal vanity projects should be resisted. Cost:benefit all the way and under performance should be addressed quickly and decisively. Stop promoting failures within the system.
Banning HGVs off roads to use bypass only, reduce the amount of traffic lights, stop putting council tax up
More ev charging points
More electric charging points Support stopping Buttington Incinerator unleashing CO2 and gases into the environment by halting the proposals for good
More electric vehicles
Public transport there's little promotion of bus routes, no availability of them in most areas on Sundays. More frequency and look at creating new routes with providers. Trains are unreliable at present focus on that too and put more pressure on TFW to up their game and improve stations. While nice to have cycle lanes a lot of towns aren't suitable (or have lots of hills so many people don't have bikes).
more frequent bin collections. no more selling off public property. make the library in welshpool a library again and turn the museum back into a museum
Force transport for wales to have better services. We are encouraged to use public transport but when trains are late or cancelled and no bus replacement is available then it is officially for me to be green. Encourage more council meetings in the future to be online. Install solar panels on council buildings
Recycling bins in town
Need to focus on people's health and jobs not climate change
Revitalise our road network to support cycling and walking. Public transport like buses and trains are infrequent and not reliable so people revert to using their car.
Reducing waste. More focus on re enable energy sources.
Return free swimming for the over sixties and summer holiday children
Community projects for local people do undertake
Create more parking areas close to older housing areas as these residents will struggle to park and charge electric cars in the future unless something is done now.
Build more recycling facilities.
By all accounts powys are leading the way. And compared to surrounding counties that's very true. Sustaining these levels should be paramount!
More money for support workers out in the community
Rail network, cutting emissions from towns and villages, getting rid of chicken farms!
Water power generation
Just use common sense

Pressure all businesses to take responsibility
Solar.on houses. Absolutely NO more wind farms!
Recycling
Library services
I don't know, but what I do know is your pricing hard working class families out of decent family homes, my tax bill £2570 this year and your already talking about another increase. its getting ridiculous
Solar panel grants
More recycling options
Stop prattling on about climate change-in reality the council are not going to make any difference!
community energy schemes
Not sure I know what is being done, needs more publicising
None if they cost money. Again unless they add value to the economy or improving the skills of our young people they should be left to voluntary organisations or the private sector
The community renewal fund is funding for the community from UK government. This is not council spending. What has the council spent on climate change action? There are so many opportunities on climate change that are also lower cost. There are so many investments in renewable energy which are profitable. The council should be prioritising every project that is both economic and supporting climate change. For example, massive building refurbishment of it's own buildings, LEDs, solar panels on every economic roof, larger renewable energy deployments on council owned land. These can then create long term economic stability for the council with predictable income. Having an enterpenural council which is financially resilient with it's own income streams.
Energy efficiency eg. LED/insulation, active travel, home working (better connectivity, or working hubs), public transport, support green businesses more than others, protect and develop open spaces
Funding/Grants for residents to create renewable energy such as putting in solar panels, ground source heat pumps etc to decrease the need for as much electric, oil, gas etc.
shared broadband in housing units, car share scheme, concerts in the park
We own a huge land areas within Powys which could be utilised for all types of biodiversity gains etc.
All council buildings using renewable energy
More recycling options eg for crisp packets, foil cat food pouches, nappies
sell some buildings, pay staff to work from home, make kids walk cycle to school
NA
more dog poo bins needed county wide
Small community green energy projects that allow small communities who are not connected to all utilities to provide their communities with renewable energy as an alternative to the off grid power sources many of them have to rely upon at present.
Build low carbon council houses
Active travel and low carbon tourism
Re-cycling more. Reduced plastic and ban plastic bottles completely. All building works in National Parks to have wooden windows/doors. More bus/train links Ban plastic on fruit and veg.
recycling in schools is little but never gets done also i thought powys was going paperless that hasnt happened plus why close down rural schools that work and have strong communities around them who would help and do help with the cost of running them just to build a new school somewhere else not very environmentally friendly when you have above the question on how to look after rural settings and encourage people to move to the area how about if it aint broke dont fix it
Electric Vehicle Charging Hubs
better healthcare access

Change the mood music - it's very bad seeing Conservative and Independent councillors moaning and playing politics with motions to combat climate change.
More extensive recycling opportunities
Put major effort into looking at all the ways in which the council and citizens can respond to climate change - e.g. land use, better recycling, renewable energy, home insulation ...
Better recycling depots
More and better recycling, especially from doorsteps.
Reuse, upcycling and recycling. Initiatives to mend/refurbish and sell furniture and electronic items that would otherwise have been thrown away, to salvage metals and minerals from items such as mobile phones for use in making new ones, and as a last resort to recycle more types of material (e.g. tetrapak cartons).
It's impossible to comment since there is insufficient data for me to review.
Educating households through information campaigns, eg leaflets about how to help the environment on a personal level.
Climate change is seriously negatively affecting our biodiversity, so every opportunity should be taken to improve habitats - including supporting farmers to change some of their practises, less mowing of verges, and allowing more wild areas on council-owned land.
Educate the public to accept more onshore wind power.
All council owned/leased vehicles to be electric incl refuse lorries etc. All council owned or rented buildings to be heated via air or ground source heat pumps.
Grants to households to improve house efficiency and sort out the Conservation Officer to enable those in listed houses to install energy saving measures
More recycling i.e. plastics that are at present not recycled
improve public transport, support home insulation, improve recycling, use less plastic
Help develop public transport - lobby got a train every 2 hours, consult on bus services, assist car share schemes. Do not agree to more intensive chicken farms, ensure education includes climate change issues
Stop the planned incinerator at Buttington, which will add to local pollution.
Encourage us to use more public transport. Introduce us to new bus locations that can be accessed locally eg) Newport, Cwmbran.
A lot of trees in area have been cut down maybe we could plant more trees which may not be too expensive as we have areas in area where trees can be planted without causing too much disruption
Keep peoples bill to a minimum reduce unnecessary spending . Forget climate change quangos that do nothing other than cripple economy and put people on the bread line.
electric car charging points
No comments
<p>None - there is no climate emergency. The climate has been changing - and will continue to change - for as long as the earth has an atmosphere. It is wasteful of resources and dishonest to try and stop the climate changing by focusing on a gas (carbon dioxide) that makes up just 410 parts per million of the atmosphere and less than five per cent of greenhouse gases. Especially as it is a gas that is essential for life on earth.</p> <p>Temperatures even if they increase by two degrees centigrade will still be below those of the Medieval Period (which was followed by the Little Ice Age - 1400 through 1850). The Medieval Period was cooler than the Roman Period which in turn was colder than the Minoan Period. There is robust evidence that increases in CO2 follow - not precede - temperature rises.</p> <p>Climate is influenced among other things by the way the sun burns, the orbit of the earth around the sun, the relationship between the earth and other planets, oceanic and atmospheric oscillations, cloud cover, the tilt of the earth on its axis. It is risible to think that we can, by reducing by a tiny amount the tiny amount of CO2 in the atmosphere that we can outweigh the impact of all those other natural influences.</p>

For the Council to indulge in this really rather silly concept, fashionable though it may be and especially when it will have adverse impacts on our economic, social and environmental sustainability, is not what local (or indeed national) government should be doing.
I believe that you could do a lot more with solar and wind energy due to the vast land available and the number of farms owned by the council
Make supermarkets support local farmers and growers by legislating a % of their stock MUST be from close by. In county at most.
Better Internet and mobile phone coverage to further encourage home working.
Renewable energy
Help with promotion of recyclable packaging and products.
even looking at the way these questions in this survey are being asked shows that a focus on climate change is simply not there. People may well not chose options that are required for climate improvements but councils and governments must implement them regardless. You need to be clever and tackle problems regarding housing and infrastructure on revolutionary ways. We cannot build ourselves out of climate change
Working with farmers to promote sustainable methods that provide income for them and improve the environment Promote farmers' markets and local food box delivery schemes Improve education and training in environmentally sustainable farming and tourism
electric vehicles
Planting community woodlands. Improve the range of products and materials recycled. Aid the agricultural sector in moving away from carbon-generating methods.
More cost efficient and carbon neutral homes
Need more public transport, more electric charging points for cars
Electric car charging infrastructure
plant more trees, forests on Council owned land
Local power generation.
Growing more food locally .
You should first ensure that people involved FULLY understand the impact of the changes being proposed to combat so-called climate change (normally meaning warming). It is evident that the impact of measures such as battery powered vehicles is badly understood. The whole life impact on climate and environment is currently worse that that of fossil powered vehicles. People fail to understand the problems associated with the sourcing and production of the raw materials both for the vehicles and particularly for the battery systems used. Also, it is becoming clear that far from warming we can expect the planet to be cooling over the next 10 to 20 years but this is not properly publicised or promoted as it doesn't suit the agendas of the few.
Less second homes in the community.
Encourage the public with enthusiastic engagement.
We are only just starting to be aware of the challenge, this is a climate emergency and we should be responding accordingly.
An integrated network of traffic-free cycleways. Healthy activity for locals and massive attraction to Green Tourism.
Electric council vehicles. Electric charging points throughout county including on lamp posts.
Retrofitting premeses to make reduce energy consumption. Council vehicles to be electric.
Improve public transport. Discourage private car uses. Provide technical and planning advice to residents who rely on fosil fuels to heat there homes.
Reduce carbon emissions from agriculture
Na
a more robust move towards the use of sustainable energy in their own activities & transport - and attracting and supporting those industries that can produce such technologies across the county

Drop the use of Welsh as a second language wherever possible. It is just an unnecessary use of resources to require the use of Welsh. It also limits the recruitment pool of employees if staff have to be bi-lingual in English and Welsh. Road signs are particularly annoying as there is too much to take in when driving even at 30 m.p.h. There is generally too much "street furniture" on the roads. This is costly and ineffective.
joined-up management so we don't have school children planting wild flowers in verges and Powys council cutting them down !
Inward investment
Allow better energy saving measures to be installed on an older housing stock.
<b>PUBLIC TRANSPORT</b>
We desperately need a A & E department in a good sized hospital. We have to travel 50 miles whichever way we go .Doesn't Cardiff think we are ENTITLED to a good hospital. Do they realise there are people LIVING in MID WALES
Look at more realistic alternatives other then £400,000 electric rubbish wagons that have batteries that are unrecyclable and only last 8 -10 years
Stop closing local schools, this will only increase travel and emissions
Stop giving planning permission to high carbon footprint and polluting industries such as chicken farms. Promote green technologies including solar and wind power. All new buildings should have solar panels or community wind turbines. Promote environmentally, friendly and sustainable farming and provide funding to help farmers do this. Engage with local and national wildlife charities to help educate the general poulation about caring for nature and sutainable living. Encourage supermarkets to reduce food waste by ceasing to use pre packaged vegetables. Support local growers and promote buy local. Ban plastic bags, including bag for life.
Avoiding building on sites liable to flooding or with other environmental impact. Making provision to support electric vehicles suitable for agricultural use. Reducing speed limits on rural roads.
See my comments at start of survey. Additional thoughts might include: Walking and cycling tracks are well worth while. Leisure and sports facilities wherever deficient. Health services, particularly dental and general outpatient facilities. We have very good local hospitals which are under-utilised. (GP services are not too bad.)
Planting schemes above flooding area to absorb rainfall. Electric vehicles for buses and increase amount so more available. public transport, therefore people more likely to use instead of cars
1. Ensure Council buildings and vehicles are carbon neutral by 2030 2. Purchase sustainable & ethical products & services wherever possible 3. Provide grants and advice for residents and businesses to go carbon neutral
better broadband for all : cuts emissions by enabling remote work
Recycle soft plastics from home collection. Increase in electric public vehicles and charge points.
car pooling initiative to cut emissions, enabling community understanding of climate change and how individuals can help with changes to lifestyle through workshops and pop up info stations and children's play
A more sensible source of 'green' energy. Wind farms and Solar are NEVER going to provide the energy we need, focus should be on development of a cheap way to produce hydrogen, then people would not need to follow the UK government's 'pie in the sky' schemes to replace gas boilers with (useless) heat pumps etc - our housing stock is far too old to work with this unproven technology. We also need this irrational stupidity which says we will all have to drive electric cars challenged - in rural areas electric cars are worse than useless, even if they were green (which they are most definitely NOT - we just let other countries mine the rare earth metals needed for the batteries, with all the resultant pollution that causes, and presumably we will export the life expired batteries abroad to be dealt with, so we can 'virtue signal' that we are 'carbon neutral' when we are far from being so.



Promote and subsidise solar heating.
Provide greater support to volunteers and value their contributions
There should be an additional answer to Q10 which states 'don't know'. I do not think you are actively informing people of what you are doing to help with the climate change.
Better links between towns and villages, to facilitate safe cycling and walking instead of motorized transport, for work and recreation.
Ensuring businesses and homes built have green initiatives installed
Powys is pretty green, you don't need to spend too much on it; I can only suggest keeping an eye on illegal dumping, be it farm waste or fly tipping. There is an abundance of cars in the county too, maybe you can look at that if climate change is something you're going for.
See earlier re refuse collection. More integrated public transport utilising low emission vehicles **Address the incessant overuse of traffic lights on the road network, especially where lights remain in place long before and /or after work has completed. This adds tonnes of unnecessary idle engine emissions to the atmosphere, and no doubt considerable extra cost to the works **
keep people better advised on what you have done to help with this challenge
Greener council vehicle and contractor vehicles.
Use Council owned land for solar farms
more public toilets & HGV stops
We need cheaper bulk collections to lower dumping. More recycling but maybe have some in the housing estates. So if collections are missed it doesn't build up,
Reduction in council's carbon footprint eg extension of home working and digital meetings
Lead by example and get more electric vehicles
Support planning permission for small-scale renewables
I think Powys is doing everything it possibly can though we have too many cars per head of population. I'd like to see the numerous bus routes being promoted and fewer cars queuing (with their engines on) on Llanfaes Bridge.
Reduce bosses, if we have less money from government get rid of the bosses
public EV charging infrastructure
Keeping bilingual schools
We are in the midst of a climate crisis, we should be doing everything we can - from promoting sustainable travel and providing the infrastructure for rural communities to use it, to educating out children in schools and improving waste collections. We are a household of 4 adults and could cope with a monthly residual waste collection, for example, but with an increased range of recyclables collected at kerbside (e.g. Tetra Pak, plastic film, small weee and textiles).
Moving to better insulation for houses
Encourage reforestation of the bracken covered commons in the BBNP. Include basic financial literacy and awareness of climate issues in schools.
Provide the means for people to make good choices - active travel (for example) will hit health, well-being, resilience, mental health, poverty, community development. Be the facilitators of it, and then let people get on with it. Don't provide details telling us to cycle /walk more, provide crossings, cycle lanes etc. For example - the cycle path from Llanyre to Llandrindod has tens if not hundreds of people a day using it - that's what we need. Give people the tools.
Increase public transport availability
Discounted fees and taxes for single individuals
Increase EV charging points, public transport, support planning and building control to make housing upgrades easier.



<p>Longer hours for recycling centre. Reduce charges for collection of waste from homes. More clarity in what and cannot be recycled. More information on where to recycle all waste including single use plastics. More information on damage caused in our community by burning, tipping etc.</p>
<p>Look at home-working as the new ways of working to decrease the amount of cars on the road. Look at having meetings delivered virtually so people aren't having to use carbon emissions to attend an hour long meeting a couple hours away from their home.</p>
<p>Agricultural regulation especially poultry units to fight pollution</p>
<p>Invest to save and improve local community allotments and provide more funding for local community and town councils to deliver what it needs.</p>
<p>Lead the way with making council properties/initiatives green ASAP. Get solar panel on every council building, switch to air and ground source heat pumps, use solar and tidal energy where possible. Start with yourselves to provide a good example, make bigger industries do the same, and help smaller businesses and residents to follow your lead.</p>
<p>Sell off more property for redevelopment.</p>
<p>Plant more trees .</p>
<p>See very few council vehicles running on battery power. Grants for domestic solar power and more efficient boilers.</p>
<p>More electric charging points. More investment in public and community transport to cut down on car use. Maybe bike or scooter schemes in larger towns. More community recycling centres. Stricter building regulations on carbon neutral and energy saving house building - and making sure green spaces are included in every housing development. MUCH stricter control on river pollution - no more large chicken farms and other polluters. Balanced tree planting initiatives - where they are needed not just for the sake of planting them (eg leave bogs as carbon sinks)</p>
<p>More recycling schemes and centres. Support for household energy initiatives.</p>
<p>More upcycling and recycling projects. For example, the change in the road structure in Brecon has reduced the accessibility to drop items off at the charity shops of your choice. I agree that traffic should not go through the centre of town. Pedestrians should have the ability to walk around the shop safely and that the shops have opportunities to increase their footfall by using the area in front of their shops. I love that European feel it brings to the community. If the charity shops had access to a warehouse in the industrial estate. Then people could drop off their unwanted items. They could be processed (creating job opportunities), then sorted to the different shops. As not all shops want big furniture, these could be given to homeless projects or low income families. Or sold to create more revenue to reinvest in different projects. Crafts recycle centre - which could also be used by schools.</p>
<p>Further education in Powys is shocking. Very few courses. Very few venues. Hereford looks to be the closest for my daughter. Set up online/digital colleges for rural learners.</p>
<p>As per question 3 answer</p>
<p>Better home and business insulation</p>
<p>Clean rivers and water courses</p>
<p>During CON29, new reports say that heating has the biggest impact on carbon emissions, so by making staff work from home they are now heating each of their own locations instead of being in one heated location - while of course the impact of this cannot be recorded, the fact that there will be an impact should be recognised by the council as its own doing. To offset this, it would be a good idea to start a insulation subsidy scheme for all Powys homes so if people are homeworking then they are not using so much energy. In particular as a lot of people are in rented homes, incentives for landlords to improve their housing stock.</p>
<p>New concrete mixes that do not add to Carbon footprint ie LC2 / LC3 and the new concrete that stores Carbon. (Available now).</p>
<p>Wind Turbine, Hydro and Solar Power initiatives</p>

Re-evaluate how re-cycling is being provided and aggressively pursue improvements. Move to an all-electric fleet of vehicles as soon as possible. All new vehicles should be electric. Any unexpected replacements should also be electric.
Don't know the answer to #10. Know little about council's initiatives in this area.
Help for old housing stock to insulate and reduce heating - not just roof insulation which most of us can afford - it is double glazing, more efficient heating etc.
More public transport that is frequent and reliable, not for towns and city's, for those of us who want to play their part living semi rural and be able to leave the car on the drive. Failing that and again not in the major towns or cities, electric charging points. I don't live in a major town or city and I only see money and services being poured in those directions
supporting farmers environmental initiatives
Car power points
IF you want vibrant communities STOP closing village schools. If you want to improve education, STOP closing village schools- this unimaginative plan of closing what are hubs of communities goes against all that you say that you want to achieve. What is a community once you have taken the school? Children do well in small village schools - invest in them. Use imagination to perhaps make different schools centres of excellence- Seeing what the council is actually doing undermines all the grandiose promises. Invest in the communities and the children by keeping the village schools.
More cycle networks as a lot of the county's roads are narrow and winding being used by a range of vehicles.
more recycling initiatives
Solar panel fields
Provide more pre school staff. Develop a better pre school admission policy and prioritise locality over age. Currently we have children being driven 30 minutes to a setting because non local children who are months older were given the place over local children. This is not going to help climate change.
Increase the opportunities to recycle a lot of what currently goes into general waste and landfill
public transport improvements for isolated areas to reduce the number of private vehicles on the road
Promote buying hotel and wedding garden hotel
Insulate public buildings and use renewable sources of power everywhere.
Stop paying to have biomass boilers burning for the sake of it
grants to support residential households become more energy efficient e.g. insulation and double glazing and transfer to sustainable energy provision eg wood pellet boilers and air source heat pumps
As a small charity we acquired an electric wheelchair adapted vehicle with National Lottery funding during the pandemic. I do not see the same initiative in the Council. Street lights should be switched off after midnight. There should be initiatives to work with schools to reduce overnight lighting of premises. Work should be undertaken to work on initiatives to help people in their homes to reduce power usage. This was done during the 1970s during the power crisis and should be considered again. The Council should look to invest in community gardens/allotments. It should look at how it uses its own buildings rather than close them. It should support local power generation. There should be a focus on the environment and planning should address the rise of industrial farming by large companies in the County which are leading to road congestion with large chicken lorries and pollution of our natural environment in particular the Wye.
solar panels on all council buildings.
Help with insulating homes, there are a lot of v old buildings in Powys and they are hard to insulate, there needs to be a better more workable aim to help insulate whilst maintaining their historic value
More electric car recharging point in car parks.
Water and wind generation of power
Investigate realistic ways in which our communities can move forward to becoming sustainable and how the council delivers this practice.

<p>Small Hydro electric stations on our waterways to power local communities.</p> <p>Encourage food closer to home</p> <p>Help support initiatives from local people who have carbon neutral ideas that could be scaled up</p> <p>Tree planting and green spaces built into any new build. But also plants trees and food producing trees and bushes on any council land so homeless can feed themselves...apple trees etc</p> <p>Encourage more recycling and upcycling schemes</p> <p>Use of wool as insulation</p> <p>Build houses fit for the future</p> <p>Encourage all schools to have their own veg garden tended by pupils</p> <p>Encourage eco farming</p> <p>Support young farmers to help change farming practices whilst remaining viable</p> <p>Create more allotments and community growing spaces which also helps mental health</p> <p>Support more health teams so that they have responsible for a more defined smaller community without having to drive all over part of the county. ( like the village district nurse of old)</p>
<p>more ev charging points (free)</p>
<p>More recycling, currently there is a lot of plastic that is not recycled by the council</p>
<p>Allowing children to access schools within their local area rather than building huge schools which are further away and thereby increasing the need for transport</p>
<p>The environment - biodiversity eg ban the use of pesticides or herbicides this would save money.</p> <p>Tree planting. Encourage organic farming. Encourage community projects to set up growing and selling local produce.</p>
<p>Be much smarter about climate initiatives — <a href="https://copenhagenconsensus.com/copenhagen-consensus-climate">https://copenhagenconsensus.com/copenhagen-consensus-climate</a></p>
<p>We need to establish better county wide coverage of Broad Band, encourage the development of the economy making Powys a place where companies want to locate to and operate from and we need to be providing sustainable and affordable housing to encourage our young people to stay within the County of Powys.</p>
<p>Alternatives to car transport</p> <p>Reducing the need to travel</p> <p>Green energy</p> <p>Local food production</p> <p>Supporting local business to generate local supply chains</p> <p>Supporting homes to be carbon neutral</p> <p>Investing in biodiversity</p> <p>Supporting the use of local natural resources, eg. wool and industries that could be developed for this</p> <p>Investing in the circular economy</p> <p>Investing in existing buildings rather than building new</p> <p>Supporting town centre regeneration to create a 'shop local' trend</p> <p>Tree planting (recently a lot of trees that were planted by volunteers were cut down in Brecon by PCC contractors)</p> <p>Carbon locking</p> <p>Committing to plastic free council run organisations - eg. schools</p> <p>Locally produced school meals</p> <p>etc. etc.</p>
<p>Sustainable employment through local businesses, with local people becoming stakeholders so money is reinvested in the local community with priority given to establishing local business over multinationals</p>
<p>Solar panels grants of say 50% to encourage people to get them</p>
<p>Support homes to become more eco friendly with double glazing and new boilers for ALL homes not just unemployed</p>

Invest in proper recycling - don't export to China, Repair, Reuse and recycle here providing jobs and skills and use the recycled goods to produce a revenue stream.
Re-use centres such as that at the recycling centre at Lower Cwmtch should be expanded and replicated at council properties. 😊
Restore rail links
Use local (Powys contractors and not just one like currently to install more car chargers and make The existing infrastructure more efficient ie energy saving solutions to all Housing and council buildings
Electric vehicles
PROVISION OF TRAINING FOR ADVISORS AND MAINTAINERS OF NEW TECHNOLOGIES IMPROVEMENT OF INSULATION OF COUNCIL HOUSING AND OFFICE STOCK
Electric charging points to support the infrastructure to run electric vehicles.
not sure what you are already doing-but supporting regenerative farming might be a good thing
Protecting the rivers being dumped into
Sustainable transport infrastructure, particularly cycling, and encouraging participation.
I don't really know what you are doing now. But providing better access to good digital solutions and better cycles tracks and places to park bikes in towns should help
Recycle soft plastics until these are actually replaced with more sustainable alternatives
Investment in buildings - lots of buildings and schools are single glazed, not insulated and leads to excessive heat being lost. Find a way to process soft plastics for recycling
Bike paths on the road and in the public fields/woodlands
plant trees
Wind, sun and hydro energy.
Increase opportunities for efficient recycling and reuse of items that still have plenty of life. Encourage sharing of resources so that people can loan seldom used equipment rather than own it. Invest in renewable forms of energy e.g. wind to power public buildings and communities.
More support for power generation from relatively small hydro schemes.
Do not close rural schools, this necessitates more transport hence more environmental damage
electric vehicles and charging points maybe hydrogen too, planting trees
You should investigate how and why there are so many IPUs in this county as compared with others across the nation - they not only create pollution but are also having a negative effect on tourism and residential amenity for a minimal amount of employment created ( the bulk of which is construction and processing which takes place outside the county). A few are gaining large profits to the detriment of the many.
Improve energy efficiency and the long term cost savings this can bring. Deploy renewable energy and the income generation this can provide. Realise the cost savings from switching to electric vehicles. Consider social return on investment, use life time costing and consider the costs of inaction. Use the high level position of finance to bring together departments and find lowest cost solutions through integration.
Totally transform digital connectivity in Powys Car charging points Much enhanced local support, including financial support, for local residents in old housing stock, to address home heating issues Expanded and improved facilities for recycling Enhance public transport
You appear to miss out your primary task of maintenance and remedial work as highlighted earlier in this survey. This should be your No 1 activity with other topics lower down the pecking order.
Water generation of electricity
Community open spaces and outdoor family leisure places eg parks

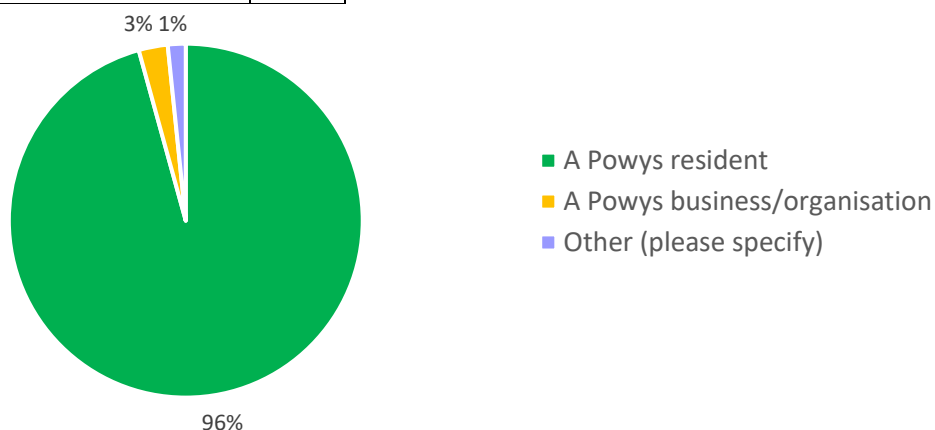
electric car charging points
Electric powered public transport and increased recharging electrical points for privately owned electric vehicles within residential areas and public parking areas.
Increase electrical microgeneration capacity on existing urban roof area.
Reducing carbon footprints - more electric vehicles
Concentrate on what we need now, not what the climate might be in a hundred years
the installation of solar panels and battery storage on every council house new and old improve insulation on all council houses and buildings
Electric/ hydrogen vehicles
Solar panels fixed to the roof of every new build property and grants available for home owners to fit to existing properties without them
- Supporting provision of electric vehicle charging points - Seeding / promoting local initiatives for improving home insulation
Cut the pay at the top thus saving the increase of council tax AGAIN. It has become extortionate! Check that every house is correctly banded, thus recouping hundreds of thousands.
Recycling of soft plastics ( packaging/wraps etc )
Tree planting in council owned land. Let roadside verges go uncut so wildflower and insect habitat is protected.
I am concerned about the run-off of nitrogen rich effluent originating from Intensive Poultry Units (IPU) running into the River Wye and other water ways.
Plant many more trees. Trees are the lungs of the earth. Provide incentives to landowners to preserve mature trees on their property.
support communities, residents and farmers already doing this - ban glyphosate use, keep small schools open and assist them in becoming community energy hubs - with solar or wind - and even market gardens/aquaponics/organic eggs - this would be good education for the children and bind the community and it would create profit that would allow these local community schools to stay open and even reopen the ones you have already closed.
Support cultural organisations and projects that bring together the arts, learning, tourism and the natural environment to create a vibrant identity for Powys.
post 14 education, stop paying the higher management so much money, but most importantly why are there so many local councilors? and stop paying for their lunch!!!
Improve the public transport network. Ensure that new housing stock/office buildings are more environmentally-friendly.
Climate change seems to be the single biggest issue. The rest of this survey seems pointless if humanity are on the brink of an existential risk.
training for 'green' jobs, encourage the general public to be more aware of the climate crisis , perhaps more education, explanations of how much ordinary people can do
Retrofit insulation for old houses across all powys
Disinvest in fossil fuels. Put more investment to encourage renewable energy
Greater investment/subsidies for public transport. Improvements in road safety for cyclists and pedestrians
Grants to support wind and solar energy to private properties eg farms
Recycling tetra paks, home life skills so folk aren't dependent on ready meals, less plastic in supermarkets and more refillable stations.
More support for homeowners to make homes more energy efficient. Make roads safer for cyclists (lower speed limits, more pedestrianised areas), put PV on roofs of all the councils building stock, work with schools to increase walking and cycling to school, set up pilot "low carbon" smallholdings to refine a business model for hill farms to move away from livestock farming and develop other profitable revenue streams that could be replicated through the county.

Declare a Biodiversity Emergency as the two are very much linked. Support for energy saving measures in all aspects of life, reduce consumption and ensure all materials purchased are truly sustainably sourced and locally produced where possible
Active travel (encouraging people to walk, cycle, use buses & trains)
Active response to reports of bad practice, planning violations in countryside, and environmental damage. I think you do well on recycling, need to put even more into control of fly-tipping.
I would like to see a list of potential initiatives which is circulated to residents/communities to have a say in what preferences they have. This will obviously vary across the County depending again on the size of Communities (Carreghofa has an estimated population of 300 max).
More electric car charging points in rural areas, to encourage rural communities to buy into electric vehicles.
Reducing carbon in construction and emissions from operation of Council buildings. Planting trees / agro forestry on the County Farms estate.
Provide public transport alternatives to private cars.
More promotion and support for green transport
affordable housing, improved transport network, availability of nearby schools, post offices, banks, etc., grants to improve insulation and renewable energy in private homes and public buildings
should have the wheely bins collected every 2 weeks, like the rest of the country
Reducing reliance on cars: improving cycle routes and public transport. Improving the quality of peoples' housing e.g. whole-house retrofit. More local food production. Local procurement.
Invest in renewable energy and new job opportunities it wd provide
Land for allotments, community growing, orchards, woodlands.
Resilience of electricity network in more remote parts of the county - push electricity distribution operators to invest more in the area. Provide more electric car charging facilities at car parks, in high streets, and at tourist destinations.
More kerbside recycling
n.a
(i) Creu / ail-agor ffosydd ar hyd ochr priffyrdd, i sicrhau bod dwr glaw yn llifo i ffwrdd oddi ar wyneb y ffyrdd - fel na fyddo llifogydd yn dinistrio wyneb y tarmac a chreu tyllau a phyllau peryglus, sy'n niwedol a drud iawn i'w trwsio - o safbwynt teiars a pheirianwaith crogiant cerbydau. (ii) Torri gwrychoedd ochr ffyrdd lle bo llysdyfiant gwrych yn llwyr guddio arwyddion ffyrdd; gan beri trafferthion, dryswch a pheryglon difrifol i lawer o yrrwyr cerbydau sy'n ddieithr i'r ardal.

## About you

### Q12. Are you answering this survey as...?

A Powys resident	469
A Powys business/organisation	13
Other (please specify)	8

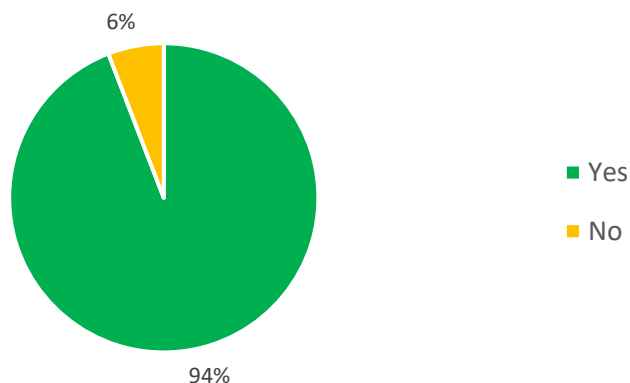


### Those who answered 'other' included:

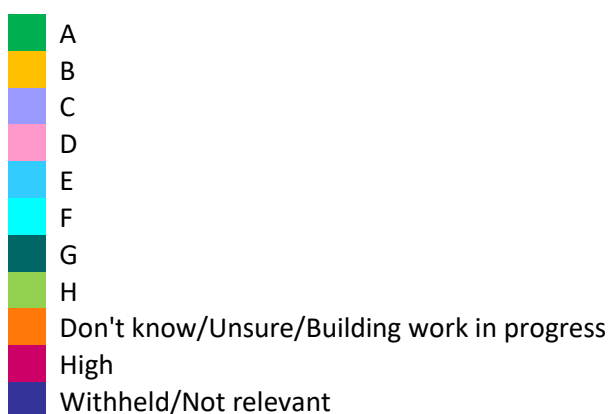
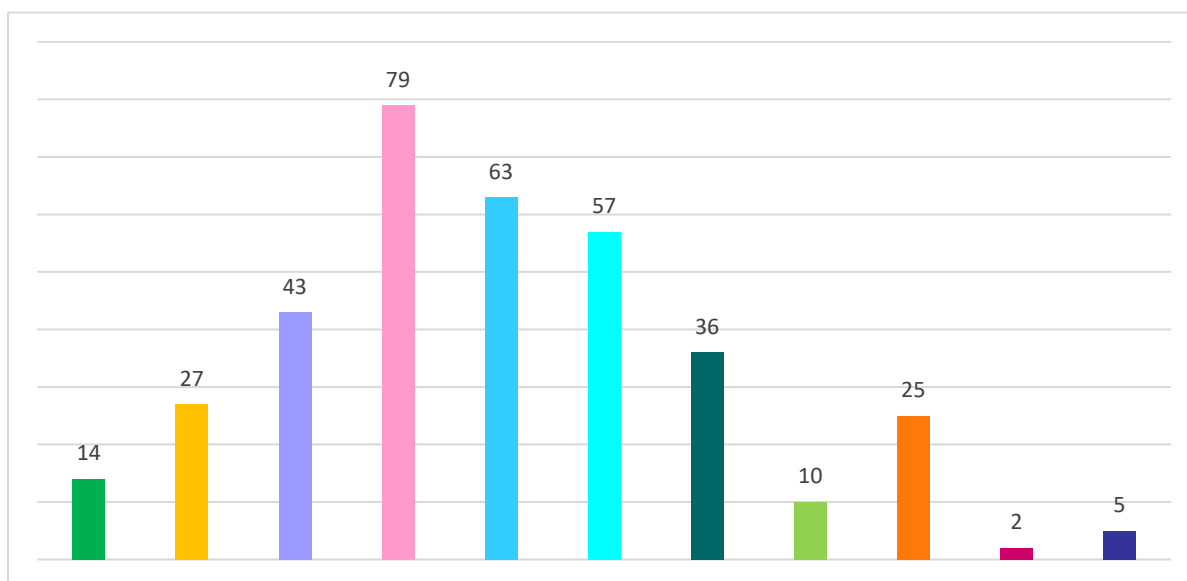
NA
Resident of a neighbouring county in mid-Wales.
Council Employee
On Behalf of Aberedw Community Council
Community Council
both
As Powys Action on the Climate Emergency - a network of community organisations working to address climate change.
Both as a resident of Carreghofa and Chair of Community Council

### Q13. Are you the Council Tax payer in your household?

Yes	412
No	77



### Q14. If yes, what Council Tax band is your property in?



### Q15. What is your postcode?

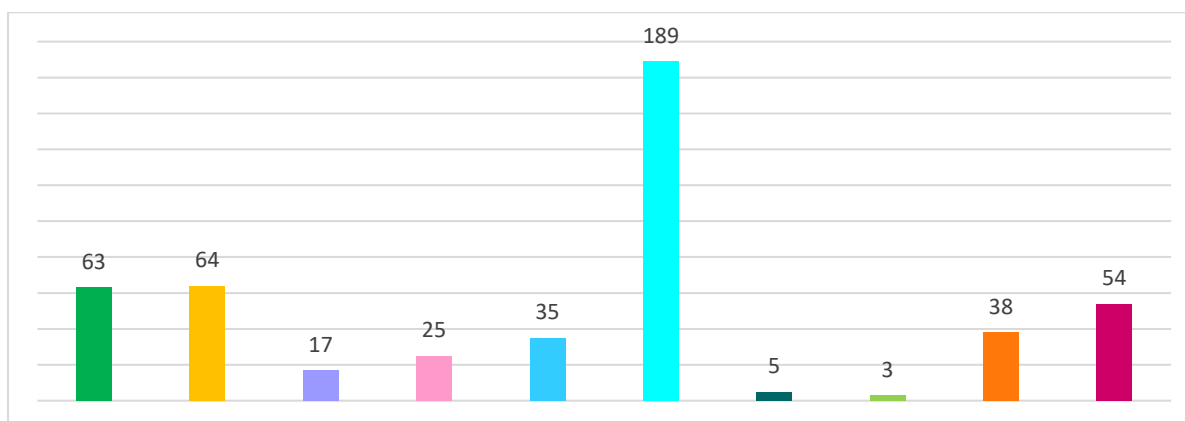
LD1 5LG	SY10 0JZ	sy10 0DB	LD3 9BP	SY10 0AW
SY18	Sy10 0js	Sy19	LD2	SY16 2TB
SY15 6DU	Sy16 2dr	SY100AG	Ld2 3	LD6
SY219NN	SY21	Sy21	SA9 1AR	SY21 9LJ
SY21 0JB	LD4	SY219NW	N/A	SY21
SY22 6SP	SY217	SY21 7uz	SY21	SY21 7QE
Sy21	SY217ng	Sy22 5dq	SY22 6JP	Sy217nn
Sy16 1hh	SY21 7TN	SY218DU	Sy16	Sy156pu
Sy219bx	SY21 7UP	Sy21 9qb	SY217	SY17 5QG
Sy21 7uu	Sy16 4jn	Sy16 4pr	sy5 9bj	Sy16
NA	SY22 6UH	SY22 6AJ	SY21 9QE	Sy5 9as
SY22 6NP	Sy217hn	Sy218ny	Sy210hf	Sy21 8hs
SY21 0RY	Sy16 3db	HR3 5LF	Sy163lq	Su21 9jb
SY21	Sy16 1ns	SY217QZ	SY21 7SS	Sy21 8dh
SY21 7PL	Sy15 6up	Sy21 8lt	Ld15ex	Sy21 7rj
SY21 9HT	Sy16	SY21	SY217TJ	Sy219pa



SY21 8SG	SY16	SY16 3HA	SY22 6RX	ld1 6ue
SY21 9QE	SY16	LD1	sy161hq	LD3 0
LD3 9UA	LD1 6TA	SY16 2DT	SY16 2HY	LD3
LD1 5bx	ld15bd	LD1	LD7	SA9 1HT
LD3	ld3 7hr	SA9 1JB	SY21 3NS	LD3 8TD
LD3	SA9 2PP	LD1	LD3 8PJ	LD38LW
LD15DL	LD2	ld15ll	NP8 1PS	Ld30ub
SY21 0RS	LD1	SY17	SY22 6NQ	LD3 9SX
Ld1 5sa	SY22 5JD	NP8 1BZ	Withheld	SY20 9EZ
SY22 5HG	LD15SH	LD37NQ	SY18 6RY	SY10 7QB
NP8 1DS	LD3	SY16 1RG	SA9 1BJ	SY20 8LR
Sy175pw	SY18 6JQ	LD1 6AH	sy226dg	LD71HB
LD3 7HY	LD3 0AL	SY21 8EX	ld30bt	Ld1 6as
SY15 6NQ	LD1 5HB	LD30LA	ld5 4yh	Sa10 9ns
N/A	Ld6 1au	Sy20 8ns	LD6 5ND	Ld1 5ex
NP81SB	SA91LG	LD1 5NA	LD6 5LE	SY22 6RZ
LD3 9EY	NP8 1NQ	SA9 1NX	LD1 5SH	LD71SD
LD6	HR3 5DL	SA9 1PE	Sy15 6bb	LD3 7RT
SY218FA	SY10 0PD	Ld8 2nt	LD7 1BD	LD1 6RJ
LD2 3NP	SY20 8BE	sy161qj	SY21 8TF	NP 8 1EW
SY22	np8 1sy	LD3	LD1 6 DN	SY10 0BA
SY18 6NU	SY21 7TG	LD4 4AT	Sy16 2dq	SY21 7NG
LD3 8DD	Sy15 6he	SY226SG	Np8 1nu	SY20 8BU
SY18 6NG	NP8 1NA	LD7 1RH	LD7 1ES	Sa11 5us
LD2 3JU	SY21 7SF	Ld3 9sx	Ld1	LD1 5PU
SY22 6DX	LD1 5BN	LD1 6PU	LD15LG	SY10
LD1 6ND	SY10 0AG	LD1 5NZ	LD7 1PR	LD3 9BQ
NP8 1EX	ld6 5nb	SY21 8DA	SY20 9PA	LD1 6BB
LD7 1LA	LD3 7NL	LD2 3UF	SY17 5EG	SY16 2AL
LD3 0YZ	Np81sw	HR5 3NT	sa91xr	SY22 6QS
ld8 2el	Ld15nt	SY21 7RJ	sy16 1hy	Ld3 9hr
LD7 1BD	LD5 4RL	sy16 2jg	LD3 9DF	SY17 5EW
E	sa9 1d	LD3	Sy10 0al	LD1 6Dw
NP8 1SU	Sy161bh	LD1	sa91sy	LD6 5BH
SY16 3DS	Sy208nr	sy225je	LD2 3SN	Hr3 5sb
SY18 6DD	LD16BN	LD8 2AJ	sy21	np8 1sq
LD1	SY21	LD1 6UT	LD4 4EB	LD1 5LN
Sy16 3ep	SY15 6JS	SY18 6PQ	SY22 6XS	LD6 5HN
LD3 8BG	SY22	LD3 9DG	LD3 8PH	LD1 6EW
SY197BW	NP8 1LJ	Ld39re	SY15	SY109LB
Ld3 8da	LD1 5LP	LD1 6AY	LD1 6TY	LD2 3SQ
Np81lt	LD 1 6AU	SY16 3BT	LD3 9AP	SY219PB
SY16 1PX	SY21 7PE	LD1 5EW	sy21 9nh	NP8 1LU
sa9 1xb	Builth	LD1 6TA	HR3 5AB	HR3 5NR
SY21	LD7 1NP	Sy16	LDE 7GA	ld7
ld3 9ue	Ld3	LD16DT	LD2 3PH	LD30BW
LD30BG	Sy21 9nq	NP81AS	SY22 6BE	SY21 7QS
SY21 9NR	LD6 5BH	Ld5 4ra	SY22 6FD	LD3 7US
LD7	LD3 7AX	SY20 8UN	Ld2 3BU	Sy21 9nu

LD8 2AT	LD3 7BZ	LD3 7PX	LD2 3SP	Ld3 8ed
LD3 7AJ	SY100BZ	LD3 7AJ	LD3 9QA	ld8 2tn
HR35NR	SY197AP	LD2 3ER	HR3	LD1 5NA
LD3 8HR	LD3	LD3 9BN	LD1 6EW	SY21 7RJ
SY100AD	SY21 9QA	SY21 8NN	Ld7	LD4 4EB
SA9 1yx	LD3 9LH	SY22 6	SY16 2QR	SY22 6XX
SY22 6SG	LD3 7RT	LD3 7AJ	sy22 6ql	Sy156nw
LD2 3SB	Ld65lw	LD3 7PP	LD6 5LZ	LD2 3SN
LD3 7UG	LD7 1HY	SY21 7PT	LD2 3NG	LD3 9SZ
NP8 1DQ	ld1	SA9 1GP	SY21 7NB	LD8 2SA
LD7	NP8	Ld1 6ut	ld3 7sp	Sa91hh
LD1 5ET	SY20 8SH	SY18 6JT	Ls7 3sp	LD4 4DP
SY21 9JE	Ld30lx	SA9 1JB	LD2 3YF	LD8 2RG
SY21 8DZ	Ld7 1sr	NP8 1DU	Sy186dd	SY16 2QB
Not needed	LD3 7YB	LD	LD1 6NU	LD1 6NU
LD6 5LU	SY18	SY21 0LF	SY21 8AF	LD1 %UA
Ld65pd	LD1 6NE	SY27QU	LD3 7UG	SY22 5NA
LD8 2EY	Ld65pd	SY17 5PU	SY18 6NZ	SY22 6JL
LD1 6AG	SY15 6LQ	LD3 8DA	SY21 9AR	SY21 9DZ
LD2 3PH	Sy21 9eu	SY18 6	SY18 6JB	NP8 1NU
SY22 6FD	LD1 6YA	SY18 6DY	LD6 5LU	LD8 2HG
Ld3 7ff	LD8 2LW	SY175JT	SA9 1QY	SY20 8AS
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LD1 5TL	hr	SY15 6JS	SY16 2TB	

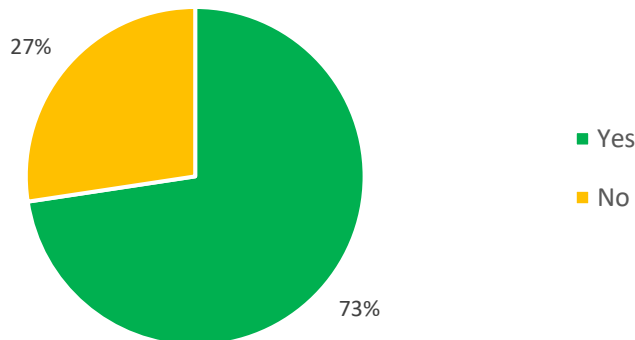
### Q16. How did you hear about this survey?



- Council website
- Council social media accounts
- Newspaper/magazine
- Word of mouth
- Local town, community or county councillor
- Direct email/letter
- Powys People's Panel member
- Through the council's consultation hub
- I work for Powys County Council
- Other (please specify)

**Q17. Are you happy to answer a few more questions about yourself?**

Yes	358
No	135



Respondent who selected 'yes' answered the following questions. (Respondents who selected 'no' were directed to submit their survey answers and end the survey)

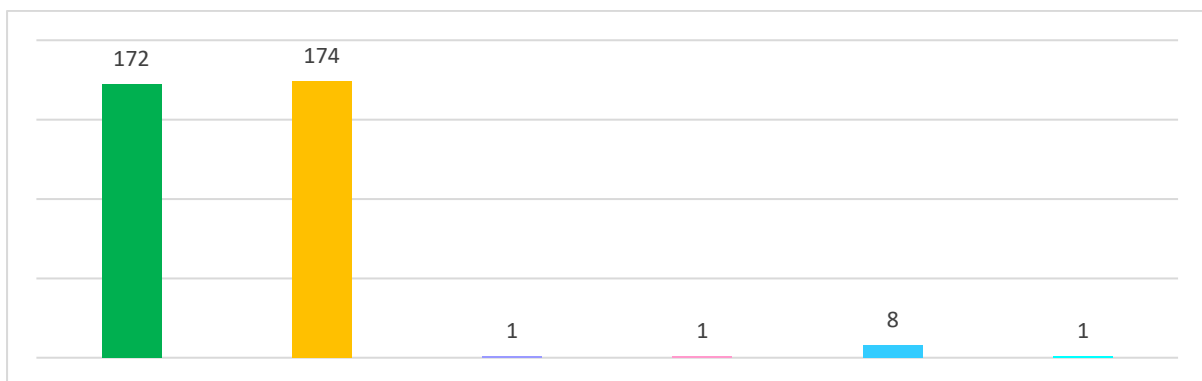
**Equalities monitoring**

In order to help us ensure that we are providing services fairly to everyone who needs them, we would be grateful if you could answer a few more questions about yourself.

The information you supply will be kept confidentially and will only be used for the purposes of equalities monitoring.

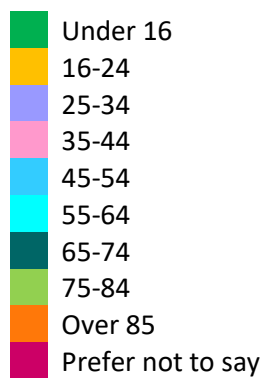
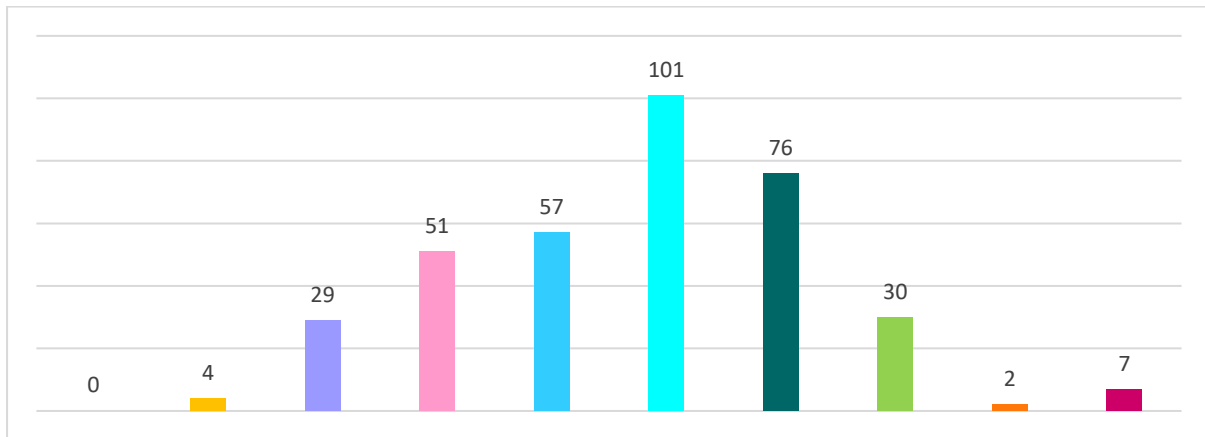
Completion of these questions is not required as part of the survey. You do not have to answer any of the questions if you do not wish to do so. Alternatively, you can choose to answer some and not others by selecting the 'prefer not to say' options.

**Q18. What is your gender?**

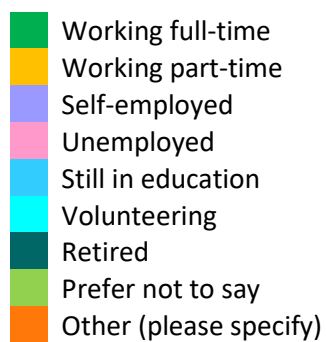
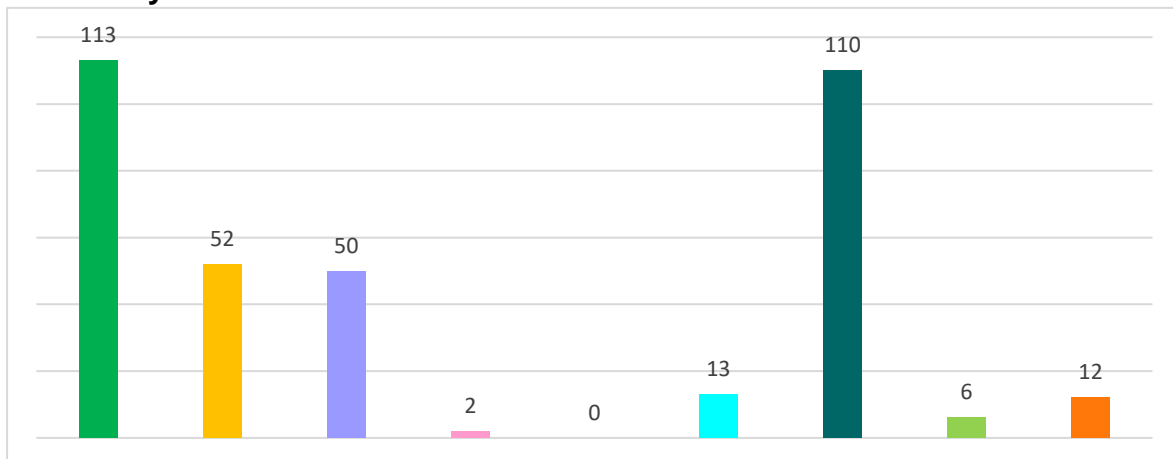


- Male
- Female
- Transgender
- Gender neutral
- Prefer not to say
- Other - Non-Binary

### Q19. How old are you?



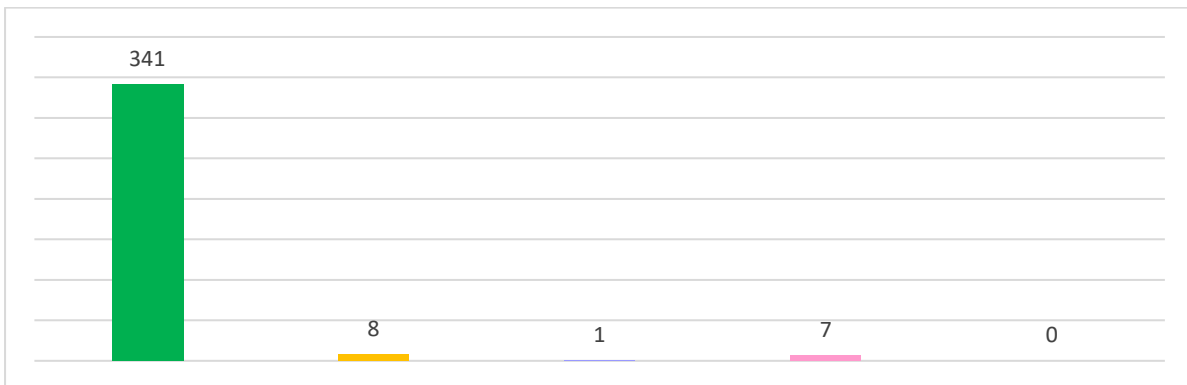
### Q20. Are you...?



**Those who answered ‘other’ included:**

Full time parent carer
Disabled
Full time unpaid carer and disabled
Off sick waiting to see a neurologist, poor health service
Work part time, and part time self-emp
Not working due to disability.
Volunteering/Retired
Disabled because of cancer and receiving palliative care.
Formaly retired but partially self-employed
Carer
Disabled but looking at self employment
Yn edrych ar ol y wraig sydd a Cancr trefynnol.

**Q21. What is your preferred language?**

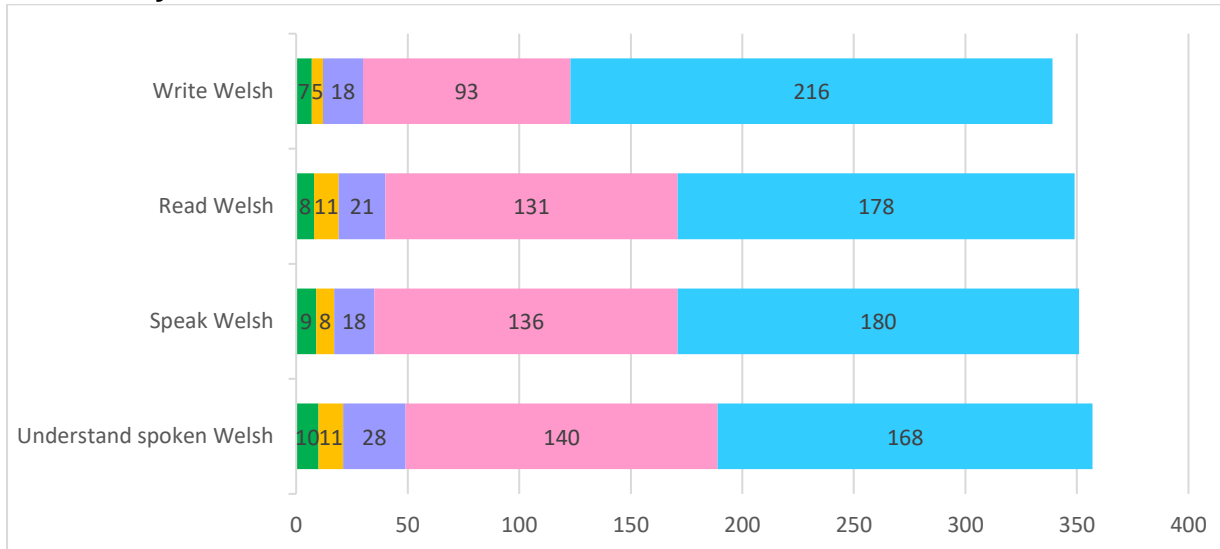


- English
- Welsh
- BSL - British Sign Language
- Prefer not to say
- Other (please specify)

## Before you go

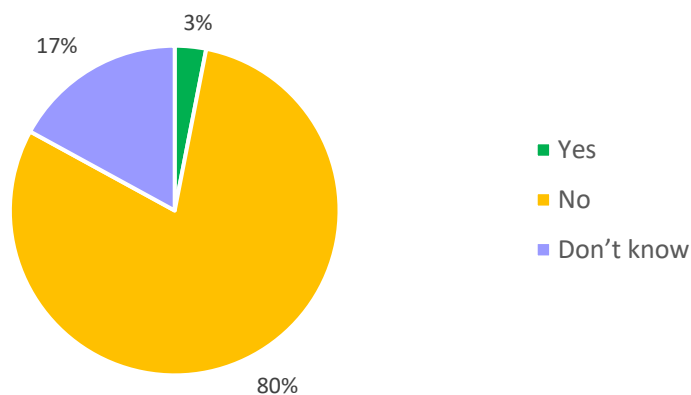
We have a couple of questions about the Welsh language that we would love to hear your views on.

### Q22. Can you...?



### Q23. Do you have any concerns or evidence to suggest that the council is treating/using the Welsh language less favourably than English?

Yes	358
No	135
Don't know	



**Q24. If yes, please give details:**

Council Tax dept contact . When phoning the wWelsh option was no one to answer but when opting for the zEnglish version it was answered within two minutes.
Taking away parental choice if you can not afford transport to stay in an English language stream school .
Often witnessing that Welsh isn't prioritised or lacking publicity
I think we need to create more Welsh medium schools and support the language much better than we have done historically .
All council signs and in fact all announcements in large chain supermarkets, train stations, sports centres - any public place should be made in Welsh first.
Powys has never embraced the Welsh language paying lip service
I do not believe learning the Welsh language should be compulsory in high school considering the majority of people born in Wales do not speak the language. It should be a choice. Just because school children HAVE to learn the language, doesn't mean they will continue to speak it when they leave school. It needs to be made an attractive option due to it being a beautiful language.
Review why there is new English only signage on the Groe in Builth Wells, a major tourist destination. Why has the Council allowed this to happen?
Welsh language is not prioritised in schools and teaching is inadequate
Pan trio cysylltu ar Adrian treth y cyngor a dewis yr opsiwn Cymraeg doedd neb ar gael. Ond yn mynd syth trwy gyda'r opsiwn Saesneg.

**Q25. What changes could be made so as to have a more positive effect on the Welsh language?**

I speak English, French and Italian have found these skills much more of use in my business/working life than increasing my welsh language skills it needs to be a much more global leant & used language to make it useful.
Present Welsh and English side by side rather than before and after where possible
Employ/train people to use the Welsh language.
In England newcomers have free access to basic English courses in libraries and community centers the same should be offered for Welsh in Wales! Even free online zoom courses would be something to help.
I have no interest in Welsh language
None it is a waste of resources to socially engineer this in mainly anglophone communities. Current policies are very vexing and highly manipulative. Welsh language is being disproportionately favoured in policy making.
Should be done by choice not no other option .
Ask households if they wish correspondence to be in Welsh OR English and base any future communications on that basis thereby saving 50% costs on future communications as you are only sending out 50% of what you do now.
I think too much money has already been spent promoting a language that is rarely used.
Stilted questions here. Welsh is no good in the world economy. There are other mainstream languages our country needs to be equal on a world stage. Welsh is a night school language and drains vital resource from the countries success. Take one look at the forest of paperwork that arrives daily in two laguages. Only one needed and it's not Welsh.
I think too much is spent on keeping Welsh alive. More should be invested in key services

More lessons in school. I used to have 1 lesson per week on Welsh which is not enough to be fluent. working in England, I'm proud of my Welsh heritage and language and wish i was more fluent. But it needs to be prioritised and celebrated which I don't feel it is.
Evening events held in Welsh for Welsh learners.
Don't know
Evening classes in Welsh
Sorry...I don't know the answer to that.
Provide better provisions in welshpool high school I have 2 daughters who are first language welsh and they don't even have a Welsh speaking teacher for Welsh! It's a disgrace!
First question/ greeting for any interaction with public bodies should ask whether Welsh or English should be used. Diloch yn fawr
Carry on as you are
Teaching Welsh in schools from infant age upwards
Accessible free online Welsh tuition
Stop insisting on using the Welsh language for everything! Everyone can speak English so get real- you cannot force people to learn and speak Welsh!!
Give people the choice English or Welsh, save on printing if say 40% just want English.
The anti English language discrimination is divisive and ensures that the council hires mediocre staff who speak Welsh rather than the best people for the job. If they speak Welsh great but you should recruit the best applicant regardless of their ability to speak Welsh. The amount of waste printing all council documents in Welsh must be staggering
I am concerned that the council spends and public sector in general waste too much money on the Welsh Language which would be better focused on recovery.
Stop using English place names, we call places in almost all other countries by their native name
More Welsh-medium schools
NA
Appreciate the Welsh speakers more and encourage them more so - there used to be a higher pay to speak Welsh years ago.
None - it is a dead language.
Opportunity to learn as low cost and local access
All the council staff and councillors should undertake mandatory training in Welsh.
I'm please my children learn welsh at school
Better access to Welsh language classes.
Simple, fun ways to help non-Welsh speakers of all ages learn the language.
More access to free and local Welsh lessons in public locations (schools, libraries and pubs).
Encourage non-Welsh speakers, such as myself to learn a few phrases, or have incentives to learn (reward system). Offer basic courses and advertise them in local communities. The Welsh speakers could teach the non-Welsh speakers as part of a community initiative. This would bring people together and show value of the language.
I don't know, but would support efforts to encourage and support the Welsh Language.
Keep using it, wherever possible. Revert more place names to Welsh versions.
Get rid of bilingual name place signs and just have the Welsh names
Reduce the insistence on bilingual publications and the associated costs
More Welsh at school to include comparing Welsh and English Grammar, reading stories, and more awareness of Welsh history
none those that wish to speak are welcome to do so, but it should be balanced with the majority or in line with those that speak english
Change road signs so that 1st language is Welsh. English 2nd.



Free classes for people who could learn the language and would like to
keep the structures as they are. the use of welsh provides a cultural backbone for our community in many ways
No comments
Offer more Welsh speaking courses
Keep up the integrative approach to we 'incomers' you already have. Sponsor local initiatives to get us speaking more Welsh.
Surely this is something you should know!
Improve Welsh language teaching especially at secondary level and improve value and recognition of Welsh language attainment both within education and in the community
Free Welsh classes locally
Possibly support Welsh-language events and activities at a community level, particularly in the areas bordering England where the Welsh language is poorly represented. I do not imply language teaching here as that seems well provided by central (Welsh) government services.
Free courses for anyone who would like to learn the language. Thank you
None
Introducing the language from pre school age onwards
Being half Welsh, I have been exposed to the views of the Welsh side of my family all my life. They are not in favour of pushing the Welsh language in such a way that compulsion actually has a negative effect on those who may otherwise have been pleased to learn the language. The use of combined language road signs is actually quite dangerous in many situations and should be urgently reviewed.
Free public lessons
I think you do loads
I want to learn Welsh but find it very difficult, hearing about how other people or mentors would be really useful.
Provide Welsh lessons for English people
Keep it in perspective. Mustn't allow a contempt for English language culture to emerge.
Understand that the language is a vital part of Welsh identity, but also understand that in our ever expanding global world (and market) when our young people leave Wales they will most likely have greater success if they have a strong command when speaking and writing in English. Even if they remain in Wales having a strong command of English will quite possibly open many more doors than having a strong command of Welsh. As contentious as this might seem, if the country wants to move forward it will need to accept that at present English is the global language & business is now being done on a global stage.
Change the policy so as to have MUCH LESS emphasis on Welsh. Welsh should not be used as the medium for teaching in schools. Welsh could be an optional language in school. French, German, Spanish, Russian, Cantonese etc. are probably more useful than Welsh
Not relevant to my needs - sorry
Incorporate it more in schools not just in Welsh lessons
Wouldn't it be more sensible to ask Residents if they wish to have forms etc. in English or Welsh. This would save wasting paper and duplicating everything
While I strongly support the encouragement of Welsh language usage, as a household with English and Zulu as our home languages we are not really in a position to comment on this question.
Learning Welsh, but more available lessons
Encourage Welsh language learning for adults as well as children, maybe through online training courses?
I could do with learning at least some Welsh language, perhaps online learning courses could be introduced.
Begin a 'Cymraeg Yn Gyntaf' (Welsh First) campaign everywhere in the county. Improve Welsh learning facilities.

more courses
I have lived here for 11 years now, and would have liked to learn Welsh, but as a shift worker there are no suitable facilities. By all means encourage the use of the Welsh language, but don't try to 'force' it on people.
People are already moving out of Wales because of the adverse effects of the imposition of the Welsh language on predominately English speaking areas.
Support more Welsh learners
To offer lessons for those who do not speak or write it. I moved into the area 7 years ago from England (best decision I made by the way!) but I have found that there is very little, and infrequent, opportunities for me to learn it (as I am self employed there is little opportunity for me to do day classes and i have little money left over every month to pay for the courses offered). My daughter is in the Welsh Setting at primary school which does help me (i read her books and ask her to teach me) but I think that more night, online classes should be offered at reasonable prices/free.
Try to promote a positive interaction between English and Welsh speakers to facilitate understanding between them and to counteract the sometimes confrontational relationship that can occur, often on social media.
Don't worry about it
None
Stronger planning policy protection for Welsh communities
Offer free lessons so we can learn
Free welsh lessons
I'm ashamed that I'm not more fluent. Could you offer a week long evening total immersion course? They do it at the Welsh Centre in Holborn, London.
Stop positive discrimination- Welsh language treated more favourably than English language - especially in schools - disgraceful to separate generation of children in school English & Welsh language segregated- PCC playing with social construct of our rural communities by segregation of languages in schools
Free Welsh lessons for people who have moved to the area who don't speak Welsh.
Not sure...I pick up the odd word or two but all my neighbours and local residents speak English at home for choice, including the truly Welsh ones. Some of my employees speak some welsh, but they use it very rarely. Perhaps encouraging more welsh in music especially popular music might help. It seems like a cultural/ identity thing, more than a useful thing. The stuff of politics rather than getting by and making progress on an everyday basis. Politicians obsess about it. Nobody else does.
Make it compulsory for people working for council to at least know basics of welsh language.
Don't know.
A basic home learning package to help with everyday use
More opportunities for people to learn Welsh. E.g an online session a week for an hour to go over the basics.
Ysgol Fythin pre- school playgroups etc using mainly Welsh
None
Stop selling homes as 2nd holiday homes.
More opportunities and local availability of courses and informal learning for welsh learners - maybe in partnership with NPTG or welsh medium schools?
I wish I spoke Welsh but didn't learn when I was young so support in schools and also schemes to help older people learn
More local beginners classes. I'm doing mine online but I wish there were more places to use the language.
Make all primary school's Welsh Language.
None at the moment
Free Welsh lessons for all residents

Free classes for those who wish to learn the language
I don't believe it needs any more of a push from government - I already feel it is being stuffed down the throats of children who otherwise have no desire to use the language. There is a reason why the wellbeing survey shows a steep drop-off after 16, they don't forget what they've been taught, they just abandon it.
I don't agree with sending an English speaker anything in Welsh. Its a complete waste of my money and I am very against it. Your data base needs to be clever enough to sort out who want Welsh and who does not and I do not as I cannot understand it, so throw it in the bin. You can also replace ALL place names in Wales with Welsh names only. We do not need them bilingually. If you phase out the bilingual signs over 5 - 10 years I am sure people can learn the names of the places they want to go to. Bilingual signs is a complete waste of money and can cause confusion.
Provide free Adult learner classes for those wishing to learn the language
I do not believe that more needs to be done.
have adult classes in the language
I am very positive about the Welsh language, only regret I am unable to speak it fluently but envy those that can.
Ensure all childcare services provide services in Welsh starting with the youngest children and continue their education and childcare in Welsh as they grow
If anything the council does too much to prompt the Welsh language, maintaining the current level of provision or seeing where it is over applied and cutting back would be positive.
More noticeable advertising of Welsh course/siop siarad Visible indication of businesses, services and people who are willing /pleased to be addressed in Welsh
We are trying to learn Welsh through an online course! Non-Welsh speakers should be encouraged to do the same.
If we have to speak the language then it has to have some investment to help people learn at times that work for them. Again to an earlier point, all things happen in the larger towns and cities and getting to them is not easy
I think more than enough has been done already.
more classes once covid is over
Make sure Welsh is taught as an additional language
I have concerns about road signs. Please, from a road safety point, can Welsh words be in one colour ( say, red) and English in another ( say black) And be consistent ....Welsh above English(?) This needs to apply to road directions, names of places, and information Especially important if you intend to encourage more visitors to come to the area
No idea I don't think it is a major concern
taught from Primary School level as an addition to English
Teaching in school
I think things are OK as they are.
Stop forcing it on people leave it to choice
None. However You'd have a more positive effect on the environment if you stopped printing everything in Welsh and English. For goodness sake ask households their preference. I'm disgusted at the amount of wasted paper - surely a simple electronic system can be set up to log preferences
Support for the local learning initiatives such as the courses run by Aberystwyth University.
I think council is doing enough re: Welsh. Sex is a protected characteristic not gender. I think the council should save money by withdrawing from all Stonewall schemes as may other organisations are doing because of their stance against women rights. They are not an appropriate organisation to be associated with.

It's a total waste of money to publish everything in both languages as all Welsh speakers read and speak English. Why not have more Welsh language festivals/events instead?
None at all, it wastes taxpayers money.
Not sure
Powys needs a Welsh Medium High School.
To support equal opportunity to learn both Welsh and English language so that the divide is negated.
As an English speaker it is unnecessary to send me all documentation in English and Welsh. Therefore, could money and time be saved by sending Welsh language printed material to those who understand it and English language material to those that do not understand the the Welsh language.
Not sure
Support a fully bilingual approach to education to prevent division in society between those that do and those that don't. Invest in welsh language teachers at schools
Make the Welsh language more accessible and less intimidating to non-Welsh speakers through fun, educational and inspiring programmes
having recently moved to the area (from England) it would be nice to be offered a beginner course in learning Welsh.
Ban Welsh completely - that way it would become trendy and everyone who wanted to could protest and learn it. My mother always said if she wanted me to do something she would forbid it - and I would do it to be contrary.
Stop trying to make the promotion of the Welsh language such a political issue. Those who want to speak/learn to speak Welsh will do so - shoving it down peoples' throats at every opportunity is a turn-off. Also, stop wasting money/resouces by sending out Council information in both languages - ask people for their preference and cut costs by 50%.
Encourage more use of incidental Welsh
All primary schools to be Welsh-medium
Lots being done to promote Welsh language but please do not let the addition of WM streams in EM schools be detrimental to welsh language schools. A reduction in number of pupils will lead to closure and ruin local communities, as we have are seeing currently in powys under school transformation.
Don't know. I wish the info PCC sends me was only in English to save the 50% of resources wasted in supplying the Welsh version.
In the current financial climate I'm afraid I just don't see how on earth this issue can be a spending priority. I already hear Welsh spoken everywhere, which is great,
don`t know
Current expenditure of duplicating every governmental letter content, traffic signs and place names into English and Welsh is already in place at great financial expense and carbon production. Once the pandemic costs have been recovered this subject can be focused on.
I don't think there is any other way than to teach it in schools.
Nothing. Stop wasting OUR money
Nothing more is needed from the Council
Currently the Welsh language feels a bit 'forced fed ' especially via schools and the better services Welsh schools offer. I think a better way to promote Welshness and the Welsh language would be to promote the cultural side of being Welsh and to let people decide for themselves to learn the language or not.
A lot of wasted money spent on unnecessary bilingual documents for a majority 90% English speaking council.I am Welsh and this money is wasted,needs to go into core services.
I am not a Welsh speaker but I see that more notices and material is written in the Welsh language than other countries that have two languages.
I am Welsh and already think Welsh speakers get plenty!

Provision for more free or affordable courses for adults and young adults, perhaps short courses in community halls.
Cultural events and arts projects that are immersed in Powys communities offer opportunities to further embed the language, breaking down boundaries for older generations who have experienced less spoken Welsh in the past.
Stop sending ALL correspondence out in both in English and Welsh, you should be able to opt for one or the other. Waste of paper.
Free Welsh lessons for older people.
Try & get the younger generation interested.
Make adult Welsh language teaching free and available at all libraries.
Continue to Promote Welsh culture and encourage the learning of Welsh. Please do not make those of us who do not speak Welsh feel inferior. I am Welsh born with deep rooted Welsh ancestors.
Try to make it cool and trendy? Celebrate more Welsh festivals, develop our identity and culture?
More courses available
It is a choice to speak Welsh, not mandatory. If I request english correspondence, I still receive welsh as well as english - this is a waste.
Not sure. I think you do well on this.
Possibly consider canvassing communities to ascertain if they would be interested in Powys in promoting/financing language classes.
Bilingual text (e.g. road signs) should use a consistent convention to differentiate the languages. For an example of this see road signs in the Republic of Ireland where the two languages used different styles/fonts. This convention would need to be agreed and used consistently across the whole nation.
more widely available language courses, greater priority and better teaching in schools, raising awareness amongst English speakers of the importance of Welsh language and culture.
Stop forcing parents to have to send their children to welsh schools when they do not speak it stop pushing out the English streams and threatening parents. stop making the bus transport to schools unfair for English students.
More local learning classes for welsh
Slightly irrelevant as right on the border where Welsh never spoken (as far as I know)
Sicrhau fod prif swyddogion ac uwch-swyddogion Cyngor Sir Powys (cyflogedig ac anghyflogedig) yn rhugl ddwyieithog, bod Cymraeg glân a gloyw gan bob un ohonyn nhw (yn llafar ac yn ysgrifenedig), a bod hynny yn amod o'u cyflogaeth.
I gyflogi mwy sydd gyda'r Gymraeg, neu i wneud hi yn orfodol fod pawb sydd a dim y Gymraeg iw dysgu o fewn dwy flynedd o gael y swydd.

## Other correspondence

### Emails received into the [haveyoursay@powys.gov.uk](mailto:haveyoursay@powys.gov.uk) inbox following the Budget survey (these have been anonymised for this report):

As a Powys Council tax payer I appreciate the opportunity of writing to you in the 'Budget Survey' in addition to your questionnaire which I have also completed. A particular issue that has arisen in recent years that has affected the service you provide I describe below.

#### Disposal of garden waste at Household Waste Recycling Centres (HWRCs).

In the past I was able to dispose of garden waste in several skips available at the Leisure Centre car park in Rhayader, more recently I have needed to go to the HWRC in Llandrindod Wells for all types of waste disposal. My particular problem is not being able to visit an HWRC site in a 'Land Rover Defender Station Wagon' pulling a trailer. Powys Council has chosen to define my particular make and model as a commercial vehicle, if I had chosen a similar vehicle made by Toyota, Isuzu or Suzuki my vehicle wouldn't be defined as a commercial by Powys Council. Please remember I am referring to a 6 seater estate car with side and rear windows behind the driver, the body type is actually described as an estate car on the DVLA V5C(W) certificate, it is not a van or pickup. I understand your need to prevent commercial users disposing of waste at the expense of council payers, but you have reasonable control of the amount of waste brought by CVT users by limiting trailers to 2.44 metres and permitting a maximum and 12 visits per year.

To put things in perspective I mulch down my grass cuttings and use the Powys green bin service but I need to trim the hedges that surround my property and dispose of about 6 trailer loads per year. This year I was fortunate that a friend burnt my cutting in his field along with his own. It would be good if you could revisit this commercial vehicle definition.

I am a resident of Powys living in St Harmon and would like to comment on the bus service along the B4518 between Rhayader and Llanidloes. In September 2018 the service along the B4518 part of the Celtic Travel X47 route was discontinued and replaced by a Simon Price minibus SP58. Our understanding was that the minibus service would essentially replicate the service previously provided by the X47, but regrettably this was not the case. The idea was the SP58 would meet the X47 at Rhayader so the passengers could continue on to Llandrindod Wells and meet the bus on its return journey at 13:42. Mostly this works well but sometimes when the bus is late the minibus cannot wait and on occasions I have been left stranded and had to walk 3.5 miles to St Harmon carrying shopping (I am 76). It would be less stressful if the changeover time could be adjusted to provide a greater safety margin.

Also there is no afternoon service from Rhayader to Llanidloes via St Harmon and Pant-y-dwr after 13.45. The previous service on the Celtic Travel X47 bus would leave Rhayader at approx 17.30 and similarly return from Llanidloes, in the late afternoon. It is impossible to have appointments in Llandrindod Wells during the afternoon i.e. hospital, dentist, optician etc. without incurring an expensive taxi journey from Rhayader.

In July 2018 I wrote to the Transport Dept. of Powys Council at County Hall setting out the above points and didn't receive a reply or an acknowledgement. I also attended a meeting at Pant-y-dwr community hall where a member of the Powys Transport was present and I outlined my same concerns. I would appreciate you reconsidering your schedules when next arranging a new timetable.

#### Rent and rate increases 2022

I would like you to address the above mentioned topic and if there is a consultation consider a freeze for the next two years in rents and rates.

Over the last couple of years we have seen quite a hike and further increase will no doubt follow. However since Mr Drakeford has seen fit to have further restrictions and kill the economy in certain sections then offer payments for then increases in cash to support this from central gov. However he does not seem to want the people most affected by this the workers who may have lost jobs and incomes let alone increases in fuel and shopping bills.

This is not a political statement it is a request that Powys push for more funding considering Mr Drakeford was sitting on a large amount of cash from central government.

It's time for consideration in my view to relieve the stress and burden on the average householder in view of this constant lockdown restrictions loss of revenue to give them some aid in these troubled times . Let gov tighten their belt and relieve powys of its financial burdens by giving more help to stop these increases.

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**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as “Draft” and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Council Wide	<b>Head of Service</b>	Jane Thomas	<b>Director</b>		<b>Portfolio Holder</b>	Cllr Aled Davies
<b>Proposal</b>	Powys County Council 2022-23 Draft Budget						
<b>BACKGROUND</b>							
By law the Council has to agree a balanced budget annually. This impact assessment concentrates on the net revenue budget for 2022-23.							
The 2022-23 Budget has been developed, refined and challenged by a robust process involving Heads of Service, Executive Management Team, Cabinet and Scrutiny Committees. The full timetable set out at Appendix A shows the governance approach and challenge meetings that have taken place since July 2021 and include the formal meetings to agree draft and final budgets in February 2022.							
The Draft Budget will be approved by Cabinet on 18 <sup>th</sup> January 2022 and then be considered by the three Subject Scrutiny Committees and the Finance Panel through January / early February 2022. The Final Budget will be presented to Council for agreement on 24 <sup>th</sup> February 2022.							
Individual impact assessments have been completed for each cost reduction, this assessment assesses the cumulative impact of the budget on Powys residents, in respect of the funding allocated, the council tax proposed and the cost reductions proposed.							
The Final Budget includes a 3.9% increase in the Council Tax in 2022-23, and then 5% for the following 4 years (£1.05 a week for a band D property). The Council Tax Resolution will be presented to Council on 3 <sup>rd</sup> March 2022.							
<b>REVENUE BUDGET</b>							
The Council has received a 9.6% settlement increase from the Welsh Government and allows Services to manage its service pressures alongside achievable savings. The Council has developed its 2022-27 MTFS and revenue budget by seeking to focus resources on delivery of Vision 2025, service improvements and the Council’s statutory obligations using an Integrated Business Planning approach.							
<b>Inescapable Cost Pressures</b>							
The 2022-23 budget includes £26.5 million to meet inescapable cost pressures, including pay and price inflation as well as service specific pressures like the real living wage increase and demographic growth. These must all be recognised in the budget as the Council is required by law to set a viable and balanced budget.							

Powys residents will benefit from investment in these pressures as they will ensure that services can be improved or maintained at current levels and the Council's statutory obligations can be delivered. However, the value of the pressures included in the budget exceed the funding settlement the Council has received from the Welsh Government creating a budget gap of £11.2 million.

### **Cost Reductions**

To bridge the budget gap in 2022-23 all services were asked to identify possible cost reductions that could be made to reduce the Council's spending requirement. £7.7 million of cost reductions have been identified which are deemed to be achievable within an acceptable level of risk. This leaves a residual budget gap of £3.5 million which it is proposed is found by increasing Council Tax by 3.9% in 2022-23. If Council Tax was to be increased by less than 3.9% the Council would need to make further cost reductions, in addition to the £7.7 million already proposed and deemed to be deliverable. In looking for additional cost reductions the Council would need to consider whether the impact on residents from any cost reduction would be greater than the impact on households of an additional 3.9% per annum in Council Tax. Work to develop the Draft Budget suggests that every element of the budget has been explored so the scope for additional cost reductions in the short term is very limited.

### **Council Tax**

The Council's net revenue budget is funded from Welsh Government grant known as Aggregate External Finance (AEF) and Council Tax. AEF is the total level of support that the Government provides to local authorities, comprising Revenue Support Grant (RSG) and the amount distributed from business rates (NNDR) and is distributed using a needs-based formula. Over the last decade the Council's finances have suffered, as the Council has received in many years the lowest AEF settlements compared to the other 21 counties in Wales primarily due to the costs of rurality not being adequately reflected in the formula. This is evidenced in the Council's [Rural Cost Analysis](#) which remains valid.

In 2021-22 all Welsh Councils received a settlement of around 4% and this has been further improved by the 2022-23 provisional settlement of 9.6% for Powys. The settlement formula is based on Standard Spending Assessment (RSG & NNDR plus notional Council tax). What has been seen in years is that the notional Council Tax element of the settlement has increased at a greater rate than the AEF element, this results in councils with smaller tax bases having a greater share of the grant element and areas with higher tax bases like Powys received less grant because they had a greater relative share of the council tax pot. However this year the opposite has happened where AEF has increased greater than the notional council tax increase. Therefore there is a reverse pattern.

Last year AEF was at a level of 68% of the Council's net revenue budget requirement and the remaining balances of 32% funded by Council Tax. This year that split has changed to 70:30 respectively.

Council Tax income comes from residents but not all residents pay full Council Tax. Many residents benefit from the Council Tax Reduction Scheme (CTRS). Our annual expenditure to provide this support for Powys residents exceeds the level of funding included in the settlement by £1.8 million. The level of support provided by this scheme has increased during the pandemic as more people became eligible. Any increase in Council Tax in 2021-22 will increase the CTRS shortfall and an allocation of £366,600 is included in the budget to cover a 3.9% increase in Council Tax.

In setting the Council Tax level each year the Council must strike an appropriate balance, the need to ensure the Council has sufficient funds to provide crucial often statutory services to local residents within a balanced budget (a legal requirement) with the ability of Powys taxpayers to afford to pay the level set.

Understanding the affordability of any Council Tax increase requires consideration of the cost of the increase in relation to household income. Council Tax can be measured in 'Band D' or in 'per dwelling' terms. Band D has historically been used as the standard for comparing Council Tax levels between and across local authorities. This measure is not affected by the varying distribution of properties in bands that can be found across authorities. The 'per dwelling' calculation uses chargeable dwelling figures which gives an indication of the average amount of Council tax that is actually paid per household. In 2021-22 the Average band D council tax set for Powys in 2021-22 was £1,747 which was above the Welsh average of £1,731. These figures include Community Council and Police authority precepts. Council Tax can also be measured as average Council Tax per dwelling. In Powys the average Council Tax per dwelling for 2020-21 is £1,887, £178 a year (£3.42 a week) above the £1,709 average for Wales.

National statistics<sup>1</sup> from the Office of National Statistics (ONS) show the average gross weekly earnings (full-time equivalent employees on adult rates) in Powys in 2021 to be £540.20 compared to an average for Wales of £536.80, placing Powys 5<sup>th</sup> lowest of 22 council areas in Wales.

In real terms (adjusted for inflation), total and regular pay continues to grow at a faster rate than inflation, at 1.7% for total pay and 1.0% for regular pay. Average total pay growth for the private sector was 5.4% in August to October 2021, while for the public sector, it was 2.7%; all sectors saw growth, with the finance and business services sector seeing the largest growth rate at 7.7%. Since the end of 2019, the public sector generally had stronger growth than the private sector; but since April 2021, the year-on-year comparison with a low base period has meant the private sector now shows stronger growth.

ONS sets out that between August to October 2021 estimates show a continuing recovery in the labour market, with a quarterly increase in the employment rate, while the unemployment rate decreased. Total hours worked increased on the quarter, due to the relaxing of some coronavirus (COVID-19) restrictions, but are still below pre-coronavirus levels. The UK employment rate was estimated at 75.5%, 1.1 percentage points lower than before the coronavirus pandemic (December 2019 to February 2020), but 0.2 percentage points higher than the previous quarter (May to July 2021). The UK unemployment rate was estimated at 4.2%, 0.2 percentage points higher than before the pandemic, but 0.4 percentage points lower than the previous quarter.

CPI inflation is expected to reach 4.4 - 5 per cent next year, with the risks around that tilted to the upside and it could hit the highest rate seen in the UK for three decades.

Taking account of the above information the groups of people most likely to be impacted by an increase in Council Tax are families with children especially those headed by a working lone parent and people who rent their home (social or a private landlord). Those people less likely to be impacted by an increase in Council Tax are people on higher incomes and people wholly reliant on means tested benefits.

A 3.9% increase in Council Tax in 2022-23 for a Band D dwelling would be an increase of £54.77 for the year, equivalent to £1.05 per week (before Community Council and Police precept).

Based on previous years figures it would be reasonable to assume that only around 48% of Powys' 65,000 households would pay the full increase, while just over 52% would receive partial or total exemption from payment.

The Council conducted a residents survey which closed on the 19th December and focused on post Covid-19 recovery, balancing the limited funding against growing demand for our services, using resources effectively to deliver the best outcomes for local people, and achieving the Councils key priorities. It allowed the public to provide views and insights on funding priorities, Council Tax levels and recovery planning. With an aim to align our communities' visions and expectations with those of the Council and Councillors, making Powys a fantastic place in which to live, learn, work and play. There were 493 responses. The summary of responses:

1. As we emerge from the Covid-19 pandemic, which of the following two priorities do you think we should focus our budget on - 236 respondents said improving health and care for our local communities and 163 respondents said supporting the local economy to recover from the pandemic
2. 64% of respondents agreed that the Council should continue with its new ways of working and services being delivered digitally or home working
3. As part of our Vision 2025 we asked participants to say which were their priority objectives:
  - 'Economy: we will develop a vibrant economy' - 229 respondents favoured improve our infrastructure to support regeneration and attract investment
  - 'Healthcare: we will lead the way in providing effective integrated health and care in a rural environment' - 326 respondents favoured to ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on
  - 'Learning and skills: We will strengthen learning and skills' - 256 respondents favoured improving the skills and employability of young people and adults
  - 'Residents and Communities: We will support our residents and communities' - 285 respondents favoured safeguarding and enhancing the natural environment for residents and communities
4. Which of the following three priorities do you think we should focus our Capital spending on?
  - 228 responses - Town centres and regeneration to improve the local economy and tourism
  - 188 responses - Climate change - to become Carbon Neutral by 2030
  - 156 responses – Improving our road networks and maintain bridges
5. If we receive less funding from Welsh Government than planned, how would you like to see this addressed?
  - 48% of respondents said they would prefer to see some services cut and a marginal increase in Council Tax

6. Do you think we (the Council) are doing enough to help with the global challenge of climate change?

- 61% of respondents said no

A full report on the budget consultation is provided with the budget papers in the Cabinet agenda 18<sup>th</sup> January and Council agenda 24<sup>th</sup> February 2022

**Conclusion**

The Council's financial position and outlook continue to be challenging over the medium term. Although the financial settlement covers the main core pressures such as pay and price inflation, there have been additional obligations that are needed from this funding such as funding the Real Living Wage for all care workers on top of pay and price inflation and specific service pressures. The next two years settlements will be 3.5% and 2.4%, which are likely to be below inflation levels and leave the Council short covering the basic uplifts. As the net budget is only financed by the settlement and Council Tax the only other way the Council can balance its budget is by making cost reductions.

The Council has made more than £104 million cost reductions in the last decade making it harder each year to find more. A further £7.7 million of cost reductions are proposed for 2022-23, leaving £3.5 million budget gap which it is proposed should be met by a 3.9% increase in Council Tax.

Although any increase in Council Tax is likely to impact to some extent on many residents, not all pay Council Tax as there are a number of discounts and exemptions in place which means that only 48% pay full Council Tax.

Despite the average Band D Council Tax Bill in Powys being £16 per annum higher than the Wales average and the average Council Tax per dwelling is £178 above the average, these figures need to be considered against the fact that in Powys only 70% of the net budget is funded from AEF which means 30% of the net budget has to come from Council Tax which is higher than all but three other council in Wales.

In terms of affordability a 3.9% increase in Council Tax for a Band D property would be £1.05 per week and £1.05 represents only 0.19% of the average weekly wage and in view of the means tested reductions, discounts and exemptions that are available to residents this is considered to be in the realms of affordability for residents.

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Anne Phillips	Interim Deputy Head of Financial Services	24/12/22
V2	Jane Thomas	Head of Financial Services	

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### 2. Profile of savings delivery (if applicable)

£000	2022-23	2023-24	2024-25	2025-26	2026-27
Net budget - £k	£302,322	£317,424	£330,957	£344,508	£358,243
Council Tax increase of 3.9% (plus tax base) rising to 5% year 2 £k	4,166	4,601	4,851	5,074	5,327
Cost reductions total required - £k	£7,683	£4,781	£4,586	£4,498	£4,112

### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	<p>Budget engagement took place with the public by use of an online questionnaire. It was undertaken between 3<sup>rd</sup> December 2021 and 19<sup>th</sup> December 2021.</p> <p>Full details of the questionnaire and communications and findings can be found at Appendix H in the Budget papers pack</p> <p>Consultation on specific proposals will be undertaken where appropriate before introduced.</p>

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Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)**  
**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The overall budget will see some service reductions, and each individual proposal has been scrutinised by the relevant committee to assess any detrimental effect on residents and the Council's delivery model.

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5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	Each service has completed its own Integrated Business Plan that sets out the changing shape of the service delivery plan, and the need to fund pressures, and where service reductions can be achieved, and is expected to remain aligned to Vision 2025	Neutral	The reductions are underpinned by individual Impact Assessments which will be scrutinised before approval to ensure a minimal, or acceptable level of impact on the Council priorities.	Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	See above	Neutral	See above	Neutral
<b>Learning and skills</b> We will strengthen learning and skills	See above	Neutral	See above	Neutral
<b>Residents and Communities</b> We will support our residents and communities	See above	Neutral	See above	Neutral

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### Source of Outline Evidence to support judgements

Individual Impact Assessments for all savings will be published as part of the budget papers

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6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><b>A prosperous Wales:</b>                      An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>The budget contains growth for schools' budgets and education remains a priority for the Council and the public. Delegated schools have no savings to deliver and have had all their pressures funded. But Workforce Development are proposing to charge for Health &amp; Safety advice to schools and for DBS fees to schools - this will be a pressure to schools of £115k, this could be funded by savings from school closures.</p> <p>The central schools budget is proposing to deliver than £55,000 cost reductions but have had pressures and transformation funded totalling £1.6 million. There is no impact on schools.</p> <p>Schools continue to have a major capital programme of build and renovation. The wider programme recognises the Mid Wales Growth Deal and Levelling up funding now confirmed and the Vision 2025. Community Regeneration funding supports the purchase of electric road sweepers</p>	<p>Neutral</p>	<p>The capital programme continues to focus on 21<sup>st</sup> Century Schools and the building and modernisation of schools linked to a newly updated transformation strategy that could see an additional £350 million spent on schools over the next ten years.</p> <p>It is likely that the capital programme will bring up to £200 million capital funding to the regime over the next 15 years for economic growth and tourism.</p> <p>Levelling up funding of £23m has been approved for capital schemes in the county. This allows on the job training, and support the jobs market</p>	<p>Neutral</p>
<p><b>A resilient Wales:</b>                      A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Travel budgets £48k are being cut as the new ways of working sees more staff work from home and less travelling is taking place that improves our carbon emissions. In addition pool cars have been returned to deliver £26k of savings as these are not now used</p> <p>Remedial works funding of £500k for Council offices will ensure energy efficiency is improved</p> <p>The budget supports an additional Climate change officer post to help the Council develop its action in response to Climate change.</p>	<p>Poor</p>	<p>The capital strategy continues to fund an additional £1 million for street lighting and £5 million for the HAMP annually until 2030, and further capital bids will be considered to support this area.</p> <p>Community Regeneration funding supports the purchase of electric road sweepers</p>	<p>Neutral</p>

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><b>A healthier Wales:</b>                      A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Social Care budgets are the main deliverer of this goal, alongside leisure and public protection. Both Adults and Children's Services have cost reductions to deliver but mainly linked to new models of delivery linked to early intervention and prevention and providing new facilities closer to home:</p> <ul style="list-style-type: none"> <li>• Strength based reviews/assessments to maintain independence with the right sized level of care, using technology, direct payments and maintaining life in own homes</li> <li>• Using health funding where available to support service user need through continuing healthcare</li> <li>• TEC - To deploy (TEC) Technology Enabled Care in order to cost avoid . TEC includes lifelines emergency phones/alarms and sensors which support people to live independently in their own homes. These systems enable people to live at home for longer and for next of kin / informal carers to be assured of the individual's wellbeing.</li> <li>• Bringing services closer to home, which may involve building facilities in county</li> <li>• Recommissioning and decommissioning - We will continue to work in partnership with all service providers to review the way services are delivered in Powys to ensure that such services are accessible, of the right quality and at an affordable cost for all people who need to arrange their support. Alongside this, and to generate further efficiencies we will continue to promote reablement and recovery throughout all services to ensure that resulting support packages are appropriate to a people's needs.</li> </ul>	<p>Neutral</p>	<p>Funding all carers the real living Wales will help retain and attract care workers to the profession. To support more vulnerable and frail service users. This is estimated at £2.3 million cost to the council and will fund external providers and direct payment carers.</p> <p>Joint commissioning arrangements to support a seamless service. In line with Vision 2025, we are committed to developing pooled budgets and joint commissioning arrangements to ensure those in need of care receive a seamless service. This will include resolution of ordinary residence challenges and to work with health boards to support accessing correct funding for care.</p>	<p>Neutral</p>

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Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>Housing in the main is ring fenced through the Housing Revenue Account (HRA). Annual rent increases are set independently of the general fund budget process. The HRA business plan includes the cost of borrowing to enable an additional 250 dwellings to be built and increase the overall stock of social housing. Housing do not have any savings to deliver.</p> <p>Digital transformation is expected to address how residents want to engage with the council, whether that be face to face, by telephone or by 24/7 digital access. Digital service have additional funding of £1.7 million to cover pressures and transformation and only a small saving of £25k</p>	Neutral	Extra care facilities continue to take priority from the Supported Housing Capital grant funded through Welsh Government and a number of new sites are now being built.	Neutral
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Overall the budget proposed makes a positive impact on the well-being of our residents across all the services. Despite there being some reductions to budgets, most are to be achieved through service redesign. There are plans to address any negative impacts arising through working proactively with partners and the public to develop new ways of working using new commissioning models and digital technology.</p>	Neutral		Neutral
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b></p>	N/A	Neutral		Neutral
<p><b>Opportunities to promote the Welsh language</b></p>	N/A	Neutral		Neutral

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Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	There is a proposal to reduce funding to some Arts third part contributions to organisations £63k.  Leisure contract will save £50k next year this is part of the agreed contract and will have no effect on the service	Poor	These are savings that were identified last year and part of a longer term budget reduction plan	Poor
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Neutral		Neutral
<i>Disability</i>	N/A	Neutral		Neutral
<i>Gender reassignment</i>	N/A	Neutral		Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral		Neutral
<i>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral		Neutral

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**Source of Outline Evidence to support judgements**

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7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<p><b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>Although the focus of this impact assessment is the 2022-23 budget the Council is also being asked to approve the Medium Term Financial Strategy which extends the revenue forecasting to 2027 and the capital programme to 2027, both of which help the Council to take a longer term view.</p> <p>The Integrated Business Planning approach involves developing operational service and resource plans for the next three years which again encourages the organisation to take a medium term view of planning which should lead to better outcomes for the citizen and future generations.</p>	Good		Choose an item.
<p><b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>The budget will support significant collaborative working in terms of the Regional Partnership Board in respect to our shared Health and Care Strategy; the Public Service Board in delivering Towards 2040; and with Ceredigion Council to develop the Mid Wales Growth Deal. In social care around 20% of the proposed cost reductions are predicated on closer working and realigning services in collaboration with others particularly health.</p>	Good		Choose an item.
<p><b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>There was stakeholder engagement in the budget development process, including a public survey, and advertising that reached out to business rate payers for their input.</p>	Good		Choose an item.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	The transformation of Adult and Children's Services is predicated on early intervention and prevention to help maintain independence. This is evidenced by the focus on early years and the developments around Technology Enabled Care and the development of extra care.	Good		Choose an item.
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The budget has been developed using an integrated business planning approach during which each service assessed how best to achieve their wellbeing goals as defined in Vision 2025 CIP.	Good		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The Vision 2025 Update report sets out a number of actions that will be taken to help people into work and mitigate poverty	Good		Choose an item.
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	The Adults and Children's Service is engaging unpaid carers in the design and delivery of new service models.	Good		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The Children's and Adult Services transformation plans which underpin their budgets are design to strengthen our arrangements for safeguarding vulnerable children and adults	Good		Choose an item.
<b>Impact on Powys County Council Workforce</b>	There will be some work force reductions as a consequence of staff restructures that will deliver greater efficiency, resilience and agile working	Neutral	The Council is also implementing an Apprenticeship programme to encourage all entrant level posts being filled this way	Neutral
<b>Source of Outline Evidence to support judgements</b>				

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>The Local Government Act 2003 requires the Chief Finance Officer, Section 151 Officer (the Head of Financial Services), to make a report to the Council when it is considering its budget and Council Tax. The report must provide assurance on the robustness of the estimates, highlighting the risks associated with its deliverability and the adequacy of the reserves allowed for in the budget proposals, and fundamentally a balanced budget must be set each year. Council can propose and consider alternative budget suggestions, these would have to be fully costed with identified funding to maintain a balanced budget, this is likely to mean other service reductions and changes to Council Tax.</p> <p>Council Tax is agreed at Council, and is a political decision based on an assessment, not only between balancing council tax and service reductions, but also making spending choices that meet the immediate needs with those that meet future generation's needs.</p>				

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
<b>Mitigation</b>		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
An unacceptable risk is Council not agreeing a fully balanced and agreed budget	Medium	The budget has been prepared by Cabinet and The Senior Leadership Team with engagement and consultation with the public and the wider council membership. The proposals (pressures and reductions) have been subject to scrutiny and challenge and provide a balanced budget within the funding envelope from Welsh Government, with an affordable increase in Council Tax	Low
Council tax collection levels may reduce due to the 3.9% increase, deemed unaffordable by some residents	Low	CTRS and certain discounts are available, in addition there are flexible ways to pay the bill over 12 months. The council have trained money advice officers to support those struggling to make ends meet.	Low
	Choose an item.		Choose an item.
<b>Overall judgement (to be included in project risk register)</b>			
<b>Very High Risk</b>	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>
			X

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10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Low risk. There are individual risk assessments for each cost reduction proposal contained in the budget which shows they are deliverable within an acceptable level of risk and impact on residents.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
N/A

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Customer satisfaction and continued consultation through surveys; formal and informal assessment and monitoring of the services reduced
Please state when this Impact Assessment will be reviewed.
Budget delivery and consequences are reviewed as part of the budget forecast

13. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Anne Phillips	Anne Phillips	
Head of Service:	Jane Thomas	Jane Thomas	
Director:			
Portfolio Holder:	Aled Davies	Aled Davies	

14. Governance

Decision to be made by		Date required	
	Council		24 February 2022

**FORM ENDS**



**2022/23 BUDGET PLANNING TIMETABLE**

Date	Meeting/Responsibility	EMT, SLT and Cabinet Activities
19th May	EMT	Recap, Welsh budget projections, impact on FRM, approach to bridging the gap, projects? allocations? Financial Resilience outcomes. Reserves.
9th June	SLT	Feedback and their views on shaping the process. When to start IBPS - using performance info, agree when might scrutinise the IBPs ?
15th June	Cabinet Seminar	Recap on FRM and assumptions for next 4 years, agree modelling assumptions, update on Capital Review and implications
23rd June	EMT	Review Cabinet / SLT proposals
25th June	Finance Panel	Review Outturn Reports
7th July	EMT / SLT	Update on FRM and cabinet assumptions for modelling, agree timetable and what is to be completed - IBP delivery commences
July	Finance Panel and Group Leaders	Workshop - confidential - scrutinise outturn, savings delivered etc to set the scene for delivery by services on 2022/23 budget proposals
13th July	Cabinet / EMT	Agree worked up proposals
26th July	IBP Board	OBB Activity - reporting progress to Board
27th July	Cabinet	Sign off updated MTFs
27th July	Cabinet Seminar	Capital Review work (2 hrs)- Provide revised FRM and agree stance for SLT on budget savings / growth etc, capital review (OBB) update and impact on FRM
11th Aug	SLT	Budget update if needed
End date 31st Aug	SLT	IBP 1st draft - need to provide guidance on what to include etc and OBB / change activities driving budget movements
16th August	IBP Board	OBB Activity - reporting progress to Board
Early Sept	Political Groups	S151 and political groups - updates on budgets
7th Sept	Cabinet / EMT	Budget update if needed
Sept	WG	Autumn spending review
13th Sept	Finance	Collate all savings and growth proposals in IBPs

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13th Sept	Finance	Collate the capital proposals identified through the IBP - if any as we know bids can be submitted through the year
15th Sept	SLT	FRM and updates re WG / WLGA
Sept	Scrutiny	Scrutiny (ECR 9th, LS 15th, HC 24th, FP 30th)
22nd Sept	EMT / Finance / Comms	Decide on public engagement re budgets and work up approach
End Sept	SLT	Agrees public engagement budget draft questions
27th Sept	IBP Board	OBB Activity - reporting progress to Board
30th Sept	Finance Panel	Budget consultation and budgets
October	IBP Service Panels	Various dates - Each Head has a panel challenge event in Oct
November	Group Leaders	Alternative budgets timetable agreed
02-Nov	Cabinet / EMT	Budget workshop
8th Nov	Council	Budget seminar
10th Nov	SLT/Comms	Planning the budget consultation
November	Scrutiny	Scrutiny (ECR 29th, HC 1st FP 26th) if needed
25th Nov	Group Leaders	Budget Update
December	Comms	Budget consultation with public goes live
6th Dec	Group Leaders	Budget Update
07-Dec	Cabinet / EMT	Budget workshop
8th Dec	SLT	Update on budget FRM
14th Dec	Cabinet	Approve council tax base, update of FRM provisional settlement
19-Dec	Comms	Consultation closure
21-Dec	Comms	Finalise consultation responses and feedback findings
21-Dec	WG	Draft Budget Settlement
21-Dec	Cabinet / EMT	Budget workshop
23rd Dec	Group Leaders	Budget Update
Dec	Audit Committee	Update if needed on agenda
December	Finance	Prepare draft capital & TM strategy inc PIs and MRP
<b>2022</b>		
Jan	Head of Finance	Business rates consultation

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Jan	Finance	Community council precepts finalised
6 - 12 Jan	Cabinet/EMT	Finalise draft budget - informal meetings
10th Jan	Group Leaders	Budget Update
10th Jan	Council	Budget workshop
12-Jan	Clerks	Publish cabinet agenda
18-Jan	Formal Cabinet	Approve draft budget (MTFS & FRM), reserve policy, capital strategy and Fees & Charges Register (income and charging schedule) and recommend to full council for approval
19 Jan - 2 Feb	Political Groups	Preparation of Alternative Budget & discussions with HoS re Impact assessments
27th Jan	Group Leaders	Budget Update
31st Jan	ERC Scrutiny	Scrutiny of draft budget - ensure meeting long enough for robust scrutiny
01-Feb	H & C Scrutiny	Scrutiny of draft budget - ensure meeting long enough for robust scrutiny
02-Feb	L & S Scrutiny	Scrutiny of draft budget - ensure meeting long enough for robust scrutiny
02-Feb	Finance panel	Scrutiny of draft budget - ensure meeting long enough for robust scrutiny
04-Feb	Head of Finance	Discussion of alternative Budget with S 151 officer
07-Feb	Finance / Groups	Last date for submission of alternative budget with Final Impact assessments
07-Feb	Clerks	Issue Scrutiny Agenda for Alternative Budget (papers to follow)
08-Feb	Cabinet	Informal Cabinet to consider Scrutiny Comments on Cabinet Budget
09-Feb	Head of Finance	Last date for Alternative budgets to be approved by s151 officer
09-Feb	Clerks	Send Alternative Budget papers to Scrutiny if approved by s151 officer
09-Feb	Group Leaders	Budget Update
11-14 Feb	Scrutiny	Scrutiny Of Alternative Budgets
14-15 Feb	Finance	Prepare Scrutiny Report for alternative budget
15-Feb	Cabinet	Cabinet consider Alternative Budget
18-Feb	Clerks	Publish Cabinet and any alternative Budgets
24-Feb	Council	Approve final budget (MTFS & FRM) and capital strategy, reserve policy and Fees & Charging Register (income & charging schedule).
01-Mar	WG	Final budget settlement published

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03-Mar	Council	Council approve council tax
08-Mar	WG	Final settlement budget agreed
Mid March	Finance	Full budget included in the finance system
Mid March	Finance	Full budget set out in the budget book available on the website

## **Appendix B - Economic Background - 22<sup>nd</sup> December 2021**

**The Council has appointed Link Group as its treasury advisor who have provided the following Economic Background.**

### **COVID-19 vaccines.**

These were the game changer during 2021 which raised high hopes that life in the UK would be able to largely return to normal in the second half of the year. However, the bursting onto the scene of the Omicron mutation at the end of November, rendered the initial two doses of all vaccines largely ineffective in preventing infection. This has dashed such hopes and raises the spectre again that a fourth wave of the virus could overwhelm hospitals in early 2022. What we now know is that this mutation is very fast spreading with the potential for total case numbers to double every two to three days, although it possibly may not cause so much severe illness as previous mutations. Rather than go for full lockdowns which heavily damage the economy, the government strategy this time is focusing on getting as many people as possible to have a third (booster) vaccination after three months from the previous last injection, as a booster has been shown to restore a high percentage of immunity to Omicron to those who have had two vaccinations. There is now a race on between how quickly boosters can be given to limit the spread of Omicron, and how quickly will hospitals fill up and potentially be unable to cope. In the meantime, workers have been requested to work from home and restrictions have been placed on large indoor gatherings and hospitality venues. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in sectors like restaurants, travel, tourism and hotels which had been hit hard during 2021, but could now be hit hard again by either, or both, of government restrictions and/or consumer reluctance to leave home. Growth will also be lower due to people being ill and not working, similar to the pandemic in July. The economy, therefore, faces significant headwinds although some sectors have learned how to cope well with Covid. However, the biggest impact on growth would come from another lockdown if that happened. The big question still remains as to whether any further mutations of this virus could develop which render all current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread until tweaked vaccines become widely available.

### **A SUMMARY OVERVIEW OF THE FUTURE PATH OF BANK RATE**

- In December, the Bank of England became the first major western central bank to put interest rates up in this upswing in the current business cycle in western economies as recovery progresses from the Covid recession of 2020.
- The next increase in Bank Rate could be in February or May, dependent on how severe an impact there is from Omicron.
- If there are lockdowns in January, this could pose a barrier for the MPC to putting Bank Rate up again as early as 3<sup>rd</sup> February.
- With inflation expected to peak at around 6% in April, the MPC may want to be seen to be active in taking action to counter inflation on 5<sup>th</sup> May, the release date for its Quarterly Monetary Policy Report.
- The December 2021 MPC meeting was more concerned with combating inflation over the medium term than supporting economic growth in the short term.

- Bank Rate increases beyond May are difficult to forecast as inflation is likely to drop sharply in the second half of 2022.
- However, the MPC will want to normalise Bank Rate over the next three years so that it has its main monetary policy tool ready to use in time for the next down-turn; all rates under 2% are providing stimulus to economic growth.
- We have put year end 0.25% increases into Q1 of each financial year from 2023 to recognise this upward bias in Bank Rate - but the actual timing in each year is difficult to predict.
- Covid remains a major potential downside threat in all three years as we ARE likely to get further mutations.
- How quickly can science come up with a mutation proof vaccine, or other treatment, – and for them to be widely administered around the world?
- Purchases of gilts under QE ended in December. Note that when Bank Rate reaches 0.50%, the MPC has said it will start running down its stock of QE.

#### **MPC MEETING 16<sup>th</sup> DECEMBER 2021**

- The Monetary Policy Committee (MPC) voted 8-1 to raise Bank Rate by 0.15% from 0.10% to 0.25% and unanimously decided to make no changes to its programme of quantitative easing purchases due to finish in December 2021 at a total of £895bn.
- The MPC disappointed financial markets by not raising Bank Rate at its November meeting. Until Omicron burst on the scene, most forecasters, therefore, viewed a Bank Rate increase as being near certain at this December meeting due to the way that inflationary pressures have been comprehensively building in both producer and consumer prices, and in wage rates. However, at the November meeting, the MPC decided it wanted to have assurance that the labour market would get over the end of the furlough scheme on 30<sup>th</sup> September without unemployment increasing sharply; their decision was, therefore, to wait until statistics were available to show how the economy had fared at this time.
- **On 10<sup>th</sup> December we learnt of the disappointing 0.1% m/m rise in GDP** in October which suggested that economic growth had already slowed to a crawl even before the Omicron variant was discovered in late November. Early evidence suggests growth in November might have been marginally better. Nonetheless, at such low rates of growth, the government's "Plan B" COVID-19 restrictions could cause the economy to contract in December.
- **On 14<sup>th</sup> December, the labour market statistics** for the three months to October and the single month of October were released. The fallout after the furlough scheme was smaller and shorter than the Bank of England had feared. The single-month data were more informative and showed that LFS employment fell by 240,000, unemployment increased by 75,000 and the unemployment rate rose from 3.9% in September to 4.2%. However, the weekly data suggested this didn't last long as unemployment was falling again by the end of October. What's more, the 49,700 fall in the claimant

count and the 257,000 rise in the PAYE measure of company payrolls suggests that the labour market strengthened again in November. The other side of the coin was a further rise in the number of vacancies from 1.182m to a record 1.219m in the three months to November which suggests that the supply of labour is struggling to keep up with demand, although the single-month figure for November fell for the first time since February, from 1.307m to 1.227m.

- These figures by themselves, would probably have been enough to give the MPC the assurance that it could press ahead to raise Bank Rate at this December meeting. However, the advent of Omicron potentially threw a spanner into the works as it poses a major headwind to the economy which, of itself, will help to cool the economy. The financial markets, therefore, swung round to expecting no change in Bank Rate.
- **On 15th December we had the CPI inflation** figure for November which spiked up further from 4.2% to 5.1%, confirming again how inflationary pressures have been building sharply. However, Omicron also caused a sharp fall in world oil and other commodity prices; (gas and electricity inflation has generally accounted on average for about 60% of the increase in inflation in advanced western economies).
- **Other elements of inflation are also transitory** e.g., prices of goods being forced up by supply shortages, and shortages of shipping containers due to ports being clogged have caused huge increases in shipping costs. But these issues are likely to clear during 2022, and then prices will subside back to more normal levels. Gas prices and electricity prices will also fall back once winter is passed and demand for these falls away.
- Although it is possible that the Government could step in with some **fiscal support for the economy**, the huge cost of such support to date is likely to pose a barrier to incurring further major economy wide expenditure unless it is very limited and targeted on narrow sectors like hospitality, (as announced just before Christmas). The Government may well, therefore, effectively leave it to the MPC, and to monetary policy, to support economic growth – but at a time when the threat posed by rising inflation is near to peaking!
- This is the adverse set of factors against which the MPC had to decide on Bank Rate. For the second month in a row, the MPC blind-sided financial markets, this time with a **surprise increase in Bank Rate from 0.10% to 0.25%**. What's more, the hawkish tone of comments indicated that the MPC is now concerned that inflationary pressures are indeed building and need concerted action by the MPC to counter. This indicates that there will be more increases to come with financial markets predicting 1% by the end of 2022. The 8-1 vote to raise the rate shows that there is firm agreement that inflation now poses a threat, especially after the CPI figure hit a 10-year high this week. The MPC commented that “there has been significant upside news” and that “there were some signs of greater persistence in domestic costs and price pressures”.

- On the other hand, it did also comment that “**the Omicron variant is likely to weigh on near-term activity**”. But it stressed that at the November meeting it had said it would raise rates if the economy evolved as it expected and that now “these conditions had been met”. It also appeared more worried about the possible boost to inflation from Omicron itself. It said that “the current position of the global and UK economies was materially different compared with prior to the onset of the pandemic, including elevated levels of consumer price inflation”. It also noted the possibility that renewed social distancing would boost demand for goods again, (as demand for services would fall), meaning “global price pressures might persist for longer”. (Recent news is that the largest port in the world in China has come down with an Omicron outbreak which is not only affecting the port but also factories in the region.)
- On top of that, there were no references this month to inflation being expected to be below the **2% target in two years’ time**, which at November’s meeting the MPC referenced to suggest the markets had gone too far in expecting interest rates to rise to over 1.00% by the end of the year.
- These comments indicate that there has been a material reappraisal by the MPC of the inflationary pressures since their last meeting and the Bank also increased its forecast for inflation to peak at 6% next April, rather than at 5% as of a month ago. However, as the Bank retained its guidance that only a “**modest tightening**” in policy will be required, it cannot be thinking that it will need to increase interest rates that much more. A typical policy tightening cycle has usually involved rates rising by 0.25% four times in a year. “Modest” seems slower than that. As such, the Bank could be thinking about raising interest rates two or three times next year to 0.75% or 1.00%.
- In as much as a considerable part of the inflationary pressures at the current time are indeed **transitory**, and will naturally subside, and since economic growth is likely to be weak over the next few months, this would appear to indicate that this tightening cycle is likely to be comparatively short.
- As for the timing of the next increase in Bank Rate, the MPC dropped the comment from November’s statement that Bank Rate would be raised “in the coming months”. That may imply another rise is unlikely at the next meeting in February and that May is more likely. However, much could depend on how adversely, or not, the economy is affected by Omicron in the run up to the next meeting on 3<sup>rd</sup> February. Once 0.50% is reached, the Bank would act to start shrinking its stock of QE, (gilts purchased by the Bank would not be replaced when they mature).
- **The MPC’s forward guidance on its intended monetary policy** on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows: -
  - Raising Bank Rate as “the active instrument in most circumstances”.
  - Raising Bank Rate to 0.50% before starting on reducing its holdings.



- Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
- Once Bank Rate had risen to at least 1%, it would start selling its holdings.

- **US.** Shortages of goods and intermediate goods like semi-conductors, have been fuelling increases in prices and reducing economic growth potential. In November, **CPI inflation hit a near 40-year record level of 6.8%** but with energy prices then falling sharply, this is probably the peak. The biggest problem for the Fed is the mounting evidence of a strong pick-up in cyclical price pressures e.g., in rent which has hit a decades high.
- **Shortages of labour** have also been driving up wage rates sharply; this also poses a considerable threat to feeding back into producer prices and then into consumer prices inflation. It now also appears that there has been a sustained drop in the labour force which suggests the pandemic has had a longer-term scarring effect in reducing potential GDP. Economic growth may therefore be reduced to between 2 and 3% in 2022 and 2023 while core inflation is likely to remain elevated at around 3% in both years instead of declining back to the Fed's 2% central target.
- Inflation hitting 6.8% and the feed through into second round effects, meant that it was near certain that the **Fed's meeting of 15<sup>th</sup> December** would take aggressive action against inflation. Accordingly, the rate of tapering of monthly \$120bn QE purchases announced at its November 3<sup>rd</sup> meeting. was doubled so that all purchases would now finish in February 2022. In addition, Fed officials had started discussions on running down the stock of QE held by the Fed. Fed officials also expected three rate rises in 2022 of 0.25% from near zero currently, followed by three in 2023 and two in 2024, taking rates back above 2% to a neutral level for monetary policy. The first increase could come as soon as March 2022 as the chairman of the Fed stated his view that the economy had made rapid progress to achieving the other goal of the Fed – “maximum employment”. The Fed forecast that inflation would fall from an average of 5.3% in 2021 to 2.6% in 2023, still above its target of 2% and both figures significantly up from previous forecasts. What was also significant was that this month the Fed dropped its description of the current level of inflation as being “transitory” and instead referred to “elevated levels” of inflation: the statement also dropped most of the language around the flexible average inflation target, with inflation now described as having exceeded 2 percent “for some time”. It did not see Omicron as being a major impediment to the need to act now to curtail the level of inflationary pressures that have built up, although Fed officials did note that it has the potential to exacerbate supply chain problems and add to price pressures.

*See also comments in paragraph 3.3 under PWLB rates and gilt yields.*

- **EU.** The slow roll out of vaccines initially delayed **economic recovery** in early 2021 but the vaccination rate then picked up sharply. After a contraction of -0.3% in Q1, Q2 came in with strong growth of 2%. With Q3 at 2.2%, the EU recovery was then within 0.5% of its pre Covid size. However, the arrival

of Omicron is now a major headwind to growth in quarter 4 and the expected downturn into weak growth could well turn negative, with the outlook for the first two months of 2022 expected to continue to be very weak.

- **November's inflation figures** breakdown shows that the increase in price pressures is not just due to high energy costs and global demand-supply imbalances for durable goods as services inflation also rose. Headline inflation reached 4.9% in November, with over half of that due to energy. However, oil and gas prices are expected to fall after the winter and so energy inflation is expected to plummet in 2022. Core goods inflation rose to 2.4% in November, its second highest ever level, and is likely to remain high for some time as it will take a long time for the inflationary impact of global imbalances in the demand and supply of durable goods to disappear. Price pressures also increased in the services sector, but wage growth remains subdued and there are no signs of a trend of faster wage growth which might lead to *persistently* higher services inflation - which would get the ECB concerned. The upshot is that the euro-zone is set for a prolonged period of inflation being above the ECB's target of 2% and it is likely to average 3% in 2022, in line with the ECB's latest projection.
- **ECB tapering.** The ECB has joined with the Fed by also announcing at its meeting on 16th December that it will be reducing its QE purchases - by half from October 2022, i.e., it will still be providing significant stimulus via QE purchases for over half of next year. However, as inflation will fall back sharply during 2022, it is likely that it will leave its central rate below zero, (currently -0.50%), over the next two years. The main struggle that the ECB has had in recent years is that inflation has been doggedly anaemic in sticking below the ECB's target rate despite all its major programmes of monetary easing by cutting rates into negative territory and providing QE support.

The ECB will now also need to consider the impact of **Omicron** on the economy, and it stated at its December meeting that it is prepared to provide further QE support if the pandemic causes bond yield spreads of peripheral countries, (compared to the yields of northern EU countries), to rise. However, that is the only reason it will support peripheral yields, so this support is limited in its scope.

- The EU has entered a **period of political uncertainty** where a new German government formed of a coalition of three parties with Olaf Scholz replacing Angela Merkel as Chancellor in December 2021, will need to find its feet both within the EU and in the three parties successfully working together. In France there is a presidential election coming up in April 2022 followed by the legislative election in June. In addition, Italy needs to elect a new president in January with Prime Minister Draghi being a favourite due to having suitable gravitas for this post. However, if he switched office, there is a significant risk that the current government coalition could collapse. That could then cause differentials between Italian and German bonds to widen when 2022 will also see a gradual running down of ECB support for the bonds of weaker countries within the EU. These political uncertainties could have repercussions on economies and on Brexit issues.
- **CHINA.** After a concerted effort to get on top of the virus outbreak in Q1 2020, economic recovery was strong in the rest of **2020**; this enabled China to recover all the initial contraction. During 2020, policy makers both quashed the virus and implemented a programme of monetary and fiscal support that was particularly effective at stimulating short-term growth. At the same time, China's economy benefited from the shift towards online spending by consumers in developed markets. These factors helped to explain its comparative outperformance compared to western economies during 2020 and earlier in 2021.

- However, the pace of economic growth has now fallen back in **2021** after this initial surge of recovery from the pandemic and looks likely to be particularly weak in 2022. China has been struggling to contain the spread of the Delta variant through using sharp local lockdowns - which depress economic growth. Chinese consumers are also being very wary about leaving home and so spending money on services. However, with Omicron having now spread to China, and being much more easily transmissible, this strategy of sharp local lockdowns to stop the virus may not prove so successful in future. In addition, the current pace of providing boosters at 100 billion per month will leave much of the 1.4 billion population exposed to Omicron, and any further mutations, for a considerable time. The **People's Bank of China** made a start in December 2021 on cutting its key interest rate marginally to stimulate economic growth. However, after credit has already expanded by around 25% in just the last two years, it will probably leave the heavy lifting in supporting growth to fiscal stimulus by central and local government.
- Supply shortages, especially of coal for power generation, were causing widespread power cuts to industry during the second half of 2021 and so a sharp disruptive impact on some sectors of the economy. In addition, recent regulatory actions motivated by a political agenda to channel activities into officially approved directions, are also likely to reduce the dynamism and long-term growth of the Chinese economy.

**JAPAN.** 2021 has been a patchy year in combating Covid. However, recent business surveys indicate that the economy has been rebounding rapidly in 2021 once the bulk of the population had been double vaccinated and new virus cases had plunged. However, Omicron could reverse this initial success in combating Covid.

The Bank of Japan is continuing its **very loose monetary policy** but with little prospect of getting inflation back above 1% towards its target of 2%, any time soon: indeed, inflation was negative in July. New Prime Minister Kishida, having won the November general election, brought in a supplementary budget to boost growth, but it is unlikely to have a major effect.

- **WORLD GROWTH.** World growth was in recession in 2020 but recovered during 2021 until starting to lose momentum in the second half of the year, though overall growth for the year is expected to be about 6% and to be around 4-5% in 2022. Inflation has been rising due to increases in gas and electricity prices, shipping costs and supply shortages, although these should subside during 2022. While headline inflation will fall sharply, core inflation will probably not fall as quickly as central bankers would hope. It is likely that we are heading into a period where there will be a **reversal of world globalisation** and a decoupling of western countries from dependence on China to supply products, and vice versa. This is likely to reduce world growth rates from those in prior decades.
- **SUPPLY SHORTAGES.** The pandemic and extreme weather events, followed by a major surge in demand after lockdowns ended, have been highly disruptive of extended worldwide supply chains. Major queues of ships unable to unload their goods at ports in New York, California and China built up rapidly during quarters 2 and 3 of 2021 but then halved during quarter 4. Such issues have led to a misdistribution of shipping containers around the world and have contributed to a huge increase in the cost of shipping. Combined with a shortage of semi-conductors, these issues have had a disruptive impact on production in many countries. The latest additional disruption has been a shortage of coal in China leading to power cuts focused primarily on producers

(rather than consumers), i.e., this will further aggravate shortages in meeting demand for goods. Many western countries are also hitting up against a difficulty in filling job vacancies. It is expected that these issues will be gradually sorted out, but they are currently contributing to a spike upwards in inflation and shortages of materials and goods available to purchase.

## CYNGOR SIR POWYS COUNTY COUNCIL.

## CABINET EXECUTIVE

18<sup>th</sup> January 2022

**REPORT AUTHOR:** County Councillor Rosemarie Harris,  
Leader of the Council

County Councillor Beverley Baynham, Portfolio Holder  
for Corporate Governance and Regulatory Service

**REPORT TITLE:** 2022 Annual Review of Vision 2025 Our Corporate  
Improvement Plan, including our Strategic Equality  
Objectives 2020-2024

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**REPORT FOR:** Decision

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**1. Purpose**

- 1.1 The purpose of this report is to present the annual **update of Vision 2025: Our Corporate Improvement Plan (CIP)** for consideration, and to get Cabinet approval for a number of amendments to the plan for the 2022-2023 financial year. The proposed amendments (outlined in Appendix A) follow a light review of the current CIP objectives and performance measures during quarter 3 of 2021-2022.
- 1.2 The Council's Strategic Equality Objectives are integrated within the update, and a review of the actions and measures supporting these objectives has also been undertaken and included in Appendix A.

**2. Background**

- 2.1 Vision 2025: Our Corporate Improvement Plan 2018-2023 was first published in April 2018, setting out a series of public commitments for how the council will deliver its Vision, which is, "**By 2025 Powys will be widely recognised as a fantastic place in which to work, live and play**". To help deliver the vision and improve outcomes for residents and communities, the council set four priority 'Well-being Objectives', these are:

- We will develop a vibrant economy
  - We will lead the way in providing effective, integrated health and care in a rural environment
  - We will strengthen learning and skills
  - We will support our residents and communities.
- *We also have an internal facing objective called Making it Happen.*

2.2 We review Vision 2025: Our CIP annually, reflecting on the progress we have made and updating our plans to ensure that we are on track to deliver the commitments contained within it and to achieve the Well-being objectives we set in 2018. 2022-2023 is the final year of the current Corporate Improvement Plan, and a new plan will be determined and presented by the new Cabinet following the local government elections that are taking place in May 2022. The COVID-19 pandemic has continued to highlight the importance of aligning our plans to meet the challenges that face our residents and communities, and the Council has remained focused on providing core services throughout the pandemic. Therefore, this year's review of our Corporate Improvement Plan centred on ensuring our existing objectives and measures would remain relevant for 2022-2023. During quarter 3 of 2021-2022, in line with our strategic planning and budget setting process, each service has undertaken a review of the objectives and measures they are responsible for. In doing so, they have considered:

- Current performance and expected progress in delivering the objectives and targets for 2022-2023
- Views from consultation and engagement exercises
- Resources
- Risk Register
- Statutory duties
- Coronavirus Recovery Strategy
- Findings from the work of our regulators

2.3 The current environment means planning remains more challenging than in previous years, with a great degree of uncertainty about the immediate future. It is intended that the CIP Update 2022 will provide a robust plan for the coming year, setting out the continued commitments of the Council to deliver corporate improvements, whilst also continuing to respond to the pandemic. As a result of the review, services have proposed some changes to the planned objectives to ensure we focus on the biggest priorities and those that we can realistically afford. This includes removing objectives and measures that have been achieved, or which have become 'business as usual' activities for the service.

2.4 The CIP Update 2022 details the revised activities that will be undertaken from April 2022 to deliver our Well-being objectives, within the context of the current COVID-19 pandemic and the council's Recovery Strategy. Reviewing and publishing our CIP for the start of the next financial year, will ensure we meet our statutory obligations in the Well-being of Future Generations (Wales) Act 2015. This requires the council to implement well-being objectives in accordance with the 5 Ways of Working and show how it will maximise its contribution to the 7 Well-being goals. The CIP Update 2022 also ensures that the Council meets its statutory obligations under the Local Government and Elections (Wales) Act 2021 and the Equality Act 2010 (including the Specific Public Sector Equality Duties for Wales).

- 2.5 The objectives and improvement targets within the CIP Update 2022 will be included in relevant Service Integrated Business Plans for 2022-2024. These plans set out the detailed actions that will be taken to achieve each objective and the resources required.

### **3. Advice**

- 3.1 It is proposed that the recommended changes to the objectives and performance measures within Vision 2025: Our CIP (outlined in Appendix A) are approved for publication in the CIP Update 2022 and are implemented and reported upon from 1<sup>st</sup> April 2022.
- 3.2 Annually reviewing the objectives and measures in the CIP ensures that they are still the most relevant for delivering improved outcomes for Powys residents and communities as well as ensuring the plan remains realistic and achievable within the current financial climate.
- 3.3 During quarter 1 of 2021-2022, the Council reviewed and updated its Vision to reflect the importance of learning and education in the county. The revised Vision is: "By 2025, Powys will be widely recognised as a fantastic place in which to live, learn, work and play".
- 3.4 The recommended changes to the CIP ensure that objectives are aligned to the five outcomes. They will also aim to ensure that the CIP is streamlined going forward, that it focusses on key transformation and improvement activity rather than business as usual, and that it removes duplication in terms of reporting.
- 3.5 It is advised that the Council continues to integrate its Strategic Equality Objectives into the CIP, to ensure that equality is integral to how we plan and act and provides the basis for delivering the Vision 2025 outcomes.
- 3.6 The CIP should also remain aligned to the Powys Public Service Board Well-being Plan and the Regional Partnership Board Area Plan to ensure that partners are working towards the same outcomes for the people of Powys.

### **4. Resource Implications**

- 4.1 The development of the Integrated Business Plans for each service ensures that the financial and workforce requirements for the delivery of each CIP activity are identified and considered. This ensures that resources are prioritised to deliver the objectives of the CIP and the Vision 2025 outcomes.
- 4.2 The Section 151 Officer can support the recommendations on this basis.

## 5. Legal implications

- 5.1 Legal: The recommendation can be supported from a legal point of view.
- 5.2 The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report".

## 6. Comment from local member(s)

- 6.1 N/A

## 7. Integrated Impact Assessment

- 7.1 An Impact Assessment of the CIP Update 2022 has not been undertaken. However, each service is required to undertake an Impact Assessment of the individual activities within the CIP, as part of developing their Integrated Business Plan.

## 8. Recommendation

- 8.1 **It is recommended that the proposed amendments to Vision 2025: Our CIP (as outlined in Appendix A) are approved for publication in the CIP Update 2022, with implementation from April 2022.**

- 8.2 The recommendation above will ensure:
- Vision 2025: Our CIP has a clear delivery plan and that all activity is focussed on delivery of the intended outcomes and COVID-19 response and recovery.
  - That the Council meets its statutory obligations as outlined in the Well-being of Future Generations (Wales) Act 2015, Local Government and Elections (Wales) Act 2021 and the 2010 Equality Act and more specifically, the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

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



# Corporate Improvement Plan 2022-25

## Vision 2025

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

Published February 2022

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

We review Vision 2025 annually, reflecting on the progress we have made and updating our plans to ensure that we are on track to deliver the commitments contained within it and to achieve the well-being objectives we set in 2018. In 2020 we also incorporated our Strategic Equality Objectives into Vision 2025 to ensure they are fully embedded in our plans.

You can track our recent performance against Vision 2025 by looking at the performance management reports that go to Cabinet on a quarterly basis. We also publish an Annual Performance Report, which can be viewed here <https://en.powys.gov.uk/Vision2025/>

## Accessibility / Contacting Us

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

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

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

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## About Us

**The Cabinet:** Powys County Council's Cabinet is made up of the Leader of the Council and seven other county councillors, called Cabinet Members, who are appointed by the Leader. Each Cabinet Member looks after an individual area of responsibility, called a portfolio. They make decisions on how your money is spent and how services are delivered. The Cabinet drives forward Vision 2025: Our Corporate Improvement Plan and oversees its delivery. A full list of all Powys County Councillors, including information about how to find your local Councillor, is available on our website: <https://en.powys.gov.uk/findmycouncillor>

<<INSERT GRAPHIC OF THE CABINET STRUCTURE>>

## Powys County Council

- Powys residents in 2021 132,435. Predicted to increase by 1% to 133,516 by 2039. 16% of which are 16 and under and 27% are over 65.
- 98% of the population of Powys are white (Wales: 94%). Powys also has a mix of other ethnicities, with the highest BME populations living in Brecon and Newtown. (2021)
- The predominant religion is Christianity (62%) but there are small areas where other religions are more represented. (2021)
- In Powys, we have more than triple the rate of people with a registered disability compared to Wales; in 2018, Powys' average rate per 1,000 population was 35.67 (Wales 9.17).
- In 2021, around 97% of residents identified as heterosexual and 1- 2% of people identified as Gay/Lesbian or Bisexual.
- There are 60,240 households in Powys, with 33% being one-person households.
- 25.2% of Powys residents are Welsh speakers. However, Welsh language proficiency varies widely across the county, for example 51% of residents in Glantwymyn lower super output area (LSOA\*) can speak, read and write in Welsh compared to 3% of people in Churchstoke LSOA.
- 'Ystradgynlais 1' LSOA ranks lowest in Powys on the Welsh index of multiple deprivation (WIMD) and there are known pockets of deprivation throughout Powys. In 2017-18 it was estimated that 17% of all households in Wales were fuel poor.
- \*Definition of a Lower Super Output Area (LSOA): An LSOA is a geographical area designed to improve the reporting of small area statistics. The minimum population is 1,000 and the mean population is 1,500 people. The Office for National Statistics produce output areas based on postcodes.
- The Council's gross annual revenue expenditure is approximately £XXX million (for 2022/23).
- We employ around 5,790 staff including 2,840 school staff, all of whom provide a large range of services to meet the needs of local people.
- Under the new arrangements for Ward boundaries, effective from May 2022, the Council will have 68 elected Councillors representing 60 council wards (a gender split of Councillors will be provided in future reports, following the May 2022 elections). County Councillors play a key role in determining future plans and representing the residents' voice. One of the key ways they do this is through scrutiny committees and working groups. As corporate parents all Councillors also have a collective responsibility to ensure that Children Looked After and care leavers can have the outcomes every good parent would want for their children.

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## Section 1: Introduction

### Our vision:

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

### Our Well-being and Equality objectives:

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

## Our COVID-19 recovery priorities:

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

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

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

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

## Our Values:

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

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

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

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

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

## Our approach:

We are an open and enterprising council:

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

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

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

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

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

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

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

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



## A message from the Council Leader

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

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

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

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

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

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

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

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

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

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

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

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

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

## Chief Executive's Introduction

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

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

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

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

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

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

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

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

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

Vision 2025 is the Council's overarching plan for the future of Powys. It shares our vision and details the well-being and equality objectives we need to prioritise and the activities we will take to get us there. Our plan shows how our resources will be invested, and what improvements stakeholders will see when we achieve our outcomes. Our staff's individual objectives are linked to our Corporate Improvement Plan, aligning our workforce activities with our organisational aims. Importantly, it represents our commitment to work with partners to deliver programmes and projects aligned to Vision 2025 through the Powys Public Service Board Well-being Plan (Towards 2040) and Regional Partnership Board's Health and Care Strategy (Healthy, Caring Powys).

**Vision 2025 is supported by the Council's Medium-Term Financial Strategy and is underpinned by our workforce and digital strategies.** The Plan is translated into service area operational integrated business plans for 2022-25. It does not include everything the Council does but focusses on the things that matter most to our residents and actions that we believe will have the greatest impact.

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

- **Well-being of Future Generations (Wales) Act 2015** which requires the council to publish well-being objectives and a supporting statement by the beginning of each financial year to show how it will contribute to the seven national well-being goals set out in the Act. The council's four well-being

objectives contribute to one or more of the well-being goals that will help us improve Powys now and over the long term. We must also demonstrate how we are adopting the 'sustainable development' principle in the way we plan and deliver our objectives.

- **Local Government and Elections (Wales) Act 2021 provides for the establishment of a new and reformed legislative framework for local government elections, democracy, governance and performance. Under part 6 of the Act, which relates to performance and governance, the Council must:**
  - keep its performance under review to the extent to which:
    - it is exercising its functions effectively
    - it is using its resources economically, efficiently, and effectively
    - its governance is effective for securing the above
  - consult local people etc. on performance
  - report on its performance
  - arrange panel performance assessment
  - respond to report of panel performance assessment
  - respond to Auditor General's recommendations
- **Equalities Act 2010 (including the Socio-Economic Duty)** which places a general duty on public sector organisations to have 'due regard' to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
  - Foster good relations between persons who share a relevant protected characteristic<sup>2</sup> and persons who do not share it
- **The Specific Public Sector Equality Duties for Wales** which requires the council to: set equality objectives and publish a Strategic Equality Plan; engage with people in relation to the protected characteristics; collect and publish information relevant to compliance with the General Duty; carry out equality impact assessments and publish the results; annually publish employment monitoring information; promote knowledge and understanding of the General Duty amongst staff and provide training; set a gender pay equality objective where a gender pay difference is identified and establish relevant conditions to meet the general duty in procurement processes.

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

## ***Our transformation journey***

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

<<<INSERT TRANSFORMATION GRAPHIC>>

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

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

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

## Section 2: Our plans for 2022 onwards

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

The Powys economy is thriving and sustainable

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

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

**Between 2022 – 2025 we will:**

**Provide support for businesses to grow**

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



	We will monitor the number of Community Benefits and social value targets set and included in contracts worth more than £2 million (this will be reliant on the number of capital projects and other procurement being taken forward in any one year).	To be agreed.	To be agreed.	To be agreed.
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Promote Powys as a place to live, visit and do business

## Transformation Project: Mid Wales Growth Deal

We will work in partnership with Ceredigion County Council, the private sector, Welsh Government, UK Government and other partners to develop a Mid Wales Growth Deal to help drive transformational economic growth in the region over the next decade.

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This transformation will achieve:

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

The Growth Deal themes are:

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

How we will know we are succeeding:

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



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

### Improve the availability of affordable and sustainable housing

## Transformation Project: Affordable Housing

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

This transformation will achieve:

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

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

How we will know we are succeeding:

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

## Improve our infrastructure to support regeneration and attract investment

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

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

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

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

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

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

What we will do	How we will know we are succeeding
By March 2023, we will use strengths-based approaches to ensure that supported employment converts to independent employment where possible.	<ul style="list-style-type: none"> <li>• Number of Adults with a disability being supported to undertake employment. Information recording mechanisms being developed and will be used to baseline appropriate targets when available.</li> </ul>
By March 2023, we will create a work, leisure and learning partnership (including citizens and carers) to lead to the development of employment opportunities.	

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

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

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

**What we will do**

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

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

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

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

**How we will know we are succeeding**

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

Prepared by: [Name]

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

What outcome are we aiming to achieve?

Powys residents start well, live well and age well

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

During 2022 – 2025, we will:

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

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

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

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

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



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

What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
<p>Front Door – Adult Social Care operate an effective front door which provides information, advice and signposting which enables residents to make informed choices in relation to their care and well-being. A service which focuses on resolution at the earliest opportunity for the resident.</p>	<p>The percentage of new contacts who are referred to or receive information and advice.</p> <ul style="list-style-type: none"> <li>Percentage of adult safeguarding enquiries completed within statutory timescales.</li> </ul>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>
<p>Hospital - To work with NHS Partners to have in place a set of arrangements that allow for the speedy transfer of people home from hospital, to achieve the best possible outcomes for those people.</p>	<ul style="list-style-type: none"> <li>Measures to be determined.</li> </ul>			
<p>Community - There is timely, targeted and effective use of reablement, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.</p>	<p>We will establish:</p> <ul style="list-style-type: none"> <li>The percentage of adults who complete a period of reablement and have a reduced package of care and support six months later.</li> <li>The percentage of adults who complete a period of reablement and have no package of care and support six months later.</li> <li>The percentage of domiciliary care provision delivered through direct payments.</li> </ul>			

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

# Transformation Project: Extra Care

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

## What we will do.

This transformation will achieve:

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

## How we will know we are succeeding.

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

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

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

# Transformation Project: North Powys Well-being Programme

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

## What we will do.

This transformation will achieve:

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

## How we will know we are succeeding.

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

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

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

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

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

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

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

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

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

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

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

Powys residents are capable, confident and fulfilled.

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

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

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

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

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

During 2022 – 2025 we will:

### Improve educational attainment of all pupils

What we will do	How we will know we are succeeding	2022-23 Target	2023-24 Target	2024-25 Target
We will improve pupil outcomes in secondary schools particularly Capped 9 scores and A-A*. (Not reportable during 2021-22 / 2022-2023)	By July 2023, 70% of secondary schools will have an average capped 9-point score above 385 (this was 27% in July 2019) and 40% will have an average score above 400 (this was 9% in 2019). (Not reportable during 2021-22 / 2022-2023)	>2019-20	70% >385 40% >400	Not applicable



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

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

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

## Improve our schools infrastructure

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

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

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

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

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

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

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

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

**What we will do**

During 2022 to 2024 we will support effective use of the Pupil Development Grant (PDG) to improve literacy and numeracy skills. This will include:

- Working with our schools to appropriately target the PDG and undertake an annual evaluation of the effectiveness / impact.

**How we will know we are succeeding**

- The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2023.
- The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2023.
- The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2023.
- The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2023.

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

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

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

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

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

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

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

Powys communities are vibrant, resourceful and connected.

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

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

**During 2022 – 2025 we will:**

**Strengthen community development and resilience**

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

## Strengthen our relationship with residents and communities

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

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\* these targets will be subject to lockdown restrictions

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

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



**Equality Objective 6: By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life.**

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

- Those who are considered “digitally excluded” are not able to enjoy the benefits of being online and use technology confidently to improve their day-to-day lives.
- Digital is unavoidable in our daily lives. Digitally excluded people miss out on the social and economic benefits the internet provides.
- With increasing digitalisation of services and communication, being older, a disabled person, having no qualifications, low income or living in social housing remain risk factors for digital exclusion, particularly in rural areas of Wales. The proportion of older people who use the internet was 22% in 2012/13 increasing to 40% in 2016/17. In 2016/17 they remained the age group with the lowest proportion of internet users.
- In Wales, households in social housing were less likely to have access to the internet in 2016/17 (72%) compared with those in privately rented or owner-occupied housing (88% and 87%).
- Findings from our regional engagement survey showed that the groups rated as having the worst experiences of access to information and digital services than the population as a whole were older People, disabled people and BME people. Younger people were perceived to have a much greater positive experience of accessing information and digital services.

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

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

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

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

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## Making it happen

*What outcome are we aiming to achieve?*

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

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

*To help make our plans happen, during 2022 – 2025 we will:*

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

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

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

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

## Transformation Project: Workforce Futures

### This transformation will:

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

### How we will know we are succeeding:

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

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

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

## Transformation Project: Digital Powys

- We will implement our Digital Powys strategy, which includes ambitious projects to ensure residents can access council services using multi channels (including face to face and telephony) and those that have a broadband or mobile signal can access information and services 24 hours a day. Our projects are focussed on delivering:

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- A digital workforce
- Digital infrastructure and systems
- Customer Centred; Digital Solutions - **Under this workstream we will develop digital solutions to promote independent living, which is an activity that will also support our equality objective 5.**
- Information Excellence
- Digital Places – **Under this workstream we will support communities to gain digital skills, which is an activity that will also support our equality objective 5.**

#### **This transformation will:**

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

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

- By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.
- By March 2022, we will improve open access to data regularly sought through Freedom of Information requests by improving our Powys Well-being Information Bank from our current 36 dashboards (2019) to 100.
- The number of automated processes available to our customers will have increased from 17 to 73 by March 2022 and 93 by March 2023.
- The number of residents with a My Powys Account will have increased to 52,800 by March 2023.
- By March 2023, the percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%.
- By March 2023, we will create the capability to share data with our partners where this can improve customer outcomes.
- By March 2025, broadband take-up for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) will improve to 70% by March 2023, 73% by March 2024 and 75% by March 2025.

## Transformation Project: Integrated Business Planning

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

### This transformation will:

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

- How we will know we are succeeding:

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



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

(NOTE: updated information will follow)

### Background

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

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## Section 4: Planning, Monitoring and Review

### How we set our objectives

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

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

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

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

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

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

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

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

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

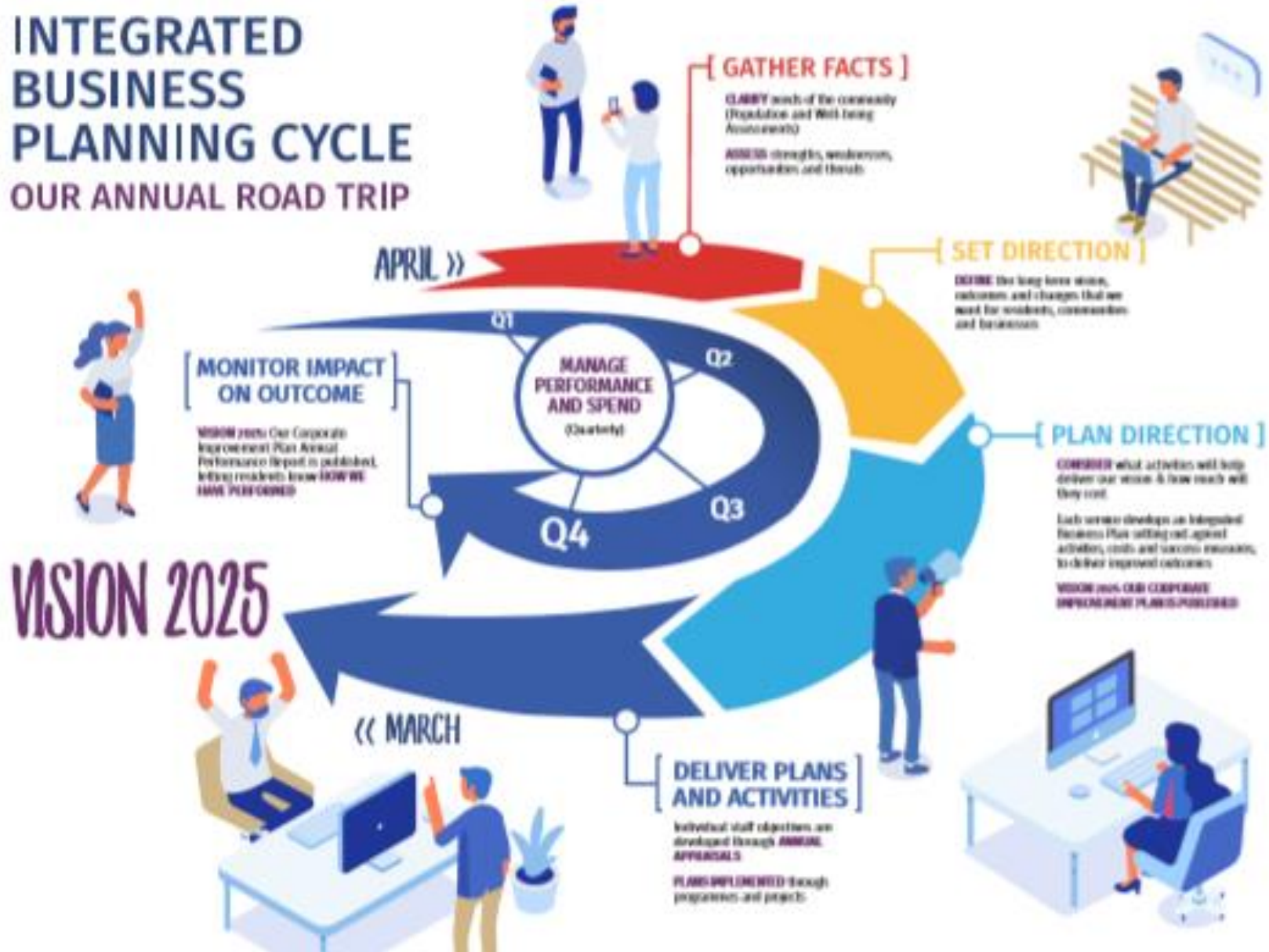
Objective	Sex	Age	Disability	Race	Gender reassignment	Religion/Belief	Sexual Orientation	Pregnancy and Maternity	Marriage & civil partnership
1			✓						
2		✓	✓						
3	✓	✓							
4		✓							
5		✓	✓						
6	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

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

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

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



## How will we work more sustainably?

The Well-being of Future Generations (Wales) Act 2015 places a duty on local councils to consider how it can work more sustainably to achieve the seven well-being goals. This means, thinking more about the **long term**, **collaborating** better with people, partners and communities, **involving** people and other stakeholders in decision making, trying to **prevent** problems occurring or getting worse, and taking a more **integrated** approach. The council made a commitment to adopt these five ways of working as its overarching guiding principles and continues to look for opportunities to be more innovative and forward thinking.

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

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

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

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



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

## What are our key equality principles?

### Gathering data and sharing information

We aim to collect effective quantitative and qualitative equality data and information to inform our decision making and service delivery, as it is important that our plans are based on sound evidence. To determine where inequality exists over time, we need to continually gather relevant equality information and data for analysis. This means services need to ensure systems are in place to capture, analyse and share appropriate data and decide how best to use that information to design and deliver services to meet users' needs. We will continue collecting workforce data to embed equality-related evidence into our employment policies and practices. The well-being of our future generations needs to be considered in the design of our services. To enable this our data must look at trends over time along with information from our service users to understand future requirements. This will enable us to plan for future scenarios to meet the needs of our service users in the future.

### Publishing information

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

### Promoting knowledge, awareness and training

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

### How will we implement the Socio-Economic Duty?

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

## How we monitor and scrutinise our performance

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

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

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

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

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<<<INSERT SCRUTINY GRAPHIC>>>

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

## How we govern the delivery of our plan

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



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

<<<INSERT GRAPHIC>>>

- **Powys Public Services Board (PSB):** This is the statutory partnership body required under the Well-being of Future Generations (Wales) Act 2015. The PSB is responsible for developing the Well-being plan for Powys in response to the well-being assessment. The council is accountable for delivery of steps within the Well-being Plan.
- **Regional Partnership Board (RPB):** This is the statutory partnership required under the Social Services and Well-being (Wales) Act 2014 whose role is to manage and develop services to secure strategic planning and partnership working between local authorities and local health boards and to ensure effective services, care and support are in place to best meet the needs of their respective population.
- **Cabinet:** The Cabinet is accountable for delivery of Vision 2025 and receives quarterly overview of performance information to provide assurance against its delivery. The Cabinet is responsible for making strategic decisions to manage delivery of agreed outcomes.
- **Transformation Delivery Board:** This board will manage the delivery of cross cutting transformation projects within Vision 2025 to ensure the outcomes identified are realised.
- **Transformation Project Boards:** Each transformation project within the overarching programme has its own board, who's responsibility is to manage the day to day running of the project and ensure the agreed outputs and outcomes are delivered to timescale. Each project has a Project Lead and Senior Responsible Owner. The projects report into the overarching Transformation Delivery Board.
- **Service Improvement Board:** The council currently has service improvement boards responsible for the key improvement plans (Education, Housing and Highways, Transport and Recycling). The role of the boards is to assist the organisation in driving forward the required change and improvement needed within the services with effective Corporate support.
- **Senior Leadership Team:** This is a team made up of the councils Chief Executive Officer, Executive Directors and Heads of Service, who are accountable for ensuring effective action plans and resources are put in place to deliver the council's well-being objectives. They are also responsible for evaluating and challenging the performance of their individual teams' performance against delivery of strategic outcomes.
- **Quarterly Service Performance Reviews:** Each quarter, all council services hold a review meeting. The meetings are attended by the Head of Service, Executive Director and Portfolio Holder(s) who's role is to evaluate performance and quality assurance against the services agreed standards and objectives, to ensure activities and performance improvement is on track.

## How we work in partnership

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

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

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

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

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

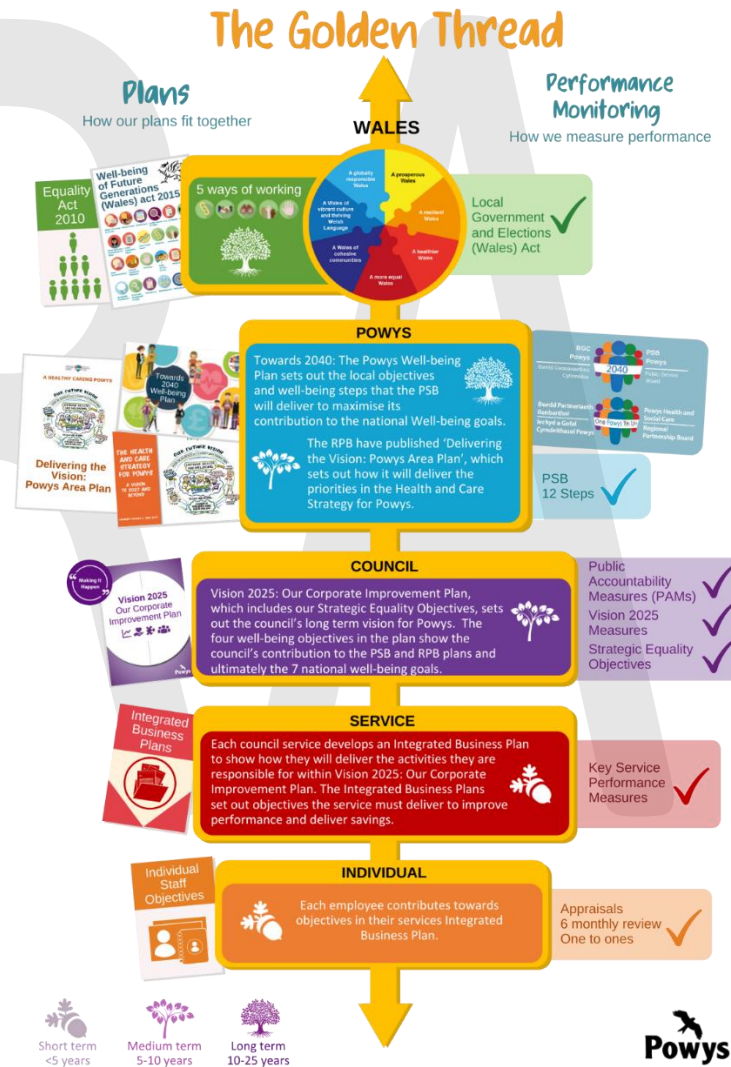
The Public Service Board Scrutiny Committee comprises representatives from the PSB's member organisations. The Committee meets regularly to consider performance highlight reports and to review the progress that has been made against the PSB Well-being Steps that are detailed in 'Towards 2040, the Powys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

### **Powys Regional Partnership Board**

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

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

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

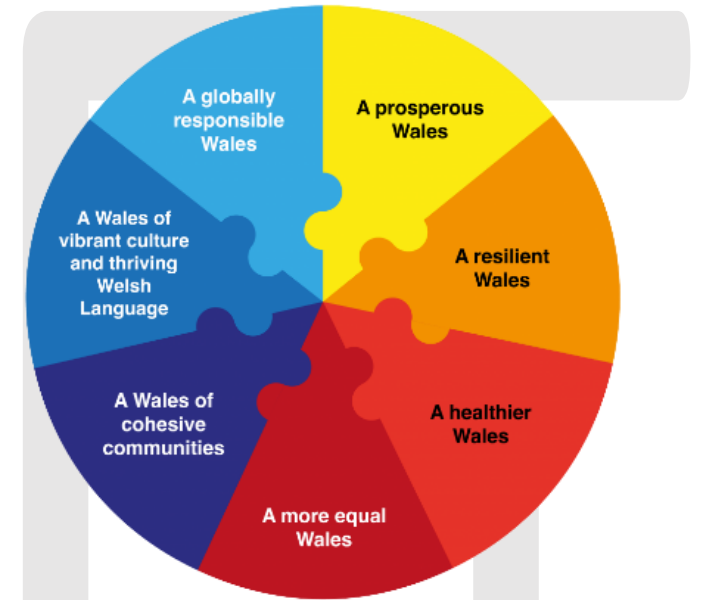


## Appendix A

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

#### Seven Well-being goals:

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





## Appendix B

### Powys County Council - Gender Pay Action Plan 2022 / 2023

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



			<p>opportunity to apply for a job role, regardless of gender.</p> <p>Using internet to encourage applications for work experience opportunities.</p>			
		<p>Review exit questionnaires, with particular focus on understanding reasons why employees leave PCC.</p>	<p>Leavers (excluding dismissals) are sent exit questionnaires to complete.</p> <p>Now been reviewed and are available as an electronic document</p>	<p>Retention of staff, skills – less job turnover etc.</p> <p>Staff survey for Perception of working for Council increases.</p> <p>Staff feeling valued</p>	<p>HR &amp; Recruitment Advisors</p>	<p>May 2022</p>
<p><b>Career Progression</b></p> <p>Page 333</p>	<p>Need to understand barriers to career progression</p>	<p>Write and issue questionnaires to a sample of employees to understand their reasons for joining PCC, their experience of promotion and development.</p>	<p>Establish whether this could be included within Pulse Survey or does it need to be stand alone exercise (to be agreed by Head of Workforce and Organisational Development).</p>	<p>Understand barriers to ensure retention of staff.</p>	<p>Head of Workforce and Organisation</p>	<p>May 2022</p>
	<p>Increase the proportion of internal promotion opportunities</p>	<p>Correlating the Training Needs Analysis and workforce planning information to identify internal succession planning opportunities.</p>	<p>Training Needs Analysis, Workforce Plans and IBPs completed.</p> <p>Need to triangulate the Training Needs Analysis, IBP and workforce plans once corporate plans are complete</p>	<p>Triangulate to identify succession planning, to grow our own for internal progression</p>	<p>Professional Lead Organisational Design and Development</p>	<p>On going</p>
<p><b>Retention</b></p>	<p>Support part-time and flexible working</p>	<p>Ensure part-time and flexible working is built into all posts (where possible) and advertised accordingly.</p> <p>Encourage managers to consider flexible working / job share posts.</p>	<p>Challenge managers when all jobs are advertised (is it hard to fill, would they consider job share)</p>	<p>Staff survey, employee satisfaction</p>	<p>Recruitment Manager - Culture &amp; Leadership Development</p>	<p>On going</p>

	Support all returners to PCC	<p>Enable returners to register for refresher training e.g., former teachers/social workers</p> <p>Offering work shadowing opportunities in areas of interest</p> <p>Audit and review training available in the workplace – professional areas for refresh training</p>	<p>Continue to raise at HoS level, forms part of some Service Area recruitment strategies.</p> <p>Being discussed at CSC meetings but needs to be discussed wider in the authority.</p>	Increase numbers of returners in their professions	Professional Lead Organisational Design and Development	March 2023
	Review Family Friendly and Work-life balance policies to ensure best opportunities	Continual policy review to ensure policies encourage best practice.	Policy Schedule of Work to ensure policies are continually reviewed or created where required – reported through Achievements, Issues and Actions.	<p>Link to policy review re: Agile Working</p> <p>Pulse surveys – increase</p> <p>Reduction in staff turnover</p> <p>Reduction in absence levels</p> <p>Exit questionnaires</p>	Professional Lead Human Resources Management and Development	May 2022

## CYNGOR SIR POWYS COUNTY COUNCIL.

## CABINET EXECUTIVE

Date: 18/01/22

**REPORT AUTHOR:** County Councillor Phyl Davies  
Portfolio Holder for Education and Property

**REPORT TITLE:** Post-ERW working in the Mid Wales Education Partnership

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**REPORT FOR:** Decision

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**1. Purpose**

This report sets out to advise cabinet on the post-ERW plan for professional learning through the Mid Wales Education Partnership

**2. Background**

- 2.1 Powys is no longer an active part of the Education in Regional Working (ERW) consortia. ERW began as an alliance of six local authorities delivering school improvement services. Neath Port Talbot Local Authority left ERW in March of 2020 and Ceredigion Local Authority followed suit in March 2021.
- 2.2 Given this new landscape of regional working, it is vital that Powys Local Authority work with appropriate partners to ensure that we are not insular and that we give schools the best possible opportunities. In order to work alongside the other regions and partnerships across Wales and secure the best outcomes for schools, it is necessary to commit to being a full and active contributor across the range of areas and groups in education improvement.
- 2.3 Ceredigion and Powys share a number of existing partnerships, specifically relating to the Mid Wales Growth Deal on economic regeneration. The Local Government and Elections Bill came to force in January 2021 and the regulations state that Corporate Joint Committees (CJC) must be established for the following functions: Planning, transport and the economy. The Bill contains reference to Improving Education as a CJC function this is not included in the current regulations; but could be included in the future. The regulations for the Mid Wales CJCs include planning, transport and the economy. It is therefore natural that Ceredigion and Powys work closely on the education agenda but without bringing Education into the CJC. It is suggested that Powys works with Ceredigion through a voluntary arrangement which develops joint working in appropriate and suitable priority areas for both Local Authorities. Detailed plans have been submitted to Welsh Government by both LAs outlining the areas of joint working. The joint working arrangements is to be governed by a Memorandum of Understanding ("MOU") as set out in Appendix 1

## **Advice**

3.1 It is proposed that the two local authorities agree priority areas, posts and officers working across the two counties of the Partnership to collaborate on local and national developments.

3.2 The Mid-Wales Education Partnership established agreed ways of working in September 2021. It was agreed to function as a partnership rather than separate authorities with just one officer per workstream to jointly represent the Mid-Wales Education Partnership at meetings with Welsh Government and cross-regional working parties. This would ensure representation for schools in the Mid-Wales Education Partnership with the nominated officer responsible for all information sharing before and after meetings. The agreed system of briefing notes ensured all parties remained informed whilst only taking up one 'seat at the table'.

3.3 The focus of collaboration is currently on:

- ❖ Leadership development
- ❖ Support for Induction and Early Career
- ❖ Professional Learning for Teaching Assistants
- ❖ Deprivation and rural poverty
- ❖ Curriculum for Wales
- ❖ Improving pedagogy
- ❖ Research and enquiry

3.4 The Mid-Wales Education Partnership has relished the opportunity to engage with a range of partners including regions, other partnerships and individual local authorities to ensure equitable and quality professional learning experiences for all schools. We are currently working in collaboration on a wide range of national projects including: The National Professional Enquiry Project, the National Strategy for Educational Research and Enquiry, The National Pedagogy Project, The National Networks and The Wales Collaboratory for Learning Design. The Mid-Wales Education Partnership is taking an active role in these groups, co-ordinating and facilitating the work of practitioners, as well as producing and delivering professional learning on behalf of a range of stakeholders

3.5 Officers of the Mid Wales Education Partnership are full and active contributors to regional working in the following cross regional groups: The regional induction group, early career pathway development, digital professional learning, Curriculum for Wales, assessment and from the beginning of December, the Mid-Wales Education Partnership has full access to the resources and applications for the regional leadership pathways as part of the regional consortia leadership group.

3.6 The Mid-Wales Education Partnership is able to bring additional capacity and expertise to existing cross-regional networks. There is a wealth of experience across the partnership including officers who have worked in school improvement at a local and regional level. Many of the officers in the Mid-Wales Education Partnership have

worked closely with cross-regional colleagues in the past, developing resources and programmes to support professional learning. They have delivered to and facilitated the work of a wide range of groups of practitioners, undertaking rigorous evaluations of the impact of their work.

3.7

It is proposed that the working arrangements for the Mid-Wales Education Partnership should be governed by a MOU between the 2 Authorities and the draft MOU is set out in Appendix 1.

#### **4. Resource Implications**

Either an officer from Ceredigion or from Powys represents the partnership in national meetings. There are clear protocols and arrangements as regards to information sharing between officers of both local authorities and relevant officers have been informed of their responsibilities if they represent the partnership. Senior officers from Powys and Ceredigion meet every fortnight in further developing future joint working. This collaborative working is mirrored in relation to a range of projects and workstreams.

The Finance manager for Schools confirms that all resources for the arrangements have been fully costed and are funded from the grants that Powys is now in receipt of directly from Welsh Government in line with the terms and conditions of the grants.

#### **5. Legal implications**

The arrangement for joint working in appropriate and suitable priority areas for both Local Authorities will be governed by means of a Memorandum of Understanding to be agreed by both Authorities.

In addition, Powys must make sure that it is protected upon the termination or ERW in respect ( a ) liabilities and (b) the future Lease arrangements for the ERW building. Legal are waiting to hear from Swansea in relation to (i) a variation to the ERW agreement to allow ERW to be terminated and agreeing on the issue of ERW liabilities with existing and former ERW members and ( b) an assignment of the Lease

#### **6. Data Protection**

N/A

#### **7. Comment from local member(s)**

N/A

#### **8. Impact Assessment**

An impact assessment is not required.

## **9. Recommendations**

It is recommended that cabinet approve the following:

1. Powys and Ceredigion continue to work together as the Mid Wales Education Partnership
2. Officers from across the partnership will collaborate on a number of agreed local and national priorities
3. The Mid Wales Education Partnership is represented on the full range of cross-regional working parties to ensure equity of provision for schools in Powys and Ceredigion.
4. That the draft Memorandum of Understanding as set out in Appendix 1 to the report is approved, with delegated authority to the Director of Education and the Monitoring Officer to make any further minor amendments that may be required.

Contact Officer: Sally Llewellyn, Service Manager for Curriculum for Wales and Professional Learning

Tel: 07989 447246

Email: [sally.llewellyn@powys.gov.uk](mailto:sally.llewellyn@powys.gov.uk)

Head of Service: Debbie Lewis, Interim Head of Schools Service  
Director: Lynette Lovell



**Cytundeb Lefel Gwasanaeth Partneriaeth Canolbarth Cymru**

**Medi 1<sup>st</sup> 2021 - Awst 31<sup>ain</sup> 2022**

**Memorandum of Understanding  
Mid Wales Education Partnership  
September 1<sup>st</sup> 2021- August 31<sup>st</sup> 2022**



This Agreement is dated \_\_\_\_\_

**BETWEEN**

(1) **POWYS COUNTY COUNCIL** of County Hall, Llandrindod Wells, LD1 5LG ("**Powys**")

and

**CYNGOR SIR CEREDIGION COUNTY COUNCIL** whose principal address is Neuadd Cyngor Ceredigion, Penmorfa, Aberaeron SA46 0PA ("**Ceredigion**")

(together referred to as "**the Councils**" and individually as a "**Council**")

**BACKGROUND**

Both Ceredigion and Powys Local Authorities wish to work collaboratively on school improvement priorities to ensure benefits for all schools. The partnership aligns with other collaborations also on the same Mid Wales footprint.

**COMMENCEMENT AND DURATION**

This Agreement shall commence on 1 September 2021 and shall terminate on 31 August 2022 unless the Councils mutually agree in writing to extend the Agreement for a further period, such period to be confirmed in writing with two months' notice.

**Cytundeb Lefel Gwasanaeth Partneriaeth Canolbarth Cymru**

**Medi 1<sup>st</sup> 2021 - Awst 31<sup>ain</sup> 2022**

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**WORKING ARRANGEMENTS**

This Agreement is entered into by the Councils on a basis of co-operation and good faith.

**Principles of Collaboration between Ceredigion and Powys on elements of school support:**

The parties agree to adopt the following principles :

- (a) collaborate and co-operate to ensure that activities are delivered and actions taken as required;
- (b) be accountable - take on, manage and account to each other for performance of the respective roles and responsibilities;
- (c) be open - communicate openly about major concerns, issues or opportunities;
- (d) behave in a positive, proactive manner;
- (e) adhere to statutory requirements and best practice - comply with applicable laws and standards including applicable procurement rules, data protection and freedom of information legislation; and
- (f) act in a timely manner - recognise and respond accordingly to requests for support.

The Parties agree that :

- ❖ A suitable member of staff from either Ceredigion or Powys shall represent the Councils in cross regional and national meetings and for a in accordance with Annexe A .
- ❖ Engagement with schools : staff from either Ceredigion or Powys will only engage with the schools in the other Council's area with the consent of the Head of School Improvement in Ceredigion and Head of Education in Powys and with appropriate DBS checks conducted by the employer.
- ❖ Delivery of professional learning across both Ceredigion and Powys may be co-designed and co-delivered with the consent of the Head of School Improvement in Ceredigion and Head of Education in Powys.



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All staff used by the partnership will be employed either by Powys or Ceredigion. The line management and performance management of staff will be the responsibility of the employing Council. If a Council provides services to the other Council, it shall ensure that it provides staff tasked with the role who are appropriately and suitably qualified and have suitable skills, knowledge and experience in the specified aspect of work. If any matters of concern arise the CEO receiving the service should raise the matter directly with the CEO providing the service.

The parties undertake to:

- Page 34
- a) **supply to the other party information and assistance reasonably requested by the other party relating to the collaboration as is necessary to enable that other party to perform its own obligations in relation to the collaboration in respect of :-**
- i) Providing Leadership programmes
  - ii) Providing support for NQTs
  - iii) Providing professional Learning for Teaching Assistants
  - iv) Dealing with deprivation and rural poverty/challenges
  - v) Providing the Curriculum for Wales
  - vi) Attending National fora and meetings, that used to include the four regions, will now also include a representation from the Mid Wales Partnership.
  - vii) Arranging for senior officers from Powys and Ceredigion meet fortnightly to further develop future joint working.
- b) facilitate regular discussions between appropriate members of their respective personnel in relation to the collaboration, including in relation to:
- i) performance and issues of concern in relation to the collaboration and staff;
  - ii) any additional resource requirements; and
  - iii) such other matters as may be agreed between the parties from time to time.

**Cytundeb Lefel Gwasanaeth Partneriaeth Canolbarth Cymru**

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- c) provide all reasonable assistance and cooperation as reasonably requested by the other parties to maintain the operation of this Agreement.
- d) to inform each other as soon as reasonably practicable of any other significant matter that may arise during the term of this Agreement, including any significant matter that may arise in relation to a member of staff.
- e) hold termly meetings between the Chief Education Officers/ Directors of both Councils and the portfolio Cabinet members of both Councils.
- f) collaborate to prepare and present an annual report to Powys and Ceredigion Scrutiny Committees.

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**Equalities, Freedom of Information, Environmental Information Regulations and Welsh Language requirements**

The parties shall not unlawfully discriminate within the meaning and scope of any law, enactment, order, or regulation relating to discrimination whether in race, gender, religion, disability, sexual orientation or otherwise.

The parties acknowledge that each is subject to the requirements of the Freedom of Information Act 2000 (as amended) and the Environmental Information Regulations 2004 (as amended) and shall assist and co-operate with each another to enable each other to comply with these information disclosure requirements, where necessary.

The parties' conduct and communications in relation to this Agreement shall comply with the Welsh Language (Wales) Measure 2011.

**Charges**

The parties shall each bear their own costs and expenses incurred in complying with their obligations under this Agreement.

**Cytundeb Lefel Gwasanaeth Partneriaeth Canolbarth Cymru**

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**Confidentiality**

In this clause the following expressions shall have the following meanings:-

“**Confidential Information**” means any information, data or material of any nature which:

- a) has been designated as confidential by a party in writing; or
- b) the release of which is likely to prejudice the commercial interests of a party or
- c) that ought to be considered as confidential (however it is conveyed or on whatever media it is stored)

including information which relates to the business, affairs, properties, assets, trading practices, services, developments, trade secrets, [Intellectual Property Rights], know-how, personnel, customers and suppliers of either of the parties, all personal data and sensitive personal data within the meaning of the Data Protection Act 2018, subject to the provisions at set out in this Agreement relating to Confidentiality and Freedom of Information.

“**Information**” has the meaning given under Section 84 of the Freedom of Information Act 2000, as amended.

- a) Each party agrees to keep confidential all documents relating to or received from the other party under this Agreement that are labelled as confidential and shall not use such Confidential Information except for the purpose of exercising or performing its rights and obligations under this Agreement in relation to the collaboration or disclose such Confidential Information in whole or in part to any third party, except as expressly permitted by this clause.

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b) Where any request to that another party has designated as confidential, the receiving party shall consult with the disclosing party before deciding whether the Information is subject to disclosure.

party receives a disclose Information

c) The provisions of clauses a) and b) shall not apply to any Confidential Information received by any party from another party:

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- i) which is or becomes public knowledge (otherwise than by breach of this clause); which was in the possession of the party, without restriction as to its disclosure, before receiving it from the disclosing party;
- ii) which is received from a third party who lawfully acquired it and who is under no obligation restricting its disclosure;
- iii) which the parties agree in writing is not confidential or may be disclosed;
- iv) which must be disclosed pursuant to a statutory, legal or parliamentary obligation placed upon the disclosing party making the disclosure, including any requirements for disclosure under the Freedom of Information Act 2000 or the Environmental Information Regulations 2004.

**DISPUTE RESOLUTION**

If any party has any issues, concerns or complaints about the collaboration, or any matter in this Agreement, it shall notify the other party in writing of the issue, concern, complaint or matter and the parties shall attempt in good faith to resolve any such issue, concern, complaint or matter. Where possible, dispute resolution shall be managed by the relevant service lead for each party involved in the collaboration.

If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated in writing to the respective Chief Executives Officers to resolve the dispute between them.

If the Chief Executives Officers fail to resolve the dispute within a reasonable period of time of the dispute having been referred to them, the parties shall give consideration to alternative dispute resolution options.

**Cytundeb Lefel Gwasanaeth Partneriaeth Canolbarth Cymru**

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**Atodiad A / Annexe A**

**Representing the Mid Wales Education Partnership at Regional and National meetings and fora:**

<p><b>Cyn y Cyfarfod:</b></p> <ul style="list-style-type: none"> <li>• Rhannu manylion cyswllt cynrychiolwyr Ceredigion a Phowys â'r trefnydd</li> <li>• Mae angen anfon gwahoddiadau i gyfarfodydd gan gynnwys agendâu a phapurau at gynrychiolwyr o Geredigion a Phowys</li> <li>• Mae angen sgwrs cyn y cyfarfod rhwng cynrychiolwyr o Geredigion a Phowys i sicrhau bod safbwyntiau a gofynion pob awdurdod yn cael cynrychiolaeth lawn yn ystod trafodaethau'r cyfarfod</li> </ul>	<p><b>Before the Meeting:</b></p> <ul style="list-style-type: none"> <li>• Contact details of Ceredigion and Powys representatives shared with meeting organiser</li> <li>• Invitation to meeting including any agendas and papers to be sent to representatives from <b>both</b> Ceredigion and Powys</li> <li>• Pre-meeting to take place between Ceredigion and Powys representatives to ensure full representation of each authority's perspective and requirements during discussion in the meeting</li> </ul>
<p><b>Yn Ystod y Cyfarfod:</b></p> <ul style="list-style-type: none"> <li>• Dim ond un cynrychiolydd o Geredigion a Phowys i fynychu'r cyfarfod. Os na all y cynrychiolydd y cyntunwyd arno/arni ddod, bydd cynrychiolydd o'r awdurdod arall yn cymryd ei le/ei lle dros dro</li> <li>• Rhaid cofnodi nodiadau a chamau gweithredu gan ddefnyddio pro fforma nodyn briffio Partneriaeth Canolbarth Cymru</li> <li>• Bydd y cynrychiolwyr sy'n dod i'r cyfarfod yn rhannu pwyntiau perthnasol a godwyd mewn trafodaethau cyn y cyfarfod i sicrhau bod safbwynt pob awdurdod yn cael ei gynrychioli'n llawn</li> </ul>	<p><b>During the Meeting:</b></p> <ul style="list-style-type: none"> <li>• Only one representative from Ceredigion or Powys will attend the meeting. If the agreed representative is unable to attend, the representative from the other authority will stand in as a temporary replacement.</li> <li>• Notes and actions to be recorded using the Mid Wales Education Partnership briefing note pro forma.</li> </ul>

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	<ul style="list-style-type: none"> <li>The representative attending the meeting will share any relevant points raised in pre-meeting discussions to ensure each authority's perspective is fully represented.</li> </ul>
<p><b>Wedi'r cyfarfod:</b></p> <ul style="list-style-type: none"> <li>Dylid anfon unrhyw gofnodion neu gamau gweithredu ffurfiol y cytunwyd arnynt yn y cyfarfod at gynrychiolwyr Ceredigion a Phowys</li> <li>Dylid rhannu nodiadau briffio a luniwyd gan y cynrychiolydd o Bowys neu Geredigion o fewn 24 awr o'r cyfarfod</li> <li>Gellid trefnu cyfarfod dilynol (pan fo galw) rhwng cynrychiolwyr o Geredigion a Phowys i drafod cynnwys y nodyn briffio a nodi camau gweithredu priodol ar gyfer pob awdurdod lleol</li> </ul> <p>Page 346</p>	<p><b>After the Meeting:</b></p> <ul style="list-style-type: none"> <li>Any formal minutes or actions agreed in the meeting by the chair should be sent to both Ceredigion and Powys representatives</li> <li>Briefing notes produced by the Ceredigion or Powys representative should be shared within 24 hours of the meeting</li> <li>A follow up meeting may be arranged (when necessary) between Ceredigion and Powys representatives to discuss the content of the briefing note and identify appropriate actions for each local authority.</li> </ul>

Local leads and representation at cross regional and national meetings and for a have been agreed as the following for the 2021-22 academic year:

National and Cross-Regional Teams/Groups/Meetings	Powys lead	Ceredigion lead	To represent Mid Wales Partnership
MD Meetings	Lynette Lovell	Meinir Ebbsworth	Alternate Lynette and Meinir
WG Consortia PL Leads Meeting	Sally Llewellyn	Elen Davies	Sally Llewelyn
WG Consortia Curriculum Leads Meeting	Sally Llewellyn	Catrin Thomas	Sally Llewelyn
WG Assessment and Progression Group	Chris Davies	Elen Davies	Elen Davies

**Cytundeb Lefel Gwasanaeth Partneriaeth Canolbarth Cymru**

**Medi 1<sup>st</sup> 2021 - Awst 31<sup>ain</sup> 2022**

**Memorandum of Understanding  
Mid Wales Education Partnership  
September 1<sup>st</sup> 2021- August 31<sup>st</sup> 2022**

<b>WG PL and Collaboration Meeting</b>	Sally Llewellyn	Elen Davies	Sally Llewelyn
<b>WG National Professional Enquiry Project</b>	Sally Llewellyn	Gareth Evans	Gareth Evans
<b>WG Schools as Learning Organisations</b>	Sally Llewellyn	Catrin Thomas	Catrin Thomas
<b>WG National Strategy for Educational Research and Enquiry</b>	Sally Llewellyn	Gareth Evans	Gareth Evans
<b>WG Talk Pedagogy</b>	Sally Llewellyn	Gareth Lanagan	Sally Llewelyn
<b>WG Digital Professional Learning Journey</b>	Rob Walters	Kay Morris	Kay Morris
<b>Cross-Regional Digital Leads Team</b>	Rob Walters	Kay Morris	Kay Morris Rob Walters
<b>Cross-Regional PL Leads</b>	Sally Llewellyn	Elen Davies	Sally Llewelyn
<b>Cross-Regional Post-16 Team</b>	Huw Griffiths	Gareth Hughes	Huw Griffiths Gareth Hughes
<b>Cross-Regional National Evaluation and Improvement Resource Team</b>	Eurig Towns Huw Griffiths	Gareth Evans Clive Williams	Gareth Evans Huw Griffiths
<b>Cross-Regional Induction Team</b>	Sarah Perdue	Alwyn Ward	Alwyn Ward Sarah Perdue
<b>Cross-Regional Leadership Team</b>	Sarah Perdue	Dafydd Iolo	Sarah Perdue Dafydd Iolo
<b>Cross-Regional TALP Team</b>	Sarah Perdue	Alwyn Ward	Alwyn Ward Sarah Perdue
<b>Cross-Regional Well-Being Team</b>	Chris Davies Mary Strong	Laurie Hughes Gillian Evans	Chris Davies Laurie Hughes
<b>Cross-Regional Coaching and Mentoring Team</b>	Nia Vaughan	Dafydd Iolo	Nia Vaughan Dafydd Iolo







**Cytundeb Lefel Gwasanaeth Partneriaeth Canolbarth Cymru**

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**CYNGOR SIR POWYS COUNTY COUNCIL.****CABINET EXECUTIVE****18<sup>th</sup> January 2022****REPORT AUTHOR:**

**County Councillors  
Rachel Powell  
Myfanwy Alexander  
Portfolio Holders for  
Young People & Culture  
Adults Social Care & Welsh Language**

**REPORT TITLE: Annual Report 2020/21 Social Services Complaints,  
Compliments and Representations Report**

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**REPORT FOR: Information**

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**1. Purpose**

- 1.1 It is a statutory requirement for Local Authorities to have in place a representations and complaints procedure for Social Services under the Social Services Complaints Procedure (Wales) Regulations 2014 and the Representations Procedure (Wales) Regulations 2014 and the associated guidance.
- 1.2 This Annual Report (appendix 1) provides information about the operation of the Social Services representation and complaints procedure between the 1st of April 2020 and the 31st of March 2021. The report contains information about the number and type of complaints received and provides details of the activities undertaken during this period to develop the service.

**2. Background**

- 2.1 The Report details the number and theme of complaints and compliments received by Powys Social Services during the last financial year.
- 2.2 The number of complaints over the last 4 years has remained fairly consistent; however, there is a greater proportion of these being handled as enquiries and resolved before being considered a formal complaint.
- 2.3 Until the period 2020/21, there was a downward trend in the total number of complaints and enquiries received. 2020/21 saw a small increase in the number of complaints, this is not unexpected or unsurprising given the Coronavirus pandemic and the impact this has had on the service and the overnight change in the way services have been delivered.

- 2.4 Adult Services saw no complaint progress to Stage 2 during 2020/21, this was down from 4 in 2019/20. Children's Services saw 7 Stage 2's in 2020/21, up from 5 in 2019/20
- 2.5 Across Wales, Social Service Complaints Officers are noting that complaints are growing in complexity and often have multiple elements each of which needs addressing. Local experience is no different, with Children's Services complaints in particular often containing multiple elements of a complaint needing to be addressed.
- 2.6 The first 6 months of 2021/22 have exceeded the number of complaints received in the first 6 months of 2020/21. It is likely the total number of complaints during 2021/22 will be higher than 2020/21, this is not unexpected and is in keeping with the trend across Wales.
- 2.7 The Service has seen an increase in the total number of compliments received, with particular emphasis in Children's Services to record Compliments centrally rather than only at team level. These are now shared on a monthly basis as part of the Complaints and Quality Assurance meetings and with Senior Managers through the Complaints Performance Report to ensure that the necessary learning is incorporated into professional practice.

### **3. Advice**

- 3.1 Cabinet is asked to note the contents of the Annual Report including the growing complexity of complaints being submitted to the Authority.
- 3.2 Cabinet is asked to be reassured that there is considerable work taking place to identify the theme of complaints, which quite often stems from a failure to adequately communicate or manage customer expectations, this is being addressed as policies are reviewed and through the launch of the Social Services Customer Care Charter and ethos, which will set a standard expected of employees and members of the public. However, this will not create an overnight change and will take time to embed this ethos into the Service alongside improvements in promotion and informational material.

### **4. Resource Implications**

- 4.1 The team is permanently staffed by 2.5 employees whose role is to manage the Social Services Complaints Procedure (Wales) Regulations 2014, and to support the improvement of the customer experience and work on Adult Social Care Policies. Funding is in place and has been built into the base budget going forward.
- 4.2 The Team currently has increased by 1.5 FTE temporarily to March 2022 to support the current demand on the Complaints Officer and to support the delivery plan of improvements to the customer experience. This will

be re-assessed in February and March 2022 to determine how the team will be shaped from April 2022.

4.3 This report has no financial or resource implications for Cabinet to consider.

4.4 The Head of Finance (Section 151 Officer) notes the content of the report.

**5. Legal implications**

5.1 Legal: the recommendations can be accepted from a legal point of view.

5.2 The Head of Legal and Democratic Services ( Monitoring Officer ) has commented as follows: “ I note the legal comment and have nothing to add to the report”.

**6. Data Protection**

6.1 The team work closely with the Information Compliance Team where required. This report has no implication on the processing of personal data.

**7. Comment from local member(s)**

7.1 N/A

**8. Impact Assessment**

8.1 Report is for information and discussion. No Impact Assessment required.

**9. Recommendation**

9.1 For Cabinet to note the contents of the report at Appendix 1 and the growing number and complexity of complaints experienced by Social Services.

9.2 For Cabinet to note the compliments contained within the report and congratulate the work of social care staff where outstanding service has been delivered.

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Head of Service:	Michael Gray – Head of Adults Social Care
	Jan Coles – Head of Children’s Services

Corporate Director:	Alison Bulman
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ANNUAL REPORT 2020/21  
SOCIAL SERVICES  
COMPLAINTS, COMPLIMENTS  
AND REPRESENTATIONS REPORT



## 1 INTRODUCTION

- 1.1 It is a statutory requirement for Local Authorities to have in place a representations and complaints procedure for Social Services under the Social Services Complaints Procedure (Wales) Regulations 2014 and the Representations Procedure (Wales) Regulations 2014 and the associated guidance.
- 1.2 Each Local Authority is required to produce an annual report concerning the operation of its representation and complaints procedure.
- 1.3 This Annual Report provides information about the operation of the Social Services representation and complaints procedure between 1st April 2020 and 31st March 2021. The report contains information about the number and type of complaints received and provides details of the activities undertaken during this period to develop the service.

## 2 BACKGROUND

- 2.1 Our approach is based on “Getting it right” first time and if not, then “Putting it right” as soon as possible.
- 2.2 An effective complaint handling system is one that provides confidence that complaints are dealt with effectively through the following three steps:
  1. Arrangements for enabling people to make complaints are customer-focussed, visible, accessible, and valued, and supported by management.
  2. Complaints are responded to promptly, handled objectively, fairly, and confidentially. Remedies are provided where complaints are upheld and there is a system for review.
  3. There are clear accountabilities for complaint handling and complaints are used to stimulate and mandate (as appropriate) organisational improvements.
- 2.3 The Council’s Social Services Complaints Procedure seeks to empower service users or those eligible to speak on their behalf to voice their concerns in relation to the exercise of Social Services functions.
- 2.4 The Complaints Team are committed to ensuring that concerns raised are listened to and resolved quickly and efficiently. Lessons learned from this process are fed back to relevant teams and used, wherever possible, to improve future service delivery.
- 2.5 Similarly, Social Services in the Council adopts a positive attitude towards complaints and views them as valuable feedback, to assist in the development and improvement of services.
- 2.6 The aim is to resolve complaints at the earliest opportunity and teams are encouraged to be proactive in achieving this goal.
- 2.7 Where someone has been deemed ineligible to utilise the Social Services Complaints Procedure, in accordance with the guidance, the Complaints Team will endeavour to aid informally in order to provide best service to the complainant. The Complaints Team keep account of these contacts, and these are referred to throughout this report as “enquiries”.
- 2.8 Where a complaint relates to a young person, a care leaver or an adult who requires support to engage in the complaints process, the Local Authority has a duty to provide information about advocacy services and to offer help in obtaining an advocate to support them through the complaints process.



- 2.9 Effective engagement with advocacy services enables more individuals and groups to make use of the complaints process at the earliest opportunity.
- 2.10 Experience indicates that complainants who opt to use the services of an advocate, tend to have more of an understanding of their circumstances, their rights, and the Authority's responsibilities. Additionally, in the majority of cases individuals are able to reconcile their feelings about the situation through an advocate and resolution is more speedily achieved, often without pursuing a formal complaint.

### 3 COMPLAINTS TEAM SYSTEM

- 3.1 Expected benefits of an online complaints system, introduced in 2019/20, have not been fully realised. Reasons for this include:
- a) Staffing changes to the Complaints Team due to staff absence.
  - b) Staffing and team structure changes within the service areas, leading to a number of system changes to reflect the new teams.
  - c) Delay in review of the Complaints Policy and associated guidance on complaint handling.
  - d) Issues with staff accessing the system and finding it easier to respond to complaints in a word-processed letter form.
- 3.2 The team recruited a Customer Care Officer who commenced in post in September 2020, the aim of the temporary post to the end of March 2021 was to put in place mechanisms for learning from complaints and compliments. The role was to also improve customer care across the whole of the service and develop the Customer Care Charter. Parts of this work were successful, however due to absence in the team, the role was required to cover the Complaints Officer function from December 2020.
- 3.3 Administrative support to the Complaint function has been temporarily increased from 0.5 FTE, the Complaints Administrator to 1 FTE Complaints Administrator from the end of January 2021 to the end of September 2021. This additional support has and will allow the Customer Care Officer to undertake the work of the Complaints Officer and undertake limited customer care work.
- 3.4 'get.sorted@powys.gov.uk' received 4,694 emails, equivalent to 18 emails a day to during 2020/21.
- 3.5 This is an increase from 2,619 emails in 2019/20, equivalent of 10 emails per day.

### 4 SUMMARY AND ANALYSIS OF COMPLAINTS AND ENQUIRES.

- 4.1 It is important to remember that an increase or decrease in the number of complaints does not necessarily reflect a change in the standard of service provided. An increase may indicate the positive view that is taken towards complaints, together with the fact that people are more well-informed about how to make a complaint.
- 4.2 The following graphs show that the number of complaints rose this year compared to 2019/20 but were less than the number of complaints in 2017/18 or 2018/19. As can be seen from Figure 1. The percentage share of informal enquiries continues to grow. Enquiries are the main way in which concerns are resolved.
- 4.3 Complaints in general continue to be more complex and involve a number of service areas or themes and consequently, often take longer to investigate and resolve.
- 4.4 Responding to enquiries takes up a considerable proportion of the Complaints team time. Unlike formal complaints which are passed onto the relevant team manager to address and resolve, most enquiries are dealt with directly by the complaints staff, who work to understand and clarify concerns, liaise with relevant teams for information and resolution.

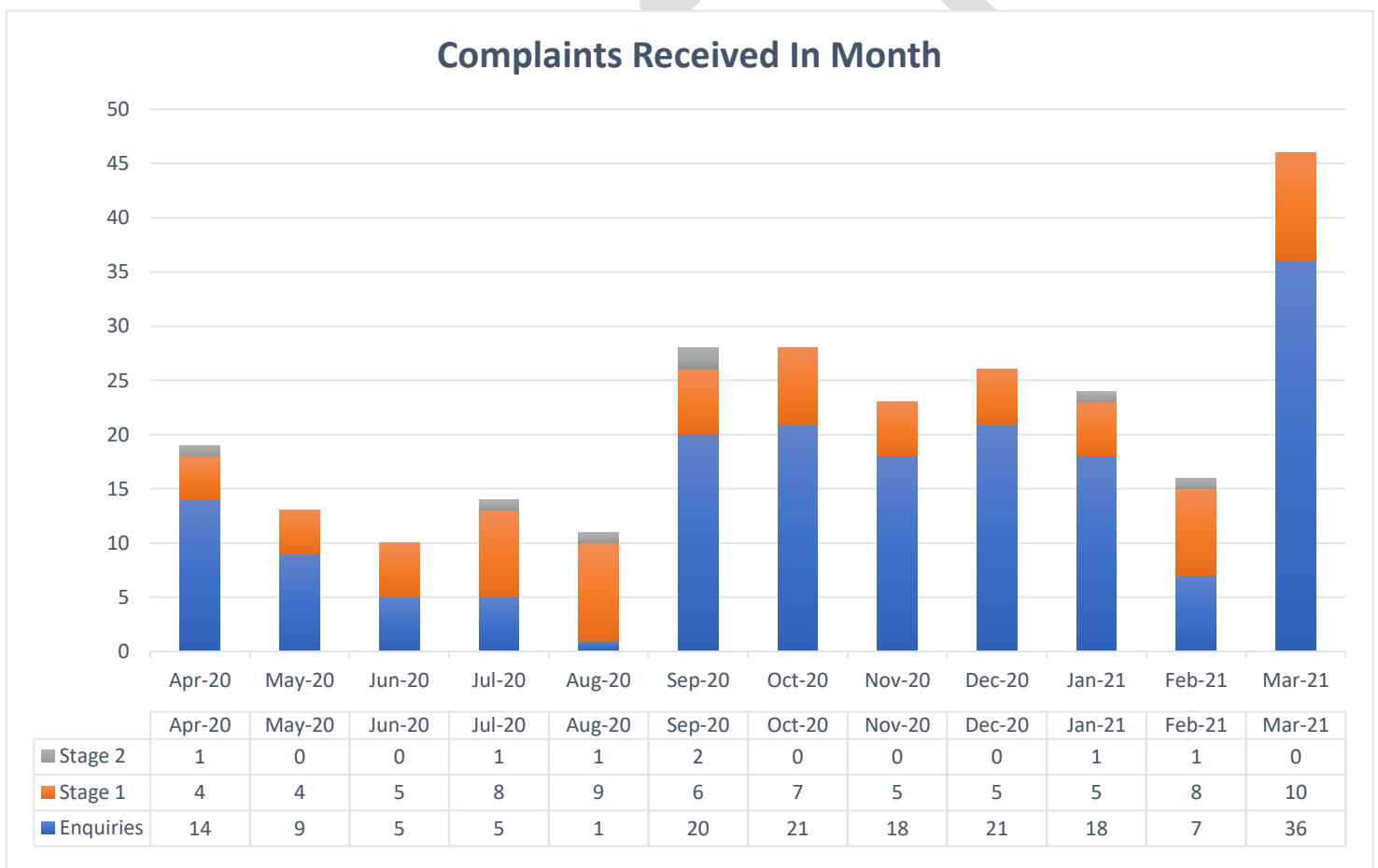


Figure 1 Complaints Received in Month 2020/21

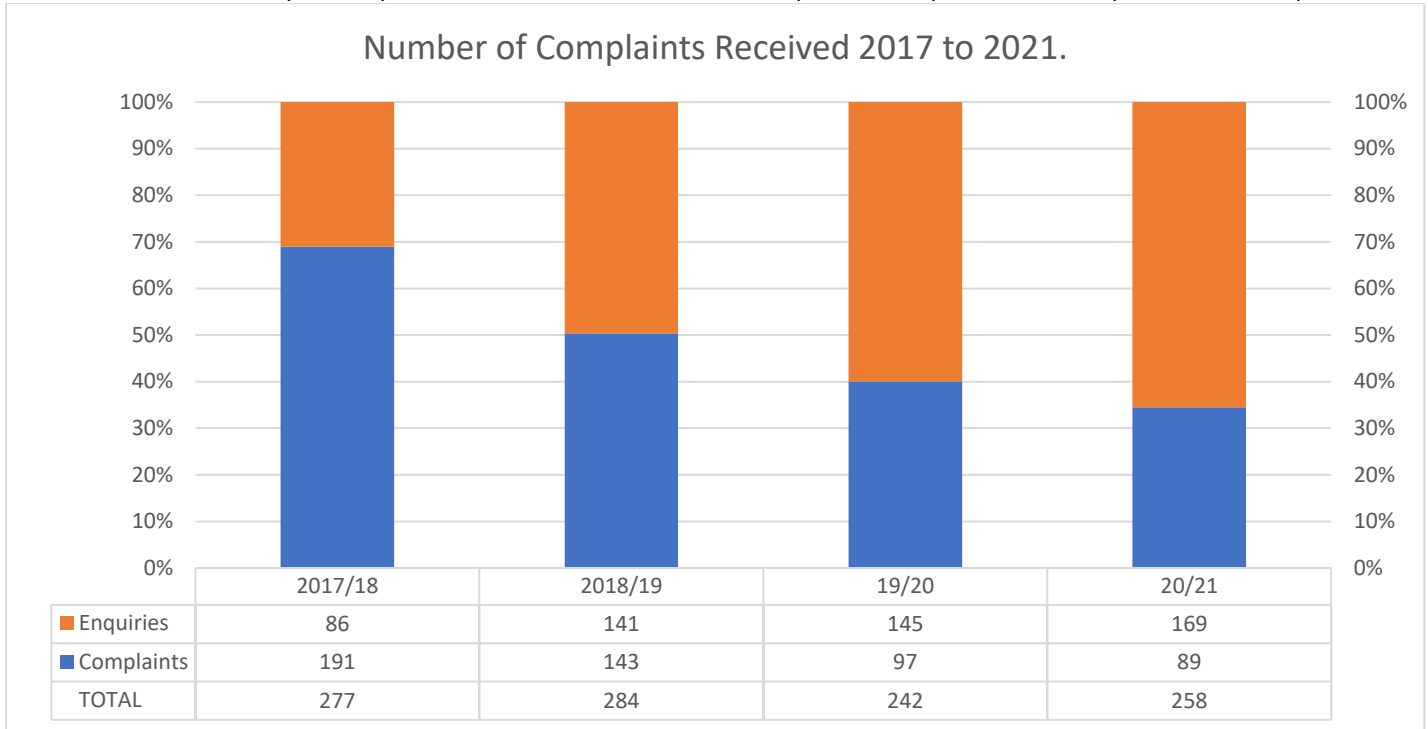


Figure 2 Number of Complaints 2017 to 2021

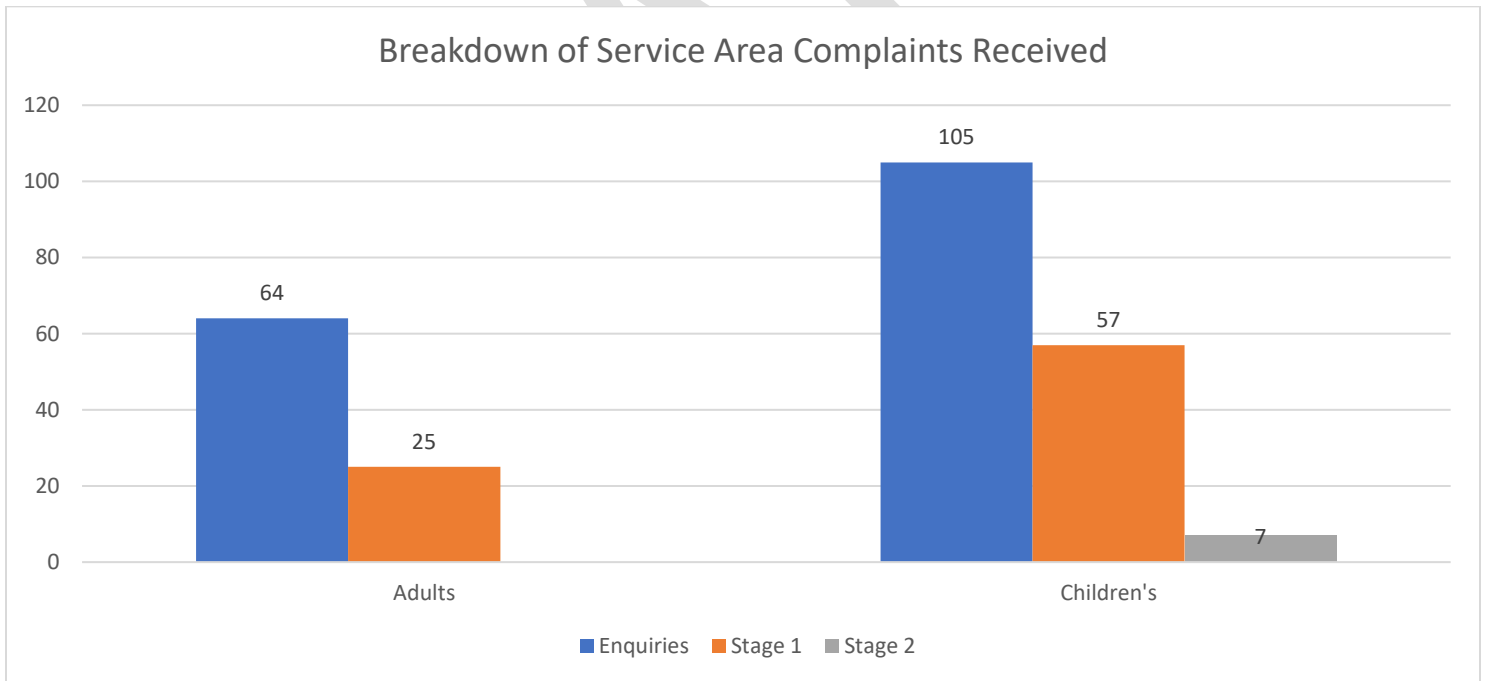


Figure 3 Breakdown of Complaints Per Service

4.5 Children’s Services received the majority of the complaints as shown in Figure 3. This is expected given the nature of the work undertaken in Children’s Services. At its broadest level, Children’s statutory duties centre around ensuring that children are kept safe and protected from harm and Adult Services centre around supporting people to live as independently as possible, doing what matters to them, as well as working to safeguard adults at risk.

- 4.6 Putting these complaints into context, Children’s Services received 54 complaints per 1,000 children open to them. Adults received 6 per 1,000 adults open. For the whole service this was 17 complaints per 1,000 open referrals.
- 4.7 It should be noted that a number of the complaints will be double/triple counted as they are included in each stage of the complaints process that they triggered in the year. However, not all complaints at Stage 2 will have been in Stage 1 in this year. Similarly, not all stage 1 complaints will have been dealt with as an enquiry initially.
- 4.8 Table 1 shows the outcome of complaints, half of Adult’s and just less than half of Children’s complaints were partially upheld, this means that there were elements of the complaint that were upheld but that not every element was upheld.

Table 1 Stage 1 and 2 Complaint Outcomes

Complaint Outcome	Upheld	Partially upheld	Not Upheld
Adults	6 [23%]	13 [50%]	7 [27%]
Children’s	11 [27%]	17 [41%]	13 [32%]
<b>Total</b>	<b>17 [25%]</b>	<b>30 [45%]</b>	<b>20 [30%]</b>

- 4.9 Stage 2 Complaints were all partially upheld, with at least one element of each complaint found to be upheld or partially upheld. There has also been a reduction in Stage 2 complaints from 9 in 2019/20 to just 7 in 2020/21.
- 4.10 As complaints are received, they are given a theme, this is usually the most prominent element. Table 2 shows the breakdown of these themes across the service areas, total for social services and the percentage share of complaints. Figure 4 shows the total number of complaint themes received visually. It is clear to see that **quality of service** and **staff issues** were the highest emerging themes.

Table 2 Breakdown of Complaint Themes during 2020/2021

Theme	Children	Adults	Total Number of Complaints	% Share Total of complaints
Assessment	6	7	13	5%
Communication	22	9	31	12%
Failure To Carry Out Agreed Actions / Services	8	6	14	5%
Financial	9	17	26	10%
Other	16	10	26	10%
Policy & Procedure	8	5	13	5%
Quality Of Service	31	28	59	23%
Staff Issues	52	18	70	27%
Standards	5	1	6	2%

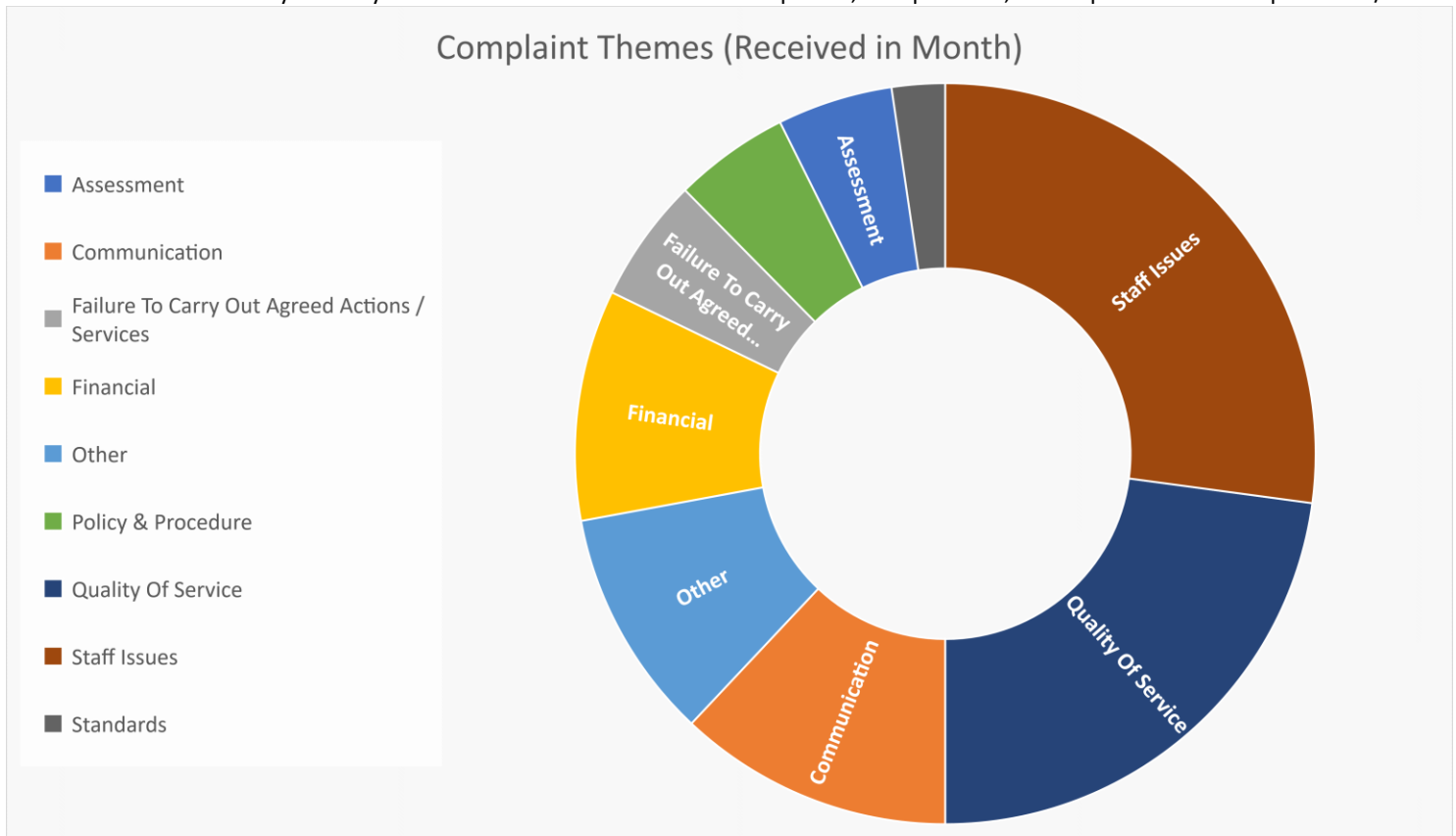


Figure 4 Visual breakdown of complaint themes

- 4.11 Staff Issues was the most prominent theme, complaints under this theme generally mean a member of staff have been named and the complainant is dissatisfied with the service from that worker. It can also include complaints about changes in staff including turnover of social workers. Children’s services still have a considerable, but reducing number of Agency Social Workers, which impacts on worker continuity.
- 4.12 Quality of Service relates to where there is no standout point, and the complaint covers multiple areas. The last 6 months of the year has seen an effort to minimize the complaints placed under this theme given its broad meaning.
- 4.13 Communication is still recognised across the service as an issue, it is important to note that complaints under ‘Staff Issues’ may include poor and lack of communication. Whilst there has been an overall reduction of complaints about communication, it is still an area of much improvement as it makes up the bulk of enquiries and a contributing a factor of complaints in other themes.
- 4.14 It is important to note that the global pandemic has had an effect on complaints, with the number of complaints slightly reducing during the first lockdown, with comments about communication being a recurring theme throughout the year, usually focusing on a perceived lack of communication or misunderstandings when what traditionally might have been discussed during a home visit, was now being discussed over the phone or in virtual meetings, making it difficult to judge non-verbal communication.
- 4.15 It is important to acknowledge complaints in a timely manner, this was recognised and a slight change in recording from November 2020 to the end of March 2021 has allowed for the collection of this data, as such the data below is reflective from 1 November.

- 4.16 During this period, Children’s Services received 27 Stage 1 complaints, which were on average acknowledged in 3 working days. 17 of the 27 were acknowledged within the statutory time scale, 4 took more than 5 working days.
- 4.17 Adult Services received 14 stage 1 complaints, which were acknowledged in an average of 5 working days, 4 were acknowledged within 2 working days, 5 took longer than 5 working days.

## 5 COMPLIMENTS

5.1 Table 3 shows the breakdown of compliments the service has received over the last 3 years. The overall number of compliments have increased over the last 3 years; however, the number of compliments for Adult Services has reduced by around a quarter compared to the previous year, and Children’s Service have quadrupled the number of compliments since last year.

Table 3 Break down of Compliments 2017 to 2021.

Compliments	2018/19	2019/20	2020/21
Children’s	14	14	61
Adults	126	130	93
<b>Total</b>	140	144	154

- 5.2 It should be noted there has been a concerted effort within Children’s Service to officially record compliments. At the same time, it would seem there has been a reduction in Adults Services officially recording compliments.
- 5.3 It is clear that the individuals who have taken the time to submit formal compliments are clear about the value, and positive impact that services have had on them and their loved ones, clearly highlighted in the sample of compliments presented below.

### 5.4 EXAMPLE OF CHILDREN’S COMPLIMENTS

Team	From	Compliment:
Through Care	Parents	To A Thank you for everything you have done for us this year. You have helped us both to get through a particularly challenging year! Merry Christmas and a Happy New Year.
Integrated Disability Service / Care and Support / Adults with Disabilities	Parents	During the call, Mr A expressed how grateful he was for the tremendous work undertaken by various members of staff who have worked with his family over recent months. In particular, he mentioned the fantastic work undertaken by [Social Worker] as well as the kindness and assistance from [Senior Manager] and [Senior Manager]. He feels his family have been listened to and that members of staff in Powys truly care about those whom they support.

Through Care	Parents	I have to be grateful and appreciate our present social worker, as from past experience and constant let down from social services my hope in a social worker who actually cares who actually takes the job seriously with compassion empathy thought and consideration was gone until [Social Worker], myself and my children would like to thank him for handling such a complicated intense case with the goal to help and improve our situation. I really am grateful for his commitment and consideration to reading all our information which must take real determination and commitment and for the sake of other families who come involved with social services etc I pray there are more social workers with such true hearts who want to help resolve and improve people lives.
Assessment	Mother	The report written by [Social Worker] is incredible, [Social Worker] and [Well-Being Worker] were awesome and inspired me in many ways. [Social Worker] took so much time and thought to understand who I am and how much I adore my children. I can now see this from reading her reports over and over. [Social Worker] was close to my children and was calm and loving with her approach, [Well-being Officer] was awesome with her positive vibes and I really do miss having them around
<b>Support for Families North</b>	Parent	[Parent] said she feels so indebted to the help she has received from the early help team but especially me ([Wellbeing Officer]) "you have been a massive help ; you are not the usual support no judgement. You believed in me and helped me see I can and will succeed in make my own positive life choices. Too many are judgmental, if all workers were like you `we 'wouldn't feel threatened. You have always been honest and fair giving me solid support
<b>Support for Families South</b>	Parent	[Wellbeing Officer], I just do not know where to start. This time last year I and [Partner] were lost and finding [Child] ways very challenging not knowing what direction to go in and how to deal with certain situations. To hear your [Age] year old son say he hates himself the way he feels and would rather not be here was completely heart breaking and soul destroying but we knew it was time and we needed to ask for help which is the hardest thing for parents to do as it makes you feel helpless and failures which me and [Partner] both felt. It was the best thing we ever did!! You came into our lives and changed everything for the better. Not only did you help [Child] cope with his emotions and how he felt about himself massively you have helped us a family. We cannot thank you enough for your hard work and dedication. [Child] is no longer lost and neither are me and [Partner]. We are 100% happy again and we are all so close now it is amazing. We have our [Child] back and it is all thanks to you. We had very little support from the school to start with but again you helped and changed that and [Child] became happier in school again and doesn't come home angry anymore. We really cannot thank you enough.

## 5.5 5.5 EXAMPLE OF ADULTS COMPLIMENTS

Team	From	Compliment:
Provider Services	Family of Individual in Supported Living	<p>To all the Staff at Summerfield</p> <p>Thank you for all the wonderful support, care and love you have given Chris throughout a very challenging year.</p> <p>We hope you have a Peaceful and Joyful Christmas and a Happier and Prosperous New Year</p> <p>With love and best wishes</p>
Provider Services	Family of individual with Dom Care	<p>Greetings [Social Worker]</p> <p>With regard to our telephone conversation of 29 December I would like to express both [Client] and my appreciation with regard to the Care of Duty staff, namely the Carers, provided by Powys County Council and managed so well by yourself.</p> <p>At almost 95 years old and after a bout of falls and illness, [Client] has realized that she can no longer manage her home or herself on her own and it is now necessary to get help. Due to the Covid 19 pandemic her local family are unable to offer any practical help, it is hoped that this situation will be rectified once the vaccines start rolling out. As you are aware, her daughters live abroad.</p> <p>Fortunately, the help she now needs has come in the form of your Carers; lovely ladies one and all, who have been so kind and caring, both to and for her, these past weeks, especially over Christmas. I can say, without fear of contradiction, had it not been for their help the week prior to Christmas, [Client] would have most definitely ended up in hospital.</p> <p>The Carers, along with assistance from a couple of Norah's friends have ensured as far as possible that [Client] care is holistically given. Whilst we appreciate the 'limited' amount of time available on each call often means that the carers are running over their allocated time schedule. We hope as time goes by that they, both the Carers and [Client], will settle into a mutually rewarding pattern whereby each will understand what is expected of the other and vice versa. This will allow the Carers to stay within the parameters set by their schedules and [Client] to know what to expect from each call.</p> <p>The Carers are careful and courteous when dealing with [Client] requests, which, at present can be plentiful. As time goes by, I'm sure [Client] will take on board exactly what the Carers duties are and keep within that regime. For the time being though, it's a learning process for all concerned.</p> <p>Please pass our heartfelt thanks on to your ladies. Let them know just how appreciated they are and what an essential function they fulfil within our community. Without them, many older people's lives would be an absolute misery.</p>
Adults with Disabilities	Mother of Individual	<p>[Client] told me that she was very pleased with all of the support [Social Worker] has provided. She asked me to record a compliment and to wish her well. She told me "She is absolutely superb. we really appreciate all she has done. we love her to bits".</p>



## 6 CONTINUOUS IMPROVEMENT AND LEARNING

- 6.1 The Complaints Team and Quality Assurance Officers continue to work closely together to identify themes and any repeating or significant areas of concern. These helps inform the work around quality assurance to improve practise and promote best practise that comes to the service by compliments.
- 6.2 The link between Complaints Team and Quality Assurance Officers is important to ensure we take on board what people like about our service from compliments and learn lessons where we have made mistakes. It is also important to look at why individuals made a complaint, regardless of the outcome.
- 6.3 Since November 2020, officers from both teams meet monthly to discuss the closed complaints from the previous month. This has contributed to a monthly focus on communication, and consideration on how managers could be supported differently to respond to concerns before a complaint is made.
- 6.4 However, more work needs to be done to ensure we report on lessons learnt and actions to managers so that they can take the appropriate action within their team as a result of a complaint.
- 6.5 It is recognised that agreed actions from Stage 2 Complaint responses and Ombudsman reports could be better monitored, this is an action being taken forward for 2021/22 to ensure learning is embedded in the service.
- 6.6 Training offered by the Complaints Standards Authority on investigation skills has been taken up by 24 investigators across Children’s and Adults, with further sessions planned in May 2021. This training will help the service respond more consistently to complaints and in line with best practice recognised by the Public Service Ombudsman for Wales.
- 6.7 Children’s Service Induction since April 2020 has included an overview of the complaints process. During the year 46 members of new staff had been through the induction sessions. Plans will be developed to undertake similar sessions in the Adult Services staff induction.

## 7 UPDATE ON 2021/22 IMPROVEMENT PLAN

Complaint Area	Improvement / Outcome	Update
<b>Customer Care Charter</b>	<ol style="list-style-type: none"> <li>1. Customer Care Charter which has been developed through co-production with key stakeholder groups including service users, carers, partners, and officers of Powys Social Care.</li> <li>2. The Charter clearly identifies and sets out for individual clients, their families, and residents in Powys what they should expect from their contact and engagement with Powys Social Care.</li> <li>3. The Charter provides staff with a clear, consistent, and comprehensive framework for engaging positively with individual clients, their families, and residents in Powys. The Charter will be the overarching framework which contains relevant policies, leaflets, training, guidance, and other resources to support our practitioners, managers and business partners improve our engagement and responsiveness when providing social care services and support.</li> </ol>	<p>The Customer Care Charter at the end of March 2021 was in its final draft, this work did not commence until September 2020, when the Customer Care Officer commenced in post. A final draft was in place and being consulted on by the middle of December. The charter was developed following data analysis of complaints received in the team, keeping a watching brief on open complaints, and interviewing a range of partners on the issues they pick up both with them and from their clients.</p> <p>All this information formed the final 5 principles, with guidance for staff on what good looks like and linked to the Professional Code of Conduct.</p> <p>Work is still left on producing the appropriate cabinet report and communications plan, this was placed on hold following the interim Complaints Officer return to their substantive post in January, leaving the Customer Care Officer to step in from December to ensure the complaints function was covered.</p>
<b>PCC - Social Care Complaints Policy:</b>	<ol style="list-style-type: none"> <li>1. Clear Policy for Clients and Powys residents with Easy Read and Child focussed versions.</li> <li>2. Clear Policy and Guidance for Powys officers.</li> </ol>	<p>A Customer Care and Policy Manager was recruited in Q3 2020/21 and officially commenced in Q4 2020/21. This policy was scheduled for review in Q1 2021/22 to be delivered in Q2 with relevant guidance.</p>
<b>Social Care Complaints Leaflet</b>	<ol style="list-style-type: none"> <li>1. Clear Leaflet for Clients and Powys residents with Easy Read and Child focussed versions.</li> <li>2. Clear Leaflet and Guidance for Powys officers.</li> </ol>	<p>New leaflet was finalised in Q3 2020/21 and is now being used.</p> <p>Guidance on complaint handling is complete and awaiting launch with the revised policy.</p> <p>A more informative complaints webpage is being planned to provide more information online about the complaints process, this will be completed in Q2 2021/22.</p>
<b>Social Care individual complaint file recording and templates</b>	<ol style="list-style-type: none"> <li>1. Clear log and timeline of contact/correspondence.</li> </ol>	<p>An improved system of complaint monitoring has been implemented, this allows for better updating of actions within each complaint, timeliness of complaint handling and ensuring correct recording of the complaint on the</p>

	<ol style="list-style-type: none"> <li>2. Set of letter templates to ensure consistency of responses.</li> <li>3. Aide-Memoire to ensure all steps/stages are followed in a systematic way.</li> </ol>	<p>complaint handling system. A weekly meeting across the complaints team ensures each complaint is discussed and no complaint is missed or left to drift without discussion or escalation.</p> <p>New template letters and reports have been devised to promote consistent responses.</p> <p>A guide to complaint handling has been devised and is being sent to staff investigating complaints, but requires formal sign off, with the reviewed complaints policy.</p>
<p><b>Corporate Unacceptable Customers Conduct Policy</b></p>	<ol style="list-style-type: none"> <li>1. Clear Policy for Clients and Powys residents</li> <li>2. Clear Policy and Guidance for Powys officers.</li> <li>3. Clear communication to Powys residents and PCC staff so we are all clear about expectation of behaviour and conduct from and to each other.</li> </ol>	<p>An Unacceptable Customer Conduct policy was devised and launched in Q2 2021, to make staff and member of the public aware of unacceptable behaviour and outline the available actions for the Council to take where there is repeated and serious unacceptable customer conduct. A referral form is in place for managers to complete where needed for appropriate actions to be agreed. The policy has been used a small number of times to remind residents of appropriate and acceptable conduct when dealing with Council staff.</p>
<p><b>Policy into Practice workshops</b></p>	<ol style="list-style-type: none"> <li>1. Social Care Managers and staff will be clear, competent, and confident in discussing these Polices with clients and their families and in ensuring our practice adheres to these standards and requirements.</li> <li>2. These workshops will include: Complaint’s response writing, Having Difficult Conversations &amp; Managing Expectations.</li> <li>3. An “Aide Memoire/Check list” is being developed for discussion at these learning events to ensure that staff are clear about key standards and stages they need to adhere to and evidence in order to undertake a transparent, thorough, and timely investigation to manage and respond to complaints on behalf of the Local Authority.</li> </ol>	<p>Policy into Practice Sessions were held in August 2021 to support managers with policies and ensuring we continually look at promoting clients using their voice through the complaints system and what is appropriate complaint handling.</p> <p>These sessions developed the initial guide to complaint handling, which has been revised and updated and is seen as a live document to be reviewed as best practise into complaint handling is learnt about.</p>

<p><b>GOSS – Corporate Complaints recording &amp; performance system.</b></p>	<ol style="list-style-type: none"> <li>1. Improve information, flow, content of the 3 views in GOSS:             <ol style="list-style-type: none"> <li>i) Members of the Public making complaints, compliments, and comments</li> <li>ii) Complaints Administrators</li> <li>iii) Officers assigned to investigate complaints.</li> </ol> </li> <li>2. Improved oversight, alert and management of complaint responses including key stages and sign offs required for Stage 2 and Ombudsman compliance</li> <li>3. Improve Performance and alert to areas of poor/ not completed actions.</li> <li>4. Improve reporting through inclusion of Action Plan requirements for any complaints Stage to enable oversight, monitoring /reporting of completion and alert if not completed.</li> </ol>	<p>Improvements to the GOSS Complaint system have been implemented with only team names outstanding at the end of Q4 2021/22. Full roll-out to staff to encourage use of the GOSS system did not commence in 2020/21, this was due to a surge in complaints, which limited capacity to deal with matters that was not a complaint, including producing system guidance for staff.</p> <p>Work on encouraging staff to use the system will take place in 2021/22.</p>
<p><b>Weekly Management of Complaints meetings</b></p>	<ol style="list-style-type: none"> <li>1. Improved oversight and management of complaints function including scrutiny of adherence to Welsh legislation and PCC Policies.</li> <li>2. Improved oversight and management of all complaint stages, steps, and actions via internal working tracker.</li> <li>3. Improved co-ordination between officers with responsibility for complaints.</li> <li>4. Improved and timely resolution of barriers to complaints responses and escalation as required.</li> <li>5. Assuring customer focus in engagement with and responses to people making complaints.</li> </ol>	<p>Weekly meetings continue to monitor all active complaints and agreeing next steps where complaints are stuck in the system for whatever reason improving the customer journey when making a complaint.</p> <p>Barriers identified during these meetings are then directly feedback to managers at all levels to provide appropriate support.</p>
<p><b>Quarterly Complaints summary for Senior Managers</b></p>	<ol style="list-style-type: none"> <li>1. Senior management oversight of activity, issues, and responsiveness to complaints.</li> <li>2. Senior management holding services and ourselves to account.</li> <li>3. Ensuring Quality Assurance cycle in services, polices and practice</li> </ol>	<p>A monthly performance report was sent out which looked at complaints per team, response time to complaints, number of complaints, complaint area and number of compliments. Senior Managers find these reports useful with positive feedback.</p> <p>Monthly meetings with the Quality Assurance Officer for each service area are held, which</p>

		<p>looks at the closed complaints and their response from the previous month to identify any learning or quality issues to be taken forward in audits and training.</p>
<p><b>Management of Stage 2 Investigations</b></p>	<ol style="list-style-type: none"> <li>1.Ensuring eligibility to instigate Stage 2 Complaint.</li> <li>2.Current CVs of all Independent Investigators.</li> <li>3.Recruitment of extended network of Investigators.</li> <li>4.Clear process for matching complexity of complaint with subject expert knowledge and experience of Investigators.</li> <li>5.Management /tracking of budget and expenditure on Stage 2 Investigations.</li> <li>6.Allocation of named senior officer to ensure delivery of any/all required actions agreed, following the completion of Stage 2 process, working in liaison with the Complaints Team.</li> </ol>	<p>There is no discretion when a stage 2 complaint has been requested; however, where alternative resolutions are possible these are explored first, such as discussing the stage 1 response in detail and agreeing further actions has removed the need for a Stage 2 investigation.</p> <p>CVs for the current and new Investigators have been obtained.</p> <p>An Additional 3 Independent investigators were added to the pool during 2020/21.</p> <p>CVs are routinely reviewed prior to the allocation of a complaint, as well as understanding the investigators experience to ensure appropriate allocations.</p> <p>Expenditure was not routinely tracked during 2020/21 due to staff and management changes but will be looked at during 2021/22.</p> <p>This will be put in place during Q2 of 2021/22, due to changes within the complaints team.</p>
<p><b>Review of resources and capacity</b></p>	<ol style="list-style-type: none"> <li>1.Ensuring that we have the right level of dedicated management capacity to drive and deliver these improvements.</li> <li>2.Ensuring we have the right resource to embed customer care across all service areas which strengthens the cohesion, consistency and impact of the individual functions already working on customer care.</li> </ol>	<p>Management capacity is still stretched, for a number of reasons, however the response to complaint handling by all managers has improved over 2020/21, despite an increase in the complexity and number of complaints.</p> <p>Resource was discussed during Q4, with children’s services to identify how enquiries could be dealt with prior to reaching the complaints team, we anticipate this to be in place during 2021/22</p>

## 8 2021/22 IMPROVEMENT PLAN

8.1 During 2021/22, we will put in place the following improvements:

Area Of Work	Outcome
<b>Outstanding 2020/21 Actions</b>	<ol style="list-style-type: none"> <li>1. Completion of the Customer Care Charter.</li> <li>2. Completion of the Social Services Complaints Policy Review and Complaint Handling Guide.</li> <li>3. Completion of Complaints Webpage &amp; Leaflet, including leaflet being sent out to teams to ensure old stock are disposed of.</li> <li>4. Roll-out of GOSS System for staff to review and respond to complaints.</li> <li>5. System of monitoring Stage 2 and Ombudsman actions to ensure compliance.</li> </ol>
<b>Improved Complaint Handling</b>	<ol style="list-style-type: none"> <li>1. Further Increase of Independent Investigators and Independent Persons to increase skill and knowledge range of investigators and ensure impartiality.</li> <li>2. Continued roll-out of Ombudsman training to Managers who handle complaints to promote consistency in complaint handling across the service.</li> <li>3. Promotion of the Complaint Handling Guide and templates to staff who are complaint handling to promote consistency, and 'Investigate Once, Investigate Well'.</li> </ol>

## 9 CONCLUSIONS

- 9.1 There has been a slight increase in the overall number of complaints received by Social Services, but a continuing decline in the number of formal complaints being investigated, this shows that our proactive approach is dealing with complaints before the escalate, however we recognise that our response to enquiries need to be timelier.
- 9.2 Improvements as a result of complaints are continuously being reviewed to ensure that individuals receive the best service consistently and that learning opportunities from enquiries are being acted upon as quickly as possible to provide a better customer experience.
- 9.3 Overall, this has resulted in fewer stage 2 complaints being received during 2020/21. Complaints taken up by the Ombudsman for investigation have also fell to just 2 complaints being investigated of the 10 received by the Ombudsman, with 4 of those having been made prematurely.
- 9.4 There is still work to be done to learn from our lessons and ensure individuals know when they can make a complaint, and teams proactively respond to individuals who may not be happy with the service they receive.
- 9.5 We are confident that governance, oversight, and assurance to "Get it right" first time and if not, "Putting it right" as soon as possible is in place and working more effectively this year than last, and next year will improve further.

**CYNGOR SIR POWYS COUNTY COUNCIL.****Report for Cabinet  
18<sup>th</sup> January 2022**

**REPORT AUTHOR:** County Councillor Beverley Baynham  
Portfolio Holder for Corporate Governance and  
Regulatory Services

**REPORT TITLE:** Digital Powys Programme update

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**REPORT FOR:** Information

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**1. Purpose**

- 1.1 The purpose of this report is to provide a high-level summary of the Digital Powys Transformation Programme 'phase one', providing details on the programmes achievements to date.

**2. Background**

- 2.1 'Digital Powys' is one of the Council's 9 transformation programmes, within the Council's Vision 2025 Transformation Programme. The Programme focuses on 5 workstreams and is underpinned by the Council's Digital Powys strategy. Digital transformation is a critical element of our transformation programme and supports in the delivery of our ambitious Vision 2025 Corporate Improvement Plan.
- 2.2 The original Business Case was submitted and approved in September 2019 and set out the first phase of the Programme which covered programme delivery up to the 31<sup>st</sup> of March 2022. The programme funding was made up from Welsh Government Digital Transformation funding which was match funded by the Councils Transformation funding and additional transformation funding.
- 2.3 The original business case covered delivery from 2019 to 2025, in which the programme was split into two phases. As we are nearing the completion of phase one, we are now in the process of submitting a revised business case to secure the funding required to progress to phase two.
- 2.4 During the Covid Pandemic the programme was able to realign work to meet several requirements that enabled the council to continue to deliver services, as well as ensuring that both staff and residents of Powys were safe. Some of this work was adopted by our partners and regionally across Wales.
- 2.5 The scope of Phase 1 of the Digital Programme is very ambitious with the programme currently delivering on 74 activities across 5 workstream areas, all focused on embracing digital technologies to improve our customers' experience and delivering our Vision 2025 objectives.

### **3. Achievements**

Phase One of the programme as well as the wider Digital Services has delivered significant benefits to our customers and staff. Attached in appendix 1 are a list of some key achievements and benefits to date. Below is a summary under 5 categories highlighting some of these achievements.

#### **3.1 Customer and staff processes redesign and automation**

- Since the programme's inception we have successfully re-designed and made available on our web platform 53 new service elements. This has made Customer interaction with the council quicker and easier leading to improved customer satisfaction and accessibility 24/7 and has also enabled services to make saving which are made up of cashable, non-cashable and cost avoidance.
  
- As well as re-designing our current processes we have also developed new processes that previously would have involved using forms, databases, spreadsheets, phone and e-mail. This has avoided the purchase of new solutions and has made our processes more efficient.
  
- Since the beginning of the year (March 21), we have also commenced a programme of work which redesigns and automates Internal back-office processes, improving services to make more efficient use of resources, and free up staff to focus on the needs of our customers. This includes developments such as:
  - Members' correspondence tracker.
  - Finance tasks automation.
  - ALN Individual Development Plan systems integration.
  - eLearning integration.
  - Mobile Support Services furniture request process.
  - ICT service web chatbot.
  
- The programme has also had to adjust to support Covid response processes which have been designed and implemented in an agile way, allowing the council to continue to deliver services, in a safe way as well as sharing our development with partners and three local authorities to adopt. These processes include, Track and Trace, Welfare calls, WG Food parcels, Lateral testing, Library order and collect, desk booking, and pavement Licences. We also procured and implemented a Covid Bereavement Barcoding solution to ensure we had a secure and efficient way of tracking Mortuary operations.
  
- We have successfully procured a Unified Communication Solution that will underpin and drive the Councils Omni channel vision. This will provide services to our customers via a multi-channel approach giving our customers an integrated customer experience across voice, video, chat, SMS, email and



web” with accessibility at the core i.e., seamless transition between communication channels, removing the need for service users to ‘tell their story’ more than once.

### 3.2 Support for schools

- We have improved use of digital technology for teaching and learning in schools. During 2021, all teachers in Powys received a new laptop to assist with both conventional teaching and blended learning, (1113 in total).
- Education Digital Standards for all Powys schools achieved, this represented upgrading networks, Wi-Fi access points and servers in 11 High Schools and 83 primary and special schools.
- Support for pupils. Laptops provided to all Year 12 students to assist with their ongoing education and to encourage pupil retention within the County's High Schools.
- Support for Digitally Excluded Learners. During lockdowns we included provision of Wi-Fi connectivity via 4G MiFi boxes (600) and the emergency configuration and issue of laptops (800) so pupils could continue their education from home.

### 3.3 Information to Improve decision-making in the Council through the use of data

- **Digital Health and Social Care collaboration** – Integrating health and social care. The team won an award for the insight provided, giving decision-makers intelligence across place and time across a variety of data sets, enabling them to understand demand, how to intervene earlier and provide marketing campaign around hydration. We have formed a close collaboration with DHCW, recently producing a report focused on Rehabilitation services, and we are planning to release more insight into Mental Health services and Discharge to Reassess (ensuring people have the right level of care in the right place).
- We have 76 published reports on our **Well-being Information Bank** providing a wealth of data on demographics, Powys' economy, social care, environment and culture. Reports are automated and provide users with insight focused on our 13 localities.
- We have had **6,116 views on our PowerBI** reports during a three-month period. Officers within the organisation are using reports to help understand demand in the service, and to pinpoint differences amongst localities.
- **TTP reporting** – the team have developed reports that provide the contact tracing team with a detailed level of insight to help manage demand and report to Welsh Government. The reports were purchased by WG to provide the rest of Wales with the same level of insight.
- **Education Data Hub** – We have started to build a data hub for the school's service to use. We have produced automate reports focused on exclusions, pupil numbers and compliments. The team are currently focused on

providing insight into admissions, attendance and primary/high school profiles. We are building on this insight over the next six months and adding to the hub to provide a level of insight never had before. The use of geo-spatial analysis is helping schools to understand patterns amongst primary, special and secondary schools, differences within catchments and see connections between disparate datasets.

- **Freedom of Information insight** – The team focused on the most popular freedom of information requests and worked with the service to automate the data collection and reporting. This enables users to self-serve and reduce demand to the small team.
- The organisation has **invested in PowerBI premium**, this has allowed us to provide automated reporting of more confidential information, rather than just publishing out to our Well-being Information Bank. The team are continually upskilling in the ever-changing technology and are finding better ways of doing things. This software has allowed us to share reports with others in other organisations and work more collaboratively to understand the user journey.
- We have **published self-serve reports** to understand **demographics** across our 13 localities and **population projections** over the next 20 years. Both reports are connected to Stats Wales and enable users to select whole population, female or male separately. These reports enable services, particularly commissioning, to model what future services may look like, down to a locality level. We are using these in our Well-being and Population Assessments, and they will help shape our Well-being plan.
- We have provided adult social care with **automated data** that can help them to produce their **market position statements** for domiciliary care. We are currently working on older people accommodation. We have provided a great level of insight to officers, who are able to update this information whenever they need to, as well as understand demand and future demand across the 13 localities.
- We worked on a collaborative project with Rhondda Cynon Taff, Merthyr and Bridgend focused on using Azure and providing insight into social care. The team were able to upskill in new technologies and learn how to develop in Microsoft Azure. This project, along with their work with Digital Services has enabled the team to produce a prototype of what our framework could look like using Azure and all of the new technologies it brings.

### **3.4 Support for communities, businesses, and individuals to connect via digital services.**

- 21 Community Broadband Projects have been set up with Powys Communities. These communities have formed project groups and are working with a chosen supplier to bring fibre to their communities supporting them to thrive in a digital age.

- Broadband Webpage developed and launched to help people understand their current connection and the options available to improve their broadband including funding information for improving their homes broadband.

### 3.5 Workforce, digital skills

- Development of a Competency framework that supports digital capabilities of all Powys County Council staff and members. The Framework is a developmental and supportive framework which empowers and enables staff to develop and enhance their digital capabilities, which in turn will support the Council to provide a better standard of service in the ever-changing digital world.
- The Council recognised that we needed to grow our own staff with the right skills to ensure that the programme was successful and that we had the right skills to maintain the digital infrastructure to develop further technologies beyond the programme. To achieve this, 6 assistant developers posts have been created and are currently upskilling in a variety of tools and technologies covering traditional approaches such as scripting as well as more recent methods such as low-code no-code application development. Recruiting from existing ICT staff has brought advantages in terms of knowledge of existing processes and systems and fosters shared learning to bring new skills across the wider team.

### 3.6 Financial efficiency

- Phase One of the programme as well as the wider Digital Services has not only delivered significant benefits to our customers and staff but has also delivered significant financial efficiency.
- Below is a summary of these savings. Please note that these are savings identified by Digital services, through engagement with service areas at the initial engagement stage. Not all savings were realised, however we have included all the information to provide a picture on the entire journey from identification to realisation

Year	Target	Cashable savings achieved	Non-cashable savings achieved	Cost avoidance savings achieved	Total savings	Awaiting confirmation	Total savings including non-confirmed
19/20	£235,000			£24,244	£24,244	N/A	£24,244
20/21	£384,010	£211,186	£87,297.54	£240,234.12	£538,717.66	£95,430.66	£634,148.28
21/22	£634,990	£17,172	£691.08	£11,409.25	£29,272.33	£262,125	£291,397.33
<b>Total</b>	£1,254,000	£228,358	£87,988.62	£275,887.37	£592,233.99	£357,555.66	£949,789.65

- 3.7 The delivery of these transformation projects has been achieved through a multi skilled team which includes Work Stream Leads, Business Analysts/ Business Intelligence Officers, Developers, Customer experience specialists, IT Team, ICT Project Managers, along with service area operational leads.
- 3.8 To support the delivery of the programme on-going work and investment has been key to retain a fit, robust and safe infrastructure which is vital for not only the programme to succeed but to ensure we maintain current business continuity across the council.
- 3.9 It must be noted that for aspects of the work above we have achieved two National Awards. One Commendation for the council in the category of Digital Transformation at the MJ Achievement Awards 2021. This recognised the work carried out in several areas, including the development of a bespoke Track and Trace system, as well as systems for food parcels, welfare calls and the monitoring of lateral flow tests for social care staff. [National recognition for Powys](#)

And the other award was winner of the national LARIA award for best use of data for our integrated health and social care project (collaboration with Digital Health and Social Care Wales, formerly known as NWIS). [Covid-19 data work nets award for Powys County Council](#)

We have also held 3 learning events on behalf of Wales Centre for Digital Public Services, showcasing our digital transformation to other government organisations in Wales. We have also presented our transformation journey at a UK national event at the Local Government Strategy Forum in October 2021.

#### **4. Delivering Vision 2025: Our Transformation Programme**

The Digital Powys Programme has enabled the council to take full advantage of new digital tools and technologies to transform how we engage with our residents, businesses, and communities, support their independence, provide services and use data to inform everything that we do.

The programme supports the delivery of our key transformation and improvement objectives, within our Corporate Improvement Plan, which are:

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

The programme has a strong focus on the improvement objective '*Powys County Council is high performing and well run*', which will be achieved by:

- Ensuring our processes and interactions are designed around our customers and what they need through their preferred method (e.g., digital, face to face or on the telephone)
- Developing our capability and capacity - creating leaders that are digitally focussed and developing the digital capability in our workforce and our communities
- Providing a fit, robust, and safe infrastructure to support digital capability and an agile workplace

- Using digital capabilities in decision making to enable value-driven choices, working closer with our partners, and making our information open and accessible wherever possible
- Creating location-specific digital services across Powys to connect and support businesses, communities, and individuals
- Maximising joint digital opportunities and improve data sharing capacity and capability for the benefit of our businesses, communities, and citizens

## **5. Issues/challenges**

- 5.1 The Programme to date is successfully achieving its objectives and outcomes including the Corporate Improvement Objectives. However, the programme has faced challenges regarding the achievement of 'Cashable savings', specifically regarding automation.
- 5.2 These challenges are being overcome with tighter governance around the choice of processes which are suitable for development and confirmation/sign off from service areas that savings will be made following the re-design. Although it must be noted that our transformation should be focused on customer centred benefit as designed within our Digital Strategy.

## **6. Conclusion**

- 6.1 In conclusion, the implementation of Phase one of the Digital Transformation programme and the wider work of Digital services has achieved many benefits that has impacted positively on our citizens, communities, and staff.
- 6.2 The benefits and impact that the Programme and past Digital investment has made our transformation relatively seamless during the pandemic and highlights why investment in this area is key.

Many other local authorities struggled during this time and services were paused. However, Powys was not only able to continue to operate effectively, but we were also able to implement and develop new solutions and data insights which provided better services and improved understanding of areas that would help support the Council and its partners respond to Covid-19.

We should also acknowledge the unknown savings made in providing an environment for our workforce to work from home effectively. The accelerated roll out of digital solutions including O365 applications such as Teams, OneDrive and SharePoint enabled a seamless transition to remote working and collaboration across the council from the very beginning of the Covid-19 pandemic. The success of this transition and ongoing delivery is due to digital investment.

- 6.3 This success achieved through past investment in this area, is underpinned and driven by the culture and skills that we have developed over many years. To continue this development and continue to evolve as a digital council we

need to continue delivering the programme building on our successes of phase one into the delivery of phase two of the programme.

## **7 Resource Implications**

- 7.1 This is a report for information and does not require a comment from the Head of Finance (Section 151 Officer).

## **8. Legal implications**

- 8.1 The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows: There are no legal consequences of noting the contents of the Digital Transformation programme phase 1 achievements.

## **9. Comment from local member(s)**

- 9.1 N/A

## **10. Integrated Impact Assessment**

- 10.1N/A

## **11. Recommendation**

To note the contents of the Digital Transformation programme phase 1 achievements.

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## Appendix 1

Digital Activity/development	Benefits realisation, Impact to our customers (internal/external) 'what difference has this made
<p><b>Covid Response Processes</b>            Track &amp; Trace            Library Order &amp; collect            Welfare calls            WG Food parcels            Pavement Licences            Lateral Testing</p>	<ul style="list-style-type: none"> <li>• Quickly enabled the council to respond to Covid.</li> <li>• Supported the community in ensuring their welfare and needs were met.</li> <li>• Food parcel tracking.</li> <li>• Council Provided Track and Trace to 3 other Local authorities.</li> <li>• The ability for staff to register their testing their results, providing management information and data to WG.</li> <li>• Businesses were able to adapt to change quickly.</li> <li>• Cost avoidance savings of £138K</li> <li>• Data visualisation and a 13 locality approach enabled the organisation to understand demand across the county and to pinpoint where to focus resource</li> </ul> <p><b>Impact</b></p> <p>Our staff were able to provide on-going support in the communities.</p> <p>Our residents were secure in the knowledge that we were supporting them during this difficult time with any needs requirements and followed up with welfare calls if required.</p>
<p><b>Covid Bereavement Barcoding procurement- A Digital System for Mortuary operations</b></p>	<ul style="list-style-type: none"> <li>• A secure and efficient way of tracking Mortuary operations.</li> <li>• Cost avoidance of approx. 10k</li> </ul> <p><b>Impact</b></p> <p>Providing our residents with dignity in death.</p>
<p><b>Desk Booking</b></p>	<ul style="list-style-type: none"> <li>• Ensuring the safety of our staff.</li> <li>• Complying with WG's Covid guidelines.</li> <li>• Cost avoidance of approx. 15k</li> </ul> <p><b>Impact</b></p>



	<p>Safe and secure environment for staff to continue to deliver services.</p> <p>Customers being able to continue to access services during the pandemic.</p>
<p><b>Website (end to end customer processes)</b>  Social Services complaints  Get a new bin, bag, box  Missed collections  Request assisted collection  Fly-tipping  Complaints, comments, compliments  Bulky Waste  New CVT permit  New Garden Waste, sacks  View Housing Account balance  CVT permit renewals &amp; QR code  Council Tax - Set up and amend direct debit  Council Tax - Download bill and view account summary  Business Rates - set up direct and amend direct debit  Business Rates - View account summary and download bill  Report a problem with Road, Pavement, Drainage, Hedges, trees, verges, Bridges, walls, cattle grids, barriers and fences, salt bins, gritting.  Report a dead animal</p>	<ul style="list-style-type: none"> <li>• A fit for purpose website for the council, with analytical and management reporting of customer interaction across all channels</li> <li>• Re-designed processes, forms, and workflows</li> <li>• A two-way communication tool with our customers (setting customer expectations and providing updates)</li> <li>• Provide a single Customer view</li> <li>• “My Account” facility</li> <li>• A Website responsive to mobile devices</li> <li>• Provide management reporting on a real-time basis</li> <li>• Links to back-office systems removing duplication and manual interventions.</li> <li>• Improved back-office processes</li> <li>• Reduction in paper</li> <li>• Total cashable and non-cashable savings identified to date £253K</li> </ul> <p><b>Impact</b></p> <p>The ability to view and track your interactions with the authority within My Powys Account facility.</p> <p>The ability to log your written and spoken language preference and receive updates in your choice of language.</p> <p>Customer expectations are set with timescales around delivery, customers are provided with automatic updates received from systems.</p> <p>The ability to upload supporting documentation removing the need to send in paper documents. E.g., trade waste, CVT permits.</p> <p>Able to book and pay. E.g., Bulky and Garden waste.</p> <p>Can receive electronic bills via My Account. E.g., council tax and business rates</p>

<p>Trade Waste Citizens Panel Report a problem with litter Flying Start Applications Abandoned Vehicle Internal process - Impact Assessment Council Tax and Business Rates electronic billing.</p>	<p>Ability to see where other jobs have been logged and their status E.g., Fly-tipping.</p> <p>Ability to participate in consultations that you may be interested in. E.g., Citizen Panel</p>
<p>ALN IDP systems integration</p>	<ul style="list-style-type: none"> <li>• Enabling the new ALN IDP process, a statutory requirement</li> </ul> <p><b>Impact</b> Enables the delivery of integrated development plans for students with alternative learning needs</p>
<p>Hwb Schools laptop</p>	<ul style="list-style-type: none"> <li>• Improved use of digital technology for teaching and learning in schools.</li> <li>• Education Digital Standards for all Powys schools achieved this represented upgrading 11 High Schools and 83 primary and special schools.</li> <li>• Support for Digitally Excluded Learners</li> </ul> <p><b>Impact</b> Computer networks that support teaching in Powys have been modernised to ensure they are fit for future purpose.</p> <p>During 2021, all teachers in Powys received a new laptop to assist with both conventional teaching and blended learning. (1113 in total)</p> <p>Laptops provided to all Year 12 students to assist with their ongoing education and to encourage pupil retention within the County's High Schools</p> <p>Support for Digitally Excluded Learners during lockdowns included provision of WiFi connectivity via 4G MiFi boxes and the emergency issue of laptops so pupils could continue their education from home.</p>

eLearning integration	<ul style="list-style-type: none"> <li>Automated daily updates of training records providing up-to-date management information. £1,406 non cashable saving of staff time.</li> </ul> <p><b>Impact</b> Saved several hours per week of officer's time and eliminated wasted management and staff time chasing up missing information across the council.</p>
Systems information tool	<ul style="list-style-type: none"> <li>Improved accuracy of information provided to service desk</li> </ul> <p><b>Impact</b> Improves the responsiveness and time-to-fix for ICT service desk calls</p>
ICT service web chatbot	<ul style="list-style-type: none"> <li>Alternative route to resolve ICT service issues</li> </ul> <p><b>Impact</b> Provides users with an "always-on" route to resolve over 140 different ICT service issues, or raise a ticket with all the needed information</p>
Mobile Support Services furniture request process	<ul style="list-style-type: none"> <li>An improved paperless process. Inventory management and real time data. £15,822 non cashable saving.</li> </ul> <p><b>Impact</b> Provided an electronic management system to manage incoming and out-going furniture donations, instead of paper records. Real-time information and access to jobs via mobile devices instead of paper. Saving in staff time through reduced paperwork.</p>
Members' correspondence tracker	<ul style="list-style-type: none"> <li>An improved management tool for handling information and ensuring timely responses.</li> </ul> <p><b>Impact</b> Provided an automatic acknowledgement, assigning and following up process, ability to attach information, receipt of automatic notifications for when a response is required.</p>
Finance tasks automation	<ul style="list-style-type: none"> <li>Improved speed and reduced errors</li> </ul> <p><b>Impact</b> Payment receipts processed more rapidly with fewer mistakes that impact debtors</p>

Broadband Webpage	<ul style="list-style-type: none"> <li>An information page to help people understand their current connection and the options available to improve their broadband.</li> </ul> <p><b>Impact</b></p> <p>People living in Powys can check their current internet connection and find out if there are faster options available. Funding information for improving homes broadband is also available for people living in Wales. The page also contains contact details for the Community Broadband Officer.</p>
Communities Engaging in Community Broadband Projects	<ul style="list-style-type: none"> <li>15 communities are currently engaging in Community Broadband Projects</li> </ul> <p><b>Impact</b></p> <p>These communities have formed project groups and are working with a chosen supplier to bring fibre to the premises to these areas.</p> <p>33 properties in one community have been connected to date (I must add that this project had been going for a while before I started supporting)</p> <p>10 projects have funding applications in with DCMS for the UK Gigabit Voucher Scheme.</p> <p>11 projects are engaging with their communities and 1013 properties in total have registered their interest to date.</p>
Well-being Information Bank and use of Power BI	<ul style="list-style-type: none"> <li>We had 76 reports available on the Well-being Bank, this is a resource that anyone can use on our website.</li> <li>We have added many FOI reports to the bank so that people can self-serve, hopefully leading to a reduction in FOI requests, or if not sign-posting to the information online.</li> </ul> <p><b>Impact</b></p> <p>We have redesigned the look of the bank so that we are now able to capture hits on our pages and understand how people are using the resource.</p> <p>It holds data on a wealth of areas, we are focused on highlighting the population and population projection reports internally as these are key to understand what future demand may look like.</p>

	<p>We have had 6,116 views on Power BI reports during a three-month period. The tool is being used by those in the organisation to understand demand in their services.</p>
<p>Automated reporting (Education Data Hub and Adult Social Care)</p>	<ul style="list-style-type: none"> <li>• The Education Data Hub is in its infancy. Current reports include exclusions, pupil numbers and compliments.</li> </ul> <p><b>Impact</b></p> <p>The use of geo-spatial analysis is helping schools to understand patterns amongst primary, special and secondary schools, differences within catchments and see connections between disparate datasets.</p> <p><b>Adult Social Care</b></p> <p>We have worked with the service to look at their old market position statements (MPS) and understand the data requirement for these statutory pieces. The team have developed some automated reports that provide the data that the service needs to produce their MPS’.</p> <p><b>Impact</b></p> <p>By automating the data update, it means that the service can produce a SWAY document, which allows them to understand the latest position in terms of domiciliary care (we are now working on older people accommodation). Officers now have better insight down to a locality level, they can understand current demand, and project future demand based on population projections (using the report on the Well-being Information Bank).</p>
<p>Digital Health and Social Care collaboration</p>	<p>Produced automated reports providing insight on the following during COVID19 pandemic:</p> <ul style="list-style-type: none"> <li>• COVID testing</li> <li>• GP out of hours calls</li> <li>• Hospital admissions</li> <li>• Care Home reporting</li> <li>• Rehabilitation Services</li> </ul> <p><b>Impact</b></p>

Decision-makers have had insight into health data, has assisted with decisions to intervene earlier in some situations. It has also highlighted differences across our 13 localities and has shown trends over time.

Digital Health and Social Care Wales and PCC are still working together on Rehabilitation Services and are presenting at various health meetings across Wales to get buy in for better integration of health and social care.

One example of the impact of our geo-spatial analysis is that a hydration campaign was born out of the data on the GP out of hours calls report. It showed many people had Urinary Tract Infections and were calling GPs out of hours.

The campaign began in May 21 and is continuing.

Total reach – 65,830 people

Total engagements - 636

Where this campaign was run – social media (Facebook & Twitter)

How many posts have been run – 64 posts altogether

Accelerated pace to enable remote working and collaboration across the council

- Accessibility of O365 Teams/OneDrive/SharePoint

**Impact**

The accelerated roll out of O365 applications such as Teams, OneDrive and SharePoint enabled the almost seamless transition to remote working and collaboration across the council at the very beginning of the Covid-19 pandemic.

Increased communications and the creation of self-help tips and user guides on the Digital Hub enabled staff to gain greater knowledge of the applications and the ability to utilise them in the way best suited to their role.

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17 December	Portfolio Holder for Environment	Authorised the local highway authority to commence the legal public consultation procedure for the proposed traffic regulation order relating to traffic movement prohibitions along High Street and parts of Short Bridge Street and Wesley Street at Newtown identified on the plans at Appendix A to the report, and if no substantive objections are received implement the traffic movement prohibition Order in accordance with the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996.
22 December	Portfolio Holder for Education and Property	Approved the appointment of school governors.
30 December	Portfolio Holder for Education and Property	Granted delegated authority to the Head of Property, Planning and Public Protection to accept the best offer received for the former highways depot at Presteigne, following an appropriate period of marketing and negotiation, where that offer is at, or in excess of, the marketing guide.

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Cabinet / Delegation Title	Portfolio Holder	Lead	Decision Maker
18/01/22 Budget 2022/23	Councillor Aled Davies	Jane Thomas	Cabinet
18/01/22 Corporate Improvement Plan Update	Councillor Rosemarie Harris	Emma Palmer	Cabinet
18/01/22 Social Services Annual Complaints and Compliments Report	Councillor Myfanwy Catherine Alexander	Alison Bulman	Cabinet
18/01/22 Education arrangements post ERW	Councillor Phyl Davies	Lynette Lovell	Cabinet
18/01/22 Digital Powys	Councillor Beverley Baynham	Diane Reynolds	Cabinet
25/01/22 Draft WESP	Councillor Phyl Davies	Emma Palmer	Cabinet
08/02/22 Powys Nature Recovery Action Plan	Councillor Heulwen Hulme	Sian Barnes	Cabinet
08/02/22 Cedewain Capital Business Case	Councillor Phyl Davies	Emma Palmer	Cabinet
08/02/22 Llanfihangel Rhydithon School Objection Report	Councillor Phyl Davies	Emma Palmer	Cabinet
08/02/22 Procurement Strategy	Councillor Aled Davies	Vincent Hanly	Cabinet
08/02/22 Housing Support Programme Strategy	Councillor Rosemarie Harris	Nina Davies	Cabinet
08/02/22 HRA Business Plan 2022-23	Councillor Rosemarie Harris	Nina Davies	Cabinet
08/02/22 Rent Setting 2022/23	Councillor Rosemarie Harris	Nina Davies	Cabinet
08/02/22 Empty Property Action Plan	Councillor Rosemarie Harris	Nina Davies	Cabinet
08/02/22 North Powys Project Memorandum of Understanding	Councillor Myfanwy Catherine Alexander	Alison Bulman	Cabinet
15/02/22 Possible Alternative Budget	Councillor Aled Davies	Jane Thomas	Cabinet
22/02/22 LDP Delivery Agreement	Councillor Rosemarie Harris	Peter Morris	Cabinet
National Collaborative Arrangements for Welsh (local authority)			
22/02/22 Adoption and Fostering services	Councillor Rachel Powell	Jan Coles	Cabinet
01/03/22 Population and Well Being Assessment	Councillor Rosemarie Harris	Emma Palmer	Cabinet
01/03/22 North Powys Project Strategic Outline Case	Councillor Myfanwy Catherine Alexander	Alison Bulman	Cabinet
01/03/22 Post-16 Transforming Education Project	Councillor Phyl Davies	Lynette Lovell	Cabinet
08/03/22 Corporate Safeguarding Update	Councillor Rachel Powell	Alison Bulman	Cabinet
08/03/22 Llanbedr CP School Objection report	Councillor Phyl Davies	Emma Palmer	Cabinet
Mount Street Infants, Mount Street Juniors, Cradoc CP School			
08/03/22 Objection report	Councillor Phyl Davies	Emma Palmer	Cabinet
08/03/22 Sennybridge capital project Strategic Outline Case	Councillor Phyl Davies	Emma Palmer	Cabinet
08/03/22 Brecon capital project Strategic Outline Case	Councillor Phyl Davies	Emma Palmer	Cabinet
08/03/22 Powys Nature Recovery Action Plan	Councillor Rosemarie Harris	Sian Barnes	Cabinet

08/03/22 Llanfyllin Catchment Report	Councillor Phyl Davies	Emma Palmer	Cabinet
08/03/22 Schools Major Improvement Programme	Councillor Phyl Davies	Emma Palmer	Cabinet