

Public Document Pack

Cabinet

Meeting Venue
Hybrid meeting - Zoom - County Hall

Meeting date
Tuesday, 5 July 2022

Meeting time
10.00 am

For further information please contact
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County Hall
Llandrindod Wells
Powys
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29/06/2022

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.

AGENDA

1.	APOLOGIES
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To receive apologies for absence.

2.	DECLARATIONS OF INTEREST
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To receive any declarations of interest from Members relating to items to be considered on the agenda.

3.	ANNUAL SELF-ASSESSMENT REPORT
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To consider a report by County Councillor James Gibson-Watt, Leader and Portfolio Holder for an Open and Transparent Powys.
(Pages 5 - 152)

4.	DISCRETIONARY COST OF LIVING SUPPORT SCHEME
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To consider a report by County Councillor Matthew Dorrance, Deputy Leader and Cabinet Member for a Fairer Powys and County Councillor David Thomas, Cabinet Member for Finance and Corporate Transformation.
(Pages 153 - 166)

5.	STRATEGIC RISK REGISTER REPORT QUARTER 4 2021/2022
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To consider a report by County Councillor David Thomas, Cabinet Member for Finance and Corporate Transformation.

(Pages 167 - 202)

6.	FINANCIAL OUTTURN FOR THE YEAR ENDED 31ST MARCH 2022
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To consider a report by County Councillor David Thomas, Cabinet Member for Finance and Corporate Transformation.

(Pages 203 - 222)

7.	CAPITAL POSITION AS AT 31ST MARCH 2022
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To consider a report by County Councillor David Thomas, Cabinet Member for Finance and Corporate Transformation.

(Pages 223 - 232)

8.	TREASURY MANAGEMENT QUARTER 4 REPORT AND ANNUAL REVIEW
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To consider a report by County Councillor David Thomas, Cabinet Member for Finance and Corporate Transformation.

(Pages 233 - 252)

9.	DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT
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To receive the Director of Social Services annual report for 2021/22.

(Pages 253 - 316)

10.	MARKET STABILITY REPORT SOCIAL SERVICES 2022
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To consider a report by County Councillor Sandra Davies, Cabinet Member for Future Generations, County Councillor Sian Cox, Cabinet Member for a Caring Powys and County Councillor Susan McNicholas Cabinet Member for Future Generations.

(Pages 317 - 440)

11.	CLEAN ME - CASE FOR DOMICILIARY CARE AGENCIES TO USE ELECTRIC VEHICLES
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To consider a report by County Councillor Sian Cox, Cabinet Member for a Caring Powys.

(Pages 441 - 460)

12.	LLANFIHANGEL RHYDITHON CP SCHOOL
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To consider a report by County Councillor Pete Roberts, Cabinet Member for a Learning Powys.

(Pages 461 - 466)

13.	LLANBEDR CHURCH IN WALES SCHOOL
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To consider a report by County Councillor Pete Roberts, Cabinet Member for a Learning Powys.

(Pages 467 - 474)

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CABINET EXECUTIVE

Date 5TH July 2022

REPORT AUTHOR: County Councillor James Gibson-Watt, Leader and Portfolio Holder for an Open and Transparent Powys

REPORT TITLE: Annual Self-Assessment Report

REPORT FOR: Decision

1. Annual Self-Assessment

- 1.1. This sets out the first Annual Self-Assessment. The report fully incorporates the annual monitoring of the Council's performance against its Corporate Improvement Plan and Strategic Equality Objectives. Furthermore, it provides a holistic view of the organisation working towards delivering its well-being objectives.
- 1.2. It is important to note that this report is a significant element in Powys County Council's fulfilment of the requirements of Part 6 of the Local Government and Elections (Wales) Act 2021. The report must be understood as existing in conjunction with the Authority's Annual Governance Statement, the execution of which sets out the required assessment of the organisation's governance processes against the CIPFA principles of good governance.

2. Recommendations

- 2.1 That the Cabinet considers the report presented and satisfies itself that the following criteria have been met:
- That the Self-Assessment Report fulfils the Authority's obligations under the Local Government and Elections (Wales) Act 2021.
 - That the conclusions presented in the Self-Assessment Report are considered corporately to be a fair and accurate evaluation of the Authority's performance in 2021/22.
 - That the self-assessment report offers an open, balanced, and realistic picture of the Council's achievements and challenges over the previous year.
 - That the document is clear and provides the right level of information to make it meaningful and relevant to all audiences.
- 2.2 That the Cabinet recommends the Self-Assessment Report to Full Council for approval on 21st July 2022.

3. Background

3.1 The LGE (Wales) Act 2021 passed into law in April of this reporting year (2021-22) and places an obligation on local authorities in Wales to keep under review the extent to which it is fulfilling the 'performance requirements', meaning that:

- it is exercising its functions effectively
- it is using its resources economically, efficiently and effectively
- the extent to which its governance is effective for securing the above

3.2 The Act requires the council to develop and publish a self-assessment report once in every financial period. The report should be made available as soon as reasonably practicable after the financial year to which it relates but it is left to the authority to decide how best that can be achieved.

3.3 In addition, Section 90 of the Act outlines the Welsh Government expectation that local authorities will, at least once in every financial period, consult with:

- a) local people
- b) other persons carrying on a business in the council's area
- c) the staff of the council
- d) every trade union which is recognised (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (c. 52)) by the council.

These consultations are to be used to elicit feedback on the extent to which the authority is fulfilling the performance requirements.

3.4 The statutory guidance provided by Welsh Government defines self-assessment as 'a way of critically, and honestly, reviewing the current position to make decisions on how to secure improvement for the future. Self-assessment is more than stating what arrangements are in place; it is about considering how effective these arrangements are and how they can be improved.' (pp. 15-16)

3.6 Existing reporting channels that contain evidence that is aligned with the Self-Assessment Report include, but are not limited to:

- CIP/SEP Annual Performance Report (now superseded by the Self-Assessment Report)
- Annual Governance Statement
- Partnership reporting
- Regulatory and Audit Reports
- Self-assessments (Quarterly Performance Reports, Integrated Business Plans, Service Improvement Board Reports, Transformation Board Reports)
- Scrutiny Evaluations
- Staff engagements
- Other consultation and engagement forums
- Compliments and complaints
- Comparative performance information.

Welsh Government guidance for the fulfilment of the requirements of the Self-Assessment Report presupposes that all previous reporting responsibilities are already being fulfilled and that the conclusions contained therein are available to support the drafting of the Self-Assessment Report.

- 3.7** The Self-Assessment Report therefore presents those conclusions supported by the Council's Performance Self-Assessment 2021-22 and provides an overview of the Authority's end of year analysis of its progress against the key performance objectives (i.e. our Corporate Plan priorities and Strategic Equality Plan priorities). This reporting also fulfils the Authority's obligations under the Wellbeing of Future Generations Act., the Equality Act 2010 and the Wales Measure 2011 (which includes the Socio-Economic Duty), thereby negating the requirement to publish the Powys County Council Annual Performance Report.
- 3.8** In addition to presenting the Council's annual performance against what may be summarised as its Wellbeing of Future Generations Act objectives, the Local Government and Elections (Wales) Act 2021 requires that the Authority reports its conclusions regarding the validity and effectiveness of its governance processes during the previous financial year. This material is covered by the Annual Governance Statement (AGS) and it was initially hoped that the AGS might be integrated and the material brought under the aegis of the Self-Assessment Report. Welsh Government has, however, indicated that it wishes the Self-Assessment Report to be a short document (ideally under fifty pages) and this would not allow sufficient space to adequately address the concerns of both documents. The AGS will therefore remain a stand-alone document and is sign-posted by the Self-Assessment Report as providing the underlying evidence that supports the judgements included regarding our governance processes. Workshops surrounding the AGS are due to take place in July, ahead of publication in September alongside the Statement of Accounts.
- 3.9** Where possible, any duplication that has previously existed between the Annual Performance Reports and the Annual Governance Statement has been removed to improve ease of use.
- 3.10** From an early stage of development, the Authority's Scrutiny functions have been involved in the production of the Self-Assessment Report and have provided significant contribution. Sessions were facilitated for the Committees in Spring 2022 to allow a self-assessment of both the scrutiny function itself, and how the committee members feel the organisation is delivering against its well-being objectives. This information has been used alongside the information provided by Officers to form a significant proportion of the evidence base on which the report rests.
- 3.11** The criteria against which the Council's performance is assessed are as follows:
- a) The well-being objectives as set out in the Corporate Improvement Plan:
- We will develop a vibrant economy (including equality objectives 1 and 2)
 - We will lead the way in providing effective, integrated health and care in a rural environment (including equality objectives 3 and 4)
 - We will strengthen learning and skills (including equality objective 5)
 - We will support our residents and communities (including equality objective 6)

b) The Strategic Equality Objectives:

- Equality Objective 1) By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment.
- Equality Objective 2) By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap.
- 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
- Equality Objective 4) By 2024, we help people to get the support they need to prevent homelessness
- Equality Objective 5) By 2024, we will improve opportunities and outcomes for children living in poverty.
- Equality Objective 6) By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive. This will enable them to easily access the services they need and participate fully in everyday life.

c) The CIPFA Principles as used to assess good governance practices in the AGS:

- **Principle A:** Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- **Principle B:** Ensuring openness and comprehensive stakeholder engagement
- **Principle C:** Defining outcomes in terms of sustainable, economic, social, and environmental benefits
- **Principle D:** Determining the interventions necessary to optimise the achievement of the intended outcomes
- **Principle E:** Developing the organisation's capacity, including the capability of its leadership and the individuals within it
- **Principle F:** Managing risks and performance through robust internal control and strong public financial management
- **Principle G:** Implementing good practices in transparency, reporting, and audit to deliver effective accountability

3.12 The Self-Assessment Report must be published 'as soon as reasonably practicable' following the end of the financial year to which it refers. Material that has previously been sited within other reports, however, is subject to the following deadlines for publication:

- Strategic Equality Monitoring must be published by 31st March following end of financial year but it is considered good practice to publish by July.
- The AGS (which although not now sited within the Self-Assessment Report is closely enough aligned to require a co-ordinated timeline) is generally published by July following the end of the year to which it refers.

4 Advice

- 4.1 That the Cabinet satisfies itself that the above criteria have been fulfilled by the Self-Assessment Report and associated appendices.
- 4.2 That the Cabinet approves the Self-Assessment Report for publication.

5 Resource Implications

- 5.1 The self-assessment report has been undertaken within existing resources, based upon the Council's current Integrated Business Plans and the Corporate Improvement Plan.

Any actions identified for delivery are to be considered by the organisation, and to be embedded within Service's Integrated Business Plans as part of the Council's strategic planning cycle.

Additional resource is not being sought to implement these recommendations; it is anticipated that these recommendations will be considered utilising existing resources within the Council.

- 5.2 The Head of Finance (Section 151 Officer) notes the resource implications above.

6 Legal implications

- 6.6 Legal: the recommendations can be accepted from a legal point of view
- 6.7 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".

7 Data Protection

- 7.6 Not applicable

8 Comment from local member(s)

- 8.6 Not applicable.

9 Impact Assessment

- 9.6 An Impact Assessment (IA) is not required for this report as the report does not include any formal proposals or policy changes.
- 9.7 All actions within the report will be taken forward by responsible officers as part of the strategic planning process, which will have the relevant Impact Assessments as required as part of this process.

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Head of Service:

Emma Palmer, Head of Transformation and Communication

Corporate Director: n/a



Annual Self-Assessment Report

April 2021 to March 2022



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Executive Summary

This report presents the results of the first Powys County Council (PCC) corporate self-assessment in fulfilment of its obligations under Part 6 of the Local Government and Elections (Wales) Act 2021. The Council is now obliged to publish an annual report that examines not only how we perform in several areas but also how we review our processes to ensure that they are working (and in particular how we respond to audits and regulatory reports). The period covered by this report is April 2021 – March 2022.

This report collates the results gathered from a variety of assessment processes and represents the Council's performance as an organisation against its [Well-being Objectives](#) as required by the Well-being of Future Generations Act (Wales) 2015 and its Strategic Equality Plan Objectives as required by the Equality Act 2010. It also evidences the Council's level of assurance that robust [governance](#) processes are in place. This report does not aim to provide insight into the performance of individual services (although the opinions expressed here have commonly been informed by the assessment of service-level evidence) but rather to indicate how the organisation is delivering at a strategic level.

In consideration of the [performance evidenced by the Council against its Well-being Objectives](#) during 2021/22, the Cabinet considered that the degrees of ambition (as defined by the [Well-being of Future Generations Journey Tracker](#)) that had been displayed were as follows:

Well-being Objective	Where we think we are	What does this mean?
Objective 1: We will develop a vibrant economy	Being more adventurous	Stepping out of a business as usual mindset and acting to change how things are currently done.
Objective 2: We will lead the way in providing effective, integrated health and care in a rural environment	Being more adventurous	Stepping out of a business as usual mindset and acting to change how things are currently done.
Objective 3: We will strengthen learning and skills	Owning our ambition and being more adventurous	Initiatives developing and more people becoming involved. Taking well-managed risks and collaborating beyond traditional partners/ stepping out of a business as usual mindset and acting to change how things are currently done.
Objective 4: We will support our residents and communities	Making simple changes	Steps that are quick and easy to implement. Methods have been tested by others and have a low risk of failure.

While wider national and global issues have had a significant impact on the Council's ability to complete some of its planned improvement work, significant evidence exists to conclude that the Council has been able to effectively maintain its public-facing services over the past year while continuing to work towards attainment of its Well-being Objectives. The additional and cumulative pressures and challenges of 2021 have exacerbated existing challenges, especially with regards to staffing recruitment and retention.

Conclusions surrounding the effectiveness of our Governance will be made within the Annual Governance Statement, which is due to be published in September alongside the Statement of Accounts.

1. Introduction

This report represents Powys County Council's fulfilment of its responsibility to undertake an annual corporate self-assessment, a requirement which has been placed on local authorities by Part 6 of the Local Government and Elections (Wales) Act 2021. This Act passed into law in April 2021 and requires local authorities in Wales to keep under review the extent to which they are fulfilling the 'performance requirements', meaning that Powys County Council is expected to use this opportunity to demonstrate:

- That it is exercising its functions effectively
- That it is using its resources economically, efficiently, and effectively and
- The extent to which its governance is effective for securing the above

Under the new legislation, the Council is expected to develop and publish a self-assessment report once in every financial period. The fiscal period covered by this report is 6 April 2021 to 5 April 2022.

Guidance provided by Welsh Government defines self-assessment as 'a way of critically, and honestly, reviewing the current position to make decisions on how to secure improvement for the future'.¹ In line with the requirements of the Act, the focus of the self-assessment report is that of revealing what can be determined from existing evidence and feedback regarding the Council's performance and the identification of further actions to drive improvement.

In addition, this report fulfils the Council's obligations with regards to providing an Annual Performance Report and Strategic Equality Plan as set out in the Well-being of Future Generations Act (Wales) 2015 and Local Government Measure 2009.

¹ Statutory guidance on Part 6, Chapter 1, of the Local Government and Elections (Wales) Act 2021, pp. 15-16.

1.1 Context

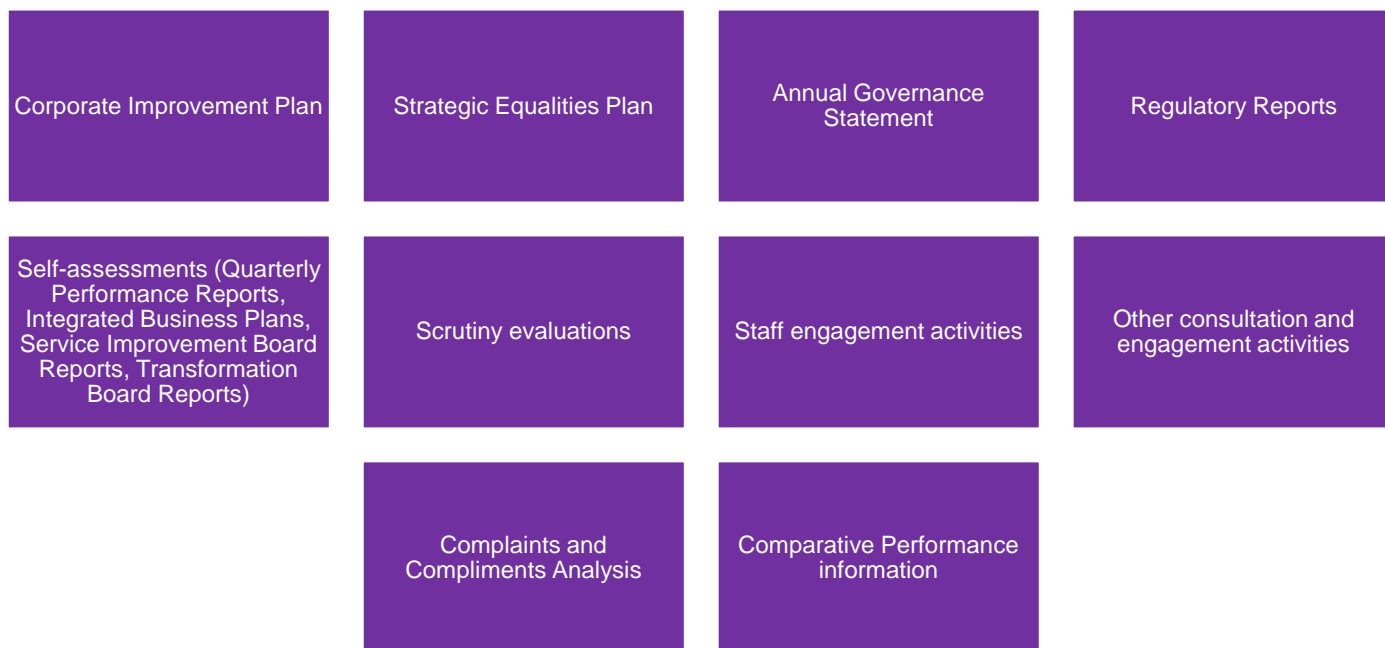
In order to assess the Council's performance over the past year in a transparent and fair way, it is necessary to consider the social, financial and environmental factors that have influenced the Organisation's focus and ability to effect improvement. 2021/22 has unsurprisingly posed a complex range of pressures and demands on the Council which include:

- The loss of EU funding which will have an impact on a number of areas of activity.
- A widespread impact on performance and resources which has been felt as a result of disease outbreaks; not only the COVID-19 pandemic but also e-coli, norovirus and avian influenza.
- The situation in Ukraine has started to impact both the Council itself and businesses within Powys, and efforts to understand the impact of rising costs on services, suppliers and contractors are ongoing. The effects on Pension Fund performance and funding position, and the Council's commitment to disinvest from Russia will also have an impact.
- The recruitment and retainment of staff is challenging across all services, although this has often manifested in a service-specific way. Ongoing challenges include:
 - Difficulty in recruiting Welsh speaking staff which creates pressure in particular for teams providing translation services and customer services.
 - Ageing workforce in some operational teams, when combined with strenuous manual work, leading to a high sickness rate and difficulty in maintaining full staffing levels.
 - Loss of experienced staff through retirement or change of employment leading to relatively inexperienced teams in some specialist areas.
 - Losing specialist staff to more highly paid positions with other organisations, exacerbated by the move towards online working.
 - National shortage of social workers.
 - National shortage of care workers.
 - National shortage of HGV drivers.
 - Skills shortage for Technical Engineers.
- High levels of staff sickness for some services, due to COVID-19 itself and increasingly as a result of workforce fatigue and stress.
- An increased number of extreme weather events, in particular Storms Dudley, Eunice, and Franklin, have required increased resource to support flooding prevention, public safety, and recovery.

- Increases in inflation may threaten the Council's ability to develop new programmes of work without the identification of additional sources of funding.

1.2 Annual Reports Aligned with this Self-Assessment

Pre-existing reporting channels that contain evidence that is aligned with the self-assessment report include, but are not limited to the:



2. Processes and Approach

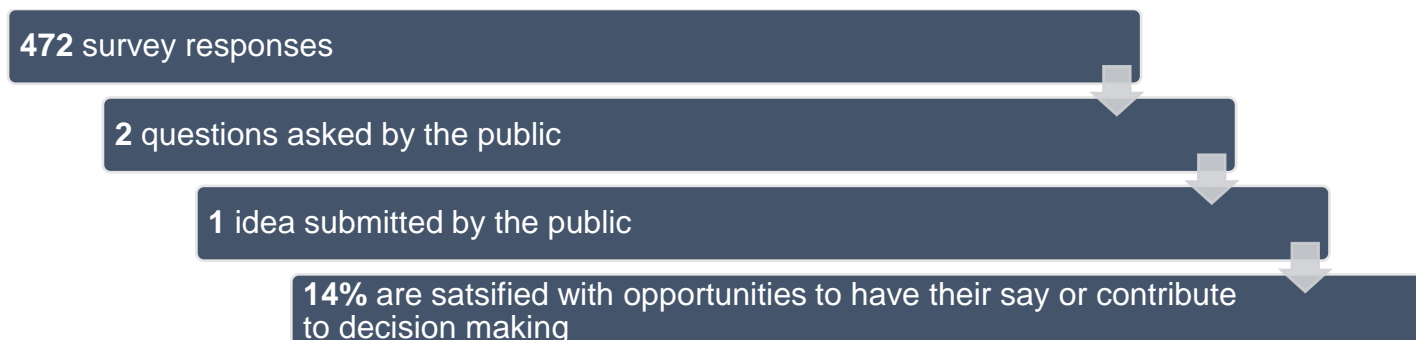
2.1 How do PCC Carry out Self-Assessment?

The processes that Powys County Council uses to monitor and evaluate its performance against its objectives are set out in the [Performance Management and Quality Assurance Framework](#). These processes follow a cycle of 'Plan, Do, Review' and seek to provide a rigorous framework within which staff are enabled to monitor performance, ensure compliance, assess effectiveness against objectives and produce valuable localised intelligence that will support future strategic planning.

2.2 Consultation and Engagement

The Council does not currently have an overarching policy that sets out the types of issues on which it will consult with its stakeholders. Decisions concerning engagement are often driven by a statutory requirement; for example, for the Powys school's transformation the public participation strategy is required to go out for public consultation in compliance with the Local Government and Elections (Wales) Act. Smaller engagement projects are frequently driven by the desire to inform the improvement of services, in which case the decision to engage will usually be taken by the relevant Head of Service. The Council has a [Consultation and Engagement Framework](#) that provides guidance for services that are planning to engage with the people of Powys. A summary of the consultation and engagement activities undertaken by the Council during 2021/22 may be viewed below. For full details of all consultation and engagement activities undertaken by PCC during 2021/22, please see [Appendix 3: Consultation and Engagement Activity 2021/22](#).

The Cabinet has approved plans for a Performance Feedback Ongoing Engagement Project (04/01/22 onwards) to gather views from the local community. These will be reported on quarterly and included as part of the council's future performance self-assessment work. Figures up to 31/03/22 show that there have been:



3. What We Know About Our Performance Against the Well-being Goals

Our Well-being objectives evidence the extent to which the work of the Council contributes to the national well-being goals, as set out by the Well-being of Future Generations Act.

How Our Well-being Objectives Contribute to the Seven Well-being Goals

Our Well-being Objectives	A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
We will develop a vibrant ECONOMY (including Equality Objectives 1 and 2)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
We will lead the way in providing effective, integrated HEALTH AND CARE in a rural environment (including Equality Objectives 3 and 4)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
We will strengthen LEARNING AND SKILLS including Equality Objective 5)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
We will support our RESIDENTS AND COMMUNITIES (including Equality Objective 6)	Yes	Yes	Yes	Yes	Yes	Yes	Yes



Figure 1 How our Well-Being Objectives Contribute to the Seven Well-Being Goals

Assessing the Organisation’s performance against its Well-being objectives provides a focused view of some of the Council’s work. In addition to the opinions presented in this report, further insight into the evidence base that is drawn upon here is available via the following documents:

- The Council’s [Corporate Improvement Plan](#) (CIP) sets out the objectives and measures that underpin the Well-being Goals and support the assessments discussed in this section.
- A summary of quarterly reporting of performance against objectives and measures over 2021/22 may be viewed [here](#).
- A summary of 2021/22 delivery against Corporate Improvement Plan objectives and measures may be viewed at [Appendix 1](#).
- A SWOT (Strengths/Weaknesses/Opportunities/Threats) report assessing the information provided by Services during the self-evaluation process may be viewed at [Appendix 2](#).
- An evaluation of the projects included under the Transformation Programme is set out in [Vision 2025 End of Administration Programme Report](#)

3.0.1 Method and limitations

The Cabinet, the Executive Management Team and the Senior Leadership team jointly attended a workshop to facilitate their assessment of the Council's performance during 2021/22 against its Well-being Goals and to formulate judgements regarding the level of ambition evident in attainment over the past year. The discussion was supported by a [SWOT](#) report developed from information provided by the Services during the self-evaluation process (and in turn informed by a summary of performance against the CIP metrics which may be viewed in [Appendix 1](#)). The group provided a rating for each Well-being Goal in line with the Well-being of Future Generations Journey Tracker (below) and these ratings and the key points raised in the discussion are provided below.

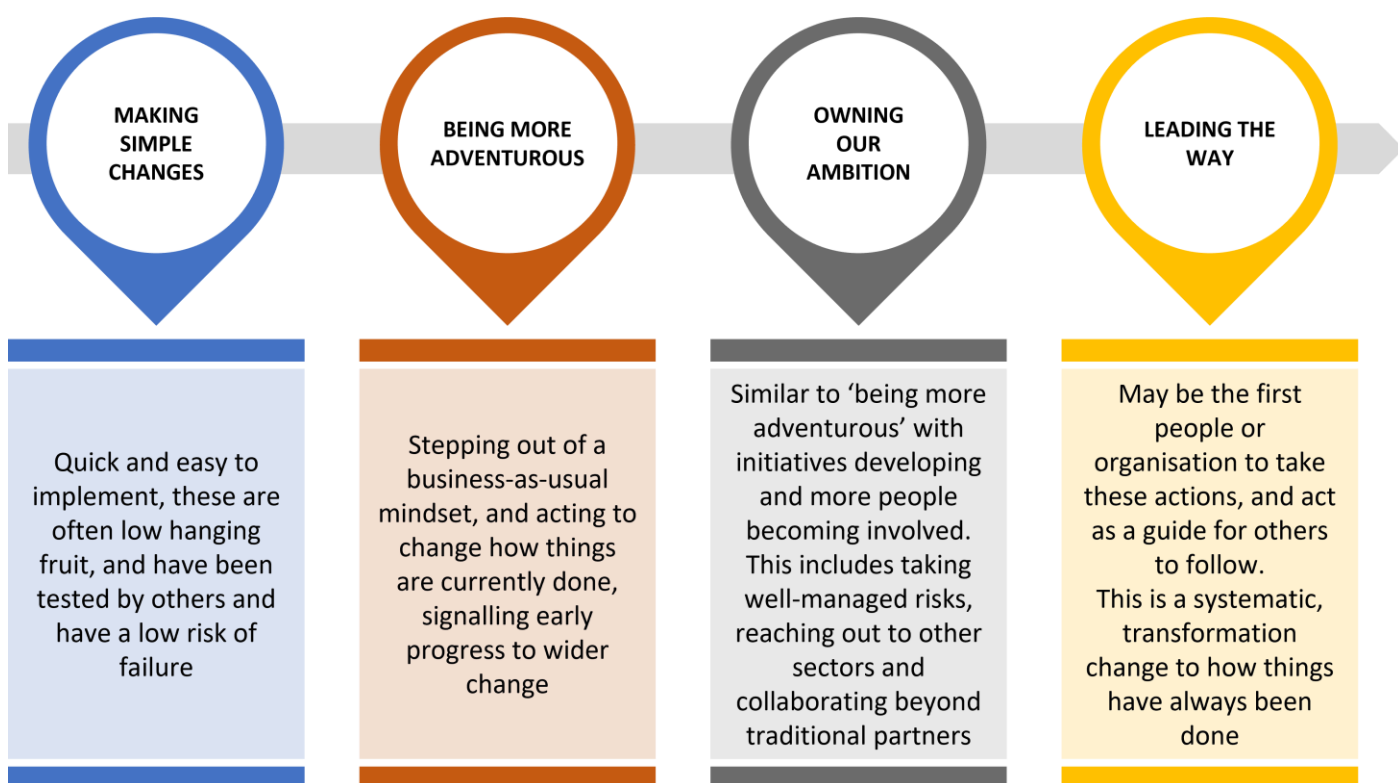


Figure 2 Well-Being of Future Generations Journey Tracker

A number of important issues were raised by the Group regarding the limitations of the process and validity of the judgements that could be made, and these may be summarised as follows:

- a. National, and even global issues are having a significant impact on the performance of the Council and for many of the challenges being encountered, a wider governmental discussion is needed to address the obstacles to improvement.

- b. The Cabinet is newly formed following Council elections in May 2022, and its members do not necessarily have an historical perspective of the Council's services and the landscape in which they have performed previously, making it difficult to form an accurate judgement where the previous drivers for specific change are not fully understood with regard to either the problem or scale of the challenge presented at that time. Similarly, where Members have previously acted in opposition, they may not have had access to all the information that would have been available to the Cabinet at that time and in which context past decisions were made.
- c. It is acknowledged by the present Cabinet that the previous administration made decisions five years ago in the context of a considerable financial deficit and a number of failing services.
- d. That the performance evidence currently available for consideration contains gaps and variation in quality that presents additional obstacles to forming robust conclusions regarding corporate performance or level of ambition.
- e. The services have been operating in an environment of significant pressures and disruption for the past two years. Resources have, in the majority of cases, been focussed on continuing to provide people-facing services and attempting to maintain business as usual where possible. Much of the planned review, restructure and improvement work has been delayed or cancelled and although the pandemic has receded in the public discourse, recovery is still ongoing for many services. In this climate, the Group felt that it was difficult to ascertain what might be due to disruption and what might be the result of underperformance or lack of ambition.
- f. That discussion with Heads of Service indicated that there was often a keen appetite for innovation and change but also significant challenges with regard to finding the necessary budget to fulfil those aspirations.
- g. For every goal the Cabinet returned a variety of opinion regarding level of ambition and the following narrative aims to reflect the range of discussion as well as the level eventually agreed as most indicative of consensus.

These points notwithstanding, the following judgements were considered by the Cabinet to represent a fair and accurate view of what might currently be deduced regarding the Council's performance during 2021/22.

3.1 We will develop a vibrant economy

Key Findings

The Cabinet considers the Council's performance against this goal to indicate it having been **'More Adventurous'** in its approach.

- a. Powys has previously not been eligible for some areas of EU funding; current successful bids for several funding opportunities including the Mid Wales Growth Deal and the Levelling Up Fund represent a significant achievement for the Council and a sound basis for future development. Although the benefits have not yet been realised, it was acknowledged that a great deal of groundwork had already been done over the past year that would yield many benefits following development and that this indicated a forward-looking and constructive approach.
- b. COVID-19 has skewed the economic picture for the County, making overall assessment of the level of performance difficult.
- c. We have helped the economy by providing support to business to grow. 1173 local suppliers have engaged with the PCC procurement process, and we have spent 37% of the total council spend with Powys based suppliers. There has also been support for businesses through the administration of business grants, rates relief and supplier relief, which has been positively received, and via our Economic Development Team, who have provided 126 local businesses with advice and assistance. However, whilst this is a large reach with supporting the economy in Powys, there is a need for increased engagement with the business community to further develop opportunities within this area as there are still numerous businesses which would further benefit from this support.
- d. We have continued to support people in access to employment, with 53 apprentices within PCC. 105 individuals have been supported through the Communities for Work Plus Programme, with 84 having progressed to employment because of taking part in employability activities. This support has enabled those who are economically inactive to enter the job market. However, there is a need to expand the reach of this scheme, as there are approximately 3700 unemployed people within Powys and a new permanent position has been appointed to support this.

- e. We continue to promote Powys as a place to visit through tools such as Mid Wales My Way and social media. However, the STEAM (Scarborough Tourism Economic Activity Monitor) annual survey indicates that there were 4.17m visitor days to Powys for tourism purposes during 2021/22 which falls below the target figure of 4.5m. This was likely affected by lockdowns and other pandemic disruption, alongside the increased appetite for international travel following the easing of COVID-19 restrictions. These visitor days support the economy of Powys by creating footfall in communities and the generation of income to many local businesses. This tourism offer will look to be further strengthened by the work proposed as part of the Mid Wales Growth Deal.
- f. Progress has been maintained towards the new housing development programme, with the completion of two schemes (the first new Council homes built in Powys for 30 years). Further site development and planning is continuing. The Council is now aiming to build on average fifty new homes every year. In 2021-2022, Housing Services completed the construction of 39 new social rented homes and enabled housing associations to build a further 91 affordable homes. This equates to 23 additional affordable housing units per 10,000 households. However, rising property and land values, alongside increased material costs, are making the development of affordable homes increasingly difficult without additional grant from the Welsh Government and/or property sales at market values to generate cross subsidy opportunities. This is against a context of requiring increased affordable housing to support the wider needs of the communities of Powys, which will be a fundamental aspect of the upcoming revision of the Local Development Plan.

Assurance provided by regulatory and audit reports

In common with much of the work undertaken by the Council, sustaining and developing the local economy rests to a significant degree on its ability to maintain effective and innovative digital provision. While not a formal audit report, a recent ICT Risk Review Assessment carried out by SWAP Internal Audit Services, looked at PCC's wider technology risk and found that:

Powys County Council ICT Department continues to address a period of significant challenge with diligence, imagination, and hard work. Much has been completed in difficult circumstances, with the pandemic and its impact on facilities, resources, systems, staff, and funding. Historic leadership arrangements in ICT have been in place for some time, this is now being consolidated, with a focus on improving the current model and developing capability and capacity. Staff are continuing to apply further enhancements considering the ever-evolving cyber threat landscape and the

technological advances being made by industry to address these. Consequently, the risks and issues are understood, and planned for.

Key Consultations and Engagement Activities for this Objective

Consultation	Period
A four-week engagement exercise to seek the views of businesses, residents, and visitors on the future of Powys town centres	22/06/21 to 19/07/21
Active Travel – Commonplace mapping	16/08/21 to 08/11/21
Pre-application consultation for the proposed development of 32 energy efficient one-bedroomed flats, for council rent, on the site of the former Robert Owen House in Newtown.	26/07/21 to 20/08/21
Homes in Powys Common Allocation Scheme.	13/09/21 to 06/12/21
How has COVID-19 affected Powys?	08/10/21 to 11/11/21
Budget Survey	29/11/21 to 19/12/21
Powys Local Development Plan (2011-2026) Review Report.	06/01/22 to 01/02/22
Replacement Local Development Plan (2022-2037) Delivery Agreement	06/01/22 to 01/02/22
Engagement exercise for Transport Levelling up bid	24/03/22 to 14/04/22

For full details of the above, and all consultation and engagement activities undertaken by PCC during 2021/22, please see [Consultation and Engagement Activity 2021/22](#).

3.2 We will lead the way in providing effective, integrated health and care in a rural environment

Key Findings

The Cabinet considers the Council's performance against this goal to indicate having been **'being more adventurous'**.

- a. Health and Care Services have needed to prioritise resources into maintaining business as usual during the pandemic and more recently in the post-pandemic to deal with the increased need to support people.
- b. A great deal of innovation was evident pre-COVID-19 with numerous trials planned and/or implemented to drive change and increase integration. Progress has, in many areas, been hampered or halted by pandemic pressures but it is recognised that a great deal has been achieved despite disruption.
- c. Children's Services have faced increased demand to their Front Door, which creates a pipeline of additional demand for their whole Service. Whilst there has been an increased demand for children's social care, the Service has continued to maximise opportunities for prevention, with an increased number of referrals to our Early Help Service. Of the young people supported by this Service during 2021-22, 93% reported achieving their goals.
- d. The Intervention and Prevention Services continue to further support young people to remain with families, 93% of children who the Intervention and Prevention Service work with around family breakdowns remain with their families safely.
- e. Whilst the number of Children Looked After is on a downward trend, there is also a challenging backdrop against supporting those who are looked after. For example, there has been a reduction in the number of Foster Carers (which can be attributed to several factors such as age, COVID-19 etc.), and an increased demand for more specialist placements, leading to a competitive commissioning landscape in helping bring children [Closer to Home](#). As a result, there has been an increase in the number of placement changes, including usage of residential provision, as a young person enters interim placements until a long-term placement is found that meets their needs. However, there is significant support to these young people to minimise placement breakdown, with 83% of those supported by Intervention and Prevention able to remain within their placement

safely.

- f. Staff have shown both resilience and a willingness to adapt to the swiftly changing landscape of provision over the past 2 years and have maintained as much face-to-face contact as possible. This is against the context of a national recruitment crisis for social workers, and despite several recruitment campaigns, there are still 38 social worker vacancies within Children's Services. However, work is being done to "grow our own social workers", which currently has 7 people undertaking this qualification. Whilst this does not resolve the recruitment issue in its entirety, it is a positive step in developing the existing workforce. Despite these pressures, the service has still been able to maintain high levels of performance, such as 88% of child looked after visits within statutory timescales.
- g. Adult Services staff have also identified a high post-COVID-19 demand for services following the lows experienced early in the pandemic. Potential underlying causes include:
 - o Relatives have been providing support within the home while furloughed or working from home and their situation has now changed.
 - o Reluctance to allow carers into the home during the pandemic has now reduced.
 - o People have not had access to care and support through social clubs and clinics leading to a deterioration in health and increase in frailty. This means that increased numbers of cases are presenting with significantly more complex and higher needs.
- h. Where possible, we continue to maximise opportunities for prevention, such as increasing the uptake of Technology Enabled Care (695 clients), the Home First project, signposting to Community Connectors and the promotion of tools such as Ask Sara. Whilst a high number of people have taken up these services, it is important to further analyse what impact this support has had upon their long-term outcomes and to extend their reach to maximise uptake. It is also important to consider that some preventative areas such as Clinics, Day Services and activities have not yet returned following the pandemic.
- i. This preventative work has helped support an increase in the average age of admission to residential care, meaning that more residents are being supported in the community for longer. This is also endorsed by increased Extra Care developments supporting people to remain within their communities, with building work in development for facilities in Welshpool and Ystradgynlais.

- j. People have also been supported to remain at home via the Fit for Life programme, where 187 properties in the past year have benefitted from the work carried out including improving access to homes and estates (which has included gardens and patios), improved security lighting of communal areas in line with RNIB (Royal National Institute of Blind People) and dementia partnership recommendations. Alongside this, there have been 75 disability adaptations undertaken to houses, within an average of 134 days. Whilst this represents a positive step in improving the living conditions of the people of Powys, this may be an area which requires further consideration as part of the longer-term housing needs of Powys.
- k. The organisation continues to operate in a challenging commissioning landscape, reflective of the national landscape, and struggle to find care home beds when looking to arrange timely patient flow; this is especially pertinent for those individuals that have high level or complex needs. The provider market has experienced difficulty in recruiting and retaining an adequate workforce and at least one care home in Powys has closed. Some care home providers with vacancies are unable to fill those places because of insufficient staffing levels to provide safe care. Adult Services moved Council staff into care homes when staffing fell below acceptable levels. Nationally there is a shortage of care workers, particularly within domiciliary care, where there is an increased demand and reduced availability to support people within their communities. Whilst there were a number of people who used direct payments to ensure their care and support needs are met previously, this has potentially increased (to amongst the highest in Wales) as people are seeking non-traditional, creative means to meeting their needs.
- l. Wales Community Care Information System (WCCIS) has been identified as a threat to performance across all Health and Care areas due to its performance issues, which is impacting worker morale and requiring additional administrative support to ensure the accuracy of information.
- m. Whilst there has been an increased amount of preventative work with positive outcomes, it is vital to consider that the longer-term detriments of COVID-19 still largely remain unseen, and are somewhat unknown, despite the increased demand and complexity starting to provide a challenge to this area.
- n. Although the Housing Service has managed the substantial increase in homeless households needing temporary accommodation (pending them finding a permanent home),

the 'Everyone In' policy introduced across Wales as part of the national response to the COVID-19 pandemic has created challenges in managing homelessness, with high demand for temporary accommodation high. The increase in demand started in 2020-2021 and has continued through 2021-2022. Currently there are between 300 and 400 live homeless cases at any one time (413 at the end of Q4) and the majority of people who are homeless (and in temporary accommodation) require one bedroom accommodation; across Powys only 6% of all housing (regardless of tenure) is one bedroom.

Assurance provided by regulatory and audit reports

There was an [inspection](#) of Youth Justice Services in March 2022, which considers the service to be “overhauled” and now rated as ‘Good’.

Key Consultations and Engagement Activities for this Objective:

Consultation	Period
Living in Powys – Informing our well-being plan	08/06/21 to 31/07/21
Health and Care in Powys: Informing our Population Needs Assessment.	01/09/21 to 28/10/21
How has COVID-19 affected Powys?	08/10/21 to 11/11/21
Well-being Assessment Report – Consultation.	16/11/21 to 17/12/21

For full details of the above, and all consultation and engagement activities undertaken by PCC during 2021/22, please see [Consultation and Engagement Activity 2021/22](#).

3.3 We will strengthen learning and skills

Key Findings

The Cabinet considers the Council's approach to attaining this goal to have reflected elements of both '**Owning our ambitions**' and '**being more Adventurous**', based on the complexities presented within this objective.

- a. It was identified that there had been a significant level of trialling of new approaches taking place, despite the pandemic, which indicated a willingness to change within services. This must now be sustained and built upon as COVID-19 disruption recedes.
- b. Post 16 education needs to be addressed with a focus on developing stronger partnership relationships with tertiary providers.
- c. National Key Performance Indicators do not provide adequate insight into pupil attainment or quality of provision.
- d. A key achievement has been the continued progress that has been made in addressing the 5 recommendations made by the Estyn report of September 2019. These were wide ranging in scope and much work has been achieved with regards to transformation, service performance and service delivery in schools to drive improvement across learner entitlement and outcomes for the children and young people in the County. All statutory and non-statutory services to the public and schools have been maintained throughout the pandemic and the transformation of education in Powys has continued with the establishment of 2 new all-age schools in the County and the closure of 7 primary schools. Following the dissolution of the Education through Regional Working (ERW) consortia, Powys and Ceredigion have formed a partnership to facilitate collaborative working on school improvement priorities which is underpinned by a Memorandum of Understanding that has been in place since September 2021.
- e. Key findings from the 2021/22 Headteacher Perception survey show that 89% of respondents felt that children and young people achieve well in Powys, 93% of respondents felt that schools in Powys provide a good education for children and young people and 89%

of respondents felt that Powys County Council has strong leadership in education matters.

- f. Schools are working well with Council officers to bring in-year budgets into balance and halt the growth of cumulative deficits. At the time of the Estyn inspection in July 2019, those schools on warning notices were projecting a cumulative deficit of £8 million. Prior to any action being taken the total projected deficit for all schools for 31st March 2022 was formerly £11.7 million. Following collaborative work with the schools and additional grant monies received during Spring 2021 (some of which were utilised against core costs), the budgets submitted in May 2021 indicate that the planned cumulative outturn at the 31st March 2022, for those schools on warning notice, is now projected to be a £3.5m deficit. The same budgets now show the total projected position for all schools as of 31 March 2022 to be a surplus of £1.4 million.
- g. Welsh language provision in Powys schools has continued to be a priority and 11.5% of year 11 pupils were studying Welsh (first language) last year. During the same period, 21% of pupils were educated through the medium of Welsh in Year 1 (which was a 1% decrease against the previous year's figure) and the Trochi Welsh-language immersion programme has been introduced to support learners new to the Welsh language who wish to be educated through the medium of Welsh. The recruitment of Welsh-speaking staff remains a significant challenge for both the Schools Service and individual schools, locally and nationally with the recruitment of more secondary specialists and also of specialist staff to tackle curriculum reform.
- h. The Council has continued to develop a joined-up system that will support children and young people with Special Educational Needs/Additional Learning Needs (SEN/ALN). The development of a proposal for the future of the specialist centres is on track and forms a key priority in the transformation programme for 2022-2023. In the past year, a satellite of one of our special schools has been developed and 14 teachers are currently working towards a post-graduate diploma in an area of SEN/ALN.
- i. The Council has supported Powys schools in improving pupil attendance rates and Powys learners who use the home to school transport service have been issued with a new QR coded bus pass which is scanned each time the pupil uses the service. This facility has helped us to understand pupil movement and track potential COVID-19 exposure during the pandemic and in the future will allow us to build a clearer picture of the service to support improvement. The system has been a huge a success across the County and has been

shortlisted for a Local Government Chronicle (LGC) Innovation award.

- j. As part of its work to improve skills and employability in the County, 11 apprentices were employed as part of a new programme to improve routes to employability with the Council that commenced this year. Over the last year only 1.2% of 16 year olds in Powys were not in education, employment or training during 2021/22 exceeding the target level of below 2%.
- k. The Council remains committed to improving opportunities and outcomes for children living in poverty and coordinated a Child Poverty in Powys consultation in August 2021 to further inform its work.
- l. The percentage of pupils who are eligible for Free School Meals (FSM) has increased significantly from 12.1% in January 2020 to 17.5% in March 2022 and during 2021/22 3098 pupils qualified for FSM in the County. The PCC Catering Service provided 908,829 school meals during 2021 which included 78,354 Free School Meals. Many of our pupils who are eligible for Free School Meals made progress in line with their expected outcomes, but some pupils were impacted by remote learning and became disengaged from learning during this period. Our schools have put in place support for these eFSM pupils but although they are now engaged in learning, they have not yet returned to their pre-pandemic levels.
- m. 5 schools in Powys participated in the School Holiday Enrichment Programme (SHEP) during summer 2021. Early expressions of interest have been collated for SHEP 2022 and 11 schools have voiced a wish to participate. Holiday Activities were supported through over 1,000 pupil sessions across all the SHEP sites over 39 events. Sport Powys together with Freedom Leisure provided 157 hours of free sports and physical activity sessions across the county and the officers providing the service delivered to just under 800 children. Attendance was significantly lower than hoped for last year; activities were cancelled during 2020 because of COVID-19 and revival of the programme during 2021 proved challenging amidst continuing disruption.
- n. 5 schools took part in activities funded by the Winter of Well-being Music Grant to offer opportunities for those learners who may not usually have access to music tuition.

- o. During the pandemic the Council offered support for digitally excluded learners through the provision of Wi-Fi connectivity via 4G MiFi boxes and the emergency issue of laptops to allow all pupils the opportunity to continue their education from home.
- p. The Council has supported period dignity and all schools have received regular supplies of feminine hygiene products to ensure that learners have access to free products. The scheme has been very successful with 812 requests received within the first 2 days alone during the autumn term.
- q. During 2021/22 the Income and Awards service have ensured that a greater number of eligible families were made aware of and took up the offer of Free School Meals. Over that period, take up has increased from 2,771 to 3,098. The Money Advice Team has continued to offer support to families across Powys to maximise benefit take-up and provide budgeting and debt advice. A joint mailing exercise was undertaken in November 2021, during which 2,761 households in Powys received a letter to promote the work of the NEST energy efficiency scheme. During 2021/22, the money advice team received 155 new family referrals and the benefits gain from their efforts amounted to £447,954.15. In 2021/22, 2,044 Pupil Development Grant payments were made to families, representing a total of £267,045 distributed.

Assurance provided by regulatory and audit reports

The Powys County Council School Service has performed well during 2021-22. A key achievement has been the continued progress that has been made in addressing the five recommendations made by the Estyn report of September 2019. These were wide ranging in scope and much work has been achieved with regards to transformation, service performance and service delivery in schools to drive improvement across learner entitlement and outcomes for the children and young people in the County. In their 2021 *Report following monitoring Local Council causing significant concern*, following the most recent core inspection, it was found that **‘overall, leaders have worked well with stakeholders and partners to make strong progress against all recommendations. Powys County Council is judged to have made sufficient progress in relation to the recommendations following the most recent core inspection. As a result, Her Majesty’s Chief Inspector is removing the Council from the category of local authorities causing significant concern’**. Estyn, 2021

Key Consultations and Engagement Activities for this Objective

Consultation	Period
Proposal to change the language category of Ysgol Dyffryn Trannon	25/02/21 to 15/04/21
Proposal to close Mount Street Infants School, Mount Street Junior School, and Cradoc C.P. School and 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	25/02/21 to 12/05/21
Proposal to close Castle Caereinion C. in W. School from 31 st August 2022, with pupils to attend their nearest alternative schools	14/04/21 to 02/06/21
Proposal to close Churchstoke C.P. School from the 31 st August 2022, with pupils to attend their nearest alternative schools	14/04/21 to 02/06/21
Proposal to close Llanfihangel Rhydithon C.P. School from the 31 st August 2022, with pupils to attend their nearest alternative schools	14/04/21 to 02/06/21
Proposal to close Llanbedr C. in W. School from 31 st August 2022, with pupils to attend their nearest alternative schools	21/04/21 to 23/06/21
Governor Questionnaire 2021	21/06/21 to 19/07/21
Pre-application consultation for the proposed development of a new £22m school for Ysgol Cedewain in Newtown	26/07/21 to 20/08/21
Child Poverty Survey	12/08/21 to 30/08/21
Draft Welsh in Education Strategic Plan (WESP) for 2022-2032.	24/09/21 to 19/11/21
School Funding Formula Review	05/10/21 to 22/10/21
Future plans for Ysgol Calon Cymru	30/11/21 to 26/01/22
School's admissions arrangements and catchment maps	01/02/22 to 14/03/22

For full details of the above and all consultation and engagement activities undertaken by PCC during 2021/22, please see [Consultation and Engagement Activity 2021/22](#).

3.4 We will support our residents and communities

Key Findings

The Cabinet considers the Council's performance against this goal to indicate it was **'making simple changes'**.

- a. Despite disruptions to services, Powys County Council has continued to support and deliver a range of opportunities for culture and leisure throughout Powys. It is notable that all 13 of the Powys Leisure/Sports Centres sites opened on Day 1 post-lockdown and that Q3 active participation figures showed an increase of 7% over 2019 Q3 figures. Swim school figures are now at 5,001 students per week which is a 15% increase over the numbers recorded pre-COVID-19.
- b. The Archives public search room remained open as advertised through the year with the number of documents produced remaining comparable with previous years (around 2,000), and enquiries by email to the research services remaining at around 1,500. Visitor surveys show that use of the Powys Archive Service is split roughly 50/50 between visitors and residents.
- c. Libraries, in common with all front-facing facilities, have been affected by a drop in visitor figures. The service has been inventive in reaching new and existing audiences and book loans have continued through the order and collect service. In Powys, the service has recorded a 77% increase in digital downloads since 2020, placing it just outside the top quartile for digital issues. Powys is 1 of 7 services across Wales to have seen an increase in library membership during 2020-21. In the last Welsh Public Library Standards return the service reports that it meets 10 of the 12 core entitlements in full, 1 in part and did not meet 1 (lending books and library strategy). The Standards are a guide to performance and not a legislative requirement. The council meets its statutory obligations under the Public Libraries and Museums Act 1964. The library service has also provided digital help sessions for members of the public to support people in accessing and using library apps (such as BorrowBox and Libby) as well as teaching participants how to use their tablets, phones, laptops and computers.
- d. Staff have continued to work in the Powys museums throughout the pandemic, even when the facilities have been closed to the public, with looking after the collections remaining a

key priority. During 2021/22 6 temporary exhibitions have been organised across the museums. Sales made during a temporary exhibition held at Y Gaer generated around £20k in commission for the Museum.

- e. The Creative Industries and Arts Sector responded swiftly to expressed customer and community needs, in particular, around mental health and well-being support by providing online programmes, events and resources in a variety of forms. Participation figures have been lower than hoped at Powys County Council grant funded arts and cultural events.
- f. As part of its efforts to safeguard and enhance the natural environment for residents and communities, the Council convened a Climate Action Project Board to support the delivery of its Red Kite Climate Vision & Strategy and deliver its vision that by 2030 Powys County Council will be carbon neutral and climate resilient. The Powys Nature Recovery Action plan policy has also been developed to further progress action within this area.
- g. In 2021/22, 66% of waste in Powys was reused, recycled or composted, slightly exceeding the Welsh Government target of 64%. The average number of working days taken to clear fly-tipping incidents was 2.6 during 2021/22 and this represents a significant reduction from the 2020/21 average of 6.3 days.
- h. The Council's Environmental Protection performance has been good, and recent targets have generally been met or exceeded, with only industrial authorised processes inspections and sampling of commercial private water supplies falling below. COVID-19 significantly impacted the way in which these services could be delivered e.g. carrying out site visits, sampling etc.
- i. The Council has taken strategic leadership/involvement in seeking to address the river SAC (Special Area of Conservation) phosphate pollution issue. Phosphate pollution in river SAC catchments has both short-term implications and impacts (e.g., planning decisions, reduced fee income to the Council) and long-term impacts (e.g., potential risk to Replacement LDP preparation, community needs may not be met, council tax implications).
- j. We continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the Love Where You Live tenancy sustainability strategy. In 2021-2022, 89% of tenants were satisfied with the major programmes of repair and improvement, 87% of tenants believed that the Council provides

homes that are safe & secure and 78% considered their rent to be good value for money. Compliance with the Welsh Housing Quality Standard has been maintained. Our greenspace improvement strategy for Housing Services owned sites has been progressed with greenspaces having been surveyed in all major towns and raised bed kits installed at Housing Services sites across the county, in response to feedback from residents. Estate management has been hampered as a result of COVID-19 disruption to normal interaction, which has reduced opportunities for the Housing Officers to visit sites and residents.

- k. The Survey of Tenants and Residents (STAR) has recently been completed (quotas were set on area, housing type and number of occupants, with no more than one person being interviewed in each household in order to reflect the overall tenant profile) with an overall sample size of 704 interviews being achieved. There has been a notable improvement in overall satisfaction with services provided by Housing Services since the 2019 survey, with the proportion who are either very or fairly satisfied increasing from 65% to 71% in 2021 (19% were dissatisfied). Performance is slightly under the 2021/22 target of 75% tenant satisfaction and has fallen from the 84% satisfaction rate achieved in 2019/20 (the STAR survey is completed every two years).

- l. Improved opportunities for our residents and communities to become more digitally inclusive have been achieved over the past year, in part driven by adaptations developed during the pandemic. The schools Hwb Programme has provided an environment that delivers blended learning (classroom and home based together) through digital technology to 100% of our schools and with all Wave 4 deliverables met. All Powys teachers (1,113) received a laptop to assist with classroom and online learning and laptops were provided to all year 12 learners. Wi-Fi connectivity was provided via 600 4G MiFi boxes and the emergency issue of 800 Chromebooks so learners could continue their education from home. In Powys, 86 of 91 (94.5%) schools have now achieved the 1 device:2 pupils' ratio.

Key Consultations and Engagement Activities for this Objective

Consultation	Period
Digital Services for Archives, Museums and Libraries	01/03/21 to 11/04/21
Staff Well-being Survey 2021	01/06/21 to 30/06/21
Internal Communications Survey	05/07/21 to 31/07/21
Climate Strategy Consultation	15/12/21 to 09/01/22

For full details of the above and all consultation and engagement activities undertaken by PCC during 2021/22, please see [Consultation and Engagement Activity 2021/22](#).

4. What we know about our progress on Strategic Equalities Planning (SEP)

In setting its SEP objectives, the Council has developed overarching objectives that are based on the needs and issues that people with protected characteristics face, and this is described in further detail in [Vision 2025](#). Where a specific protected characteristic is likely to experience particular disadvantage, this has been discussed in the CIP section ‘Why is this objective important and how will it support people with protected characteristics?’.² 2021/22 performance against the Equalities Objectives may be viewed at [Appendix 1](#) and [Appendix 2](#).

Characteristic	Supporting Objective					
	1	2	3	4	5	6
Sex			✓			✓
Age		✓	✓	✓	✓	✓
Disability	✓	✓			✓	✓
Race						✓
Gender Reassignment						✓
Religion/Belief						✓
Sexual Orientation						✓
Pregnancy/ Maternity						✓
Marriage/Civil Partnership						✓

4.1 How do we identify and collect relevant information

- Information is collected during the PCC recruitment process via an Equality Monitoring form.
- Equalities data is collected by services alongside other data during resident and service user surveys and other forms of engagement. This information is retained by the services to support decision-making and assist in service delivery.
- An equalities staff network continues to meet to help explore and better understand the issues and opportunities involved.

² These objectives were based on the evidence available at that time.

- For some service users, a different approach is required and a key objective towards the end of 2021 was the sourcing of additional venues from which to conduct drop-in sessions for people needing housing related support. Drop-in availability allows for the quick resolution of queries for those clients who may not need longer term support, but for whom, if this service is not available, issues may compound and necessitate longer-term support.
- Some equalities data is collected through the [Staff Engagement and Well-being Survey](#).
- The Powys Older People's Forum Report was completed in March 2022. Supported by a Welsh Government grant, the report was commissioned to identify ways in which the Council can potentially improve engagement with its older residents through the further development of its Older People's Forum.
- A key opportunity identified by Adult Services during the last 12 months was the engagement of a number of residents (who are living with physical disability and/or sensory loss), in the co-production of a citizens' charter.
- In response to recommendations made by Audit Wales, residents are now able to use the Council's website to suggest topics for scrutiny to consider and to comment on items due to be considered during Scrutiny meetings.

4.2 How does the Council use this information in meeting the three aims of the general duty?

- During 2021/22, the Council rolled out the implementation of New Ways of Working. It is anticipated that this process will be concluded for most service areas by the end of 2022. At the end of the year, 576 members of staff were deployed in flexible working arrangements and/or working from home on a regular basis which was above target. Staff are encouraged to work in a flexible way to enable them to balance work against their other priorities, whilst also ensuring the needs of the Council are met. The flexible nature of many of our roles are promoted widely and part time working is promoted and supported wherever possible.
- Closer links have been made with the Department of work and Pensions and several visits have taken place and more are planned over the coming months.

4.3 How effective are the Council's arrangements for identifying and collecting relevant information?

- While continuous improvements are being made regarding the ways in which the Council engages with the people of Powys, it is acknowledged that the identification and collection of information in support of the Council's Strategic Equalities Planning requires further development to reflect the importance that the organisation places on ensuring a fairer and

more equitable future for the people of Powys. A new Cabinet portfolio has recently been created with responsibility for 'a Fairer Powys' to provide increased focus on equality, diversity, and inclusion.

4.4 What do our arrangements tell us regarding the equality of access to employment, training and pay?

- The Gender Pay Gap (GPG) analysis for 2021 has evidenced a further improvement in the closing of the GPG for directly employed staff. From 2020 to 2021, the mean GPG reduced from 7.55% to 7.28%, with the median GPG falling from 7.62% to 4.14%. More detailed analysis, however, shows that when IR35 workers (who are more likely to be male) are included within the figures, the number of higher pay rates earned by this group increase the average hourly rate overall and the mean GPG increases from 7.55% to 8.18%.
- Equality Data for the period 2019 to 2021 has been verified and is currently being analysed to identify trends.

5. How good is our Self-Assessment Process?

- Powys County Council currently has robust processes in place that support self-assessment (these include quarterly performance review meetings, bi-annual Executive Management Team (EMT)/Cabinet Panels and Service Improvement Boards etc.) and there may therefore be no necessity to introduce additional structures at this time. It is, however, recognised that there is a need to strengthen how services use evidence and extract learning to inform improvement action. In addition, work is needed to improve the connection between the deeper understanding of measurement definition within services and the use of those same measurements in reporting for external distributions.
- While the organisational arrangements for monitoring and reporting performance against the well-being objectives are sound, an intensified programme of support and development may be required to fully embed evaluative process and capability at service level. For some services this will represent a significant resource challenge, and they may not presently be in a position to find the necessary capacity, especially while the disruption and uncertainty of COVID-19 continues.
- Performance measures are in place and the mechanisms for collecting, recording, and reporting data are adhered to but the quality of evidence provided is often of insufficient quality or focus as to allow a clear understanding of performance against the well-being objectives to emerge.
- Increased efforts to establish baseline trends are needed, along with a clear, evidence-based rationale for action.
- Services are currently working to introduce outcome-based measures.
- Actions formed in response to audit report findings are included in workplans to ensure action and monitoring.
- Cabinet and Scrutiny are engaged in the performance management process through opportunities to contribute towards the quarterly reporting process
- There is a positive relationship between the organisation and corporate performance colleagues, which has developed considerably over time to maximise the engagement with the strategic planning and performance process.

- The Council uses a range of metrics, measures and indicators to monitor its performance, and these include a mixture of Public Accountability Measures (PAMs) and more localised measures developed by individual services to reflect their attainment against current objectives in alignment with the Council’s Corporate Improvement Plan (CIP). Service-level objectives are set out in their Integrated Business Plan (IBP) and this forms the link between the strategy set out within the CIP and the actions required to implement that plan at Service-level. While most of the necessary elements are present to allow us to evaluate our performance against the well-being goals, some obstacles remain that prevent the emergence of a clear picture of all areas of attainment. Barriers that have been identified as impeding effective and holistic evaluation include:
 - Currently, for historical reasons, measures exist at the more granular performance level but are not in place for the overall attainment at well-being objective level
 - The existing measures are, in a number of cases, not fully achieving their purpose; the reasons behind this are complex and varied but can be largely summarised as follows:
 - Some of the measures, as they are currently reported, are not formally clearly defined (although there is often a clearly understood definition and value to the evidence at an operational level). This leads to a gap in meaning between that perceived by the service itself and that discernible once the measure is removed from its context and reported to a wider audience.
 - This may create the potential for negative or misleading interpretation. For example, in instances where client numbers are demonstrated to be falling (thereby achieving the target) without the commensurate assurance that the figures do not disguise a failure to identify potential cases in the population (i.e., that the measure does not provide a ‘perverse incentive’).
 - Some measures are not true measures, with confusion sometimes evident between measures, actions and targets.
 - Attainment of objective is often evidenced by the listing of actions without the presentation of a clear rationale to explain how the two relate.
 - Insufficient consideration is currently given to the establishment of appropriate degrees of contribution/attribution.
- Currently some of the measures in use by the Council refer to large-scale and complex issues over which it cannot hope to have a direct influence. Consideration may be required in the future to clarify how the Council approaches accountability in order to provide a clear

delineation between the population-level trends that we are attempting to influence (but cannot be expected to have total control over) and the measures that evidence our own performance (and for which we are answerable).

- It is not expected that immediate alterations can be made by services where problematic measures do not provide clear evidence and a programme of development will be required to strengthen capability and introduce change over time. The challenges inherent in improvement of this type are further exacerbated currently by the disruption and workload pressures created by the coronavirus pandemic. In order to provide an improved quality of evidence and a clearer picture of performance against objective, measures and significant data are presented below enriched with supporting context of improvement work provided by links to relevant processes, documentation and evaluative material.
- However, the above have been considered as lessons learned based on the previous strategic planning and performance cycle and are being used to inform the newly elected corporate plan, which is being developed ahead of March 2023.

6. How are we working more sustainably?

The Well-being of Future Generations (Wales) Act 2015 places a duty on local councils to consider how they can work more sustainably across 7 core areas of change. The table below outlines what we have been working on during 2020-21 to ensure our processes, the way we plan and the way we support front line services is done in a way that considers the long term, prevention, integration, collaboration, and involvement.

Area of change	How are we using the five ways of working to change how we think, plan and act?
Risk	<ul style="list-style-type: none"> • The Council's risk management arrangements have continued to be significantly improved during 2021-22 in response to a follow up internal audit report of risk management in March 2020. • The Council's risk management system holds all risk registers, and this is where all strategic, service and transformation programme risks are registered, mitigating actions identified and risks monitored. • Consideration of risk is an integral part of quarterly performance reviews held with Portfolio Holders, Directors and Heads of Service. • The Audit Committee also has a key role in monitoring and challenging the Council's risk register. More information about the Governance and Audit Committee, including strategic risk reports and copies of minutes of previous meetings, is available by visiting: https://powys.moderngov.co.uk/mgCommitteeDetails.aspx?ID=135
Performance Management	<ul style="list-style-type: none"> • The method of reporting through an AIA (Achievements, Issues, Actions) approach is now well embedded across the organisation and provides a clear and succinct way of communicating key information to strategic decision makers. • At the beginning of the year the council revised its Performance Measurement Framework to remove duplication in reporting and to ensure its measures / data sets are clearly aligned to the 'Golden Thread' of plans. • We recognise that further work is needed to develop more outcome focused indicators and to ensure that services can effectively demonstrate the impact on residents. This is further explored within the self-assessment document. • A new emphasis is being placed on self-assessment and arrangements have also been put in place to strengthen the role of scrutiny in the quarterly performance management cycle.

- The virtual training video on Strategic Planning and Performance Management continues to be available, which aims to support officers with improving the quality of planning and reporting. This is being rolled out as part of a Managers Induction course.
- During 2021-22 data analytics and insight has strengthened and been integral to our response and recovery to the pandemic. We have developed numerous automated reports to provide insight on vulnerable people and those shielding and supported an integrated approach to ensure we assist those most at need. We have produced reports for our local Track, Trace and Protect so that they can effectively target their approach. We produced the Well-being Assessment and Population Needs Assessment, analysing the needs of the local community through the prism of well-being.
- We have continued to develop a Corporate Scorecard which integrates workforce, compliance, finance, and audit. This supports the Senior Leadership Team and Executive Management Team with their work and provides a health check of the organisation.
- All Members produced an Annual Report on their activities, and these are all published on the Council's public website at <https://powys.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13340>
- A copy of our Performance Management and Quality Assurance Framework is available via our website by visiting: <https://en.powys.gov.uk/article/7911/Performance-Management-and-Quality-Assurance>

Corporate Planning

- During 2021-22, the Council revoked its Business Continuity Plan to respond to the extraordinary challenges presented by coronavirus (COVID-19), which meant that a range of services that were either adapted, suspended or, in some instances, established for the first time began to return to business as usual. This was largely across the whole organisation, followed by Social Services later, which remained within this state due to the pressures presented.
- During 2021-22 the Council's 5 stage corporate planning cycle was used as the framework for COVID-19 Recovery Planning and Budget Recovery Planning. As part of the process all services continued to refine and strengthen their Integrated Business Plans, including improving the long-term consideration of actions.

- The Council continues to embed a new Transformation Approach which draws on a range of key disciplines and methodologies, such as a customer centric approach to service re-design and agile project management. It focusses on having multidisciplinary teams to plan and deliver projects and development is based on continual customer feedback.
- During 2021-22, we successfully digitised the Impact Assessment form. This provides services with a more efficient and user-friendly method, enhanced robustness and introduction of an automated flow process to support governance. The central repository of impact assessments, for Members and staff to access, aids in developing proposals and sharing information, evidence, and good practice. The new system allows the Council to interrogate the data from multiple impact assessments, to look at the cumulative impact of decisions on particular geographic areas or groups within the community, as well as identifying changes that can be made to the proposal to improve the impact of an element of the assessment. Further developments are planned to support enhancing understanding surrounding impact.

More information about our plans (for Powys County Council) is available on our website by visiting:

<https://en.powys.gov.uk/changeplan>

Financial Planning

- 2021-22 has seen a much higher level of engagement in the development of the budget and the Medium-Term Financial Strategy (MTFS) with staff, Members, stakeholders, and the public.
- Use of the budget simulator, numerous Member engagement sessions, staff engagement events, meetings with stakeholders and scrutiny of the Draft 2021-22 budget and the 2020-25 MTFS have all helped to bring greater openness and transparency to the financial planning process.
- The Council's Capital Strategy has been amalgamated with the Treasury Management Strategy and is now integral to the Integrated Business Planning process. The strategy facilitates a seamless interface between business planning within the Council and the management of assets and capital resources. The introduction of a new governance framework for the inclusion of projects in the capital programme supported by CIPFA training for key staff

	<p>in business case development has helped to improve the quality of business cases and decision making around capital investment.</p> <ul style="list-style-type: none"> • Integrated Business Planning has been adopted since April 2019 with the aim of moving the Council away from traditional budget planning to one that focuses on how best to use our resources to make the biggest impact on the outcomes the Council is seeking to achieve, informed where available by comparative performance and unit cost data and feedback from regulators and customers. • There is further work to do to move properly away from incremental budgeting and to Outcome Based Budgeting (OBB) and this work is planned through the period until 2025. A number of pilot projects will commence in 2021-22 and be expanded across all services over the following 3 years. More information about the Council’s Budget and Accounts is available at: https://en.powys.gov.uk/article/7469/Council-Accounts
Workforce Planning	<p>Workforce futures is one of the Council’s key Transformation projects which focusses on:</p> <ul style="list-style-type: none"> • Developing organisational agility • Developing our approach to leadership and management • Culture and engagement • Developing our capability and capacity • Improving and transforming the council • Developing further our health and well-being offer <p>Further information can be found in the Transformation End of Administration report.</p>
Assets	<ul style="list-style-type: none"> • The Strategic Property Team on behalf of Powys County Council continue to explore partnership working with both public and 3rd sector organisations. The shared use of buildings is a key strategy, ensuring public services are maintained and accessible to all. • We continue to make available accommodation to partner organisations including national government agencies. • The organisation is still implementing New Ways of Working which will impact on how buildings are used in the future. We will continue to develop modern workplaces which align with smart working practices.

	<ul style="list-style-type: none"> • The schools’ modernisation programme continues to be developed with new build schools becoming more community focused. This change in emphasis will enhance the way our school buildings are used both now and in the future; becoming more sustainable and reducing our carbon footprint.
Procurement	<ul style="list-style-type: none"> • We have modified our procurement process so that from the outset we consider how any procurement would support and / or could have an impact on the 7 well-being goals. This ensures that at the point of drafting specifications, terms and conditions and invitations to tender we can build specific requirements into our contracts to support these goals or mitigate any negative impacts. • We have updated our Procurement strategy to be more inclusive and assist smaller businesses and local suppliers to bid for contracts, as well as using procurement models such as the dynamic procurement system (DPS) for smaller repetitive procurements. • We keep our procurement processes (e.g., terms and conditions and prequalification processes) under continual review to ensure that we are fully compliant with new legislation and policy requirements, such as the Modern Slavery Act and the Code of Practice for Ethical Employment in the Supply Chain. • The 5 ways of working also underpin our approach to procurement and commissioning, with each procurement requiring the completion of an integrated impact assessment which includes an evaluation of the extent to which the procurement is considering the sustainable development principle. • Under the Powys Pound initiative, we are helping local businesses to improve their tendering skills. We are also speeding up our payment processes and using payment cards where possible so that local companies are paid faster and without delay to boost their business. Project Bank Accounts are used on all major capital projects to increase the speed of payment to subcontractors and suppliers. Annualised events are also undertaken to show and discuss our forward programme and up and coming procurement packages with suppliers and to encourage more localised bidding and engagement. We are utilising the TOMS and social value for all relevant (over £2 million) contracts, and these have been mapped against the Well-being of Future Generations goals and require tenderers to submit and to be evaluated on their social value content in any contract. The portal will also monitor progress against all

the tender submissions to show that each measure has been achieved successfully.

- The Council is also working collaboratively with Centre for Local Economic Strategies (CLES) Ceredigion Council, Powys Teaching Health Board, Hywel Dda Health Board, Mid Wales Fire Service, and the University sector on a Foundation Economy Project to benefit Community Wealth in our region. The Board has identified the following workstream and further work on spend and data is ongoing for each of them. These are: Opportunities for Start-ups; Food; Construction and Housing Retrofit; and Development of Generative Services. Our 21st Century Schools Programme is being designed as an ultra-low carbon impact schools using Passivhaus construction methods.
- Education is also working with Constructing Excellence Wales to pilot the Future Generations Directory Toolkit for the proposed Bro Hyddgen Community Campus through the design and build programme, which maps the design and build stages to each of the goals of the Well-being of Future Generations (Wales) Act.
- The Affordable Housing Development programme in the Council, which is modest compared to other local authorities, has built in low energy / low carbon / Passivhaus options into the build programme which will remove fuel poverty for families and residents of the homes impacting on Well-being / Education and skills, etc.
- For more information about procurement and contracts, including opportunities to tender, please visit:

<https://en.powys.gov.uk/article/4894/Procurement-and-Contracts>

7. What we Know About our Governance Performance

A full outline and assessment of the governance processes that have been in place in Powys County Council for the year ending 31st March 2022 may be viewed in the [Annual Governance Statement](#) (AGS). BRAG (Blue, Red, Amber, Green) ratings for the below actions have been considered using the method defined within the Performance Management and Quality Assurance Framework (PMQAF).

7.1 Our performance against the 2020/21 AGS action plan

Development Action	Lead/Deadline	BRAG
Review the Membership and Terms of Reference of the Governance and Audit Committee to meet the requirements of the Local Government and Elections (Wales) Act 2021	Head of Legal and Democratic Services (Monitoring Officer) December 2021	Blue
Review the effectiveness of the Governance and Audit Committee and undertake some refresh training for members as to the role of the Committee	Head of Finance (S151 Officer) / Scrutiny Manager 30 th May 2021	Green
Raise the profile and awareness of the new Anti-Fraud policies and develop the reporting of fraud activity and performance	Head of Finance (S151 Officer) 31 st December 2021	Green
Implementation of new consultation software Engagement HQ in partnership with Powys Teaching Health Board (PTHB) and Powys Association of Voluntary Organisations (PAVO)	Communications and Welsh Language Manager	Blue
Publication of a Public Participation Strategy	Communications and Welsh Language Manager April 2022	Red
Working with partners to update the Well-being Assessment and Population Assessment	Head of Transformation and Communications	Blue
New Vision 2025 communications campaign in accordance with the Welsh Audit Office recommendations	Head of Transformation and Communications	Blue

Implementation of the Socio-Economic Duty through effective Impact Assessment process and on-going training	Head of Transformation and Communications	Green
Transition the Service Improvement Boards to form part of the quarterly review meetings held as part of the Performance Management and Quality Assurance Framework	Corporate Directors December 2021	Amber
Continuation of the Integrated Business Planning Transformation Project and deliver Outcomes Based Budgeting pilots	Head of Finance (S151 Officer)	Green
Implementation of Part 6 of the new Local Government and Elections Wales Act	Head of Transformation and Communications	Green
Service Performance Panels to be undertaken to assess each service's performance and review Integrated Business Plans	Chief Executive	Blue
The number of staff attaining digital core skills (bronze level) will reach 100%	Head of Economy & Digital Services March 2023	Red
The percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%	Head of Economy & Digital Services March 2022	Red
Develop Outcomes Based Budgeting pilots across service areas to feed into the budget /IBP process for 2022/23	Head of Finance (S151 Officer)	Amber
Restart the Finance Transformation Programme delivering the identified objectives of the business case and improved financial acumen council wide	Income and Awards Senior Manager / Deputy Head of Finance	Green
Develop and implement the main drivers within the Capital and Treasury Management Strategy including the Schools' financial strategy and updating the Medium Revenue Provision policy	Capital & Financial Planning Accountant	Blue

Identify level of compliance with Financial Management Code and additional activities required to ensure adequate standard can be achieved when this becomes mandatory in 2021/22.	Financial Planning and Policy Accountant	Blue
Continue to embed a risk managed approach to decision making and good governance of the Council, to ensure everyone manages and understands risks which could prevent us from achieving our objectives.	Deputy Head of Finance / Strategic Equalities and Risk Officer	Green
Develop a Regulatory Tracker to keep a central record of the regulatory recommendations the Council receives and an overview of progress against them.	Head of Transformation and Communications	Blue
Continue to strengthen the performance of scrutiny in particular the scrutiny of performance and risk	Head of Legal and Democratic Services (Monitoring Officer) March 2022	Green
Review the effectiveness of Internal Audit with a greater focus on improvement across the organisation	Head of Finance (S151 Officer) March 2022	Green

7.2 Key performance insights from the AGS

- The local elections in May 2022 brought a new Administration that shifted the Council from a predominantly independent Administration to that of a Liberal Democratic/Labour Cabinet. It is acknowledged that with such a large number of newly elected Members, much work will be required to ensure that the training and development support provided for Members allows them to quickly understand their new roles and ensure smooth continuity of governance processes.
- The Council has opted to move to an Outcome Based Budgeting approach, focused on the medium to long-term and aligned to service and workforce planning. By better aligning revenue and capital, it will ensure that our limited resources are prioritised to achieve maximum effectiveness and secure outcomes that matter to our residents.

- In response to recommendations from Audit Wales, the Council has undertaken significant improvement work to strengthen its Scrutiny arrangements; and self-evaluation exercises undertaken in April indicated that many actions are already embedding with positive results.
- The initial Financial Management (FM) Code Assessment undertaken in 2021/22 indicated that of the 63 activities that underpin the 7 standards, 39 are rated green (62%) and 24 rated amber (38%), there were no red rated activities.
- Powys County Council follows a system of corporate governance that is consistent with the 7 principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Council Chief Executives (SOLACE) Framework Delivering Good Governance in Local Government (2016 Edition). This statement is structured around the 7 core principles and provides an overview of how the Council has discharged its responsibilities during 2021/22 and sets out recommendations of suitable areas for development.

7.3 Action Plan

The below action plans have been identified. These have been prioritised using the below matrix:



Figure 3 Action Plan Matrix

7.3.1. Self-Assessment Priority Actions Summary for 2022/23

Issue requiring further action	Responsible Officer	Priority
Further develop the prominence of equalities, and the Strategic Equality Plan, across the organisation	Chief Executive	P3
Work between Finance and Service areas to improve further understanding of outcome-based budgeting and look to implement further	Head of Finance (S151 Officer)	P3

Review performance measures used as part of the Corporate Improvement Plan to ensure there is a robustness as outlined in this report	Head of Transformation and Communications	P3
Integration of the Annual Council Reporting Framework (Director of Social Services Annual Report) within annual self-assessment report	Chief Executive	P4
Promote the role of the Performance Management and Quality Assurance Framework within the organisation to embed golden thread and understanding of self-assessment	Head of Transformation and Communications	P4
Work with recognised Trade Union representatives to engage further in understanding their views as part of the strategic planning and performance process	Head of Workforce and Organisational Development	P4

Further additional actions in areas which require improvement surrounding delivery against the existing Corporate Improvement Plan (CIP) and Strategic Equality Plan (SEP) are considered and managed via the quarterly performance management cycle and reported accordingly.

There are also wider actions surrounding how the organisation works to ensure the people of Powys achieve their well-being goals, as identified above and within the Public Service Board Well-being Assessment and Regional Partnership Board Population Needs Assessment. These are being used as key evidence bases to support the development of the new Corporate Plan, which will be based upon the areas identified as part of the [Progressive Partnership for Powys](#) and the wider Well-being Plan currently being developed by Powys Public Service Board.

8. Certification of the Annual Self-Assessment Report 2021-2022

Signed on behalf of Powys County Council:

Chief Executive		Leader of the Council	
Date		Date	

Well-being Objective 1

Well-being Objective 1: We will develop a vibrant **ECONOMY**



- 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)

Overall assessment of performance:

Of the 23 objectives in place to support this well-being objective during 2021-22, 15 were reported **green**, 5 were reported **blue** and 3 were **amber**.

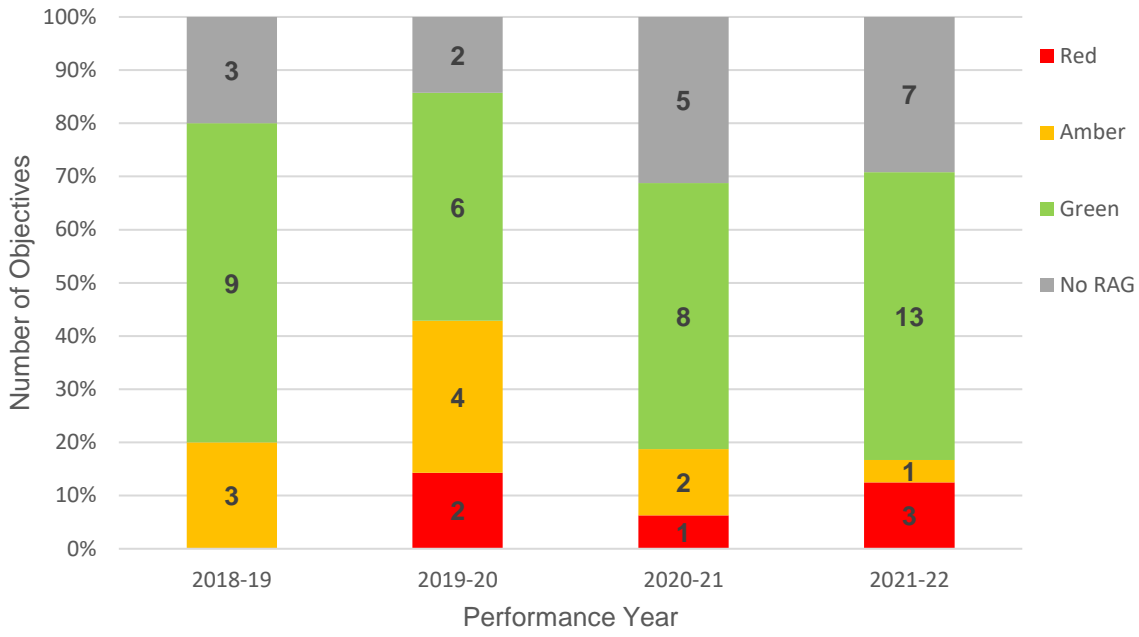
Our Objectives for 2022-23	2021-22	Linked Equality Objective
We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options, and improve road safety.	Green	
We will support businesses with recovery and the growth of new and established businesses.	Amber	
We will support the delivery of improved digital connectivity and encourage businesses and communities to take advantage of technology.	Green	
We will look for opportunities to secure external grant funding to support economic development and regeneration initiatives.	Green	
We will help support people into work and better paid employment opportunities.	Green	
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.	Green	
By 2022, we will develop business units at the Abermule business park for local businesses to establish and expand (subject to design measures).	Green	
During 2021-24, we will ensure all interview panels have a member who is safer recruitment trained	Green	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap

During 2021-24, we will continue to review the gender pay gap and action plan	Green	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
During 2021-24, we will collect and identify differences in pay and their causes between employees who have a protected characteristic and those who do not	Green	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
By March 2024, we will maintain and develop a range of workplace flexibilities for all staff and ensure our Senior Leadership Team role model flexible working	Green	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
By March 2024, we will promote and advertise jobs to encourage all applicants, whether part-time, job share or full time	Green	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
By March 2022, we will explore commissioning options to ensure that people have optimum opportunity to gain employment	Blue	Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment
By March 2023, we will use strengths-based approaches to ensure that supported employment converts to independent employment where possible	Blue	Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment
By March 2022, we will promote Leadership and Development Training for all staff	Blue	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
By December 2021, we will establish an Equality Workforce forum	Blue	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the gender pay gap
By March 2022, we will create a work, leisure and learning partnership (including citizens and carers) to lead to the development of employment opportunities	Amber	Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment

By March 2022, a procurement strategy will be put in place for the next 4 years, to deliver the Council Vision and objectives and embrace the requirements of the Well Being of Future Generations (Wales) Act 2015	Blue	
We will support the development and promotion of Powys as a tourism destination	Green	
We will secure, implement, and claim grant revenue and capital funding for flood alleviation schemes	Green	
We will work with Ceredigion County Council, the Welsh Government Energy Service, and regional stakeholders to develop a delivery plan for implementing the Mid Wales Energy Strategy	Green	
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	Green	
TRANSFORMATION PROJECT: Affordable Housing - We will ensure there is an increased range of affordable housing, so people have a greater variety of where to live and stay in their communities	Amber	

27 measures used to monitor success 13 were **green** and 1 was **amber** and 3 were **red** (no RAG status was available for 7 of the measures).

The Economy: Year-on-Year Performance



Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
By March 2025 we will have increased in real terms the total amount spent with Powys based suppliers year on year from 2021 by 0.5% each year (this was 38% at the end of 2019-20).	2% increase (from 27% to 29%, equating to £59 million)	1% increase (from 29% to 30%, equating to £62 million)	39%	This measure is not available for calculation until the final close down and all journals are completed on the Finance system.	N/A	
By March 2025, we will have increased the number of local suppliers engaged in the Council's procurement process (from 526 in 2019-20).	New Measure for 2019-20	526 local suppliers engaged	634 local suppliers engaged	1173 suppliers engaged	↑	
By 2022, we will have developed nine business units at the Abermule Business Park (subject to design measures).	New Measure for 2020-21	New Measure for 2020-21	Contract awarded; contractors on site	Units currently under construction and on target for completion early July 2022.	N/A	
Number of Adults with a disability being supported to undertake employment.	New Measure for 2020-21	New Measure for 2020-21	Data not available	We have recruited into the support employment post within the Council in order to support further exploration of supported employment commissioning.	N/A	Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment
By the end of 2025, we will have built 250 new council-owned homes (dependant on availability of Welsh Government grant funding).	174 sites allocated	Work commenced 36 units	118 properties under construction	39 units completed with 79 under construction	→	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
Each year we will continue to reduce the gender pay gap.	New Measure for 2020-21	New Measure for 2020-21	The improvement from 2019 to 2020, from 8.1% to 7.55% mean and 8.3% to 7.62% median, represents a closure of the gap by 8.48% mean and 8.19% median	7.28% mean for directly employed staff (8.18% when including IR35 contractors) / 4.14% median	↑	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap
We will seek views and feedback from the Equality Workforce Forum on relevant equality and diversity issues, annually.	New Measure for 2020-21	New Measure for 2020-21	Although COVID-19 impacted on planned progress, an Equalities Group was formed in November 2020 and met 4 times.	We have sought views from staff through the staff engagement and well-being survey, which should support the review of the focus of the forum	N/A	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap
Number of communities and industrial estates supported to gain access to good quality, reliable, broadband.	4 communities supported	3 communities supported	12 communities supported	24 communities supported	↑	
Number of people progressing to employment as a result of taking part in employability activities.	34 people	131 people	168 people	86 people	↑	
Number of funding applications submitted to support Powys communities and the local economy.	New Measure for 2020-21	New Measure for 2020-21	20 applications	17 applications	↓	

Number of businesses assisted by the Council's Economic Development Team or referrals to partner organisations.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	126 businesses	N/A	
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).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	£343,200 (no baseline established)	N/A	
By March 2022, a procurement strategy will be drafted, together with an action plan and indicators to measure progress against the strategy.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Procurement Strategy has been approved and an action plan with measures in draft.	N/A	
Mid Wales Growth Deal: By March 2022, we will have developed a Portfolio Business Case for regional submission to secure Final Deal Agreement.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	In January 2022, in a virtual meeting with both Leaders and Ministers, the Final Deal Agreement for the Mid Wales Growth Deal was officially signed.	N/A	
Mid Wales Growth Deal: From March 2021, we will develop a series of initial Programme / Project Business Cases (This will	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Project detail is being developed at pace with project proposers to begin submitting their	N/A	

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).				Strategic Outline Business Cases to Growing Mid Wales Board for review over the summer.		
Mid Wales Growth Deal: Following Final Deal Agreement in March 2022, 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.).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Following Final Deal Agreement in March 2022, 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.).	N/A	
The number of additional affordable housing units delivered per 10,000 households will be 29 in 2021-22, 23 in 2022-23, 46 in 2023-24, and 36 in 2024-25 (at the end of 2019-20 this was 12.4).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	23 housing units	N/A	
Total number of visitor days to Powys for tourism purposes (as measured by STEAM annual survey).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	4.17M	N/A	
Secure £1 million in grant funding for transport infrastructure Capital projects, of which 95% will be spent annually.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	LTF - £1.4m; RRF - £0.425m; ULEV - £1.2m; RS - £20k; AT - £1.3m	N/A	

Secure £500,000 in grant funding for flood alleviation Capital projects, of which 95% will be spent annually.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	FAS - £500k; NFM - £217k; SS - £138k; PS - £107K	N/A	
Having introduced the Introduction to Leadership and M(ILM) development programmes from ILM2 to ILM7 in 2020-2021, we are aiming to encourage 40 learners to start the programmes in 2021-2022.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	30 learners	N/A	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap
Monitor recruitment panels and ensure that at least one member of the panel has received safer recruitment training.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	This is ongoing. All paperwork is submitted to the Contracts team, and they check the form is signed.	N/A	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap
An increasing number of staff being deployed in flexible working arrangements and / or working from home on a regular basis.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	576 flexible workers	N/A	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap
An increasing number of visible adverts and promotions of the availability of flexible working in the Council. (Baseline to be established in 2021-2022.)	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	This is a key part of the recruitment review. Attendance at Careers Events and Job Centres is now being stepped up to make PCC more visible as an employer.	N/A	Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap

Well-being Objective 2

Well-being Objective 2: We will lead the way in providing effective, integrated **HEALTH AND CARE** in a rural environment



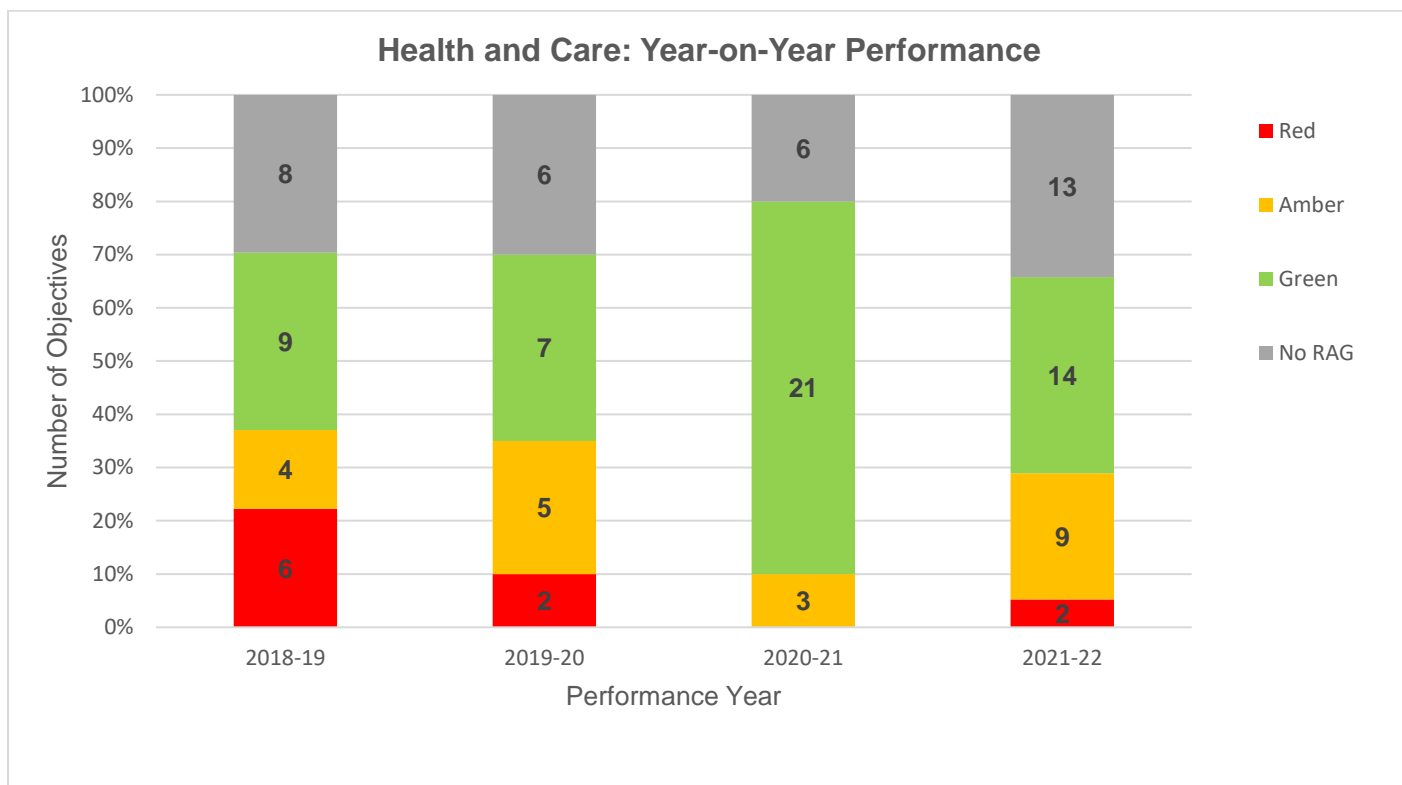
- We will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations (Equality Objective 3)
- We will help people to get the support they need to prevent homelessness (Equality Objective 4)

Of the 16 objectives in place to support this well-being objective during 2021-22, 11 were reported **green**, 0 were reported **blue**, 7 were **amber**, and 1 was reported **red**.

Our Objectives for 2022-23	2021-22	Linked Equality Objective
Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours.	Green	Equality Objective 4: By 2024, we help people to get the support they need to prevent homelessness
Promote access to a range of Early Help services, which families can access preventing the need for statutory intervention.	Green	
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.	Green	
'Work with' children, young people and their families rather than 'do to', to co-produce plans which will bring about the changes children need as quickly as possible.	Green	
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.	Red	
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.	Green	
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.	Amber	
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.	Green	
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.	Amber	

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.	Amber	
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.	Amber	
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.	Amber	
Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation.	Green	Equality Objective 4: By 2024, we help people to get the support they need to prevent homelessness
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).	Green	Equality Objective 4: By 2024, we help people to get the support they need to prevent homelessness
Between 2021 and 2024, the 'Fit for Life' programme will improve access arrangements to 500 homes.	Green	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
Between 2021 and 2024, the Disabled Facilities Grants programme will improve the quality of homes for 40 households each year.	Green	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
TRANSFORMATION PROJECT: We will ensure there is an increased range of affordable housing, so people have greater variety of where to live and stay in their communities.	Amber	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
TRANSFORMATION PROJECT: Extra Care: We will work with partner housing associations to secure the development of extra care housing schemes across the county.	Green	
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.	Amber	

38 measures used to monitor success; 14 were **green** and 9 were **amber** and 2 were **red** (no RAG status was available for 13 of the measures).



Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
The number of qualified social worker vacancies will be lower than the 2020-21 Q4 figure of 32.	36 vacancies	32 vacancies	32 vacancies	38 vacancies	↓	
70% of children, young people and their families report that they achieve their family goal through accessing Early Help.	New measure for 2020-21	New measure for 2020-21	94%	93%	→	
75% of audits will demonstrate that the child's voice is evidenced in the child's plan.	New measure for 2020-21	New measure for 2020-21	82.5%	71%	↓	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
85% of children who the Intervention and Prevention Service work with around placement stability will remain in placement.	New measure for 2020-21	New measure for 2020-21	96%	83%	↓	
90% of statutory visits for Children Looked After will be carried out on time.	91%	92%	93%	88%	↓	
Feedback using the Distance Travel Tool from 75% of young people demonstrates satisfaction with the service for children and young people.	New measure for 2020-21	New measure for 2020-21	83%	88%	↑	
The number of Children Looked After who have had 3 or more placement moves during the year	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	16%	N/A	
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Data not available	Data not available	Data not available	Delayed transfers of care data is no longer published due to the impacts of COVID-19.	N/A	
The number of persons (per 1,000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment.	Data not available	Data not available	Data not available	Delayed transfers of care data is no longer published due to the impacts of COVID-19.	N/A	
The number of unique adult clients supported in their own home	563 adults supported	708 unique adults supported	COVID-19 affected the prescribing of	695 unique adults supported	N/A	Equality Objective 6: By 2024, we will improve

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
through assistive technology will be higher.			technology, however a further 575 adults were supported			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
We will establish the percentage of new contacts who are referred to or receive information and advice.	New measure for 2020-21	New measure for 2020-21	28% of new contacts	26% of new contacts	→	
The number of adults receiving direct payments.	New measure for 2020-21	New measure for 2020-21	499 recipients	499 recipients	→	
Number of staff supported by the Local Council to commence a vocational health and social care qualification in Adult Services.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	44 staff	N/A	
New extra care facilities are open and utilised by mid-2023, with 66 additional apartments in use.	New measure for 2020-21	New measure for 2020-21	The new extra care facilities are not yet complete.	Building work has commenced in Ystradgynlais and Welshpool.	N/A	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
Reduction in admissions into residential care.	New measure for 2020-21	New measure for 2020-21	166 admissions	173 admissions	→	Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
						homes, and life-time homes, that provide suitable and sustainable accommodation for future generations
Delayed admissions into residential care (increasing average age on admission).	New measure for 2020-21	New measure for 2020-21	Average age = 85	Average age = 86.2	↑	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
Percentage of adult safeguarding enquiries completed within statutory timescales.	95%	96%	95%	94%	→	
85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely.	New measure for 2020-21	New measure for 2020-21	96%	93%	→	
Percentage of Children Looked After placed out of County with Independent Fostering Agencies or residential placements will be lower than the 2020-21 Q4 figure of 48.	78 children	51 children	48 children	60% (57 children)	↓	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
There will be an increased number of generic Powys foster carers	New measure for 2020-21	New measure for 2020-21	81 foster carers	70 foster carers	↓	
75% of young people who used the Intervention and Prevention services demonstrate positive progression.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	88%	N/A	
Increase the proportion of 16+ young people in accommodation in county.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	49%	N/A	
Percentage of Powys child care providers offered business support by Children's Commissioning Childcare Business Support Team.	New measure for 2020-21	New measure for 2020-21	100%	100%	→	
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).	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	7 workers	N/A	
Audit: Increase the proportion of audits that are graded 'good'.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	60% (Baseline TBD)	N/A	
We will increase the proportion of young people using the Child Exploitation Service that are stepped out because of improved outcomes.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
Improved accessibility to services and community infrastructure that meet the needs of the population.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Improved integration of services, partnership working, and confidence in leadership.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Increased focus on prevention and health promotion.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Increased emotional and behavioural support for families, children, and young people to build resilience and support transition into adulthood.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Strengthen people's ability to manage their own health and well-being and make healthier choices.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Increased independence and participation within communities.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Improve the opportunity for people to access education, training, and learning opportunities.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	No information provided	N/A	
Total number of people who received Housing Related Support in the quarter. (This will be Housing Support Grant and	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	4292 people	N/A	Equality Objective 4: We will help people to get the support they need to prevent homelessness

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
Homelessness Prevention Grant funded activity).						
Total number of service users no longer requiring support and / or who have moved on from their current support services.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	409 people	N/A	Equality Objective 4: We will help people to get the support they need to prevent homelessness
Quarterly reports on the causes and incidence of homelessness, and the impact of work to prevent people becoming homeless.	New measure for 2020-21	New measure for 2020-21	Interventions put in place during the past year have reduced the impact of the barriers identified	There has been a significant increase in homeless presentations with 413 live homeless cases at the end of the Q4.	N/A	Equality Objective 4: We will help people to get the support they need to prevent homelessness
By March 2022, 168 homes will benefit from the Fit for Life programme, followed by 168 by March 2023, and 164 by March 2024.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	187 homes	N/A	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
We will deliver aids, adaptations and disabled facility grant funded works within 130 calendar days.	New measure for 2020-21	New measure for 2020-21	134 days	134 days	→	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

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
						for future generations

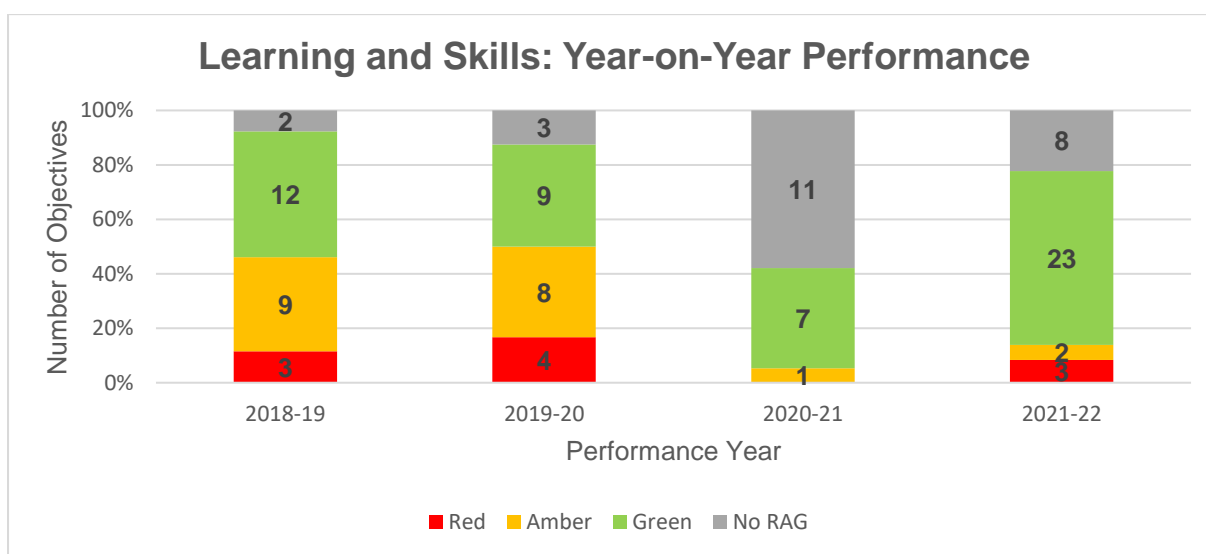
Well-being Objective 3: We will strengthen **LEARNING AND SKILLS**

- We will improve opportunities and outcomes for children living in poverty (Equality objective 5)
- Of the 10 objectives in place to support this well-being objective during 2021-22, 6 were reported **green**, 0 were reported **blue**, 0 were **amber**, 0 were reported **red** and 4 were not given a BRAG rating.

Our Objectives for 2022-23	2021-22	Linked Equality Objective
We will improve pupil outcomes in secondary schools particularly Capped 9 scores and 5A*-A GCSEs.	For the 2019-20 and 2020-21 academic year, Welsh Government removed examinations for GCSE and A Levels.	
We will support all schools to improve pupil attendance rates.	Attendance data suspended due to the impact of COVID-19	
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.	Green	
We will support all schools to improve routes to employability and further education.	Funding has been allocated to all Secondary and Special schools on a per pupil basis and guidance shared with schools.	
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.	Green	
We will ensure that secondary school aged young people have access to high-quality counselling services to support their emotional health and well-being	Green	
During 2021 to 2024, we will support effective use of the Pupil Development Grant (PDG) to improve literacy and numeracy skills.	Nearly all schools have evaluated the use of the PDG funding for 2020-21. Many eFSM pupils made progress in line with their expected outcomes.	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty
During 2021 to 2024, we will support school to ensure all children in Powys are able to attend school without the	Green	Equality Objective 5: By 2024, we will improve opportunities

Our Objectives for 2022-23	2021-22	Linked Equality Objective
associated financial costs. Our actions (outlined in the CIP) will lead to equality of opportunity for all.		and outcomes for children living in poverty
During 2021 to 2024, we will provide families with support and advice to help them reduce costs of living.	Green	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty
TRANSFORMATION PROJECT: Transforming Education - We will improve learner entitlement and experience and implement our Strategy for Transforming Education in Powys.	Green	

Of the 38 measures used to monitor success; 23 were **green** and 2 were **amber** and 3 were **red** (no RAG status was available for 8 of the measures).



Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2023.	New Measure for 2020-21	New Measure for 2020-21	No Data Available	No Data Available	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2023.	New Measure for 2020-21	New Measure for 2020-21	No Data Available	No Data Available	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2023.	New Measure for 2020-21	New Measure for 2020-21	No Data Available	No Data Available	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2023.	New Measure for 2020-21	New Measure for 2020-21	No Data Available	No Data Available	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
By March 2024, the Council will employ a further 27 apprentices as part of a new programme due to commence during 2021-22.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	11 apprentices	N/A	
By March 2025, the percentage of Year 11 leavers who are NOT in education, employment or training will be maintained below 2%.	1.7%	1%	No Data Available	1.2%	N/A	
By March 2022, all young people are able to access a counselling service within 4 weeks of making contact.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	100%	N/A	
Increase head teacher satisfaction with the quality of guidance and support provided to schools by 2023 - 2024.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	1% increase	N/A	
By July 2025, all Powys schools will have maintained a transition rate of above 70% between upper sixth and	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	No Data Available	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
University, where the university course is completed in full.						
By March 2025, we will establish 8 new all-age schools in the county.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	2 schools	N/A	
By March 2025, we will reduce the number of primary schools in the county by 20 schools.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	7 schools	N/A	
By March 2022, all learners in Powys sixth forms will be offered a laptop to ensure they are digitally equipped to carry out their studies. (100% of incoming year 12 learners will be able to apply for a laptop. Uptake of the offer will be measured).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	100%	N/A	
Year on year, the number of learners continuing from year 11 into a Powys sixth form will increase by 2% (the baseline is 44% average retention).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	41.5%	N/A	
By May 2021, we will develop and publish a new approach to sixth form provision in Powys.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	In May 2021 Cabinet passed the new Post 16 provision.	N/A	
By May 2021, we will engage with representatives from all Powys sixth forms about our plans to transform post-16	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Post 16 learners were consulted on the transformation plans.	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
education in Powys.						
By March 2025, 6 schools will have moved along the language continuum.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	3 schools	N/A	
By March 2025, we will have established 2 new Welsh Medium provisions.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	0	N/A	
By May 2021, the newly developed Early Intervention model will be well established across Powys and draft proposals will have been developed for the future of the four pre-school centres.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	The Early Years assessment model is proving successful, and enabling smooth transition from flying start to 3+, and 3+ to school.	N/A	
By July 2021, nurture programmes will have been piloted and evaluated in at least one geographical area.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	3 areas piloted	N/A	
By May 2021, will have clear plans and feasibility studies to improve Pupil Referral Unit (PRU) accommodation.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	A new demountable has been built and installed at PRU south in Brecon.	N/A	
By September 2021, we will have developed a satellite of one of the special schools.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	1 school	N/A	
By March 2023, we will have developed firm proposals for the future of the specialist centres.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	This measure is on track and is a key priority in the transformation programme for 2022-2023.	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
By May 2021, we will have reviewed the current training offer and planned the training offer for 2021-2022 (academic year).	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Training offer reviewed and planned	N/A	
By August 2022, 14 teachers in Powys should have completed a post-graduate diploma in an area of SEN/ALN.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	14 teachers participating	N/A	
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.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	The inclusion team communicate regularly with schools and settings, produce clear guidance and pathways, and provide support and advice through purposeful weekly bulletins, meetings and valuable online resources.	N/A	
By March 2025, we will have increased the number of new school builds in 'condition A/B' in Powys by 8 schools.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	0 schools	N/A	
By March 2025, we will have sought Welsh Government approval of another 4 Full Business Cases for new school builds.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	1 approval	N/A	
Between 2021 and 2025, an increased number of children that are entitled to	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	3098 qualifiers	N/A	Equality Objective 5: By 2024, we will improve

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
Free School Meals will take up the service.						opportunities and outcomes for children living in poverty.
Increased number of pupils using the School Holiday Enrichment Programme (SHEP) over the summer holidays which benefits their health & well-being.	New measure for 2020-21	New measure for 2020-21	Due to COVID-19, the SHEP programme for 2020 was cancelled, and data is not available.	5 schools participated	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
Between 2021 and 2025, we will report on the value of Pupil Development Grant Access grants provided.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	£267,045	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
Between 2021 and 2025, we will identify the number of families that receive financial (debt / budgeting / benefits) advice from the Council.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	155 families	N/A	Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.
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).	265	238	No Data Available	No Data Available	N/A	
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	New measure for 2020/21	New measure for 2020/21	No Data Available	No Data Available	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
secondary schools above 22% pupils with 5A* - A GCSEs (this was one in 2019) and two secondary schools above 25% by July 2024.						
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	95.1% primary/94.5% secondary	95.8% primary/94% secondary	No Data Available	No Data Available	N/A	
The number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year.	New measure for 2020/21	New measure for 2020/21	22%	21%	→	
In 2021-22, a baseline will be established so that we can work to decrease reports of service dissatisfaction from the public.	New Measure for 2021-22	New Measure for 2021-22	New Measure for 2021-22	Decreased	N/A	



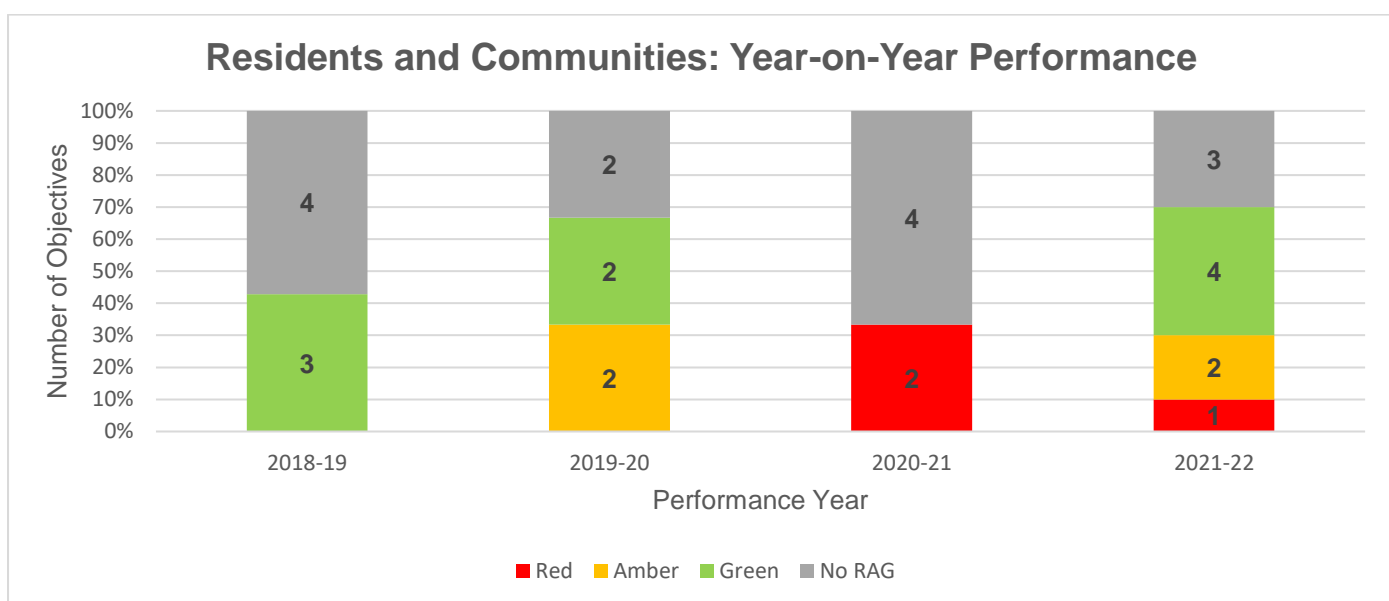
- We will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life (Equality Objective 6)

Of the 8 objectives in place to support this well-being objective during 2021-22, 5 were reported **green**, 2 were reported **blue**, 0 were **amber** and 1 was reported **red**.

Our Objectives for 2022-23	2021-22	Linked Equality Objective
Through the Hwb programme enable safe smart technology in schools and give pupils equitable access, through improved network infrastructure.	Blue	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
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 research to understand the gap in provision.	Green	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
By March 2025, we will continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the 'Love Where You Live' tenancy sustainability strategy.	Green	
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.	Red	
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.	Green	
Meet Welsh Government recycling rates and contribute Towards Zero Waste outcomes; sustainable and prosperous society.	Green	
We will aim to become a zero carbon Council by 2030.	Green	

Our Objectives for 2022-23	2021-22	Linked Equality Objective
By March 2022, we will implement integrated telephony and web channels to improve accessibility and user experience when contacting the Council.	Blue	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

Of the 10 measures used to monitor success; 4 were **green** and 2 were **amber** and 1 was **red** (no RAG status was available for 3 of the measures).



Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
Waste reused, recycled, or composted, meeting the Welsh Government Statutory Target.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	66.3%	N/A	
In the 2021-2022 STAR survey, overall tenant satisfaction with the housing services provided by the Council will exceed 75%, and in the 2023-24 survey the tenant	N/A	84%	The next STAR survey is due in 2021-22.	71%	↓	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
satisfaction will increase to 81%.						
At least 2% more people are physically active throughout Powys per year as a result of participating in the range of schemes on offer.	New measure for 2020-21	New measure for 2020-21	No Data Available	No Data Available	N/A	
Attendance at Powys County Council grant funded arts and cultural events.	New measure for 2020-21	New measure for 2020-21	No Data Available	No Data Available	N/A	
Attendance and participation (physical and virtual) for libraries, museums and archives.	New measure for 2020-21	New measure for 2020-21	117,204 visits	92,000 visits	↓	
Participation in Powys County Council grant funded arts and cultural events.	New measure for 2020-21	New measure for 2020-21	No Data Available	No Data Available	N/A	
By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	100%	N/A	
By March 2022, we will prepare a greenspace improvement strategy for Housing Services owned sites.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	Strategy progressed	N/A	
During 2021-2022, we will consult with all Council services to review and collate the actions being taken to maintain or enhance biodiversity.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	During 2021-2022, we will consult with all Council services to review and collate the actions being taken to	N/A	

Our success measures and targets for 2022-23	2018-19 Performance	2019-20 Performance	2020-21 Performance	2021-22 Performance	Trend	Linked Equality Objective
				maintain or enhance biodiversity.		
Percentage change in the Council's carbon emissions against baseline.	New measure for 2021-22	New measure for 2021-22	New measure for 2021-22	2021 - 22 baseline currently being prepared, this will be reported to Welsh Government annually from June 2022	N/A	

Public Accountability Measures (PAMs) – Our Performance

Ref	Public Accountability Measure Description	2018-19	2019-20	2020-21	2021-22	Trend
PAM/001	Number of working days lost to sickness absence per employee	9.1 days (FTE)	9.3 days (FTE)	9.9 days (FTE)	10.1 days (FTE)	↓
PAM/044	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	New measure for 2020-21	New measure for 2020-21	Not Available	53	N/A
PAM/032	Capped 9 score	363.6	Not Available	Not Available	Not Available	N/A
PAM/007	Percentage of pupil attendance in primary schools	95.1%	Not Available	Not Available	Not Available	N/A
PAM/008	Percentage of pupil attendance in secondary schools	94.5%	Not Available	Not Available	Not Available	N/A
PAM/046	Percentage of Year 11 leavers not in Education, Training or Employment (NEET)	1.7%	Not Available	Not Available	1.2%	N/A
PAM/033	Percentage of pupils assessed in Welsh at the end of the Foundation Phase	Not Available	Not Available	Not Available	Not Available	N/A
PAM/034	Percentage of year 11 pupils studying Welsh (first language)	Not Available	Not Available	Not Available	11.5%	N/A
PAM/010	Percentage of streets that are clean	92.3%	97.6%	Not Available	Not Available	N/A
PAM/035	Average number of working days taken to clear fly-tipping incidents	5.1 days	7.2 days	6.3 days	2.6 days	↑
PAM/012	Percentage of households successfully prevented from becoming homeless	70.9%	Not Available	Not Available	39.5%	N/A
PAM/013	Percentage of empty private	1.6 properties	0.8 properties	0.6 properties	0.86 properties	↑

Ref	Public Accountability Measure Description	2018-19	2019-20	2020-21	2021-22	Trend
	properties brought back into use					
PAM/045	Number of new homes created as a result of bringing empty properties back into use	New measure for 2020-21	New measure for 2020-21	0 homes	Not Available	N/A
PAM/015	Average number of calendar days taken to deliver a Disabled Facilities Grant	142.3 days	125 days	168 days	150 days	↑
PAM/036	Number of additional affordable housing units delivered per 10,000 households	Not Available	Not Available	Not Available	23 housing units	N/A
PAM/037	Landlord Services: Average number of days to complete repairs	8.8 days	9 days	7 days	8.7 days	↓
PAM/038	Landlord Services: Percentage of homes that meet the Welsh Housing Quality Standard (WHQS)	Not Available	Not Available	Not Available	100%	N/A
PAM/039	Landlord Services: Percentage of rent lost due to properties being empty	3.8%	3.9%	3.1%	3.4%	↓
PAM/040	Percentage of Quality Indicators (with targets) achieved by the library service	Not Available	Not Available	Not Available	Not Available	N/A
PAM/041	Percentage of NERS clients who completed the exercise programme	Not Available	Not Available	Not Available	Not Available	N/A
PAM/042	Percentage of NERS clients whose health had improved on completion of the exercise programme	Not Available	Not Available	Not Available	Not Available	N/A

Ref	Public Accountability Measure Description	2018-19	2019-20	2020-21	2021-22	Trend
PAM/018	Percentage of all planning applications determined in time	90.7%	Not Available	Not Available	84.4%	N/A
PAM/019	Percentage of planning appeals dismissed	72.2%	Not Available	Not Available	100%	N/A
PAM/020	Percentage of A roads in poor condition	3.9%	3.9%	3.4%	3%	↑
PAM/021	Percentage of B roads in poor condition	5.3%	5.1%	4.5%	4.1%	↑
PAM/022	Percentage of C roads in poor condition	21.6%	22%	19.6%	17.9%	↑
PAM/023	Percentage of food establishments that meet food hygiene standards	95.3%	96.81%	97.13%	97.87%	→
PAM/025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75	Not Available	Not Available	Not Available	Not Available	N/A
PAM/028	Percentage of child assessments completed in time	Not Available	Not Available	Not Available	63%	N/A
PAM/029	Percentage of children in care who had to move 3 or more times	Not Available	Not Available	Not Available	16%	N/A
PAM/030	Percentage of waste reused, recycled or composted	Not Available	Not Available	Not Available	66.3%	N/A
PAM/043	Kilograms of residual household waste generated per person	Not Available	Not Available	Not Available	Not Available	N/A

Appendix 2: Self-Assessment SWOT Report

The Council's [Corporate Improvement Plan \(CIP\)](#) sets out the objectives and measures that underpin the Well-being Goals and these form the basis for this assessment of performance. Items shown in bold reflect performance against measures included in the CIP.

The Vision [2025 End of Administration Programme Report](#) provides an evaluation of progress made by the projects included under the Transformation Programme.

A summary of 2021/22 delivery against CIP objectives and measures may be viewed [here](#) and evidence directly related to these measures is shown in bold within the text below.

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

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

This information has been considered using the below method:





Objective	Strengths	Weaknesses	Opportunities	Threats
Provide support for businesses to grow	<p>During the past year, 126 businesses have been assisted by the Council's Economic Development Team or referred to partner organisations.</p> <p>During 2021/22, 206 business inquiries were received.</p> <p>By March 2025 we will have increased in real terms the total amount spent with Powys based suppliers year on year from 2021 by 0.5% each year (this was 38% at the end of 2019-20).³</p> <p>The Council has been responsible for delivering much of the support introduced by Welsh Government through the administration of Business Grants, Rate Relief, Care worker payments and Supplier Relief within the County.</p> <p>During 2021/22, 1173 local suppliers have been engaged in the council's procurement process. Engagement in the previous period was 634 indicating an increase of 85% this year.</p>	<p>As a result of the suspension of Level 2 Food Hygiene Training and paid for food hygiene advice work carried out by Environmental Health, Powys Food Businesses are experiencing difficulties in accessing 'face to face' training with a qualified EHO. This means that businesses are unable to retain their compliance which impacts their Food Hygiene Rating Scores.</p>	<p>In 2021, a new PCC procurement strategy has been drafted and will be followed up with an action plan (currently in draft) and associated indicators to measure progress against the strategy.</p> <p>Increased engagement with Powys businesses has been identified as an area for improvement.</p> <p>Nine business units are currently under construction at Abermule, and the work is on target for completion by early July 2022.</p>	<p>Additional COVID-19 workload has come at the expense of the planned review of trading standards which must now be rescheduled.</p> <p>Brexit remains a challenge with regards to legislative changes and the Council's understanding of the impact that these changes may have on local businesses.</p>

³ This measure is not available for calculation until the final close down and all journals are completed on the Finance system.

Objective	Strengths	Weaknesses	Opportunities	Threats
	£343,200 of Community Benefits and social value targets were set and included in contracts worth more than £2 million. ⁴ (No baseline established)			
Promote Powys as a place to live, visit and do business		The STEAM annual survey indicates that there were 4.17m visitor days to Powys for tourism purposes during 2021/22 which falls below the target figure of 4.5m but this was obviously somewhat affected by lockdowns and other pandemic disruption.		
Transformation Project -Mid Wales Growth Deal	In January 2022, in a virtual meeting with both Leaders and Ministers, the Final Deal Agreement for the Mid Wales Growth Deal was officially signed.		Project detail is being developed at pace with project proposers to begin submitting their Strategic Outline Business Cases to Growing Mid Wales Board for review over the summer.	
Objective: We will ensure there is an increased range of affordable housing, so people have greater variety of where to live and stay in their communities. * This project also contributes to our Equality Objective 3 See: Transformation Project -	<i>'Overall, Housing Services has performed well, dealing with the challenges prompted by the COVID-19 pandemic (with particular regard to maintaining income recovery in respect of municipal housing, delivery of aids and adaptations to improve quality of life for people with disabilities, improvement programmes to Council-owned</i>	Progress has been maintained towards the new housing development programme, with the completion of two schemes (the first new Council homes built in Powys for thirty years). Further site development and planning is continuing. The Council is now aiming to build on average fifty new homes every year. In 2021-2022, Housing	The Housing Service has completed a full-service redesign, 'Moving on Up'. Homes in Powys Common Allocation Scheme (Consultation held Sept – Dec 2021) Heart of Wales Property Services transitioning from joint venture with	Rising property and land values are making the development of affordable homes increasingly difficult without additional grant from the Welsh Government and/or property sales at market values to generate cross subsidy opportunities. During the next 12 months, there is a risk that the planning application

⁴ This is reliant on the number of capital projects and other procurement being taken forward in any one year.

Objective	Strengths	Weaknesses	Opportunities	Threats
<p>Affordable Housing [Link to report]</p>	<p><i>homes, progress on new development schemes and accommodating homeless households to avoid street-homelessness). This has taken place at the same time as full-service re-design (Moving on Up) and preparing for and working on Bringing It back Home.</i> HCD Self-Assessment</p> <p>The Council directly provides homes for just under 10% of all households in Powys. There are around 4,300 households in Powys registered with Homes in Powys for affordable, secure housing and this represents 6.6% of all households in Powys. All social housing in Powys (Council and housing associations - 16% of all homes in the County) is allocated by Housing Services.</p> <p>Income recovery from rented Council-owned homes has been maintained at a high level.</p> <p>During 2021/22 Finance Received the following awards on behalf of Powys Council: The Innovation Award Constructing Excellence Wales (October 2021) Home Grown Homes</p>	<p>Services completed the construction of 39 new social rented homes and enabled housing associations to build a further 91 affordable homes. The HCD Service considers 2021/22 performance against this measure to have been 6/10</p> <p>In 2021/22, PCC delivered 23 additional affordable housing units per 10,000 households (the target for this period was 29).</p> <p>The PPPP Service considers 2021/22 performance against their objective of delivering an efficient and effective Development Management function to have been 6/10.</p>	<p>Kier to PCC July 2022</p> <p>During the next 5 years, collaborative preparatory work will be carried out on the Replacement Local Development Plan for Powys (excl. Brecon Beacons National Park), and the commencement of a first Strategic Development Plan for Mid Wales.</p> <p>Powys Local Development Plan (2011-2026) Review Report and the Powys Replacement Local Development Plan 2022-2037 Delivery Agreement Consultation Draft completed public consultation in February 2022.</p>	<p>fee income target may not be met, as evidenced by reduction over 2021/22 when compared to previous years.</p> <p>A Planning consultation conducted in 2021 highlighted areas for development that included what some planning agents referred to as an 'email culture' that obstructed the formation of closing working relationships with staff. They expressed a desire for more business to be conducted via telephone.</p> <p>These issues are largely attributable to a recent high turnover of staff experienced by the Planning Service which has resulted in the loss of established relationships between staff and planning agents. The turnover of staff has also temporarily resulted in a team that has relatively limited experience within their roles which therefore lower levels of confidence when speaking directly with far more experienced agents. It is anticipated that these issues will be resolved as the</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>The Value award Constructing Excellence in Wales Award (October 2021) Home Grown Homes The Public Leadership Award for Social Value for Future Generations awards (WLGA/Social Value) Highly commended for the Value award for Constructing Excellence National (January 2022)</p> <p>During 2021/22 the total 'live' planning application numbers (all types) has been volatile, increasing from 757 (Apr 21) to 919 (Aug 21) before falling again to 700 (Mar 22).</p> <p>84.4% of all planning applications were determined in time.</p> <p>The PPPP Service considers 2021/22 performance against their objective of delivering an efficient and effective Planning Policy function to have been 8/10.</p>			existing team gains experience and assurance
Improve our infrastructure to support regeneration and attract investment	<p>The Council secured in excess of £1 million⁵ in grant funding for transport infrastructure Capital projects. LTF - £1.4m RRF - £0.425m ULEV - £1.2m; RS - £20k AT - £1.3m</p>		<p>Powys has successfully secured significant external grant funding of £29m from the Levelling Up Fund/Community Renewal Fund and £110m under the Mid Wales Growth Deal and this is</p>	

⁵ Exact figures will not be available until final accounts are confirmed.

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>Grant funding secured for flood alleviation Capital projects:</p> <p>FAS - £500k NFM - £217k SS - £138k PS - £107K</p>		<p>expected to provide significant benefits for the area that include attracting additional investment from other sources, restoration of environmental assets, development of skills and increased business opportunities, improved quality of life for residents, post-COVID-19 regeneration and decarbonisation initiatives</p>	
<p>Improve skills and support people to get good quality jobs</p>	<p>105 individuals have been supported through the Communities for Work Plus Programme with 84 having progressed to employment as a result of taking part in employability activities.</p> <p>53 apprentices (per 1,000 employees) are currently taking part in formal recognised apprenticeship schemes</p>	<p>In the last financial period, 17 funding applications were submitted to support Powys communities and the local economy (a decrease of 3 when compared to the previous period).</p>	<p>The success of the Communities for Work Programme will be further developed through the creation of a dedicated position within the Regeneration Service restructure.</p>	
<p>Equalities Objective 1: We will enable people with a disability to have improved opportunities for valued occupation including paid employment</p>	<p>Number of Adults with a disability being supported to undertake employment - Information recording mechanisms are being developed and will be used to baseline appropriate targets when available</p>		<p>We have recruited into the support employment post within the Council in order to support further exploration of supported employment commissioning.</p>	
<p>Equalities Objective 2: We</p>	<p>The Gender Pay Gap (GPG) analysis</p>	<p>30 learners have started the leadership</p>	<p>An Equality Forum has been</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
<p>will ensure equality of opportunity for all our staff and take action to close the pay gap</p>	<p>for 2021 has evidenced a further improvement in the closing of the GPG for directly employed staff. From 2020 to 2021, the mean GPG reduced from 7.55% to 7.28%, with the median GPG falling from 7.62% to 4.14%.</p> <p>More detailed analysis, however, shows that when IR35 workers (who are more likely to be male) are included within the figures, the number of higher pay rates earned by this group increase the average hourly rate overall and the mean GPG actually increases from 7.55% to 8.18%.</p> <p>Equality Data for the period 2019 to 2021 has been verified and is currently being analysed to identify trends.</p> <p>576 members of staff are currently deployed in flexible working arrangements and/or working from home on a regular basis.</p>	<p>and management development programmes (ILM2 to ILM7) in 2021-2022 and this falls 25% below the projected number.</p>	<p>established to disseminate information, obtain feedback and facilitate engagement with staff. The aims of the group are under review, and it will be necessary to confirm that there is sufficient investment being made in the Council's equality plans to ensure that the activities undertaken are meaningful and have impact.</p> <p>Closer links have been forged with the Department of work and Pensions. A number of visits have taken place with more are planned over the coming months.</p> <p>Increasing the number of visible adverts and promotions of the availability of flexible working in the Council forms a key part of the recruitment review.</p> <p>Attendance at Careers Events and Job Centres is now being stepped up to make PCC more visible as an employer.</p>	



Objective	Strengths	Weaknesses	Opportunities	Threats
Ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on				
Promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.	<p>Children's Services were able to maintain face-to-face services over the past year.</p> <p>93% of children, young people and their families report that they achieve their family goal through accessing Early Help. This exceeds the target of 70% but is slightly down (1%) on last year's figure.</p> <p>Early Help Strategy and relaunch</p> <p>Feedback using the Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people.</p>			WCCIS continues to be considered a priority threat across social care work areas; it is considered to be unsafe, creating excess risk. It is often offline for extended periods and creates additional stress for the staff using it.
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>93% of children who the Intervention and Prevention Service work with around family breakdowns remained with their families safely (a drop of 3% from last year but remaining above the target figure of 90%).</p> <p>The percentage of young people who used the Intervention and Prevention services</p>	63% of child assessments were completed in time.	<p>Piloting of a court team has enabled the Care and Support teams to have greater focus on the child protection plans.</p> <p>A pilot trial of multi-agency triage has been carried out.</p> <p>The Signs of Safety Framework has</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>who demonstrate positive progression – this is a new measure for 2021/22 and the current percentage is 88% (target 75%).</p> <p>Percentage of young people using the Child Exploitation Service that are stepped out because of improved outcomes - No information provided</p> <p>During 2021/22, the number of Children Looked After in Powys has reduced.</p> <p>The number of children with a care plan has risen during the pandemic.</p>		<p>been implemented.</p> <p>Work has been undertaken to ensure that the system is swiftly responsive to the needs of children especially at step up/down points</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>	<p>Feedback using the Distance Travel Tool indicated that 88% of young people were satisfied with the service for children and young people. This exceeds the target of 75% and represents an increase of 5% on last year’s performance.</p> <p>A recent Youth Justice report judged the service to be ‘outstanding’.</p> <p>During the past year, the Child Exploitation Team received a national award for their work.</p>	<p>88% of statutory visits for Children Looked After were carried out on time (target 90%). This is a decrease of 5% on the 2020/21 performance.</p> <p>71% of audits carried out during 2021/22 demonstrated that the child’s voice was evidenced in the child’s plan. This falls below the target figure of 75% and represents a 11.5% decrease in attainment from last year.</p>		
<p>Provide and commission a flexible</p>	<p>During the year there were 40 step-</p>	<p>During 2021/22, 57 (60%) of Children</p>	<p>2021/22 has seen the</p>	<p>Powys has a continuing shortage</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
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.	downs as a result of the Closer to Home programme.	<p>Looked After were placed out of County with Independent Fostering Agencies or residential placements. This is an increase of 18.75% over the previous year.</p> <p>83% (target 85%) of children who the Intervention and Prevention Service worked with around placement stability remained in placement, a decrease of 13% when compared to last year's figure.</p>	<p>development in Powys of a new residential home for children with complex needs.</p> <p>Increase the proportion of 16+ young people in accommodation in county – this measure is new for 2021/22 and the current percentage is 49%.</p>	of fostering placements. In 2021/22 there were 70 generic Powys foster carers compared to 81 in the previous year.
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>88% of statutory visits for Children Looked After were carried out on time (target 90%). This is a decrease of 5% on 2020/21 performance.</p> <p>16% of Children Looked After had 3 or more placement moves during the year</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>100% of Powys childcare providers were offered business support by the Children's Commissioning Childcare Business Support Team in 2021/22.</p> <p>Seven members of staff are undertaking the social worker qualification (Open University Year 1 and Year 2 and the MA route).</p>		<p>During 2021/22, 22 learning opportunities were created.</p>	<p>There is currently a national shortage of qualified social workers.</p> <p>There are, at present, 38 qualified social worker vacancies in Powys, an increase of 6 vacancies since last year.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	60% of audits were graded 'good' (Baseline TBD).			
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>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 – no data provided</p> <p>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 – no data provided</p>			

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

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	Telephone demand via the ASSIST Front Door has risen steadily over the last year, almost doubling during this period to a monthly high of 605 new contacts during March 2022. ⁶ The average wait time for a call to be answered is falling	The Council's performance with regards to the percentage of adult safeguarding enquiries completed within statutory timescales has fallen over the year (from 100% in April 2021 to 85% in March 2022) with an overall average of 94%.	The Powys Older People's Forum Report was completed in March 2022. Supported by a Welsh Government grant, the report was commissioned to identify ways in which the Council	Adult Services staff have identified a high post-COVID-19 demand for services following the lows experienced early in the pandemic. Potential underlying causes include: <ul style="list-style-type: none"> • Relatives have been providing support within
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⁶ This includes both new referrals made to Adult Services and those who are already known to the Service and who have an open referral. The overall number of calls received by ASSIST has largely remained stable at 1400 - 1500 per month over most of the year with an increase of around 20% over base during the summer months.

Objective	Strengths	Weaknesses	Opportunities	Threats
<p>at the earliest opportunity for the resident</p>	<p>after the challenging period experienced over last summer (response time was 56 seconds in March 2022 as compared to a high of 166 seconds in October 2021). Correspondingly, the percentage of calls answered has risen to 95% as of March 2022. In addition, between 200-300 new contacts are received monthly via web form.</p>	<p>Note: The number of referrals received that are progressed to an enquiry are generally low (the highest monthly figure this year was 56 enquiries during March) meaning that even a quite small reduction in the number of enquiries completed to timescale may have a disproportionately large impact on the percentage completed. In addition, many of the barriers to completion of enquiries are beyond the control of the Council but may have an impact when evidencing performance against this measure.</p> <p>26% of new contacts were referred or received information and advice. This was a decrease of 2% over the previous year.</p> <p>The number of referrals for information and advice passed to the Community Connectors service has been variable over the past year with no clear relationship evident between the number of calls received by ASSIST and the number of referrals made. The overall percentage of referrals made to the Community Connectors remains at around 6-8% of the</p>	<p>can potentially improve engagement with its older residents through the further development of its Older People's Forum.</p> <p>A key opportunity identified during the last 12 months is the engagement of a number of residents (who are living with physical disability and/or sensory loss), in the co-production of a citizens' charter.</p> <p>Adults Social Care teams have identified an increased sense of empowerment in people, potentially supported by the removal of some significant barriers to participation through online engagement during the pandemic.</p>	<p>the home while furloughed or working from home and their situation has now changed.</p> <ul style="list-style-type: none"> • Reluctance to allow carers into the home during the pandemic has now reduced. • People have not had access to care and support through social clubs and clinics leading to a deterioration in health and increase in frailty. This means that increased numbers of cases are presenting with significantly more complex and higher needs.

Objective	Strengths	Weaknesses	Opportunities	Threats
		calls from new contacts received by ASSIST.		
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>Delayed transfers of care data is no longer published due to the impacts of COVID-19</p> <p>The time taken from social work assessment to care start was reduced significantly (by up to half) between 2020 and 2022 through the introduction of a dynamic purchasing system by the ICF Enhanced Brokerage project.</p>	During the pandemic, delayed transfers of care (DTC) reporting requirements were suspended by Welsh Government.	Expectations around the provision of care are generally not managed in the same way as those around health care and NHS waiting lists, with relatively little coverage given by the media. There is an opportunity here for the dialogue to be addressed at the UK national level to increase understanding and raise the profile and challenges of care provision.	<p>Anecdotally, the pandemic has exposed frailties in the wider social system and as a result the number and complexity of complaints has risen for services attempting to bridge the gap.</p> <p>An increasing number of referred cases are presenting as more complex, in particular with regards to an increase in alcohol dependency in older people in Powys and a rise in domestic violence cases.</p> <p>All teams continue to struggle to find care home beds when looking to arrange timely patient flow; this is especially pertinent for those individuals that have high level or complex needs. The provider market has experienced difficulty in recruiting and retaining an adequate workforce, and at least one care home in Powys has closed. Some care home providers with vacancies, are unable to fill those places because of insufficient staffing levels to provide safe care.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
				<p>Adult Services moved Council staff into care homes when staffing fell below acceptable levels</p> <p>Nationally, there is a shortage of care workers.</p> <p>Some of the factors affecting the NHS also have impact on the provision of care by the Council.</p>
<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>During 2021/22, 695 adult clients were supported in their own home through assistive technology and during this period 139 new prescriptions were issued.</p> <p>2021/22 achievements identified by Adult Services staff include:</p> <ul style="list-style-type: none"> • reduction in average care package • reduction in double handed care packages • reduction in hospital length of stay <p>Contributory factors to these outcomes include more real-time quality assurance through screening calls and care practice forums, creating safe spaces to hold honest conversations regarding ways to</p>	<p>The number of independent living enquiries received through Ask Sara has been significantly below that anticipated and has fallen sharply from September 2021 onwards. PCC is currently seeking funding in association with the provider to commission research into what Ask Sara users do following receipt of their report.</p> <p>In common with the UK national picture, provision of domiciliary care for individuals who wish to return to their own home continues to be a challenge.</p>		<p>Domiciliary Care Providers are also struggling to employ staff meaning that there is pressure from both increased demand and shortage of provision. At least one Domiciliary Care Provider has gone out of business and others are under pressure.</p> <p>Preventative services such as day centres, falls clinics and other daytime activities that usually help people to maintain their health and fitness have not been in full operation or have ceased to exist.</p> <p>The funding of social care, although still difficult is not currently presenting as much of an issue as it has been in the past. The Welsh Government recovery and hardship funds have</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>deliver proportionate responses to requests for care and support.</p> <p>The Early Help and Prevention @ Home programme (previously known as Powys Home Support) was trialled in three localities using ICF funding. Following its success in supporting participatory residents to remain within their own homes for longer and reduce emergency callouts, the decision was made in 2021 to roll it out across all areas of Powys. In the programme's Three Year Review it was reported that 53% of Home Support callouts avoided some kind of more intensive/specialist intervention. Of these:</p> <ul style="list-style-type: none"> • 46% (89% in relation to a fall) meant there was no need to call ambulance services • 25% meant there was no need to call domiciliary care and support services • 9% meant there was no need to call qualified social worker (community based) support services avoided • 8% meant there was no need to 			<p>been helpful with Authorities able to draw down a significant amount of money to attempt to increase capacity within their reablement and domiciliary care teams. Around 24 posts were advertised but the first recruitment round received only three expressions of interest, meaning that the Service has the money to recruit staff but there is a limited available pool of potential employees to draw on.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>call police and fire services avoided</p> <p>Home Support services currently support an average of 8.75% of the 65+ population. This equates to 267 for each locality with an increase to 344 in 2036 based on ONS population projections.</p>			
<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>	<p>The number of adults in receipt of direct payments has risen to 499 recipients meaning that more Powys resident are actively involved in the development of their own care provision. Throughout the year there has been a general trend of increase in the percentage of care packages provided via direct payments and as of March 2022, 22.5% of packages were funded in this way. It is not clear, however, if some individuals would prefer domiciliary care but have accepted the direct payment route in absence of an available domiciliary care package.</p> <p>The number of micro-enterprises operating in the County has risen over the year, (from 26 in April 2021 to 34 in March 2022) and this increase has continued into</p>	<p>Currently a 69% of direct payments are administered by a third- party provider employed by PCC. Virtual wallet is a tool that allows people to manage their Direct Payments and also facilitates the Council in the regular monitoring of spend while reducing the resources required to do so. Take up of the Virtual Wallet tool has been low (24% as of March 2022) and a project to provide support and training for people wishing to adopt the tool has been delayed as a result of pandemic pressure on Adult Social Care and the redeployment of staff.</p> <p>There remain challenges to be addressed in maintaining enough weekend provision through micro-enterprises and in finding sufficient cover for sickness and leave.</p>	<p>Increases in micro-enterprises support the local economy by creating small businesses and are offering care provision in settings where there may not previously have been commissioned services available.</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>April of the new financial year with 40 businesses recorded. These enterprises were supporting 108 individuals as of February 2022 and this shows a rising trend going into the 2022/23 financial year with 131 receiving support as of April 2022.</p> <p>[IAS]</p>			
<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>	<p>44 members of staff have been supported by the Local Council to commence a vocational health and social care qualification in Adult Services.</p>		<p>The need to implement voluntary redeployments of staff during the pandemic in order to maintain critical functions, while often uncomfortable in the short-term, has proved valuable through the development of new skills and wider connection with colleagues. There is anecdotal evidence that it has in some contexts created a new and more flexible culture that is of benefit to the Service and to individual members of staff.</p>	
<p>Transformation Project -Extra Care</p>	<p>The number of admissions into residential care increased during 2021/22 to 173 (from 166 in the previous financial year).</p>		<p>New extra care facilities to be open and utilised by mid- 2023 with 66 additional apartments in use - building work has commenced in</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>The average age on admission to residential care has risen over the past 12 months to 86.2 (from 85 in the previous period) although it is possibly that the increase is a temporary distortion because of COVID-19.⁷</p>		<p>Ystradgynlais and Welshpool.</p>	
<p>Transformation Project -North Powys Well-being Programme</p>	<p>Endorsement of the Programme Business Case by Welsh Government.</p> <p>Strategic Outline Case approved by both sovereign bodies and submitted to Welsh Government for approval.</p> <p>Ongoing engagement with a range of stakeholders including staff, site stakeholders, communities, third sector groups, schools and primary care cluster – evidenced via engagement report.</p> <p>Transformation process developed to support the service planning/design work required to deliver the OBC.</p> <p>Many of the short-term acceleration for change projects continue to deliver</p>	<p>Progress against the project's aims is rag rated as amber.</p>		

⁷ Potentially reflecting families or individuals opting to delay admission to residential care as a result of high COVID-19 case numbers in residential settings during the pandemic.

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>as planned, with many delivering above expectation. Exit strategies and transition to business as usual has commenced. All acceleration for change project business cases developed and approved for 22/23.</p> <p>The programme's proposal for RIF funding 22/23 has been approved.</p> <p>Assurance framework finalised and governance arrangements reviewed, and amendment proposed to support next phase of programme.</p>			
<p>Equality Objective 3: We will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future generations</p>	<p>187 properties in the past year have benefitted from the work carried out under the Fit for Life programme. Measures undertaken have included improving access to homes and estates (which has included gardens and patios), improved security lighting of communal areas in line with RNIB (Royal National Institute of Blind People) and dementia partnership recommendations. PCC continue to be well on target to make improvements to 500 properties by 2024. The Housing Service considers</p>	<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 - The Housing Service considers 2021/22 performance against this measure to have been 6/10</p> <p>We will deliver aids, adaptations and disabled facility grant funded works within 130 calendar days – the current average time is 134 days. The HCD Service considers 2021/22</p>		

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>2021/22 performance against this measure to have been 7/10</p> <p>During 2021/2022, the Council has delivered 148 adaptations in private sector dwellings as part of the Disabled Facilities Grants programme. These have included 75 Mandatory Disabled Facilities Grants and 73 Minor Adaptation Grants with 118 of the adaptations being carried out within our own housing stock. The HCD Service considers 2021/22 performance against this measure to have been 8/10</p>	<p>performance against this measure to have been 6/10</p>		
<p>Equality Objective 4: We will help people to get the support they need to prevent homelessness</p>	<p>Quarterly reports on the causes and incidence of homelessness, and the impact of work to prevent people becoming homeless - The Housing Service considers 2021/22 performance against this measure to have been 8/10</p> <p>409 people no longer require support and/or have moved on from their current support services.</p> <p>188 Homeless referrals were completed by the Cleaning Service over the last year, providing 188 families with the</p>	<p>4292 people received Housing Related Support in the quarter. (This will be Housing Support Grant and Homelessness Prevention Grant funded activity). - The Housing Service considers 2021/22 performance against this measure to have been 5/10</p>	<p>A key objective towards the end of 2021 was the sourcing of additional venues from which to conduct drop-in sessions for people needing housing related support. The availability of drop-in support had been severely curtailed for the past 2 years as a result of COVID-19. There is now a resumption of drop-in support across North, Mid and South Powys, and additional sessions are being added in line with levels of</p>	<p>Although the Housing Service has managed the substantial increase in homeless households needing temporary accommodation (pending them finding a permanent home), the 'Everyone In' policy introduced across Wales as part of the national response to the COVID-19 pandemic has created challenges in managing homelessness, with demand for temporary accommodation high. The increase in demand started in 2020-2021 and has continued through 2021-2022.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	necessary furniture to allow them to live in their own home.		<p>demand. Drop-in availability allows for the quick resolution of queries for those clients who may not need longer term support, but for whom, if this service is not available, issues may compound and necessitate longer-term support.</p> <p>Discussions are underway to explore options for a dispersed accommodation grant from Welsh Government. Potential projects include a mother and baby unit specialising in working with cases of domestic abuse and a complex needs refuge to provide specialist support for mental health/substance misuse in the context of domestic abuse.</p> <p>A programme of support is in place for tenants whose well-being and tenancy sustainability is at risk because of hoarding behaviours. The Housing Department</p>	<p>Currently, there are between 300 and 400 live homeless cases at any one time (413 at the end of Q4) and the majority of people who are homeless (and in temporary accommodation) require one bedroom accommodation; across Powys only 6% of all housing (regardless of tenure) is one bedroom.</p> <p>There has been an increase in homelessness as a result of the loss of rented or tied accommodation with an increasing presenting of those presenting the result of rent arrears in the private rented sector.⁸</p>

⁸ 62 (19.5%) of were due to loss of rented or tied accommodation and 28 (3.3%) were due to Rent arrears on Private sector dwellings

Objective	Strengths	Weaknesses	Opportunities	Threats
			<p>provision is targeted at council tenants, but the Housing support Grant element is irrespective of the type of tenancy held or the rental provider. Actions are focussed on providing the therapeutic and practical support needed to make long-term changes that will reduce the threat of homelessness that can result from hoarding behaviours.</p>	



Objective	Strengths	Weaknesses	Opportunities	Threats
<p>Objective: We will improve pupil outcomes in secondary schools particularly Capped 9 scores and 5A*-A GCSEs.</p>	<p>Reporting has been suspended nationally during 2021-22 for the following measures shown in red:</p> <p>By July 2023, 70% of secondary schools will have an average capped 9-point score above 385 (this was 27% in July 2019) and 40% will have an average score above 400 (this was 9% in 2019).</p> <p>Through increased challenge and support from the Council, nine secondary schools will have above 20% of pupils with 5A*-A GCSEs (this was 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.</p> <p>The Powys County Council School Service has performed well during 2021-22. A key achievement has been the continued progress that has been made in addressing the five recommendations made by the Estyn report of September 2019. These were wide ranging in scope and much work has been achieved with regards to transformation, service performance and service delivery in schools to drive improvement across learner entitlement and outcomes for the children and young</p>		<p>Following the dissolution of ERW, Powys and Ceredigion have formed a partnership to facilitate collaborative working on school improvement priorities which is underpinned by a Memorandum of Understanding that has been in place since September 2021.</p> <p>Future planning for improvement of provision- Building Capacity for School Improvement and the Delivery of the National Mission for Education</p> <p>Opportunities for improvement of performance in response to the COVID-19 pandemic have been identified and escalated as appropriate</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>people in the County. In their 2021 <i>Report following monitoring Local Council causing significant concern</i> [Link], following the most recent core inspection, it was found that ‘overall, leaders have worked well with stakeholders and partners to make strong progress against all recommendations. Powys County Council is judged to have made sufficient progress in relation to the recommendations following the most recent core inspection. As a result, Her Majesty’s Chief Inspector is removing the Council from the category of local authorities causing significant concern’. Estyn, 2021</p> <p>All statutory and non-statutory services to the public and schools have been maintained throughout the pandemic.</p> <p>The 2021 -22 Headteacher Perception survey received 44 responses representing a 52% response rate; this was a decrease on the previous year’s response rate of 63%.</p> <p>Some key findings:</p> <p>89% of respondents felt that children and young people achieve well in Powys. Comparative figures for this question include 84% in 2020-21 and 13% in 2019-20.</p> <p>93% of respondents felt that schools in Powys provides a good education for children and young people, which is a</p>			

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>5% increase from the 2019/20 survey figures</p> <p>89% of respondents* felt that Powys County Council has strong leadership in education matters. Whilst the figures remain the same as it was in 2019-20, the number of respondents who strongly agree has increased from 29% to 59%.</p> <p>The Education Service reports that 'Schools are working well with Council officers to bring in-year budgets into balance and halt the growth of cumulative deficits'⁹</p> <p>At the time of the Estyn inspection in July 2019, those schools on warning notices were projecting a cumulative deficit of £8 million.</p> <p>Prior to any action being taken the total projected deficit for all schools for 31st March 2022 was £11.7 million.</p> <p>Following collaborative work with the schools and additional grant monies received during Spring 2021 (some of which were utilised against core costs), budgets submitted in May 2021 indicate that the planned cumulative outturn at the 31 March 2022, for those schools on warning notice, is projected to be a £3.5m deficit.</p> <p>The same budgets now show the total projected position for all schools as</p>			

⁹ PCC, (2021), 'School Outturn Positions 31 March 2021 and Budget Plans 2021-22', p.5

Objective	Strengths	Weaknesses	Opportunities	Threats
	of 31 March 2022 to be a surplus of £1.4 million. School Outturn Positions 31 March 2021 and Budget Plans 2021-22			
Objective: We will support all schools to improve pupil attendance rates.	<p>Attendance data has been suspended due to the impact of COVID-19</p> <p>Powys learners who use the home to school transport service have been issued with a new QR coded bus pass which is scanned each time the learner uses the service. This facility has helped us to understand pupil movement and track potential COVID-19 exposure during the pandemic and in the future will allow us to build a clearer picture of the service to support improvement. The system has been a huge success across the County and has been shortlisted for an LGC Innovation award.</p> <p>The Council has provided increased support and training for school governors. Consultation with schools had highlighted this area of need so it was built into our work programme for 2021/22.</p> <p>100% of young people have been able to access a counselling service within 4 weeks of making contact.</p> <p>11.5% of year 11 pupils are studying Welsh (first language).</p>	<p>21% of pupils were educated through the medium of Welsh in Year 1. This did not achieve the hoped-for increase of 1% against the previous year (2020/21 rate was 22%).</p>	<p>The Trochi Welsh-language immersion programme has been introduced to support learners new to the Welsh language who wish to be educated through the medium of Welsh. See Pupils start new Welsh-medium immersion course</p>	<p>The recruitment of Welsh-speaking staff remains a significant challenge for both the Schools Service and individual schools, locally and nationally. The recruitment of more secondary specialists and of specialist staff to tackle curriculum reform is also an issue.</p>
We will implement a	The Education Service considers 2021/22	By July 2022, schools will have	During 2021/22, Digital Services	

Objective	Strengths	Weaknesses	Opportunities	Threats
<p>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.</p>	<p>performance against this objective to have been 8/10</p> <p>1 satellite of one of the special schools has been developed.</p> <p>14 teachers are currently participating in a post-graduate diploma in an area of SEN/ALN (due for completion by August 2022).</p>	<p>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. Support is being offered to schools and settings, but no information has been provided regarding current level of achievement.</p>	<p>enabled the delivery of integrated development plans for students with alternative learning needs. This work has been carried out in collaboration with colleagues from Education, Children's Services, and external partners to ensure a holistic approach to the development plans.</p> <p>Development of a firm proposal for the future of the specialist centres is on track and is a key priority in the transformation programme for 2022-2023.</p>	
<p>Transformation Project: Transforming Education (21st Century Schools)</p>	<p>The Education Service considers 2021/22 performance against this objective to have been 9/10 in respect of Wave 1 and 5/10 with regards to the full programme.</p> <p>2 new all-age schools have been established in the County.</p> <p>The number of primary schools in the county has been reduced by 7 schools.</p> <p>100% of learners in Powys sixth forms have been offered a laptop to ensure they are digitally equipped to carry out their studies.</p> <p>3 schools have moved along the language continuum.</p>	<p>41.5% of learners continued from year 11 into a Powys sixth form (failing to meet the target of a yearly 2% increase from the baseline of 44% average retention).</p> <p>No new Welsh Medium provisions have been established this year.</p> <p>There has been no increase in the number of new school builds in 'condition A/B' in Powys during 2021/22.</p>	<p>In May 2021 Cabinet passed the new Post 16 provision. Post 16 learners were consulted on the transformation plans.</p> <p>The Early Years assessment model is proving successful and enabling smooth transition from flying start to 3+, and 3+ to school. A new demountable has been built and installed at PRU south in Brecon in implementation of plans to improve Pupil Referral Unit (PRU) accommodation.</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>3 nurture programmes have been piloted and evaluated in at least one geographical area.</p> <p>Welsh Government has approved 1 Full Business Cases for new school builds this year.</p>		<p>Following public consultation (Nov 2021), PCC has agreed its Welsh in Education Strategic Plan (WESP) for 2022-2032, setting out the planned provision to increase the opportunities for children and young people in Powys to become fully bilingual.</p>	
Improve the skills and employability of young people and adults	<p>During 2021/22 the Council employed 11 apprentices (target 10) as part of a new programme to improve routes to employability with the Council that commenced this year.</p> <p>1.2% of 16 years-olds in Powys were NOT in education, employment or training during 2021/22 (exceeding the target level of below 2%).</p> <p>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 - No Data Available</p>		<p>Funding has been allocated to all Secondary and Special schools on a per pupil basis and guidance shared with schools.</p>	
Equality Objective 5: We will improve opportunities and outcomes for children living in poverty	<p>PCC Catering Service provided 908,829 school meals during 2021 which included 78,354 Free School Meals.</p> <p>The following measures in red will be subject to change as a result of</p>	<p>Many eFSM (eligible for free school meals) pupils made progress in line with their expected outcomes. Some pupils were impacted by remote learning</p>	<p>The Child Poverty in Powys consultation was completed in August 2021.</p> <p>Five schools in Powys participated in the School Holiday Enrichment</p>	<p>The percentage of pupils who are eligible for Free School Meals has increased significantly from 12.1% in January 2020 to 17.5% in March 2022. During 2021/22,</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>disruption in reporting during COVID-19 and the changing landscape of schools' meal provision:</p> <p>The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2023.</p> <p>The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2023.</p> <p>The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2023.</p> <p>The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2023.</p> <p>During 2021/22, Income and Awards made 2,044 Pupil Development Grant payments to families, representing a total of £267,045 distributed. The Education Service considers its performance when monitoring the effective use of the PDG during 2021/22 to have been 9/10 (audit) and 6/10 (impact in schools).</p> <p>Five schools took part in activities funded by the Winter of Well-being Music Grant. The activities are run by schools, using the same format as that employed by the SHEP holiday events. The programme seeks to offer opportunities for those learners who may not</p>	<p>and became disengaged from learning during this period. Schools have put in place support for these eFSM pupils and although they are now engaged in learning, they have not yet returned to their pre-pandemic levels.</p>	<p>Programme (SHEP) programme during summer 2021. Early expressions of interest have been collated for SHEP 2022 and 11 schools have voiced a wish to participate.</p> <p>Holiday Activities were supported through over 1000 pupil sessions across all the SHEP sites over 39 events. Sport Powys together with Freedom Leisure provided 157 hours of free sports and physical activity sessions across the county and the officers providing the service delivered to just under 800 children. Attendance was significantly lower than hoped for last year; activities were cancelled during 2020 because of COVID-19 and revival of the programme during 2021 proved challenging amidst continuing disruption.</p> <p>Period Dignity: All schools have received regular supplies of feminine hygiene products to ensure that learners have access to free products. The scheme has been very successful with 812 requests received within the first two days alone during the autumn</p>	<p>3098 pupils qualified for FSM.</p> <p>Universal Primary Free School Meals is adding to workload and staffing issues in all areas have proved difficult and are still ongoing. There are difficulties with recruitment</p> <p>Staff absence due to COVID-19 are still ongoing and there are instances where the service is unable to provide meals to schools. The team do everything possible to avoid this.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>usually have access to music tuition.</p> <p>The Education Service considers its performance in ensuring that children in Powys can attend school without the associated financial costs to have been 8/10.</p> <p>During the pandemic, the Council's performance against this measure has included offering support for digitally excluded learners through the provision of Wi-Fi connectivity via 4G MiFi boxes and the emergency issue of laptops to allow all pupils the opportunity to continue their education from home.</p> <p>During 2021/22, Income and Awards have ensured that a greater number of eligible families were made aware of and took up the offer of free school meals. During that period, take up has increased from 2,771 to 3,098.¹⁰</p> <p>The Money Advice Team has continued to offer support to families across Powys to maximise benefit take-up and provide budgeting and debt advice. A joint mailing exercise was undertaken in November 2021, during which 2,761 households in Powys received a letter to promote the work of NEST. During 2021/22, the money advice team received 155 new family referrals. The Benefits</p>		<p>term. A budget was allocated to re-open the scheme in mid-March. The services will now be working together to evaluate if/how this could be offered in future financial years. Sustainable products have also been provided to the Youth Team to promote throughout the county.</p>	

¹⁰ The increase demonstrated here is very likely to be largely a reflection of increased need in the population rather than improvement of performance.

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>gain amounted to £447,954.15.</p> <p>The Education Service considers its 2021/22 performance in having provided families with support and advice to help them reduce costs of living to have been 8/10.</p>			



Objective	Strengths	Weaknesses	Opportunities	Threats
Strengthen our relationship with residents and communities	<p>56 communities have been supported with COVID-19 recovery</p> <p>The HCD Service considers 2021/22 performance when working 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 to have been 8/10</p> <p>All 13 of the Powys Leisure/Sports Centres sites opened on Day 1 post lockdown and the Q3 active participation figures showed an increase of 7% over 2019 Q3 figures. Swim school figures are now at 5001 students per week which is a 15% increase over the numbers recorded pre-COVID-19.</p> <p>The Archives public search room remained open as advertised through the year with the number of documents produced remaining comparable with previous years (around 2000), and enquiries by email to the research services remaining at around 1,500. Visitor surveys show that use of the Powys Archive Service is split roughly 50/50</p>	<p>Figures are not currently available for the number of people who are physically active throughout Powys per year because of participating in the range of schemes on offer.</p> <p>Library usage was impacted by the closure of all public libraries in Wales with an average 80% decrease in physical book issues across all services in Wales.</p> <p>92,000 visits (physical and virtual) were made to libraries, museums, and archives in 2021/22 (for comparison, 117,204 visits were made in 2020/21). The HCD Service considers 2021/22 performance against this measure to have been 5/10.</p> <p>Participation figures have been lower than hoped¹¹ and the HCD Service considers 2021/22 performance against attendance at Powys County Council grant funded arts and cultural events and participation in Powys County Council grant funded arts and</p>	<p>Work has begun on the development of a 5-year Cultural Services strategy for delivery in 2022/23</p> <p>A Significant amount of external capital and revenue funding was secured this year.</p> <p>In 2021/22 the Archive Service concluded discussions (in a consortium arrangement with all other archive services in Wales) for three online commercial contracts to webmount parish registers – Ancestry.com, the Genealogist and FindMyPast. These contracts will generate income for the service (income total tbc)</p> <p>PCC Arts Service increased supportive communication directly provided to the sector, and established Powys Arts & Culture Information & Support e-Bulletin which has been issued to a mailing</p>	<p>The library materials budget decreased in 2020-21 and while it has retained its level over 2021/22, there has been a 33% decrease since 2017/18.</p>

¹¹ No figures are currently available.

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>between visitors and residents.</p> <p>Information Management continues to store and receive records from PtHB generating substantial income for the service. Records are also stored for North and Mid Wales Trunk Road Agency. Income raised during 2021/22 for storage and records management on behalf of PtHB was £16,595 and £6,390 was received from North and Mid Wales Trunk Road Agency for storage of their records.</p> <p>Libraries, in common with all front-facing facilities, have been affected by a drop in visitor figures. The service has been inventive in reaching new and existing audiences and book loans have continued through the order and collect service. In Powys, the service has recorded a 77% increase in digital downloads since 2020, placing it just outside the top quartile for digital issues. Powys is one of seven services across Wales to have seen an increase in library membership during 2020-21.</p> <p>Although the libraries materials budget is one of the lowest in Wales per 1000 population, loans for adult and children are in the second quartile. Expenditure has been maximised and appropriate stock purchased for its customers. Welsh</p>	<p>cultural events to be 2/10.</p>	<p>list of approx. 290 names.</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>language resource expenditure has been maintained and the service works well with local partners to actively promote its Welsh collection and Welsh learning.</p> <p>In the last Welsh Public Library Standards return the service reports that it meets 10 of the 12 core entitlements in full, 1 in part and did not meet 1 (lending books and library strategy). The Standards are a guide to performance and not a legislative requirement. The council meets its statutory obligations under the Public Libraries and Museums Act 1964.</p> <p>Staff have continued to work in the museums throughout the pandemic, even when the facilities have been closed to the public, with looking after the collections remaining a key priority. Radnorshire Museum in particular, has been able to start auditing its stores and enter additional information about artefacts into the service database.</p> <p>The Creative Industries and Arts Sector responded swiftly to expressed customer and community needs, in particular around mental health & well-being support by providing online programmes, events and resources in a variety of forms.</p>			

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>During 2021/22 six temporary exhibitions have been organised across the museums. Sales made during a temporary exhibition held at y Gaer generated around £20k in commission for the museum.</p> <p>By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.</p>			
Safeguard and enhance the natural environment for residents and communities	<p>In January 2021, the Council convened a Climate Action Project Board [Link to TOR] to support the delivery of the Climate Change Strategy [Link] and its vision that by 2030 Powys County Council will be carbon neutral and climate resilient.</p> <p>The greenspace improvement strategy for Housing Services owned sites has been progressed. Greenspaces have been surveyed in all major towns and raised bed kits installed at Housing Services sites across the county, in response to feedback from residents.</p> <p>In 2021/22, 66% of waste in Powys is forecast to be reused, recycled or composted, slightly exceeding the Welsh Government target of 64%.</p> <p>The average number of working days taken to</p>	<p>% Change in the Council's carbon emissions against baseline – the 2021 - 22 baseline is currently being prepared, and will be reported to Welsh Government annually from June 2022</p> <p>Estate management has been hampered because of COVID-19 disruption to normal interaction, which has reduced opportunities for the Housing Officers to visit sites and residents.</p> <p>The representative STAR Survey has recently been completed (quotas were set on area, housing type and number of occupants, with no more than one person being interviewed in each household to reflect the overall tenant profile. An overall</p>	<p>Red Kite Climate Vision & Strategy - Climate change strategy adopted</p> <p>Powys Nature Recovery Action plan policy developed</p> <p>During 2021-2022, we will consult with all Council services to review and collate the actions being taken to maintain or enhance biodiversity.</p> <p>NWOW has the potential to reduce carbon and improve well-being.</p> <p>A restructure of the Emergency Planning and Community Safety teams has added resilience to the Council's response through the pooling of staffing resource and the creation of a Civil</p>	<p>The recycles market has been volatile meaning that the income derived has been variable. Phosphate pollution in river SAC catchments has both short-term implications and impacts (e.g., planning decisions, reduced fee income to the Council) and long-term impacts (e.g., potential risk to Replacement LDP preparation, community needs may not be met, Council Tax implications).</p> <p>A significant challenge that will continue into 22/23 is the recovery of the backlog of EH/TS work that has amassed over</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>clear fly-tipping incidents was 2.6 during 2021/22 and this represents a significant reduction from the 2021/21 average of 6.3 days.</p> <p>Compliance with the Welsh Housing Quality Standard has been maintained.</p> <p>By March 2025, we will continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the Love Where You Live tenancy sustainability strategy - The HCD Service considers its 2021/22 performance against this measure to have been 7/10</p> <p>In 2021-2022, 89% of tenants were satisfied with the major programmes of repair and improvement, 87% of tenants believed that the Council provides homes that are safe & secure and 78% considered their rent to be good value for money.</p> <p>The PPPP Service has taken strategic leadership/involvement in seeking to address the river SAC phosphate pollution issue.</p> <p>Performance across the objectives covered by the Council's Environmental Protection team has been good, with the Service rating its performance against all objectives as 8/10.</p>	<p>sample size of 704 interviews being achieved). There has been a notable improvement in overall satisfaction with services provided by Housing Services since the 2019 survey, with the proportion who are either very or fairly satisfied increasing from 65% to 71% in 2021 (19% were dissatisfied). Performance is slightly under the 2021/22 target of 75% tenant satisfaction and has fallen from the 84% satisfaction rate achieved in 2019/20 (the STAR survey is completed every two years).</p> <p>COVID-19 significantly impacted the way in which these services could be delivered e.g., carrying out site visits, sampling etc.</p> <p>Environmental Health and Trading Standards consider performance against the delivery of their functions to have been 3/10 over the past year because of staff being pulled away to address COVID-19 and other urgent disruptions to BAU. Although the teams have worked hard there is concern that statutory obligations may not be fulfilled.</p>	<p>Contingencies (CC) and a CS Lead Officer.</p> <p>During the next 12 months, EH will be able to continue to access the TTP fund to support their work with regards to protecting the vulnerable in settings such as care homes etc. Extension of this work beyond that period will require clarification regarding future funding.</p>	<p>the past two or more years because of other pressures. Many businesses have not been visited/inspected for several years and this situation will necessitate a long period of recovery to rectify.</p> <p>Recruitment is expected to present intensified challenge for Environmental Protection by autumn, with the retirement of a team member expected to worsen existing staffing gaps. There are currently 3 posts (one Senior EHO and 2 EHO posts) that remain vacant despite numerous attempts to recruit, and this equates to 25% of the potential team staffing. There is a potential for more staff losses as many other local authorities have received increases to base budgets in response to their COVID-19 work and are therefore recruiting additional officers at a higher grade than that offered by PCC.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>Recent targets have generally been met or exceeded, with only industrial authorised processes inspections (figures provided are Q3 and potentially not indicative) and sampling of commercial private water supplies falling below.</p>			<p>Reduction of staff resources in Trading Standards to achieve savings has equated to a cut of 1.8 enforcement officers, 1 financial investigator and 0.4 FTE from admin support. This represents a reduction of 21% of team workforce and has added pressures to an already small team.</p>
<p>Equality objective 6: We will improve opportunities for our resident and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life</p>	<p>The library service has provided digital help sessions for members of the public to support people in accessing and using library apps (such as BorrowBox and Libby) as well as teaching participants how to use their tablets, phones, laptops, and computers.</p> <p>Assistance has included how to access information and enabling people to set up email accounts, print documents, access benefits, partake in online courses, design their family tree, learn a new language, and purchase appliances. Figures for these activities have not been recorded for 2021/22 but will be captured from 1 April 2022.</p> <p>The schools Hwb Programme has provided an environment that delivers blended learning (classroom and home</p>		<p>During 2020/21, Powys libraries have loaned out 71 internet-ready iPads. Currently, many of the devices are loaned for a 3-month period to clients referred by partner organisations (to-date PtHB and PAVO) and a poster/social media campaign and press release will seek to extend the reach of the service.</p>	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>based together) through digital technology to 100% of our schools and with all Wave 4 deliverables met.</p> <ul style="list-style-type: none"> • All Powys teachers (1113) received a laptop to assist with classroom and online learning • Laptops provided to year 12 learners • The provision of Wi-Fi connectivity via 600 4G MiFi boxes and the emergency issue of 800 Chromebooks so learners could continue their education from home • In Powys, 86 of 91 (94.5%) schools have now achieved the 1 device:2 pupils' ratio. 			

MAKING IT HAPPEN

Objective	Strengths	Weaknesses	Opportunities	Threats
<p>Engage and communicate - Listen, share information, and build trust with our residents, communities, and staff</p>	<p>During 2021/22, 422 unique positive news stories were published across a spread of 40 media outlets.</p> <p>This year, 99.5% of media enquiries were responded to within deadline.</p> <p>During 2021/22, 36 engagement and consultation activities were undertaken to engage residents and staff.</p> <p>Increase in the percentage of staff able to provide a service in Welsh, to help facilitate providing the Active Offer (10.9% as at December 2020).</p> <p>Increase the number of staff undertaking Welsh language training courses, to develop their Welsh language skills for the workplace (the provisional figure for 2020-21 is 92 people having completed or enrolled on a course)</p>			
<p>Transformation Project -Workforce Futures</p>	<p>80% of staff are proud to work for Powys County Council (this was 77% in the last survey).</p> <p>80% of employees feel valued by the Council (a 1% reduction from previous responses) and 85% feel valued as a team member (representing a 1% increase).</p>		<p>NWOW presents an opportunity to re-shape the way the Council's staff work and to look at the organisation's values.</p>	<p>Many service areas across the council are experiencing challenges in recruitment. A key area has been Social Care but there are a number of other teams that are struggling to recruit and/or experiencing high turnover.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>81% of staff report know why they do, what they do (previously 78%).</p> <p>The cumulative average sickness per full time equivalent employee was 10.1 days. *This does not include COVID-19 related sickness.</p> <p>Over the past 12 months there has been a significant increase in demand for H&S guidance and support, including guidance on risk assessment and safe working in regard to COVID-19.</p> <p>The Employment Services team has continued to deliver BAU for 5800 staff, while in addition assisting with the recruitment of hundreds of additional staff, making over 600 additional establishment changes and calculation and recovery of £1.15m in CJRS Furlough payments which has contributed significantly to the Council budget.</p> <p>100% of schools have chosen to sign up to the HR enhanced SLA service (the highest level of service offered). Annual feedback is received from all schools on the performance against the measures in the SLA and last year a 95% response rate was achieved with the overwhelmingly positive feedback.</p>			<p>Widespread changes in working practices present the Council with both opportunity and challenge. While there is a potential to attract a wider geographical pool of staff working remotely, there is the simultaneous risk of existing staff opting to work for companies situated in other parts of Wales and the UK, without a need to relocate. Retention as well as recruitment is therefore more challenging.</p> <p>RISK: The WOD Service lead on a strategic risk relating to the Council's ability to recruit, retain and commission the workforce required in the short term from the labour market and in the longer term as a result of an expected long term decrease on the local working age population. The controls and actions in place mitigate this risk from 25 to 16, meaning that it remains red.</p> <p>Some of the additional demand for H&S guidance and support over the past year has been in response to violence and</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
				aggression from people towards council officers which has increased, in particular for social care staff.
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	<p>During the last financial year, 2203 of 2477 (89%) staff annual appraisals were completed across the Council which represents a considerable achievement during pandemic disruption.</p> <p>466 corporate complaints were received between April 21 and Mar 22.</p>	77.2% of staff have completed mandatory training in the past year (against a target of 80%).	<p>A new learning management system (LMS) is being developed in conjunction with the WLGA. The cost of the system will be shared with other Welsh LAs and it will provide opportunities to digitise aspects of workforce performance intelligence.</p> <p>The Council’s Business Analytics and Systems teams have worked with external partners including Digital Health Care Wales (DHCW) to look at integrated opportunities, for example Urinary Tract Infections insight, which led to the development of a preventative campaign. This integrated work has been recognised nationally through a LARIA award.</p>	
Transformation Project --Digital Powys	Overall, the Council’s provision of economic and digital support services has performed very well during 2021/22, especially in light of the additional pressures created by the pandemic.	The number of automated processes available to our customers has increased but is not on target. This is a result of	<u>When is my Bin Day</u> , a recently published article on the Centre for Digital Public Services’ website, highlights how digital solutions	

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>The number of residents with a My Powys Account increased from 28,000 to 50,898 during 2021/22 (the target for March 2023 is 50,000 meaning that the Council is performing well beyond expectation against this objective, potentially boosted by increased take up during COVID-19).</p> <p>On-line Customer provision has achieved high satisfaction rates and is currently 90.5% with an average of 85% throughout the year. It has been able to respond to COVID-19 pressures and additional requirements to support the economy and communities. Fifty-six processes have been redesigned and launched on the website enabling easier customer interaction and 24/7 accessibility and this has produced savings and increased customer satisfaction.</p> <p>During 2021/22, 24 Community Broadband Projects were established within Powys to install fibre and provide good quality, reliable broadband and the take-up rate for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) stood at 72.85% by March 2022. This means that PCC is performing well in advance of its targets but more importantly indicates that increasingly the businesses and residents of Powys can make full use of the benefits and</p>	<p>additional pressures impacting digital services that have required resource to be redirected. The increasing demand in services wishing to digitally transform is creating competing priorities and the rate of transformation is limited by resource.</p>	<p>are underpinning the improvement of services within Powys.</p>	<p>It is anticipated that reduced Welsh Government funding for broadband top-up schemes will impact on our capability to support an equal number of communities in the future.</p>

Objective	Strengths	Weaknesses	Opportunities	Threats
	<p>opportunities afforded by access to high-speed connectivity. For the Council itself, this means that more of our residents can make use of our digital services which improves accessibility, reduces our carbon footprint and helps to keep costs down.</p>			
<p>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</p>	<p>As the UK economy and services re-open, the Council, along with other employers, has been faced with a significant recruitment challenge. Services have been supported in the recruitment of staff and improvements (including increase of advertising reach and activity within Job Centres) have been made to recruitment processes and practices. An end-to-end review of the recruitment process has been commenced to identify further areas for improvement.</p> <p>Overall, the Council has performed well with regard to support of its workforce and ongoing organisational development during a period of intense demand and disruption.</p>		<p>A Leadership Behaviours Competency Framework has been developed, based on a compassionate and inclusive leadership style and Line Manager forums have been established to support staff, with regards to managing remotely and implementing the New Ways of Working protocols.</p>	

Powys County Council Engagement Reporting 2021-22*(The below figures include both English and Welsh hub sites/engagement projects)***EXTERNAL ENGAGEMENT**

Quarter	External PCC Surveys	External Visitors	External Engaged Participants ¹²	Have opportunities to have their say and participate in decision-making ¹³	Speak positively about the Council ¹⁴	New Membership of Powys People's Panel
1	9	5,896	1,031	N/A	N/A	500
2	8	5,510	864	N/A	N/A	680
3	7	12,894	1,959	N/A	N/A	1073
4	7	6,381	926	12%	14%	561
TOTAL	31	30,681	4,780	12%	14%	2,814

INTERNAL ONLY ENGAGEMENT

Quarter	Internal PCC Surveys	Internal Visitors	Internal Engaged Participants
1	3	4,006	1,039
2	1	2,192	499
3	1	529	30
4	1	3,087	1,319
TOTAL	6	9,814	2,887

Breakdown of engagement projects by quarter:

QUARTER 1

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Ysgol Dyffryn Trannon	25/02/21 to 15/04/21	The proposal to change the language category of Ysgol Dyffryn Trannon: - To make a regulated alteration to alter the medium of instruction at	<ul style="list-style-type: none"> 71 completed the consultation response form 	Consultation Report On the 14 September 2021, the Council's Cabinet considered the Objection Report and agreed to go ahead

¹² Number of people who have engaged (taken part) in external engagement and consultation activities¹³ % of people that are satisfied or very satisfied that they have opportunities to have their say and participate in the Council's decision-making processes¹⁴ % of people that speak positively about the Council (with or without being asked)

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			Ysgol Dyffryn Trannon to Welsh-medium - This would be introduced on a phased basis, year-by-year, starting with Reception in September 2022	<ul style="list-style-type: none"> 9 written responses 	with the proposal to move Ysgol Dyffryn Trannon along the language continuum. The decision letter outlining the Cabinet's decision is available online.
External	Digital Services for Archives, Museums and Libraries	01/03/21 to 11/04/21	Libraries Service were seeking views on how they can develop digital resources so that they can deliver improved and more efficient services. This includes using technology to connect with communities, offering more services online and helping people to use those services with confidence.	234 responses	Report of findings compiled and sent to Catherine Richards and the external company running the project Ammba Digital.
External	Brecon Schools (Mount St Infants, Mount St Juniors, and Cradoc CP Schools)	25/02/21 to 12/05/21	<p>The Proposals are as follows:</p> <p>Phase 1</p> <ul style="list-style-type: none"> To close Mount Street Infants School, Mount Street Junior School, and Cradoc C.P. School To establish a new English-medium primary school for pupils aged 4-11 on the current sites of Mount Street Infants School, Mount Street Junior School, and Cradoc C.P. School. <p>The current target date is to close the three schools on the 31 August 2022, with the new school opening on the 1 September 2022.</p> <p>Phase 2</p> <ul style="list-style-type: none"> To make a regulated alteration to transfer the new school to a new school building on a new site in Brecon. <p>The current target date for this phase is September 2024 at the earliest.</p>	<ul style="list-style-type: none"> 229 completed the consultation response form 53 written responses 1,275 signature petitions 	<p>Consultation Report</p> <p>On the 11 March 2022, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposing to close Mount Street Infant School, Mount Street Junior School and Cradoc C.P. School from the 31 August 2023 and establish a new primary school for pupils aged 4-11 on the three current sites from the 1 September 2023.</p> <p>The decision letter outlining the Cabinet's decision is available online.</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Castle Caereinion C in W School	14/04/21 to 02/06/21	The proposal is to close Castle Caereinion C. in W. School from 31 August 2022, with pupils to attend their nearest alternative schools.	<ul style="list-style-type: none"> 68 completed the consultation response form 25 written responses 676 signature petition 	<p>Consultation Report</p> <p>On 23 November 2021, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposal to close Castle Caereinion C. in W. School from 31st August 2022.</p> <p>The decision letter outlining the Cabinet's decision is available online.</p>
External	Churchstoke	14/04/21 to 02/06/21	The proposal is to close Churchstoke C.P. School from the 31st August 2022, with pupils to attend their nearest alternative schools	<ul style="list-style-type: none"> 347 completed the consultation response form 163 written responses 1,744 signature petition 	<p>Consultation Report</p> <p>The Council's Cabinet considered the Consultation Report on the 23 November and agreed to end the process to close Churchstoke C.P. School.</p> <p>However, concerns remain regarding the school which need to be addressed and Cabinet gave the go-ahead for the council to further consider options to address these concerns. A further report will be brought back to Cabinet in due course.</p>
External	Llanfihangel Rhydithon C.P. School	14/04/21 to 02/06/21	The proposal is to close Llanfihangel Rhydithon C.P. School from the 31 August 2022, with pupils to attend their nearest alternative schools.	<ul style="list-style-type: none"> 290 completed the consultation response form 130 written responses 	<p>Consultation Report</p> <p>On the 8 February 2022, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposal to close Llanfihangel Rhydithon C.P. School from 31 August 2022.</p> <p>The decision letter outlining the Cabinet's</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
					decision is available online.
External	Llanbedr C in W School	21/04/21 to 23/06/21	The proposal is to close Llanbedr C. in W. School from 31 August 2022, with pupils to attend their nearest alternative schools .	<ul style="list-style-type: none"> • 113 completed the consultation response form • 62 written responses • 2,119 signature petition 	Consultation Report On 8 March 2022, the Council's Cabinet considered the Objection Report and agreed to go ahead with the proposal to close Llanbedr C. in W. School from 31 August 2022. The decision letter outlining the Cabinet's decision is available online.
Internal	Staff Well-being Survey 2021	01/06/21 to 30/06/21	Following more than year of COVID-19 restrictions and changes to how we live and work, this survey provided an updated insight into staff well-being across the council. This survey has been conducted six-monthly since the COVID-19 pandemic hit and asks staff opinions on how they are finding work at the moment, whether they are working from home or on the front line.	821 responses	Key Findings Summary Report The Senior Leadership Team used the feedback and ideas to ensure staff are supported across the whole Council and to help shape the new ways of working.
Internal	Member Survey 2021	07/06/21 to 01/07/21	Survey of members during COVID-19 to assess home working and welfare at the current time (June 2021).	35 out of 73 members responded	Report of findings sent to EMT July 2021 to inform Council recovery and make recommendations for action.
External	Living in Powys – Informing our well-being plan	08/06/21 to 31/07/21	The Well-being of Future Generations (Wales) Act, which came into force in April 2016, is about improving the social, economic, environmental, and cultural well-being of Wales. The Act established Public Service Boards (PSB) for each local Council area, made up of the council, the	475 responses	The PSB gathered data from a variety of sources, conducted a Living in Powys survey and used many other engagement sources to get a good understanding of people's well-being needs across the county.

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<p>health board, the fire and rescue service and Natural Resources Wales. The PSB is responsible for developing a local Well-being Assessment and Well-being Plan for the area and updating that plan every five years. It details the actions that will be taken to address local issues and contribute to the national Well-being goals.</p> <p>The information from this survey, along with other sources of data, will be used to inform the next Well-being plan and ensure we understand the pressures that our communities are facing.</p>		All this information resulted in a detailed and comprehensive assessment of well-being in Powys which was published on the PCC Engagement Hub with an accompanying survey that ran from 16 November to 17 December 2021.
Internal	Governor Questionnaire 2021	21/06/21 to 19/07/21	School Governors and Clerks to the Governors were invited to complete an online survey, asking for their views on training, briefing sessions and the Governors' Bulletin.	200 responses	Report of findings compiled and sent to Beth Groves (Principal Officer – Governor Support)
External	The future of our town centres	22/06/21 to 19/07/21	A four-week engagement exercise to seek the views of businesses, residents, and visitors on the future of Powys town centres. The COVID-19 crisis has had a significant impact on the lives and health of many Powys citizens, but it has also had severe economic consequences. The lockdown had an immediate impact on the way in which our town centres operate with many businesses adapting the way in which they have worked to ensure that their local communities were provided with the services and goods they needed throughout the pandemic.	1044 responses	<p>Following extensive feedback, the temporary arrangements in Brecon, Newtown and Crickhowell will stay in place for now.</p> <p>Smaller measures in other towns, including pavement licences granted to individual businesses to make use of public areas such as walkways and roads, will also remain.</p> <p>On the contrary, in line with the initial feedback from the engagement exercise and at the request of the town council, the temporary restrictions in Hay on</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
					Wye were lifted from 7 August 2021.

QUARTER 2

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
Internal	Internal Communications Survey	05/07/21 to 31/07/21	It's important that we take stock of how we communicate across our organisation. The survey captured views on a range of topics, including how we use email to keep you informed, the staff intranet, and much more. Staff feedback will directly help identify what is and isn't working, inform improvements, and be able to help the organisation and Communications Team know what can be done to support better internal communications.	472 responses	Report of key findings shared with EMT and SLT for their information, including: <ul style="list-style-type: none"> Comms Team - reviewing detailed feedback and actions Intranet Governance Group – reviewed relevant results to inform refresh of the Staff Intranet front page Main findings overview - EMT & SLT for information Main findings overview - NWOW working group
External	New Llanfair Caereinion All Age School - Election of Parent/Governor	06/07/21 to 14/07/21	Parent Governor Election: Ballot Paper The number of parent governors to be elected on this occasion was two.	73 responses	Top two candidates were elected as Parent Governors
External	Ysgol Cedewain, Newtown: Pre-application consultation	26/07/21 to 20/08/21	Pre-application consultation for the proposed development of a new £22m school for Ysgol Cedewain in Newtown. As part of the proposed development, the new Ysgol Cedewain school will have purpose-built and state-of-the-art facilities including a hydrotherapy pool, sensory and physiotherapy rooms and garden as well as a community café.	Unknown (Hosted a link on our engagement hub to a third-party project)	Sept 2021 - A planning application has been submitted by the county council. The new school will be built by Denbighshire-based company Wynne Construction, who carried out the pre-application consultation.
External	Robert Owen House, Newtown: Pre-	26/07/21 to 20/08/21	Pre-application consultation for the proposed development of 32 energy	Unknown (Hosted a link on our	June 2022 - A planning application for the flats on the site of the

	application consultation		efficient one-bedroomed flats, for council rent, on the site of the former Robert Owen House in Newtown.	engagement hub to a third-party project)	former Robert Owen House in Newtown was approved by Powys County Council's Planning, Taxi Licensing & Rights of Way Committee today (Thursday, June 16).
External	Llanfair Caerenion Town Plan Consultation	03/08/21 to 11/09/31	Llanfair Caerenion Town Council prepared its Town Plan for consultation. The plan covered everything from governance, finance and projects for the Town along with a programme and monitoring system in place.	Unknown (Hosted a link on our engagement hub to a third-party project)	November – consultation report was considered by the town council. Included in the meeting agenda documents online.
External	Child Poverty Survey	12/08/21 to 30/08/21	As part of the PCC Economy, Residents and Communities Scrutiny Committee's investigation into child poverty in the county, a survey was conducted to understand the picture of child poverty in Powys and to ensure that the council targets its resources effectively to improve the opportunities and outcomes for children living in poverty.	121 responses	Report of findings compiled and sent to Economy, Residents and Communities Scrutiny Committee to consider at their meeting on 6 September 2021 .
External	Active Travel – Commonplace mapping	16/08/21 to 08/11/21	Following feedback from residents, town and community councils, schools, and other stakeholders (in 2016/17), the draft Active Travel Network Map (ATNM) have been developed for each of the county's 11 designated active travel localities (as defined by Welsh Government).	Unknown (Hosted a link on our engagement hub to a third-party project)	The draft Active Travel Network Map will now be finalised before being submitted to Welsh Government for consideration.
External	Homes in Powys Common Allocation Scheme	13/09/21 to 06/12/21	Following a review in December 2020, the Council and its partners recommended changes to the Common Allocation Scheme. A summary of the proposals, together with the reasoning behind each recommendation was put out for consultation	264 responses	Documents considered by: Portfolio Holder for Adult Social Care, Welsh Language, Housing & Climate Change - Friday, 11th March, 2022 "The proposed amendments to the 'Homes in Powys' Common Allocations Scheme, set out in

					Appendix A to the report, are approved."
External	Draft Welsh in Education Strategic Plan (WESP) for 2022-2032	24/09/21 to 19/11/21	<p>The School Standards and Organisation (Wales) Act 2013 requires all local authorities to prepare a Welsh in Education Strategic Plan (WESP) setting out how they will develop Welsh-medium education.</p> <p>The councils draft 10-year plan (2022-2032) sets out the Council's vision for Welsh-medium education, followed by a number of targets and actions, based around 7 Outcomes, with the aim of increasing the use of Welsh in education over the next 10 years. These outcomes will contribute towards achieving the Welsh Government's Cymraeg 2050 Strategy, which aims to have one million Welsh speakers by 2050.</p>	93 responses	<p>Consultation Report</p> <p>25 January 2022 - Cabinet approved the updated WESP, which will now be submitted to the Welsh Government for their consideration and approval.</p>

QUARTER 3

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Health and Care in Powys: Informing our Population Needs Assessment	01/09/21 to 28/10/21	<p>The Social Services and Well-being (Wales) Act 2014 requires that local authorities and local health boards must jointly carry out an assessment of the needs for care and support, and the support needs of carers in the local Council areas.</p> <p>The Population Needs Assessment consists of two sections:</p> <ul style="list-style-type: none"> Assessing the extent to which there are people (or their carers) who need care and support and the extent to which they need this 	8 responses	<p>Following the publication of our PNA, we will produce an area plan which outlines our integrated priorities for the next five years. The plan will be published in March 2023.</p> <p>The PNA will be used to inform the upcoming regional Market Stability Report which is due for publication in June 2022. The Market Stability Report will assess the stability and sufficiency of the social care market considering</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<ul style="list-style-type: none"> Assessing the range and level of services required for the care and support needs of the population (and carers) to prevent needs arising and escalating, and the actions required to provide services in Welsh <p>The Powys Regional Partnership Board is required to produce a population needs assessment every four years. The next assessment is due for completion in March 2022. Views will feed into this work and will help inform future decision-making around health and care services in Powys.</p>		the findings and needs identified within this assessment.
External	Brecon High School - Election of Parent Governor	29/09/21 to 18/10/21	<p>Parent Governor Election: Ballot Paper</p> <p>The number of parent governors to be elected on this occasion was two.</p>	627 responses	Top two candidates were elected as Parent Governors
Internal	School Funding Formula Review	05/10/21 to 22/10/21	<p>The current funding formula came into effect in the 2019-20 financial year following a fundamental review carried out to create a clear and transparent funding model to deliver a core educational offer to schools in Powys. The proposals on which we are consulting are intended to support a move to a pupil-led formula whilst also securing stability for schools across Powys. This should provide a stable, transparent, and equitable funding arrangement for schools, which will:</p> <ul style="list-style-type: none"> Create a more equitable provision for all learners across Powys Support the aspirations of the transformation programme 	30 responses	<p>December 2021 - 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.</p> <p>More detailed information on Cabinet decision can be found online.</p>

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<ul style="list-style-type: none"> Support all learners including helping offset the effects of disadvantage Support a collaborative schools' community which offers effective professional learning to facilitate the self-improving system Support inclusion and bilingualism, and promote access to excellence for all learners <p>The proposals will apply to primary schools and the primary phase of all-age schools only. Work on reviewing the formulae for secondary schools and special schools is ongoing and will align with the progression of the Strategy for Transforming Education in Powys 2020-2030.</p>		
External	How has COVID-19 affected Powys?	08/10/21 to 11/11/21	<p>PCC wanted to find out what impact the COVID-19 pandemic has had on the well-being of our communities and on individuals.</p> <p>This information will help us to understand the wider effect, beyond its immediate impact on those who have contracted the virus. It will also help us decide how we will respond in the future, in ways that best support the good health and well-being of Powys residents.</p>	204 responses	
External	Well-being Assessment Report - Consultation	16/11/21 to 17/12/21	<p>The Public Service Board (PSB) gathered data from a variety of sources, conducted a Living in Powys survey (mentioned earlier) and used many other engagement sources to get a good understanding of people's well-being needs across the county.</p>	614 responses	An updated full Well-being Assessment analysis for Powys was published.

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			All this information has resulted in a detailed and comprehensive assessment of well-being in Powys. However, we really need your help to understand what well-being means to you and what you consider is important for well-being.		
External	Budget Survey	29/11/21 to 19/12/21	The budget survey happens every year and allows us to understand what our residents, businesses and communities feel is important and should be prioritised in the coming years.	493 responses	Consultation Report January 2022: Cabinet considered the draft Medium Term Financial Strategy (MTFS) for 2022-27, which included a Financial Resource Model (FRM) for 2022-27, a draft revenue budget for 2022-23 and a draft capital programme for 2022-23 to 2026-27. Each had been reviewed and developed by the Cabinet and Executive Management Team as part of the overall strategic planning process alongside Vision 2025, the Council's Corporate Improvement Plan.
External	Future plans for Ysgol Calon Cymru	30/11/21 to 26/01/22	In 2020, the Council developed a business case which looked at future options for Ysgol Calon Cymru. This identified the following possible plan: <ul style="list-style-type: none"> • A new 11-18 English-medium campus in Llandrindod Wells; plus • A remodelled 4-18 Welsh-medium all-through campus in Builth Wells. <p>The Council wanted to know what people thought about the possible plan before it started the legal process that</p>	516 responses	March 2022 - The Transforming Education Team are considering the results and will report the findings to Cabinet in due course.

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			would need to be followed to make these changes.		
External	Climate Strategy Consultation	15/12/21 to 09/01/22	<p>Powys County Council declared a climate emergency in September 2020 and the council agreed to create a cross-party motion on climate change. This document builds on that declaration highlighting how acting on climate change meets all four pillars of vision 2025 and is delivering on and strengthening the councils existing policies and approach.</p> <p>Through this strategy we aim to play our part in combatting climate change by facilitating change and providing civic leadership across our County that will encourage others to follow. We also recognise that we do not have the sole responsibility to make this happen and are keen to work with all local, regional, and national stakeholders in order to ensure sufficient action is taken and progress made.</p> <p>This engagement exercise asks you a few general questions about your interest in climate change, to rate each of the sections of the new strategy and gives you the opportunity to leave wider feedback.</p>	175 responses	<p>Consultation Report</p> <p>March 2022: Cabinet considered the revised Climate Change Strategy which had been updated following a consultation exercise and presented to the Climate Action Programme Board and the Cross-Party Working group. The revisions addressed a number of issues highlighted in the consultation.</p> <p>Cabinet approved the publication of the Climate Change Strategy as set out in Appendix A to the report.</p>

QUARTER 4

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
External	Performance Feedback Ongoing	04/01/22 ongoing...	Welsh Government requires councils to keep under review the extent to which they are	<p>Up to 31/03/22:</p> <ul style="list-style-type: none"> 472 survey responses 	Quarterly data included with engagement

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
	Engagement Project		<p>fulfilling the 'performance requirements', that is, the extent to which:</p> <ul style="list-style-type: none"> • they are exercising its functions effectively • they are using resources economically, efficiently, and effectively • the governance is effective for securing the above. <p>To fulfil this requirement an ongoing engagement exercise was proposed to (and approved by) Cabinet to gather views from the local community which will be reported on quarterly and included as part of the council's performance self-assessment work.</p>	<ul style="list-style-type: none"> • 2 questions asked • 1 idea submitted • 12% are satisfied or very satisfied that they have opportunities to have their say and participate in the Council's decision-making processes • 14% speak positively about the Council (with or without being asked) 	<p>information in cabinet report:</p> <ul style="list-style-type: none"> • % Of people that are satisfied or very satisfied that they have opportunities to have their say and participate in the Council's decision-making processes • % Of people that speak positively about the Council (with or without being asked) <p>Full report including verbatim open comments, ideas and Q&A is also sent with the high-level figures.</p>
External	Powys Local Development Plan (2011-2026) Review Report	06/01/22 to 01/02/22	<p>The Powys Local Development Plan (LDP) adopted in April 2018 sets out the Council's policies for the development and use of land in Powys (except for the area within the Brecon Beacons National Park) up to 2026.</p> <p>The Review Report Consultation Draft sets out the information that has informed the review and considers the impact of the findings on the LDP. It also sets out the proposed approach towards revision of the LDP. The Review Report Consultation Draft concludes that the most appropriate form</p>	12 responses	<p>Following this consultation, the Council will review the comments received and make amendments to the Review Report as considered appropriate. The comments will be summarised within the final Review Report, which will also include the Council's response to the comments along with any changes proposed to the Review Report. The Review Report will be considered for approval by the Council before being submitted to the Welsh Government and then published</p>

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

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
					<p>formally agreed by the Welsh Government. The agreement of the Delivery Agreement will mark the formal start of the Replacement LDP process.</p> <p>The approved Delivery Agreement will be published on the Council's Local Development Plan website and will be made available for inspection at the principal office of the Council during normal opening hours.</p>
External	Llangorse Church in Wales School - Election of Parent Governor	28/01/22 to 09/02/22	Parent Governor Election: Ballot Paper The number of parent governors to be elected on this occasion was one.	214 responses	Top candidate was elected as a Parent Governor.
External	School's admissions arrangements and catchment maps	01/02/22 to 14/03/22	<p>This consultation was broken into two parts.</p> <ol style="list-style-type: none"> Admissions Information and Arrangements 2023 - 24. Catchment areas <p>Public Consultation on school's admissions arrangements and catchment maps - Powys County Council</p>	Unknown (Hosted link to survey on main PCC webpage – led by Sarah Quibell)	Powys County Council have determined the admissions arrangements for 2023-24 , following the consultation which ran from 1 February 2022 until the 1 March 2022.
External	Llandrindod Wells Town Council Banks Survey	17/02/22 to 31/03/22	Llandrindod Town Council has established a Banking Task and Finish Group and have developed a survey to understand what residents and businesses want from their bank and whether the physical presence of national banks in the	Unknown (Hosted a link on our engagement hub to a third-party project)	Unknown - Survey link is still live.

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<p>town provides a real benefit to individuals, businesses, and charities.</p> <p>The survey was for residents of the town and anyone who banks (or used to bank) there.</p>		
Internal	Staff Well-being Survey Winter 2021/Staff OD Survey	07/03/22 to 11/04/22	<p>The last staff engagement survey was held in 2019 which told us a lot about our organisation and how employees felt about their jobs, being a team member, how valued and informed they felt about changes taking place in their service area, and whether they felt their line manager took account of their views.</p> <p>During the past two years of working through a global pandemic, we focussed on asking you about your well-being whilst working in different ways.</p> <p>This time, we merged the original staff engagement survey with the well-being survey, so we can get up-to-date results and measure progress across the Council in both areas.</p>	703 responses	Sway report of key findings sent to SLT and will be communicated to wider staff w/c 20 June 2022.
External	Engagement exercise for Transport Levelling up bid	24/03/22 to 14/04/22	In 2021, Powys County Council submitted a bid to the UK Government's Levelling Up Fund, seeking funding for local infrastructure improvements. The purpose of the Levelling Up Fund is to	68 responses	Data sent to, and report compiled by, Atkins and shared with key stakeholders/senior managers from Highways team.

Internal or External	Name of project	Date	Background	Number of responses	Outcome/Latest update
			<p>provide one-off investment in infrastructure which will make a real difference for local people and the local economy.</p> <p>The original bid was not successful; feedback from the Government indicated that the council should undertake engagement with stakeholders, particularly businesses in the tourism and leisure sectors, to demonstrate strong local support. Of particular interest was how the schemes would support tourism and Net Zero.</p> <p>In response, as part of their support with the bid resubmission, Atkins has carried out engagement activities to gather feedback from local businesses and organisations to understand how the proposed schemes might bring benefit to our communities and businesses.</p>		

Appendix 4: Governance and Audit Committee

An initial session was held with Governance and Audit Committee during the Spring to understand their view of the Council's considering the three requirements of the Local Government and Election (Wales) Act. This was considered amongst the additional evidence bases identified within the report in forming the initial assessment.

Following the draft of the report, a session was held with Governance and Audit Committee to review the findings and provide any recommendations surrounding the conclusions made and the information provided within the report.

A summary of the Committee's recommendations can be seen below:

Ref.	Recommendation	Agreed?	If no, why not?	Actions

Delivery against objectives

BLUE: Action is complete

RED: Action is not on track with major issues

AMBER: Action is mainly on track with some minor issues

GREEN: Action is on track

Delivery against performance measures

RED: Performance is not meeting target

AMBER: Performance is off target but within a variance of 10%

GREEN: Performance is meeting target

GRAY: Performance is not able to be given a status

Trends

IMPROVED: Performance has improved

NO CHANGE: Performance is within a 10% variance year on year

DECLINED: Performance has declined

NOT AVAILABLE: Data is not available to compare year on year

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

Date – 5th July 2022

REPORT AUTHOR: Cllr Matthew Dorrance - Deputy Leader and Cabinet Member for a Fairer Powys
Cllr David Thomas - Cabinet Member for Finance and Corporate Transformation

REPORT TITLE: Discretionary Cost of Living Support Scheme

REPORT FOR: Decision

1. Purpose

- 1.1 Welsh Government announced a package of measures to help people with the cost-of-living crisis. The package includes provision for a discretionary support scheme as well as for the main scheme. The funding allocated to Powys Council is £924,373.
- 1.2 The schemes are intended to provide immediate support to households as Wales recovers from the pandemic and to deal with the impact of increasing energy and other living costs.
- 1.3 A decision is needed from Cabinet to consider the scope and design of the scheme and agree the use of the funding.

2. Background

- 2.1 In developing a local Discretionary Scheme, Powys Council has complete autonomy to target the funds to best support its residents and to ensure its approach best suits the needs of individual households.
- 2.2 The main Cost of Living Support Scheme (COLSS) is being rolled out and covers paying £150 to all households: -
 - In receipt of Council Tax Reductions Scheme due to being on a low income in all Council Tax bands
 - In Council Tax Bands A to D.

This will support just under 36,000 households to the value of £5.39m. This assumes 100% take up of the main scheme.

- 2.3 The discretionary nature of this scheme allows Powys to consider other categories of people who pay Council Tax as well as tackling broader cost of living support issues that residents of Powys may have. Welsh

Government in its guidance states that the scheme can consider wider areas of support need such as: -

- Enhancing capacity within existing support functions to maximise income and provide effective advice.
- Linking with energy efficiency schemes for properties with high EPC ratings.
- Supporting Community Pantry and Food Club initiatives for access by wider community.
- Supporting transport/fuel initiatives in rural communities.

The value of an award is for the Local Authority to decide, and it can cover for example, an actual cost of living situation a resident face or an actual service cost like meals on wheels.

2.4 Funding not utilised from the main Cost of Living Support scheme after Administration costs are covered or not spent in this Discretionary scheme can be used to maximise support with new rounds of support to residents in this Discretionary scheme. A decision would therefore need to be made as part of this report approval process, how Powys Council wishes to use any unspent funds and how they should be allocated.

2.5 Engagement and views of potential keys crisis areas for residents and communities have been sought from the following service areas and externally too: -

- Education
- Housing
- Adult Services
- Children's Services
- Foodbanks, Citizens Advice and P.A.V.O.
- Anti-Poverty Champion for Powys Council

2.6 Detailed analysis of Powys County Council Tax base has been undertaken to see where further Council Tax bands could be awarded a discretionary grant and a potential value rate. Given the number of properties in the higher bands, made this form of scheme award very difficult to have much value to residents. Also, the nature of an arbitrary band award whilst residents in other bands received nothing would not help the scheme design to be an inclusive scheme and therefore a different approach is needed in Powys.

3 Advice

3.1 It is recommended the scheme design for Powys, supports a broad range of initiatives and measures to help residents deal with the current crisis and is balanced between: -

- Directly supporting those most in need and vulnerable

- Provide some support to external agencies who give support to those in need in this crisis and are having increase in costs or demands or workload due to the crisis
- Provide some long-term support to help deal with some of the root causes of the crisis

The Welsh Government have stated that the scheme design should be to ensure funds reach the “pockets” of needy households as the key priority.

- 3.2 Welsh Government have advised that underspend in the main scheme fund can be used to support the discretionary scheme if not used and it is recommended that main scheme funds be diverted in this way if underspend occurs. The other choice for main scheme fund underspend would be to allocate that directly to the Council Tax account which could be an issue if this is done without a customer contacting us to ask for that, as it assumes the person wishes to take up the grant in every case.

Therefore, on balance the recommendation is to move the main scheme funds to the discretionary scheme.

- 3.3 A small group of Officers and Councillors should be established to:
- Agree priorities, outcomes and guidelines for each scheme element (including finalising design elements) within the scheme parameters
 - Determine how any underspend will be allocated across the scheme and in accordance with the principles of this scheme and Welsh Government guidance. For example: -
 - second set of payments to external agencies and foodbanks or other agencies that did not get payment first time around
 - different groups of in need residents that are identified
 - a second set of payments to service areas to directly support vulnerable residents.
 - Increase allocations within the scheme
 - Ensure allocation is not overspent
 - Outcomes are met

- 3.4 A breakdown of the proposed scheme design and reasons for inclusion are included in the table below

Scheme Item	Reasons	Number	Cost
£150 to residents in receipt of Disabled Band Reduction in all Council Tax bands	Likely that residents will be more vulnerable as will have mobility issue and in receipt of various disability benefits	122	£18,300

£150 to all residents in occupied properties that are currently exempt	Includes residents who have severe mental impairment, care leavers etc and so are residents who will be more vulnerable due to the nature of the exemption in their circumstances	480	£72,000
£150 to families of children on Free School Meals who do not receive Council tax Reduction	Residents will be on very low incomes or on means tested benefits (e.g., Universal Credit) and so are residents who will be more vulnerable. They may have already received support through the main scheme and checks would be needed to avoid duplication. 50% non-overlap estimated	150	£22,500
£150 to vulnerable young people	These are care leavers not included in the exemption scheme above but are considered vulnerable by Children's Services. Also Foster Carers and Connected Persons who need support with additional household costs and young people in Supported accommodation. Checks would need to be made to avoid duplication	248	£37,200
£150 to residents who have care needs in the community and have undergone a means test assessment	Residents will have extra costs and care needs and be on low incomes and so are residents who will be more vulnerable. They may have already received support through the main scheme and checks would be needed to avoid duplication. 50% non-overlap estimated	498	£74,700
£150 to residents who live in homes that have off-grid fuel supply	These residents have higher costs and who will therefore be more vulnerable in that sense. This scheme will not duplicate main scheme awards and Panel will design the final scheme	1000	£150,000

	outline to ensure awards go to those most vulnerable in line with the principles of the whole Discretionary scheme		
Home Loss Prevention Scheme	Housing administered scheme(s) to directly prevent homelessness for those who can't access rent arrears help through the Discretionary Housing Payment along with the ability to support those in who are mortgaged and at threat of losing their home. The reasons would need to be cost of living crisis related.	20	£20,000
£5k grant given to all foodbanks	This fulfils the support to external agencies element of the discretionary scheme working directly with vulnerable customers in need. Following discussion with foodbanks, the preference from them was to receive the grant unspecified for most flexibility.	11	£55,000
Up to £1k grant given to all breakfast clubs attached to schools	This fulfils the support to external agencies element of the discretionary scheme and who will have higher costs to deliver the clubs in Powys schools which would mean they do not pass all or some of these costs onto parents. A graded grant decided by Panel up to £1k depending on the numbers of pupils attending could be awarded	66	£40,000
£5k grants given to support agencies working directly with customers in need	The agencies could include those that are providing direct support to residents with such things as debt advice and budget advice or to credit unions to support good financial management etc. This fulfils the support to external agencies element of the	16	£80,000

	<p>discretionary scheme and these agencies will have higher costs and more workload pressures due to the increase in numbers of clients presenting with cost-of-living crisis issues.</p> <p>Checks would need to be made to ensure that the Council has not increased support to the agencies for this crisis already.</p> <p>Panel would decide the final amount and agencies supported</p>		
<p>Fund set up to allow those in Powys Council who work directly with vulnerable residents to alleviate cost of living crisis needs as they come across it</p>	<p>These residents may have very specific situations that need support that our teams can see and directly help alleviate issues as they come across them and be more flexible in the levels of help, they give. These residents will be considered more vulnerable, as they will be presenting to the Council anyway around our statutory services.</p> <p>Panel needs to decide if a top value should be allocated to an individual award made to a vulnerable person or whether a limit could cause issues. Also, it would need to ensure the final design of this scheme element has a consistency of approach and avoids any risk of duplication.</p> <p>Teams would need to confirm the need is for cost-of-living crisis issues and maintain some simple records for Welsh Government audit requirements</p> <p>Suggested service teams with access: - Adult Services Children's Services Housing Education Money Advice Team</p>	<p>420</p>	<p>£105,000</p>

<p>Energy Efficiency work</p>	<p>Panel will agree the final scheme principles after taking advice from Officers around the best means to apply energy efficiency in homes for Powys residents including for example installing photo voltaic panels and where needed battery backup systems too to suitable homes where we have already undertaken some energy efficiency work, but further work is needed.</p> <p>It will need to identify and support more vulnerable residents by intelligently identifying and fitting appropriate schemes</p> <p>This will support vulnerable residents directly now by reducing energy costs during this crisis, but more importantly, it should provide more long term and sustainable solutions to this crisis for the homes fitted which is one of the key priorities that this discretionary scheme is designed to achieve in Powys</p>	<p>£250,000</p>
		<p>£924,700</p>

- 3.5 The discretionary scheme funding is balanced between the 3 key objectives identified in Section 3.1
- Grants up to 93 external agencies that support residents amounting to £175,000.
 - Funding to help develop more long-term solutions to this crisis is £250,000.
 - Direct support up to potentially 3000 more vulnerable residents would be £499,700.

Direct support is 55% of the scheme total so it represents the highest value priority in line with Welsh Government intentions. However, it has to be recognised that the long-term solutions element will also directly support vulnerable residents with less energy costs and so including that element, 81% of the scheme design contributes to the overall Welsh Government intention that the funds support the finances of needy households as the key priority.

The total support is £924,700, but it would be anticipated that further support could be made available if there is underspend or if funding becomes available from the main scheme.

4. Resource Implications

- 4.1 There would be some resource implications for those who are responsible for allocating and governing funding.
- 4.2 Officers delivering services to residents in need would also have some additional resource implications in delivering it alongside Income and Awards and Creditors teams who will be administering payments.
- 4.3 These resources will be met from existing service budgets.
- 4.4 The Head of Finance (Section 151 Officer) notes the content of the report and can support the recommendation.

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 None

7. Comment from local member(s)

8. Impact Assessment

- 8.1 The assessment has demonstrated that the scheme design is supportive overall towards key areas of the Well-Being Goals, Vision 2025 and on service delivery outcomes. It also shows that a scheme designed to help those with existing known poverty or known vulnerabilities circumstances rather than an arbitrary scheme makes a better contribution and impact to the Well-Being Goals, Vision 2025 and on service delivery outcomes.

The assessment also shows that Powys has attempted to design a scheme that delivers support to people directly in this crisis as a key priority but also has attempted to balance that support to some residents better with more longer-term solutions to the energy crisis. Finally, the assessment shows that the delivery mechanism of using existing service delivery within Powys to understand need and support

residents and also supporting agencies that deliver directly to residents in the crisis is the best approach too.

9. Recommendation

- 9.1 To approve that any underspend on the main Cost of Living Support Scheme (COLSS) is transferred to the Discretionary Scheme fund.
- 9.2 To approve the establishment of a Councillor and Officer Group as advised in Section 3.3 of this report.
- 9.2 To approve the Cost-of-Living crisis Discretionary Scheme set out in paragraph 3.4 of the report.

Contact Officer: David Morris
Email: david.morris@powys.gov.uk
Head of Service: Jane Thomas
Corporate Director:

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Economy, Residents and Communities Scrutiny Committee

Scrutiny Observations to Cabinet on: 05-07-2022

The Economy, Residents and Communities Scrutiny Committee met on 23-06-2022 and considered the following documents:

- Discretionary Cost of Living Support Scheme

The Economy, Residents and Communities Scrutiny Committee thank the Portfolio Holders for a Fairer Powys and Finance and Transformation and officers for attending scrutiny.

Scrutiny made the following observations:

1. The Committee commented that the report was balanced in relation to the funding proposals;

2. The Committee suggested:

(a) that in relation to the grant to residents who live in homes that have off-grid fuel supplies:

- that the estimate for the number of properties for this element was probably significantly underestimated as there were a large number of people in Powys who relied on off-grid fuel supplies.
- that the Panel should consider not excluding those who are eligible for the grant from the main scheme as well.
- that although a fuel and transport support was not included in the current proposal, that in further phases of the scheme consideration be given to assisting with the rural fuel crisis.

(b) that food surplus projects could be considered for funding and welcomed the view that these might be considered in the second phase of the scheme.

(c) that other sources of heating such as ground source heating be considered as part of the energy efficiency element of the scheme.

(d) that for future consultations the Council should engage with local community support groups as well as representative bodies such as PAVO, and local Councillors.

3. The Committee expressed concern regarding the emphasis on funding reactive services such as foodbanks as opposed to into more preventative services such as food surplus projects which could provide support to individuals by different means.

4. The Committee was assured:

- that in relation to communications of the scheme there would be direct communication with individuals who the Council was aware would fall into the eligibility categories.
- that Welsh Government had moved the end date for the delivery of the scheme to allow more flexibility for authorities;

- that it was intended that the application process would be straightforward, and that support was available by means of the grants team or at customer service points at libraries, to assist individuals who had difficulty in applying;

5. In relation to energy efficiency schemes, the Committee noted that clarification would be sought with Housing Services in relation to photo-voltaic panels and whether these would work with either existing systems or with new systems only.

Scrutiny's Recommendation to Cabinet	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)
1 that for future phases of the schemes that consideration be given to providing support to food surplus projects and the rural fuel crisis			
2 that the Panel be asked to consider not excluding those eligible for the off-grid fuel supply grid from the main scheme.			
3 That other sources of heating such as ground source heating be considered within the energy efficient element of the scheme.			
4 that for future engagement exercises that local Councillors and local community support groups be included.			

In accordance with Rule 7.27.2 the Cabinet is asked to provide a written response to the scrutiny report, including an action plan where appropriate, as soon as possible or at the latest within 2 months of the date of the Cabinet meeting i.e. by 05-09-2022

Membership of the Economy, Residents and Communities Scrutiny Committee on 23-06-2022:

County Councillors:

A Davies, D Bebb, I Harrison, T Colbert, G Mitchell, K Lewis, S Williams, B Davies, A Jones, A Cartwright, J Thorp, A Jones.

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CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

Tuesday, 5th July 2022

REPORT AUTHOR: County Councillor David Thomas Cabinet Member for Finance and Corporate Transformation

REPORT TITLE: Strategic Risk Register Report Quarter 4 2021/2022

REPORT FOR: Decision

1. Purpose

- 1.1 The purpose of this report is to set out the Council's latest position on managing its key risks, contained in the Strategic Risk Register (SRR). It also outlines the arrangements put in place by the Council for managing the remaining key risks relating to the COVID-19 pandemic.

2. Background

- 2.1 Our Strategic Risk Register is key to safeguarding the organisation and building resilience into our services. At a time when the Council has faced and is still 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 well-being objectives in Vision 2025, deliver services more efficiently and using innovative and cost-effective means, and help the Council manage its COVID-19 response and recovery.

3. Advice

- 3.1 To ensure a risk managed approach to decision making and good governance of the Council, it is proposed that Cabinet:
- Review progress to mitigate strategic risks
 - Review progress to mitigate COVID-19 risks

Review of progress to mitigate Strategic Risks

- 3.2 As at the end of quarter 4 2021-2022, there are 15 risks on the strategic risk register and all strategic risk owners have been asked to provide a short summary of progress since last quarter, to give assurance that mitigating actions are being actioned and monitored.
- 3.3 Please see appendix A for full details of the 15 strategic risks including the mitigating actions identified to control them and progress reviews.

- 3.4 Please see appendix B to view a heat map which presents the results of the quarter 4 risk assessment process visually. It highlights (for the residual risks) the following:

One out of the fifteen risks have a probability of 'almost certain' and impact category of 'major'.

Also, two risks has a probability of 'likely' and an impact of 'catastrophic'.

Two risks have a probability of 'likely' and an impact of 'major'.

Escalation of risks to the Strategic Risk Register

- 3.5 Financial Services with EMTs approval, have revised the following risk with a current residual probability of 'likely' and impact of 'moderate':

PROC0008: Russian Invasion and Other Market Pressures leading to Increased risks of price variations and labour & material shortage caused by rising inflation.

The potential consequences are as follows:

- Effect on capital and revenue budget but mainly effecting supplies of materials relating to any contract or project.
- Unable to deliver statutory and non-statutory services which could result in a backlog of work, reputational damaged, quality of buildings and knock-on consequences.
- Examples of a key consequence: delayed or cancelled housing development reduces capacity to address homelessness and other housing needs, delays or affordability of delivery of schools' transformation, direct increase in fuel and energy costs, impact on steel prices and construction, food price – especially grain, possible further impact on food prices if there is fertiliser disruption, impact to supply of copper, aluminium, nickel etc and disruption to air and rail freight routes to Asia

Current mitigation in place is as follows:

- Develop a Process for approval by S151 officers for minimising effect of Price Increases
- Material substitution
- Value engineering
- Ukraine Cell Set up to report to Gold on consequences and to manage

- 3.6 Children and Adults Services with EMTs approval have placed the following risk on the Strategic Risk Register with an inherent probability of 'almost certain' and impact of 'catastrophic' and a current residual probability of 'likely' and impact of 'catastrophic':

ASC0069: If there is insufficient capacity to respond to the longer-term demand in children's and adults' services in timely manner

The potential consequences are as follows:

- The Local Authority will be unable to discharge its statutory duty and safeguard children, young people and adults.

Current mitigation in place is as follows:

- Rota in Children's Services for Section 47 assessments
- Agency Staff and Managed Team in both Adults and Children's Services
- Increase inhouse domiciliary care capacity
- Prioritise Adult Social services critical functions in line with business continuity planning

COVID-19 risk register

- 3.11 In order to effectively identify and manage risks relating specifically to the COVID-19 pandemic, a separate risk register was created to provide clarity and oversight for Gold and Silver Command. These risks are reviewed and monitored regularly and have been separated into response and recovery risks, using a matrix developed specifically for assessing COVID-19 related risks.
- 3.12 The Council has been transitioning from business-critical activity to 'business as usual' and the 'new normal'. As a result, services have incorporated, where possible any COVID-19 risks into their own service registers to be managed, significantly reducing the number risks on COVID-19 risk register. The intention is to eventually close the COVID-19 risk register and categorised them by risk nature in the services own risk register. Council will continue to monitor the situation carefully and response accordingly.
- 3.13 Please see appendix C to view a heat map which presents the results of the quarter 4 risk assessment process visually. Currently there are 7 risks recorded on the COVID-19 risk register, a drop of 12 since last quarter. There are no risks that sit in the upper right pink quadrant of the heatmap. The register is still monitored by Gold and Silver Command on a weekly basis.

4. Resource Implications

- 4.1 There are no direct resource implications in relation to this report however all risk owners need to consider the resource implications of managing the risk and decide if the best course of action is to tolerate or treat.
- 4.2 The Strategic Risk Register outlines the key risks to the Council's activities, as well as risk to delivery of objectives contained within the

Corporate Improvement Plan. There are no direct financial implications from the report although these may arise as new risks are identified on an on-going basis.

The Head of Finance (Section 151 Officer) notes the comment above, financial implications are identified through the relevant service and are considered through the financial management processes in line with the authorities' financial regulations. All services are considering the financial impact of any risks that are expected to continue into 2022/23 and beyond in their Service Integrated Business Plans.

5. Legal implications

5.1 Legal: Been requested

5.2 The Head of Legal and Democratic Services (Monitoring Officer) comment sought.

6. Data Protection

6.1 N/A

7. Comment from local member(s)

7.1 N/A

8. Integrated Impact Assessment

8.1 N/A. The Service Risk Register is not setting out any changes or proposals to service delivery.

9. Recommendation

It is recommended that Cabinet notes the current Strategic Risk and COVID-19 Risk Registers and is satisfied with progress against mitigating actions for quarter 4, approves the revision of PROC0008 and escalation of ASC0069 (detailed under points 3.5 & 3.6) to the Strategic Risk Register.

The recommendation above will ensure:

- **Appropriate understanding and management of strategic risks which could prevent us from achieving our objectives**
- **A risk managed approach to decision making and good governance of the Council**
- **The risk related to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic is monitored and reviewed regularly.**

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Head of Service: Jane Thomas, Head of Finance

Corporate Director: Dr. Caroline Turner, Chief Executive officer.

CABINET REPORT NEW TEMPLATE VERSION 3

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Strategic Risk Register

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ASC0064 Michael Gray Escalated From :- Powys County Council Page 173	WCCIS Unreliability - IF the unreliability of WCCIS is not resolved THEN	Veracity of decision making around adults and children in Powys will be compromised, leading to poor outcomes <ul style="list-style-type: none"> The safeguarding of children and adults in Powys will be compromised There will be significant delays in securing time critical packages of care <ul style="list-style-type: none"> Our ability to manage transfers of people from hospital to the community will be compromised We will not be able to respond effectively to out of hours emergencies There will be delays in making decision and taking action to keep children safe Staff morale will be affected further, leading to increased sickness absence and staff leaving 	04/04/2022 Qtr 4 21/22 Review Summary: Agreement from Cabinet to move to a soft market testing exercise. In addition, agreement that digital services and corporate change/improvement resource will be deployed to support any transition to a new system and resulting changes to processes/ways of working. 29/12/2021 Review Summary: Independent review and options appraisal of current system has now been completed. HoS for Children's, Adults and Corporate Director meeting with Digital Services in January 2022 to discuss next steps. 29/09/2021 Qtr 2 21/22 Review Summary: Performance has become less unsatisfactory since last review. Awaiting findings of independent review of current system to determine what future client management system will be used. 05/07/2021 1st Qtr 2021/22 Review Summary: Reliability of Advanced remains unsatisfactory. Continued meetings with supplier to seek assurances on how they will address these issues. Serious loss of service experienced on 25th May resulting in lack of access to client records across Children's and Adults Services. Business case due to commence in ICT to explore what other client management database options can be pursued.	Cllr Sian Cox Alison Bulman	20	20	<ul style="list-style-type: none"> Performance issues raised to Welsh Government through SBAR Monthly Contract review meetings with Supplier Follow correct change management processes 	Action In Progress Action In Progress Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ASC0069 Jan Coles Escalated From :- Powys County Council	If there is insufficient capacity to respond to the longer term demand in children's and adults' services in timely manner	then the Local Authority will be unable to discharge its statutory duty and safeguard children, young people and adults.		Cllr Sandra Davies Alison Bulman			<ul style="list-style-type: none"> Agency Staff and Managed Team in both Adults and Children's Services Increase inhouse domiciliary care capacity Prioritise Adult Social services critical functions in line with business continuity planning Rota in Children's Services for Section 47 assessments 	Action In Progress Action In Progress Action In Progress Action In Progress

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
CS0081 Jan Coles Escalated From :- Powys County Council Page 176	BUDGET: If Children's Services are unable to manage within budget due to: - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Ending of grant funding	Then this will have implications for the whole Council: - Unable to meet statutory duties - Leaving service users at risk - Reputational damage to the Authority - Unable to manage within financial envelope	25/04/2022 Review Summary: End of the financial year, out turn is an overspend of £57,000 for Children's Services. This is largely due to accessing additional Grant funding but much more positive forecast than previously thought. 11/01/2022 Review Summary: No change from previous review. 20/10/2021 Qtr 2 21/22 Review Summary: Budget setting process in progress Pressures have been identified and included in the CS FRM Efficiencies have been identified to value of £2.7m which equates to 10.47% of the CS budget for 22-23 These Savings will mitigate some of the pressures Continue to maximise use of all available grants Continue to work closely with finance business partners Investment in Early Help and Intervention and Prevention Services has enabled the Service to manage the increased demand during the pandemic without seeing a corresponding increase in the most intense interventions for example, CLA numbers. 07/07/2021 1st Qtr 2021/22 Review Summary: Maximising use of all available grants Ensuring pressures in the service are known and mitigating action taken where possible Closer to home activity continues with HOCS oversight Bids to the council recovery fund made to enable early help and front door services can manage demand away from statutory services wherever possible Work to reduce the number of children brought into public care continues to be successful Number of children looked after has reduced	Cllr Susan McNicholas Alison Bulman	12	9	<ul style="list-style-type: none"> Ensure Continuing Care for Children and Young People protocol being applied correctly and consistently Ensure market within Powys is sufficient to meet demand Make best use of Welsh Government COVID-19 Hardship Fund and other available resources Work to reduce reliance on agency social workers Integrated budget planning Develop early intervention and prevention services in order to mitigate demand on longer term services Ability to meet the requirements of the MTFS / Retaining grant funding around posts within Children's Services Work with service providers to limit impact of supreme court legal judgement 	Action In Progress Action In Progress Action In Progress Action In Progress Control In Place Control In Place Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>12/04/2022 Qtr 4 2021-22 Review Summary:</p> <p>Primary: The forecast contribution from reserves for the Primary Sector is currently £505k which has reduced by £107k since last month.</p> <p>Secondary: The Secondary sector has a forecast contribution to reserves currently of £17k. This has increased by £302k since last month. Officers have been working effectively with the Secondary sector and as a result there is a reduction in deficit balances.</p> <p>All Through: The all age sector has a forecast contribution to reserves of £145k which has increased by £62k since last month.</p> <p>Special: The special sector has a £102k forecast contribution to reserves. This has decreased by £29k since last month.</p> <p>Surgery sessions are ongoing with all schools and school budget positions are being effectively monitored and issues are being escalated quickly by officers.</p> <p>Powys County Council have received a substantial amount of Education grant funding into the Authority during the Spring Term to be spent by the end of the financial year. This may have a positive impact on the schools' delegated outturn position for 2021-22.</p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting</p> <p>Qtr 3 2021/22 Review Summary:</p> <p>Schools submitted their approved budgets to the Authority on 1st May 21. Budget plans have now been reviewed by the Chief Education officer and the Section 151 officer and actions following that review are in progress and a report went to Cabinet on the 13th July 21. Officers continue to work with Schools in deficit to bring budget plans back to a balanced in year position.</p> <p>Primary: The forecast contribution from reserves for the Primary Sector is currently £612k which has reduced by £54k since last month.</p> <p>Secondary: The Secondary sector has a forecast call on reserves currently of £285k. This has decreased by £41k since last month. Officers have been working effectively with the Secondary sector and as a result there is a reduction in deficit balances.</p> <p>All Through: The all-age sector has a forecast contribution to reserves of £83k which has decreased by £11k since last month.</p> <p>Special: The special sector has a £131k forecast contribution to reserves. This has increased by £1k since last month.</p> <p>We have seen a reduction in the call on the schools ring-fenced reserves and schools are working effectively with Finance and School Improvement Advisors to improve the forecasted outturn position. Surgery sessions have been held with all schools throughout the Autumn term. Schools budget positions are being effectively monitored and issues are being escalated quickly by officers. Powys County Council have received a substantial amount of Education grant</p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>funding into the Authority at the end of quarter 3 to be spent by the end of the financial year. This may have a positive impact on the Schools' delegated outturn position for 2021-22.</p> <p>14/10/2021 Qtr 2 2021/22 Review Summary:</p> <p>Schools submitted their approved budgets to the Authority on 1st May 21. Budget plans have now been reviewed by the Chief Education officer and the Section 151 officer and actions following that review are in progress and a report went to Cabinet on the 13th July 21. Officers continue to work with Schools in deficit to bring budget plans back to a balanced in year position.</p> <p>The sector has received considerable additional grant funding in the last few weeks of March of which some could be rolled forward to spend by the 31st August 21. Finance worked with schools during the summer term to ensure all grants were fully utilised by the end of August.</p> <p>Primary: The forecast contribution from reserves for the Primary Sector is currently £592k which has decreased by £287k since the 1st May submittal, this is mainly to do with the rolled forward grants now being fully allocated.</p> <p>Secondary: The Secondary sector has a forecast call on reserves currently of £450k. This has decreased by £121k since the 1st May submittal. Officers have been working with the Secondary sector and schools are working hard to reduce the deficit balances.</p> <p>All Through: The All age sector has a forecast contribution to reserves of £94k which has increased by £20k since the 1st May submittal.</p> <p>Special; The special sector has a £94k forecast contribution to reserves. This had increased by £43k since the 1st May submittal.</p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
FIN0001 Jane Thomas Escalated From :- Powys County Council	The Council is unable to deliver a financially sustainable budget over the short and medium term. The continued impact of Covid coupled with the more recent events around rising inflation, energy costs and the situation in Ukraine impacting on supply chains and prices all increase the risk on the Council financial resilience.	- The Council is unable to fulfil its legal obligation in setting a balanced budget - The Council will not be financially resilient or sustainable - Council reputation damaged - Inability to fulfil our statutory requirements	04/04/2022 4th Qtr 21/22 Review Summary: The council has approved the revenue budget for 2022/23 and the financial position for the new year will be monitored through the existing reporting mechanisms. EMT will begin reviewing the 5 year budget plan in April to address the ongoing budget gap for the next few years. Indicative funding settlements for the next 2 years do provide some certainty but we cannot underestimate the challenge that still remains. Rising inflation, energy costs and supply chain issues arising from the war in Ukraine will provide further challenge during 2022/23. 21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting 13/10/2021 Qtr 2 21/22 Review Summary: Budget development continues, IBP's have been completed by all services and the financial pressures falling on each service is now identified. Continuing costs and income loss due to the pandemic are clearly understood. The budget model has been updated to reflect the position and SLT and Cabinet continue to develop the budget further in order to bridge the budget gap that is estimated. We continue to model the budget on a number of scenarios as we do not yet have any further information on the level of WG settlement for 2022/23. We continue to work through the Welsh Local Government Association (WLGA) and Society of Welsh Treasurers (SWT) to keep WG abreast of the financial pressures falling on Local Authorities. 07/07/2021 1st Qtr 2021/22 Review Summary: The outturn position improved by the support from WG provides confidence that the financial position in the new year is not likely to now be catastrophic. The impact on future year budget settlements are unknown and at this stage we are completing a worst case scenario for budget setting	<i>Cllr David Thomas</i> Jane Thomas	16	12	<ul style="list-style-type: none"> • Revise the Medium Term Financial Strategy • Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government • Service Integrated Business Plans will be reviewed and refreshed • Keen focus on procurement issues - sharing information and knowledge across the LA/WLGA network • WG claims for Hardship and lost income continue and expect to remain in place til march 2021 • Regularly monitor and review the financial position on monthly basis. • Cost Recovery work • 3rd party spend reduction • Income Generation • Monthly reports to cabinet and Management Team on budget progress and progress on savings • Budget Challenge Events • Moved to a 3 year balanced budget • Reassessment of the activities of the Council through the Recovery Coordination Group • Review budget position at end of first quarter and consider changes to the 2020/21 budget 	Action In Progress Action In Progress Action In Progress Action Completed Action Completed Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
HO0024 Andy Thompson Escalated From :- Powys County Council	Failing to meet all applicable statutory requirements providing for the health and safety of the occupants in Powys County Council Housing Stock .	<ul style="list-style-type: none"> Increased risk of death & serious injury. Reputational risk. Failure to support well-being and peace of mind of residents and tenants 	<p>27/04/2022 Review Summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board Welsh Government have stated that significant progress has been made, however, meetings continue on a bi-monthly basis to ensure progress continues. Also as part of the Moving on Up housing restructure a permanent compliance team has been added so the Compliance One Hundred project can continue and standards can be maintained. All officers are in post.</p> <p>04/10/2021 Qtr 2 21/22 Review Summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board Welsh Government have stated that significant progress has been made, however, meetings continue on a bi-monthly basis to ensure progress continues. Key focus remains with the Compliance On Hundred Team and staff contracts have been extended until December 2021. Also as part of the Moving on Up housing restructure a permanent compliance team has been added so the Compliance One Hundred project can continue and standards can be maintained.</p> <p>05/07/2021 1st Qtr 2021/22. Review Summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board Welsh Government have stated that significant progress has been made, however, meetings continue on a bi-monthly basis to ensure progress continues. Key focus remains with the Compliance On Hundred Team and staff contracts have been extended until December 2021.</p>	Cllr Matthew Dorrance Nina Davies			<ul style="list-style-type: none"> Continued delivery of Compliance One Hundred project to drive up compliance and quality assurance with clear focus on... Fire Safety; Asbestos Management; Fixed Electrical Installations; LOLER; Water Systems; Heating Systems. 	Action In Progress Action In Progress

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>21/04/2021 Qtr 4 20/21. Review summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board. Welsh Government have stated that significant progress has been made, meetings continue on a bi-monthly basis to ensure progress continues. Key focus remains with the Compliance One Hundred Team and staff contracts have been extended until December 2021.</p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
HTR0016 Matthew Perry Escalated From :- Powys County Council	Shortage of lorry and bus drivers	Unable to deliver statutory service e.g. Waste and recycling, domestic and commercial collections, school transport and the knock on effect on delivering highways maintenance ie flooding and winter maintenance, hedge cutting, potholes. increase complaints	10/04/2022 Qtr 4 21/22 Review Summary: This is still an high risk, but services are managing at present. 21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting	<i>Cllr Jackie Charlton</i> Nigel Brinn	12	9	<ul style="list-style-type: none"> • Prioritise transport routes and pay over time • Investigate temporarily amending drivers contracts to enable them to drive the full legal requirement of 10 hours a day • Consider retention bonus for existing drivers and market supplement for new drivers • Recruitment of drivers and upskilling of existing staff • Pay staff for accrued holidays • Prioritise services and pay over time • Redeployment of Highways drivers 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
							<ul style="list-style-type: none"> • Cyber Security Certification • Staff Training • Detection and Response Tools 	Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0003 Caroline Turner	The council receives a negative regulatory / inspection report	<ul style="list-style-type: none"> - Meeting regulatory and legislative duties - Ability to provide a good quality of service to service users - Managing demand on the service - Recruitment and retention of staff - Staff morale - Reputational damage 	<p>08/04/2022 4th Qtr 21/22 Review Summary: Positive report received from Estyn, Education Service no longer requires enhanced monitoring. Also received positive reports from HIW/CIW on Mental Health Services, and from HMIPP on Youth Justice Service.</p> <p>Recently notified of forthcoming CIW improvement check of Adult Services and Children Services this will take place during May, report anticipated in the summer. It is likely that the improvement check will find gaps in provision and records due to the well-documented pressures on both Services since July 2021, due to the impact of COVID, increase in demand and staffing issues.</p> <p>21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting</p> <p>21/10/2021 Review Summary: HIW / CIW will be undertaking an inspection of Mental Health services in December.</p> <p>Estyn Monitoring Visit was held in October and we are awaiting their report.</p> <p>09/07/2021 Qtr 1 2021/22. Review Summary: Education Service are preparing for the Estyn Improvement Conference in November 2021. Inspection of Youth Justice Board arrangements is due soon. In future, all Inspection Reports will be considered by Governance & Audit Committee.</p>	Cllr James Gibson-Wat Caroline Turner	12	9	<ul style="list-style-type: none"> • Improvement and assurance board • Improvement plans • Communications strategy (internal/external) • close working relationships with regulators • corporate support provided to services • close working relationship with WG 	<ul style="list-style-type: none"> Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0005 Nigel Brinn	The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic	Increased staff absenteeism; Increase demand for services from residents Increased workload for council staff as a result of staff absence and increased service demand Closure of Council premises resulting in reduced services to residents and office accommodation	<p>27/05/2022 Review Summary: Case numbers have significantly reduced on the CRM but there is still evidence of cases within the Community. Due to the vaccine, these cases are not impacting the Council as they were at the beginning of the Pandemic. This case will remain on the register whilst we monitor the impact over the Autumn/Winter 2022/2023</p> <p>12/05/2022 Review Summary: Gold command meetings were stood down on 30th April 2022. Covid is still evident in our community but due to a reduction in testing, numbers coming through the CRM have dropped and the impact Covid is having on our communities, schools and workforce has reduced. Covid does still pose a risk for PCC so this risk is still current. We are unsure what will happen going forward and need to get through the Autumn before we have a clear picture.</p> <p>21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting</p> <p>20/09/2021 Review Summary: 2nd Qtr 21/22 The Council moved back to Business Continuity on 23rd August 2021 due to rising case numbers and extreme pressures within Social Services and TTP. All BCP's and RR have been updated to reflect the current position and all HOS are working closely with their teams to ensure the Services are managing under the pressure. Gold/Silver continues to operate on a weekly basis and this issue is being closely monitored. Communications is being issued regularly to the public to ensure they understand the current pressures being experienced.</p>	Cllr James Gibson-Wat Nigel Brinn	16	9	<ul style="list-style-type: none"> Update Business Continuity Plans (at Service and Corporate Level); Establishment of an Internal Silver Command Powys County Council Representation on Powys Teaching Health Board Gold and Silver Command; Liaison with all Local Resilience Forum (LRF) Partners; PCC Liaison with Welsh Government and Public Health Wales; Communication and engagement with schools. Communications to residents, staff and members 	<ul style="list-style-type: none"> Action Completed Action Completed Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PPPP0007 Gwilym Davies Escalated From :- Powys County Council	Heart of Wales Property Services (HOWPS) being unable to undertake contracted work in a timely and cost effective manner.	<ul style="list-style-type: none"> - Failure of statutory functions (Compliance). Potential for prosecution (HSE) and prohibition notices. - Failure to perform repairs and maintenance. Could lead to legal action against the authority. - Reputational damage to PCC (client credibility). - Cost to PCC for poor performance. - Officer time costs (due to additional workload). - Financial Risk to HRA and wider Authority. - Critical Wales Audit Office Report. - Non-delivery of key projects due to lack of resources. - Health and safety risks. 	<p>09/05/2022 Review Summary: The Risk has been reviewed and it is considered that the controls and actions are still appropriate. It is accepted that the situation is fluid and needs to be kept under constant review. Controls and actions to continue to be implemented.</p> <p>It is acknowledged that training is required for HOWPS staff prior to their transfer to PCC. This has the potential to impact of the ability of HOWPS to undertake compliance and remedial work. Appropriate communication is to take place with HOWPS to understand and manage this impact.</p> <p>08/04/2022 4th Qtr 21/22 Review Summary: The Risk has been reviewed and it is considered that the controls and actions are still appropriate. It is accepted that the situation is fluid and needs to be kept under constant review. Controls and actions to continue to be implemented.</p> <p>21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting</p> <p>18/11/2021 Review Summary: The Risk has been reviewed and it is considered that the controls and actions are still appropriate. It is accepted that the situation is fluid and needs to be kept under constant review. Controls and actions to continue to be implemented.</p>	Cllr Jake Berriman Nigel Brinn	<div style="background-color: #f08080; padding: 2px;">20</div>	<div style="background-color: #f08080; padding: 2px;">20</div>	<ul style="list-style-type: none"> • Potential to invoke step in clauses for specific parts of the contract in line with contract • Rectification plan(s) to be secured and monitored by PCC when submitted by HOWPS. • Additional resources allocated by Kier and PCC. • Close monitoring by Directors, Chief executive and Portfolio Holders. • Performance monitoring (Contract management forum, Board etc.) • Utilisation of contract document to escalate issues. • Development of evidence and fall-back systems (transition plans). • Development of contingency plans for contract failure • Introduced weekly officer level meetings • Awaiting consultation resource plan. • Head of Service on HOWPS Board of Directors. • Portfolio Holder on HOWPS Board of Directors. • Escalation of risk and concerns to Chief Executive and Strategic Directors. 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Control In Place Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PROC0008 Vincent Hanly Escalated From :- Powys County Council	Russian Invasion and Other Market Pressures leading to Increased risks of price variations and labour & material shortage caused by rising inflation.	Effect on capital and revenue budget but mainly effecting supplies of materials relating to any contract or project. Unable to deliver statutory and non statutory services which could result in a backlog of work, reputational damaged, quality of buildings and knock-on consequences. Examples of a key consequence: delayed or cancelled housing development reduces capacity to address homelessness and other housing needs, Delays or affordability of delivery of schools transformation etc	13/04/2022 Qtr 4 21/22 Review Summary: A Ukraine/ Price Volatility Cell has been set up with terms of reference. Proformas to identify pressure has been drafted and to consider effects on budgets. The group will meet fortnightly in the first instance to address any which impact on front line service delivery and to report to EMT/Gold as required 22/12/2021 Review Summary: This risk still being monitored and managed where requests for increase being made. Commercial Services is advising services when required to minimise effect and consider company pressures against inflationary indices. The overall effect is minimal but in light of increasing inflation this may then show increases on tendered costs and so will be continually monitored. 12/10/2021 Qtr 2 21/22 Review Summary: We are carefully monitoring the potential for prices increases in procurement and have asked (via S151 Officer) that all services notify us of any which are potentially affecting contract prices for any ongoing arrangement above and beyond the terms of the contract and the inflationary indices within. There are some supply issues emerging such as purchase of vehicles and plant (long lead times) and some construction materials (rationed supply) which will need careful monitoring and oversight. Prices are increasing within the market for key commodities such as to timber steels concrete and key construction products as well as Fuel/ Food and many other products. Discuss with Section 151 Officer of how these can be approved and linked to current indices so we don't overpay but also reflect increase or avoid effects within budgets (e.g substitution reduce service etc)	Cllr David Thomas Jane Thomas	15	12	<ul style="list-style-type: none"> Develop a Process for approval by S151 officers for minimising effect of Price Increases Material substitution Value engineering Ukraine Cell Set up to report to Gold on consequences and to manage Re-evaluate project timescales 	Action In Progress Action In Progress Control In Place Control In Place Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>12/01/2022</p> <p>Qtr 4 21/22 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted to a degree by the COVID19 pandemic In Children's Services an enhanced grow our own programme is in place and being implemented for social workers</p> <p>In addition we are widening access to the health and care sector in Powys by / through:</p> <ul style="list-style-type: none"> - the Arwain Employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) - the Kickstart programme (government initiative to provide work experience to 16-24 years through a 6 month fully supported work placement) - Apprenticeships – widening the apprenticeship offer in Social care 5 additional post in this financial year - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework and Health clinical induction framework) 					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>04/10/2021</p> <p>2nd Qtr 21/22 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted to a degree by the COVID19 pandemic</p> <p>In Children's Services a grow your own programme is in place and continues to be implemented for social workers</p> <p>In addition we are widening access to the health and care sector in Powys by / through:</p> <ul style="list-style-type: none"> - the Arwain Employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) - the Kickstart programme (government initiative to provide work experience to 16-24 years through a 6 month fully supported work placement) - Apprenticeships – widening the apprenticeship offer in Social care 5 additional post in this financial year - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework and Health clinical induction framework) 					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>02/07/2021 1st Qtr 2021/22 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted to a degree by the COVID19 pandemic. In Children's Services a grow your own programme is in place and continues to be implemented for social workers.</p> <p>.</p> <p>In addition we are widening access to the health and care sector in Powys by / through:</p> <ul style="list-style-type: none"> - the Arwain Employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) - the Kickstart programme (government initiative to provide work experience to 16-24 years through a 6 month fully supported work placement) - Apprenticeships – widening the apprenticeship offer in Social care 5 additional post in this financial year - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework and Health clinical induction framework) 					

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Heatmap Inherent and Current



Inherent Ratings Summary Heatmap

Residual Ratings Summary Heatmap

Probability



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Detailed Risk Information

Residual and Target Rating Changes since 11/12/2021

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
ASC0069	If there is insufficient capacity to respond to the longer term demand in children 's and adults' services in timely manner	Jan Coles	Powys County Council	No Previous		25	No Previous		20
ASC0064	WCCIS Unreliability - IF the unreliability of WCCIS is not resolved THEN	Michael Gray	Powys County Council	20	➔	20	20	➔	20
PPPP0007	Heart of Wales Property Services (HOWPS) being unable to undertake contracted work in a timely and cost effective manner.	Gwilym Davies	Powys County Council	20	➔	20	20	➔	20
WO0021	The Council is unable to recruit, retain and commission the workforce it requires, in the short term due to increased staff absences and a challenging UK labour market, and in the longer term due to an expected long term decrease in the local working age population	Paul Bradshaw	Powys County Council	25	➔	25	16	➔	16
ASC0066	Risk of social care provider failure. Risk of care homes, domiciliary care providers, supported living providers and others becoming unsustainable for human and financial resource challenges. This is multifactorial with the main reason being the wider impact of the pandemic. The Welsh Government's Hardship Fund, which currently pays for 90% of vacancies in Care Homes has provided supportive mitigation. However, it is being reduced monthly until March 2022 and this will have a significant financial impact upon care providers. There is a risk of harm to residents in having to be moved or having care provider unavailability; financial risk to residents, Council and local economy; risk of reputational damage.	Dylan Owen	Powys County Council	20	➔	20	16	➔	16
FIN000	The Council is unable to deliver a financially sustainable budget over the short and medium term. The continued impact of Covid coupled with the more recent events around rising inflation, energy costs and the situation in Ukraine impacting on supply chains and prices all increase the risk on the Council financial resilience.	Jane Thomas	Powys County Council	16	➔	16	12	➔	12
ICT0029	Cyber Security Threat. Risk of financial loss, disruption or damage to the reputation of Powys County Council from a failure of its information technology systems and or/loss of Data due to a cyber attack or Incident.	Diane Reynolds	Powys County Council	16	➔	16	12	➔	12
PROC0008	Russian Invasion and Other Market Pressures leading to Increased risks of price variations and labour & material shortage caused by rising inflation.	Vincent Hanly	Powys County Council	15	➔	15	12	➔	12
ICT0010	Non compliance with data protection legislation UK General Data Protection Regulations (GDPR) and Data Protection Act (DPA) 2018	Diane Reynolds	Powys County Council	12	➔	12	12	➔	12
PCC0005	The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic	Nigel Brinn	Powys County Council	25	➔ -9	16	15	➔ -6	9
CS0081	BUDGET: If Children's Services are unable to manage within budget due to: - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Ending of grant funding	Jan Coles	Powys County Council	12	➔	12	9	➔	9
ED0022	The council will be unable to manage the schools' budget without ongoing adjustments to the distribution formula and improving financial management. If they are unable to manage the budget, there will be a significant compromise to the quality of education for Powys learners.	Lynette Lovell	Powys County Council	12	➔	12	9	➔	9
HTR0016	Shortage of lorry and bus drivers	Matthew Perry	Powys County Council	15	➔ -3	12	15	➔ -6	9
PCC0003	The council receives a negative regulatory / inspection report	Caroline Turner	Powys County Council	12	➔	12	9	➔	9

Detailed Risk Information

Residual and Target Rating Changes since 11/12/2021

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
HO0024	Failing to meet all applicable statutory requirements providing for the health and safety of the occupants in Powys County Council Housing Stock .	Andy Thompson	Powys County Council	12	➔	12	6	➔	6

Report Selection Criteria

(REP_RECORD_CROSSCUT.Business Unit Code = @StrategicBusinessUnitCode AND (REP_RECORD_CROSSCUT.Status Flag <> "WITHDRAWN")) and REP_RECORD_CROSSCUT.Record Type=1

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Inherent Ratings Summary Heatmap

Residual Ratings Summary Heatmap

Probability



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Detailed Risk Information

Residual and Target Rating Changes since 11/12/2021

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent Rating	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
COVID0092	Recovery Socio-economic challenges given the immediate economic impact and likely recession, including increased unemployment and take-up of universal credit and other benefits	Nigel Brinn	COVID-19	16	→	16	12	→	12
COVID0104	If Covid-19 impacts on Children's Services so that: The service cannot deliver mission critical activities Demand cannot be managed Placement availability is reduced Statutory functions cannot be performed Statutory and regulatory requirements cannot be met There is insufficient staff with suitable qualifications and/or experience Services cannot be delivered within budget Savings cannot be delivered	Jan Coles	COVID-19	15	→	15	12	→	12
COVID0102	HOMELESSNESS: Demand and need for - and duties to provide - homelessness and related services continues to expand: COVID Homeless measures are being established on a permanent basis as Welsh Government have advised they will be including the additional duties into legislation. The duties will therefore become long term.	Dafydd Evans	COVID-19	16	→	16	9	→	9
COVID0107	Response LEISURE/SPORT Leisure Contractor significantly affected by COVID-19 situation	Jenny Ashton	COVID-19	12	→	12	9	→	9
COVID0080	Response/Recovery Inability to continue to provide an effective and efficient Contact Tracing service by PCC / PTHB to prevent the spread of Covid 19	Nigel Brinn	COVID-19	12	→	12	6	→	6
COVID0008	Response LEISURE/SPORT As a result of the COVID-19 outbreak, residents and communities become sedentary, participation and activity levels decrease, people's health & well-being deteriorates (physical, mental, social & emotional). Sport & Active Development Team unable to deliver face to face activities, programmes, events, advice (including funding) and schemes	Jenny Ashton	COVID-19	8	→	8	6	→	6
COVID0060	Response Reduced reputation for the council if pandemic is not managed well	Nigel Brinn	COVID-19	9	→	9	4	→	4

Report Selection Criteria

(REP_RECORD_CROSSCUT.Business Unit Code = @StrategicBusinessUnitCode AND (REP_RECORD_CROSSCUT.Status Flag <> "WITHDRAWN")) and REP_RECORD_CROSSCUT.Record Type=1

**CYNGOR SIR POWYS COUNTY COUNCIL.
CABINET EXECUTIVE
5th July 2022**

REPORT AUTHOR: County Councillor Cllr David Thomas
Portfolio Holder for Finance and Corporate
Transformation

REPORT TITLE: Financial Outturn for the year ended 31st March 2022

REPORT FOR: Information and Decision

1. Purpose

- 1.1. To provide Cabinet with the revenue budget outturn for the 2021/22 financial year. This includes information on the additional funding streams received from Welsh Government and how this impacted on the outturn position and explain the use of the underspend arising from the outturn position.

2. Background

- 2.1. The Council has completed its outturn processes to deliver its year end outturn report that compliments the statutory accounts that are in the process of being finalised.
- 2.2. Throughout the financial year the Councils budget was closely monitored and controlled with quarterly reports presented to Cabinet. The final outturn produced a net underspend, after contributions to specific reserves, of £7.408 million against the £202.619 million budget a 3.7% variance (excluding Schools and the Housing Revenue Account).
- 2.3. The Council's financial position has improved against the quarter 3 underspend forecast of £0.579 million, supported by additional funding provided by Welsh Government, both in terms of additional service grants and Hardship funding to once again fund a substantial element of Covid related expenditure. Although the Council is now fully functioning as part of its recovery from the pandemic, the restrictions imposed during the year did impact on the delivery of services across the Council, which resulted in additional costs and loss of income. Funding claimed and received through the Welsh Government Hardship Fund during 2021/22 is £11.747 million.

3. Revenue Outturn

- 3.1. Table 1 below summarises the outturn position across Council services, a £7.408 million underspend (excluding HRA and delegated schools) after agreed specific reserve movements have been completed.
- 3.2. Schools planned to utilise £0.558m of reserve but actually put into reserve £5.731million an overall movement of £6.289 million

Table 1 – Revenue Outturn 2021/2

Service Area	£'000	Working Budget	Actual Spend	Variance (Over) / Under Spend	Variance (Over) / Under Spend %
Adult Services		67,434	67,353	81	0.1
Childrens Services		26,620	26,502	118	0.4
Commissioning		2,775	2,201	574	20.7
Workforce & OD		2,049	1,817	232	11.3
Education		15,654	15,536	118	0.8
Highways Transport & Recycling		28,314	27,669	645	2.3
Property, Planning & Public Protection		4,919	4,549	370	7.5
Housing & Community Development		5,344	5,250	94	1.8
Economy and Digital Services		4,423	4,793	(370)	(8.4)
Transformation & Communications		1,388	1,189	199	14.3
Legal & Democratic Services		3,134	3,052	82	2.6
Finance		6,137	5,794	343	5.6
Corporate Activities		34,428	29,506	4,922	14.3
Total		202,619	195,211	7,408	3.7
Use of Surplus					
- Capital funding instead of borrowing				(5,100)	
- Pension Reserve				(900)	
- 2022-23 Pay Award Reserve				(1,200)	
- Other agreed movements to reserve				(208)	
Housing Revenue Account (HRA)		0	(2,167)	2,167	
Schools Delegated		77,188	70,899	6,289	8.1

- 3.3. Additional grants totalling £13.574 million have been received to support council services, some of this funding must be carried forward and utilised next year, whilst other funding is now offsetting expenditure in 2021/22 that the Council expected to support. These grants have significantly improved the Council's financial position and allowed the funding of the transformation costs £2.8 million from revenue rather than capital receipts.
- 3.4. Council considered this non-recurring improvement and approved the use of part of the forecast underspend to support its budget setting for 2022/23. £5.1 million of the underspend has been used to fund capital spend in year, and this reduces the call on the borrowing requirement and eases the pressure on the revenue budget in 2022/23 by £207,000. Transfers to the pension reserve of £0.9 million and a provision for next year's pay award £1.2 million account for the other main movements.
- 3.5. Further detail about the outturn position for each service area is provided in Appendix A, with Heads of Service setting out their narrative that explains the financial position and activities being undertaken.

4. Welsh Government Support

- 4.1. The Welsh Government Local Authority Hardship Fund continues to support additional costs incurred by the Council and its stakeholders due to the Covid

Pandemic. It supports the additional cost associated with Social Care, Homelessness, Visitor Economy, PPE, Free School Meals and general additional expenses. The Hardship Fund support included reimbursement of £6.8 million for support given to the public and businesses for self-isolation payments, statutory sick pay, winter fuel payments and Care Homes in terms of covering voids costs, fee increases and lateral flow testing.

- 4.2. The fund also provides support for the loss on income to the Council.
- 4.3. In addition, Welsh Government has provided unhyponothecated funding to support the Council Tax collection all of which is summarised in Table 2.

Table 2 – Welsh Government Support to Council and Public

Welsh Government Support	£'000
Hardship Fund-Cost	11,120
Hardship Fund-Income	627
Track and Trace	4,549
Council Tax Collection	573
Bus Emergency Scheme	1,283
Misc	488
	18,640

- 4.4. The Council has also worked with wider public sector partners across Wales and Welsh Government to provide significant one-off support through numerous funds for support to local businesses, the voluntary sector and a one off £735 payment to carers. The Council acted as an agent for the Welsh Government in reviewing, collating, agreeing, and processing these payments across the schemes, as summarised in Table 3.

Table 3 – Welsh Government Support to Businesses and Carers

Welsh Government Support	£'000	Numbers
Business Grants	3,194	1,092
Business Rate Relief	10,413	1,469
Care Payments £735 External	934	899
Care Payments £735 PCC	2,754	3,353
	17,295	6,813

5. Cost reductions

- 5.1. In February 2021, the Council approved cost reduction proposals of £11.829 million. In addition, undelivered cost reductions in 2020/21 of £1.568 million have been rolled forward for delivery in the current year. This increases the value of cost reductions required to £13.397 million for 2021/22.
- 5.2. The summary at Table 4 shows that 70% or £9.397 million has been delivered in year, £4 million, 30% is unachieved. This figure has deteriorated since quarter 3 due to Childrens services not able to deliver their assured expectations of £0.922 million. Their projects for achieving greater income, changing service delivery and reducing agency costs were placed on hold due to the need to focus on increased demand.
- 5.3. The budget approved by Council in February 2022 for 2022-23 removed £1.377 million of the unachieved savings from service budgets as they are now considered to be unachievable, thus ensuring a robust and deliverable budget for next year.
- 5.4. £2.683 million has been rolled forward to be delivered in 2022/23.

Table 4 – Cost Reductions Summary

£'000	To Be Achieved	Actually Achieved	Un-achieved	% Achieved
Adult Services	5,091	4,991	100	98%
Childrens Services	3,184	2,262	922	71%
Economy and Digital Services	1,167	92	1,075	8%
Education	381	381	-	100%
Schools Delegated	39	39	-	100%
Finance	324	324	-	100%
Central Activities	(175)	(175)	-	100%
Highways Transport & Recycling	1,745	337	1,407	19%
Housing & Community Development	310	310	-	100%
Legal & Democratic Services	298	142	156	48%
Transformation and Communications	57	57	-	100%
Property, Planning & Public Protection	818	600	218	73%
Workforce & OD	160	37	123	23%
Total	13,397	9,397	4,000	70%

6. Reserves

- 6.1 The reserves position at Table 5 sets out the reserve movements and balances at year end. Year-end movements resulted in an increase to reserve of £11.525 million, and the closing balance now stands at £63.783 million, with the general reserve £9.333 million, representing 4.6% of total net revenue budget. (Excluding Schools and the HRA).

Table 5 – Reserves Table

Summary	£'000	Opening Balance (1st April 2021) Surplus / (Deficit)	Reserve Movements	Balance (31st March 2022) Surplus/ (Deficit)
General Fund		13,634	(4,301)	9,333
Budget Management Reserve		3,584	0	3,584
Specific Reserves		16,397	12,770	29,167
Transport & Equipment Fundir		11,282	(2,438)	8,844
Usable Reserves		44,897	6,031	50,928
Schools Delegated Reserves		3,251	5,724	8,975
School Loans & Other Items		(371)	7	(364)
Housing Revenue Account		4,481	(237)	4,244
Total Reserves		52,258	11,525	63,783

- 6.2 The key movements are:
- 6.3 Council agreed a virement request on the 15th July 2021 to set up three specific reserves utilising the 2020/21 outturn underspend held within the general reserve, totalling £4.241 million, maintaining the General Fund reserve at its previous level.
- £1 million is set aside to assist council services with Covid recovery. Services will draw upon this support through the submission and approval of a business case clearly demonstrating need and the benefits to our residents.

- The council is also able to draw support from other sources of recovery funding, including Levelling up Funding, match funding of a £1 million reserve as leverage to draw upon this funding.
- £2.241 million 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.

6.4 The main specific reserve movements include:

- 6.4.1 Actuarial Pension Review - £0.9 million of over collected pension contributions are transferred into the specific reserve in readiness for the actuarial pension review.
- 6.4.2 2022-23 Pay award. The base budget includes a pay award assumption of 3%, but with the current inflation level at 9% it is likely we will be asked to fund a higher figure percentage, an additional 1%, £1.2 million has been set aside.
- 6.4.3 Some grants received, late in year, have not been utilised and rolled forward for use in 2022-23 these total £2.374 million and are held in the grants unapplied reserve.
- 6.4.4 Approval to set up a number of specific reserves was given by the Chief Executive who has been given delegated authority to action any approvals in consultation with the Head of Finance (Section 151 Officer) and retrospectively reported to Cabinet. They will be used to support identified service pressures next year and the Section 151 Officer will release these reserves as appropriate spend is evidenced, further detail is explained at Appendix B

6.5 The Housing Revenue Account business plan originally planned to utilise £2.181 million of reserves, but this was greatly reduced to £0.237 million. This was due to reduced borrowing costs because of the change in the Council's MRP policy approved by Council in March 2021.

6.6 The breakdown of the school's balances and the transfer to reserve is set out below at Table 6.

Table 6 – School Reserves

School Sector	Opening Balance 1 April 2021 £'000	Actual Transfer to / (from) in reserves 2021-22 £'000	Closed School Balances £'000	Closing Balance 31 March 2022 £'000
Primary	4,995	2,955	16	7,966
Special	311	695	0	1,006
Secondary	(2,422)	1,554	22	(846)
All-age	344	521	0	865
School Balances Sub-Total	3,228	5,725	38	8,991
Other	(348)	7	(38)	(379)
Total	2,880	5,732	0	8,612

6.7 The year end position for schools has moved significantly since the last forecast, this is due to the allocation of over £5.936 million grant to support schools core costs. Schools planned to utilise £0.557m of reserve but actually put into reserve £5.732m, an overall movement of £6.289m.

7. Transformation

- 7.1 Transformation of the councils' services is critical in providing an appropriate level of service to our residents at a much lower cost ensuring that the councils budget is maintained on a sustainable footing for the future. Transformation activities totalling £2.814 million were funded through revenue rather than using Capital Receipts as previously planned. This will allow us to maintain a greater level of receipts to be used to support the capital programme in future years.
- 7.2 Table 7 below summarises the transformation costs against the budget plan.

Table 7 Transformation

Transformation Costs 2021-22 £'000	Outturn	Budget	Variance
Transformation Projects	2,400	3,013	613
Organisational Transformation	414	1,000	586
	2,814	4,013	1,199

- 7.3 A final report summarising the savings and benefits achieved from utilisation of the transformation funding will be presented to the July Transformation Board as part of their governance role.

8. Virement and Grants

- 8.1 Two virement requests have been made:

8.1.1 Transport fund - The Fleet Management Services has reported an underspend against depreciation charges of £1,054,400 (due to delayed replacement of the waste and recycling vehicles and keeping existing vehicles longer). The service have asked to utilise this underspend with an additional contribution to the vehicle replacement reserve to assist in managing the increasing pressure on the transport fund arising from significant inflation on purchase costs and where possible this funding will be used to purchase "green" vehicles .

8.1.2 During the year Fleet Management Services generated £226,086 of income from the sale of vehicles/equipment and it is requested that this be transferred to the vehicle replacement reserve to be used to fund the purchase of future vehicles and/or equipment, where possible this funding will be used to purchase "green" vehicles.

- 8.2 There have been additional grants totalling £10.362 million received this quarter from Welsh Government (unless otherwise specified) as set out in Appendix C and these are included in the financial outturn, some of this funding must be carried forward and utilised next year, whilst other funding is now offsetting expenditure in 2021/22 that the Council expected to support.

- 8.3 In addition two grants identified in the quarter 3 report were allocated in the last quarter and accounted for in the outturn changes:

- £545,173, Additional Regional Consortia School Improvement Grant – To strengthen delivery of Foundation Phase, support Wales collaborative for Learning Design, deliver additional professional learning, deliver the national pedagogy project and Centre determined grades.

- £2,667,190, LA Education Grant (variation 3) – To deliver the Winter of Wellbeing programme, provide high quality support for children and young people with ALN to deal with the impacts of COVID-19, fund online solutions for Individual Development Plans (IDP) as part of the ALN transformation programme, prepare for the phased commencement and full implementation of the ALN Act, training for trauma informed approach, enhancing attendance support, additional Recruit Recover Raise standards funding, extending PDG Access to Years 2,4 and 6 for uniforms, sports kit and IT equipment and funding for preparation for changes to Free School Meals.

9. Impact of Capital

- 9.1 Capital investment and the financing of capital activities have a significant impact on the authority's revenue position. In 2021/22 £72.60 million was spent (including HRA) on capital investments representing 77% of the revised budget.
- 9.2 The majority of the underspend can be attributed to delays in the delivery of the capital programme. The budgets associated with these projects will, where necessary, be rolled forward into 2022/23.
- 9.3 The revenue budget supports the cost of borrowing for capital purposes and recognises the future need to borrow through the minimum revenue provision budget. The revenue budgets were approved to support the original capital programme of £101 million. The actual capital spend was 28% less. Grants were maximised to reduce the call on borrowing, with a number received from Welsh Government in the last three months of the year. The actual net cost of borrowing was £12.4 million of which £8.8 million was chargeable to the general fund, this resulted in a £2.8 million underspend on the borrowing budgets, and this has been used to replace future years borrowing and reduces the impact on the revenue account.

10. Key Financial Risks

- 10.1 Rising inflation and in particular fuel and energy costs are now beginning to impact on the Council, with some contractors approaching the Council to raise their concerns and start discussions. Further impact is now expected arising from the situation in Ukraine. With CPI inflation 9% (April) we must ensure that we take every opportunity to set aside funding to limit this impact.
- 10.2 This further highlights the risk in our ability to deliver a balanced budget over the medium and longer term. The updated Medium Term Financial Strategy approved by Council continues to show a significant budget gap across the 4 years of the strategy to 2026/27 and we continue to plan in a challenging and uncertain time and will update our projections as more information becomes available.
- 10.3 Treasury Management, maintaining the Councils cash flow to meet liabilities, continues to be monitored daily. We must ensure that the Council has sufficient liquidity to meet its immediate costs such as salaries and wages, HMRC taxation, and maintaining payment to suppliers and precepting authorities. The current position is positive due to the additional funding we have received. We continue to monitor the position and explore investment opportunities alongside our need to borrow over the medium and longer term.

11. Resource Implications

The Head of Finance (Section 151 Officer) has provided the following comment:

- 11.1 The financial support provided by Welsh Government has been significant and has been instrumental in improving the Council's financial position for the current year. The additional funding received is welcomed but it is important to note that this is not recurring funding and will be utilised to support one off costs that will aid our recovery, meet short term additional demand but also improve our longer term financial resilience.
- 11.2 Using revenue funds to support transformation costs this year will release capital receipts back for use in the Capital Programme and this together with the proposed Capital Financing Reserve will reduce the need to borrow and improving our financial sustainability whilst enabling the Council to deliver its objectives. Addressing existing remedial issues across the Councils assets will also ensure our buildings are effectively maintained removing pressure on the Capital Programme in future years. Setting aside funding to meet specific one off costs will ensure that the Councils General Fund is maintained at an appropriate level.
- 11.3 Our Medium Term Financial Strategy continues to be extremely challenging with a significant budget gap of £15 million over the next 4 years. The financial plans will be subject to ongoing review, funding assumptions will be revisited as more information becomes available, revised budget gaps calculated and clear plans of how we can bridge the gaps will be developed. The Council must continue to take every opportunity to reduce costs and limit the financial impact on its budget, reducing the financial pressure on future years and ensure the financial sustainability of the Council.

12 Legal implications

- 12.1 The Monitoring Officer has no specific concerns with this report.

13. Comment from local member(s)

- 13.1 This report relates to all service areas across the whole County.

14. Integrated Impact Assessment

- 14.1 No impact assessment required.

15. Recommendations

- 15.1 That Cabinet note the budget position and the full year position to the end of March 2022.
- 15.2 That Cabinet ratifies the approval given by the Chief Executive for the virement request to specific reserve as set out in 6.4.4 and at Appendix B. To comply with the treatment of year end balances as set out in the Financial Regulations, which confirms Cabinet may agree the carry forward of departmental underspends of up to, and including, £500,000.
- 15.3 The virement request set out in section 8.1.2 is approved and the virement at 8.1.1 is recommended to Council for approval as this complies with the Councils' virement rules being in excess of £500,000. Funding will be released where it can be

demonstrated that the purchase of vehicles supports the move to a greener fleet where operationally viable.

Contact Officer: Jane Thomas Email: jane.thomas@powys.gov.uk Head of Service: Jane Thomas

Appendix A – Service Narrative to Explain the Change from Quarter 3 to Quarter 4 and Outturn

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
(49)	Adult Services	67,434	67,353	81

The balanced budget with a small underspend is an excellent achievement for Adult Social Care, with £5m of savings achieved during the second pandemic year. The additional Welsh Government grants provided because of the pandemic have supported the service and have contributed to the ability to remain within budget for another year.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
(1,788)	Children's Services	26,620	26,502	118

Savings of over £2m during the second year of the pandemic were achieved at a time of increasing service pressures and workforce challenges. The outturn at the end of year has been supported by the additional grants provided by the Welsh Government.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
165	Commissioning	2,775	2,201	574

The Commissioning Service was able to manage significant staffing vacancies within the team during the year while it benefitted from additional Welsh Government non-recurring funding late in the financial year.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
(123)	Education	15,654	15,536	118

Education worked well to achieve a 0.8% variance in 2021-22 budget, ending the year in an underspend position, whilst also achieving 100% of savings identified for 2021-22.

The outturn at the end of year were supported by the additional grants provided by the Welsh Government, with the year-end position for schools has moving significantly since last month's forecast. This is due to the allocation of over £5.936 million grant to support schools core costs. Schools planned to utilise £0.5m of reserve but actually put into reserve £5.73m, an overall movement of £6.289m.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
(49)	Highways Transport & Recycling + Director	28,314	27,669	645

Highways, Transport & Recycling finished in a favourable position year end of £632,000. Highway operations were overspent due to maintenance on county roads such as patching works and gully emptying from flooding events. This was offset by an underspend on the Highways Technical element whereby income through street works exceeded its income target of £752k, giving a net Highways surplus of £95,000.

Transport showed a net deficit of £21,000 from a working budget of £10 million, and the main factors are attributed to unachieved savings, fuel increases and in year contract changes for home to school transport.

Recycling has also shown a positive year end surplus of £657,000. Recycling operations showed a net deficit of £344,000, through an unachieved of income on commercial waste. However, Waste strategy showed a net surplus of £1 million with recycling income exceeding its target and further underspends on residual waste.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
448	Property, Planning & Public Protection	4,919	4,549	370

The service area underspend has come mainly because of staffing vacancies and staffing costs being transferred to the Test, Trace and Protect service.

The Planning Service were overspent by £170K because of a reduction in the level of planning fees generated. The reduction is a result of the councils toughening stance on intensive agricultural units and the impact of the current phosphates situation on the submission planning applications. This trend is likely to continue, and the mitigation implemented to date is unlikely to address the significant income shortfall predicted in 2022/23.

Strategic Property were overspent principally because of increased maintenance, statutory testing, remedial and cleaning costs. The cost of funding statutory compliance remedial work and the corporate landlord function continues to be a budgetary pressure that requires mitigation.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
17	Housing & Community Development	5,344	5,250	94

Housing & Community Development achieved a 1.8% underspend in the 2021-22 budget, equating to £94,000. The service also delivered 100% of the savings identified for the financial year.

The Catering Service was overspent by £128,000 because of reduced income. Covid-19 has significantly affected this service, with WG Hardship Funding of £700,000 received to contribute towards the lost income. The Hardship Fund has also supported homelessness to the sum of £313,000.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
(372)	Economy and Digital Services	4,423	4,793	(370)

The digital programme had identified potential savings across the organisation from investment in digital solutions. Not all the identified savings were realised, and the saving is held within the service budget. Some further savings where customers signed up for paperless council tax billing account for the reduction in variance between February and March. To offset the impact of un-realised savings all vacant positions and purchases were delayed for 3 months to support a more balanced budget for year end.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
41	Transformation & Communication	1,388	1,189	199

The under spend is mainly because of overachieved income, £120k of additional income has been generated from maximising service grants and carrying out work externally, the remainder of the under spend is general office costs, training and travel. £51k of the true underspend has been taken as a saving in 2022/23.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
84	Workforce & OD	2,049	1,817	232

The underspend in the service arose because of, staffing vacancies, an over achievement of income, an underspend on travel, general expenses and training costs, and an underspend on

the health surveillance budget. As part of this, the service absorbed £32k of job evaluation costs which historically had previously been funded by a reserve.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
6	Legal & Democratic Services	3,134	3,052	82

The underspend in the service arose as a result of staffing vacancies, an over achievement of income from Land Charges, an underspend on member travel and general expenses.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
(252)	Finance & Insurance	6,137	5,794	343

The swing in the financial position is partially due to the removal of a provision for insurance claims and an underspend in staffing due to some staff costs being funded by grants as part of the Covid business support work.

December Variance	£'000	2021/22 Base Budget	Outturn	March Variance
2,463	Corporate Activities (Borrowing, Risk Budget, Benefits etc)	34,428	29,506	4,922

Welsh Government provided additional funding - £2.6m revenue support grant and £0.57m Council Tax support grant, of which part will be utilised in the next financial year. They also provided a capital grant of £3.6m which reduced the requirement on borrowing resulting in an £2.8m underspend on borrowing.

The outturn includes the funding of the Transformation Programme from revenue, £2.8m (including redundancies), rather than use of capital receipts which can be held to support the capital programme in future years.

Appendix B –Service Roll Forward Request

Service	Explanation to Support Request	£
Education	Secondary strategy underspend due to additional funding being received from the closedown of ERW. Request to roll forward to use for one-off targeted interventions of bespoke support packages for schools causing significant concern	£261,174
Education	Unable to appoint to Welsh in education post and have utilised grant through use of existing staff but request roll forward base to complete the strategic element of the role in 2022-23.	£54,359
Education	Adult Community Learning: Maintenance, Net Carbon Zero and Digital Grant - due to the lateness of the notification of the grant (early March 2022) the service offset existing costs to utilise a portion of the additional funding, this enabled the service to have an underspend against base funding which will be rolled forward to support adult community learning in Powys. To note the other half of the grant was spent as per the terms and conditions of the grant.	£46,539
Education	Adult Community Learning: Maintenance, Net Carbon Zero and Digital Grant - due to the lateness of the notification of the grant (early March 2022) the service offset existing costs to utilise a portion of the additional funding, this enabled the service to have an underspend against base funding which we requested to roll forward to support adult community learning in Powys. To note the other half of the grant was spent as per the terms and conditions of the grant.	£91,090
Highways, Transport & Recycling Services	Waste collection - Request to roll forward revenue budget to fund the delayed repair works to the Bailer at Brecon Transfer Station which was originally considered in the February Forecast.	£28,170
Highways, Transport & Recycling Services	Waste Collection - Request to make revenue contribution to capital to fund the purchase of 2 x mist & odour repression systems for Rhayader and Abermule, required to satisfy the regulators	£46,040
Highways, Transport & Recycling Services	Highways Technical Services - Request for revenue contribution to capital to establish a budget to carry out resurfacing on the remaining Church Street car park in Welshpool which is not covered by the adjacent grant funded interchange works. 1/3rd of the car park was resurfaced utilising grant funds in 21/22 and the service request to complete the remaining 2/3rds of the car park to rectify defects on the remaining car park surface.	£75,000
Highways, Transport & Recycling Services	Highways Operations - purchase of grounds equipment - To adhere with our Hand Arm Vibration policy and following a HSE improvement notice we are required to replace our hand held grounds maintenance equipment on a regular basis and incorporate more battery powered equipment to assist the Authority in reducing its Environmental targets.	£100,000
HOWPS Transition Costs	Reserve to fund the corporate element of the HOWPS transition costs that will be incurred as part of the exit process	£200,000

Regeneration	Going forward Powys have secured fantastic opportunities for the economic growth of Powys and Mid Wales, from UK and Welsh Governments, from Levelling-up fund bids (£22m) and a Growth Deal (£110m) to the Global Centre of Rail Excellence (£50m.) These all need appropriately resourcing to ensure Powys projects are identified, developed and delivered. These key Strategic Economic Development Projects will benefit not only the economy but our environment helping to ensure we become Carbon net zero by 2030. The same opportunities arise from the UK Community Renewal Fund (circa £7m) for the current year and Shared Prosperity Fund for future years. There are also initiatives for developing work placements, Town Centre regeneration, community initiatives and events, including Army Liaison, which are all important ongoing aspects of developing strong and resilient communities. The ability to be flexible with specific reserves for Economic Development will ensure the necessary positions to support economic growth for Powys with a strengthened Economic Development team	£85,000
H,C & D	In year under spend on Y Gaer and the Policy unit carried forward in a reserve to complete the building works required to finish the project	£145,000
T & C	Funding to cover the costs of posts that do not have baseline funding and therefore reduces the risk to the organisation for 12 months.	£35,000
Adult Social Care	Roll forward into a specific reserve the underspend due to one off income raised from back dated fees. This reserve will specifically fund a managed service 'Zyla' to reduce the number of outstanding reviews, in part due to the pandemic and due to the increased presentations due to lack of Health Care provision	£497,000
Adult Social Care	Roll forward monies that were returned funding from providers due to services on hold to fund additional running costs of Older Day Centres and restricted numbers of service users, which is currently and unknown unit cost	£100,000
Adult Social Care	Roll forward to cover the additional cost of the Agency Domiciliary Care during period of recruitment and on boarding new council staff, following the return of hours from the external providers. Due to the lateness of a grant received to promote the independence of people with care and support needs or in an early intervention and prevention context to maintain people in their own homes, the service offset existing costs to utilise a portion of the additional funding, this enabled the service to have an underspend against base funding which we request to roll forward.	£385,000
Adult Social Care	Roll forward reserve due to returned funding from providers due to services on hold to fund additional placements costs. It will support the financial stability of commissioned providers, particularly the care home sector following the cessation of the Welsh Government Covid 19 Hardship and capacity following the pandemic. This will enable swift transfer of clients.	£234,000
Adult Social Care	Roll over into a specific reserve due to the one off over achievement of 'Direct Payment' refunds, as clients have been unable to utilise fully due to the pandemic the additional capacity within the Occupation Therapist teams to meet the increased number of outstanding assessments due to increase in referrals during the pandemic, in part due the reduction in hospital surgery and increase in falls and trips and due to 'lock down' the lack of mobility.	£220,000
Adult Social Care	Use of the RSG grant allocated for Electric Vehicles in domiciliary care and Driving Lessons for home care staff. Business case in progress to explain how the funding would be used as requested by Welsh Government	£400,000

Childrens	A specific reserve to continue to provide a service to children young people and families and manage the demand for children services we are extending the Care and Wellbeing Agency Team (Parachute Team). This team is currently holding 120 cases within Children's Services but was due to end at the end of August. By extending up to the end of December this will enable the Service to meet the current demand. Utilising a last minute WG Covid Recovery grant to fund the additional cost of agency social workers, to release base budget. The team is required to reduce caseloads and unallocated cases, due to sickness, staff leaving and recruitment issues.	£499,000
Corporate	Specific reserve for the CJC, grant funding received in 2021-22 utilised to fund base budgeted staff - roll forward base saved as a result of receiving the grant	£96,270
Housing	Specific reserve to fund the additional costs of homelessness when Welsh Government funding ceases in 2022-23	£100,000
Digital	Specific reserve to fund Digital Transformation requirements in 2022-23	£225,000

Appendix C – Grants Received in Quarter 4

Funder	What For	Amount £	Detail	Service
Welsh Government	<u>New Grant:</u> Parenting Support for COVID Recovery	47,399	To increase the skills, knowledge and resources of the parenting and wider workforce through identified training; To support innovative community (if Covid restrictions allow) and/or virtual parenting based provision, such as parenting groups; peer support groups and individual parenting support delivery; To develop innovative parenting support packages and training tools for parenting practitioners to either be delivered face-to-face and/or virtually building on the innovative adaptation of parenting programmes by LA's during the pandemic; To support development and evaluation of the online parenting offer so that parenting support is offered either face-to-face or virtually to increase flexibility and accessibility for some parents and to support to reach a greater number of parents than might otherwise be possible.	Childrens
Welsh Government	Regional Consortia School Improvement Grant	561,144	Adoption UK Membership (£1214) - to support adopted learners in education Learning in Renew & Reform and the curriculum & Assessment reform programme (£281,569) - to support schools to understand and respond to the needs of learners to progress and their well-being and embed approaches in learning. Modern Foreign Languages (£6,250) - To support schools in planning for International Languages provision and the new curriculum. Support for Learners in Exam Years (£259,799) - For schools to buy additional resources and support learners taking GCSE English, Welsh and Maths. Scoping/Engagement Work (£7,263) - Support the delivery of a proposal to provide every school in Wales with the potential to significantly raise the standards of teaching and learning for disadvantaged and vulnerable learners. Camau Assessment Toolkit Project (£5,049) - Lead by CAMAU a series of workshops will be held with practitioners to deepen understandings of assessment within Curriculum for Wales	Education
Welsh Government	Flood and Coastal Erosion Risk Management	95,000	Additional grant in respect of drainage investigations, surveys and improvements to drainage infrastructure. Scheme: Tollgate Cottage, Newtown - Make safe existing inlet/securing screen and wall fixing arrangements - £15k Scheme: Depot Lane Culvert, Talgarth - Remove tree roots and cleanse culvert system - £5k Scheme: Crickhowell Culvert and surface water drainage investigations - CCTV survey & mapping - £25k Scheme: Cwmphil Road - CCTV survey/jetting/trail holes and mapping - £7.5k Scheme Cwmbelen - improvements to river outlet structure and fitting of flap valve - £3k Scheme Coed Lane - drainage investigations/CCTV - £4.5k Scheme Gurnos drainage Ystrad - Continuation of drainage/culvert survey investigations - £35k	HTR
Welsh Government	Road Safety Revenue	30,325	The extra £30k has been awarded to assist with the exceptions map work and the 20mph rollout scheme.	HTR

Welsh Government	Social Care Pressures	2,053,544	The Purpose of the Funding is to support local authorities with social care pressures from overspends and winter pressures	ASC
Welsh Government	LA Education grant variation 4	1,909,224	£62k - NQT Induction Placement Scheme – Extension to March 2022 - to deliver the extension of the induction placement scheme between January – 24th April 2022. £1,807k - Revenue Maintenance Grant - to cover school revenue maintenance costs in 2021-22. Eligible expenditure for this grant will cover costs borne in relation to revenue repairs and maintenance £40k - Virtual School Wales - to plan and prepare to implement a Virtual Schools model	Education
Welsh Government	POJW006 - Household Support Fund	15,269	Award of Funding in relation to Household Support Fund: revenue funding for tackling food poverty	HCD
Welsh Government	Recovery activities associated with February 2020 floods - costs incurred between 1st April 2021 - 31st March 2022	1,100,827	75% of grant to be paid on receipt of signed award letter, remainder to be paid on receipt of year end outturn report (will be requests May 2022).	HTR
Welsh Government	Additional funding - Road Safety Revenue	60,265	Undertake an inventory of road signs and lines for restricted roads that are impacted by the proposed 20mph default speed limit in 2023.	HTR
Welsh Government	SWMG - Additional funding for Waste & Recycling services	390,479	Recognising the challenges the COVID pandemic has brought and helping Local Authorities to meet more of its costs this year.	HTR
Welsh Government	Adult Community Learning Fund 2021-22	20,454	The Purpose of the Funding is to support collaborative, regional led, strategic and sustainable approaches to mental health for staff and learners and/or for support of professional learning for staff in the sector. It will help to build an evidence base on 'what works' and a bank of approaches and resources to benefit the whole sector	Education

WLGA	ASC care and support needs or in an early intervention and prevention	410,709	To promote the independence of people with care and support needs or in an early intervention and prevention context to maintain people in their own homes, such as increased use of equipment, small/medium adaptations or most effective way to support people within their own homes.	ASC
Welsh Government	Loss of Council tax collection	573,488	Funding for the shortfall of council tax collection in 2021-22	Corporate
Welsh Government	Substance Misuse Action Fund Revenue, Complex Needs and Naloxone – Powys Area Planning Board 2021-2022	24,685	Additional funding for Naloxone and Residential Rehabilitation (Tier 4) placements, as per information submitted to the Welsh Government on 8 February and 24 February respectively.	ASC
Welsh Government	Powys RPB received Winter Funding (£433k) for 21/22 as part of a wider Winter Funding Package to support health and social care system until March 22	133,000	To increase capacity of the Powys Integrated Community Equipment and Technology Enabled Care Service to enable hospital discharge by increasing our stock on shelf to minimise any late deliveries of equipment due to product shortage, build stocks so we have a buffer against supply shortages we have experienced due to a number of factors related to the pandemic, raw material shortage and global shippage disruptions. We will be able to meet an increase in demand for priority deliveries (next day and three day). We will expand the service to include weekend working.	ASC
Welsh Government	Transforming towns investment plans	76,000	Transforming Towns Revenue programme for 'Consultancy, Planning and Development work across Powys Towns TT-M-REV-POW-006 (linked to £100k matching from PCC Reserves - total £176k)	Regeneration

Welsh Government	Cyber Resilience	10,000	The purposes of this grant award are for the improvement of PCC cyber resilience	Digital
WLGA	Regional Skills Partnership MW - Young Persons Guarantee	25,000	The Programme for Government (PfG) sets out an ambitious commitment to deliver the Young Persons Guarantee, giving everyone under 25 the offer of support into work, education, training, or self-employment.	Education
Welsh Government	LA Education grant variation 5	207,460	The purpose of the funding will be to reimburse special schools and specialist SEN units for increased costs incurred in 2021-22 (due to the impacts of the pandemic) to provide high quality support for children and young people with ALN.	Education
Welsh Government	Revenue Support Grant	2,617,504	Revenue Support Grant uplift for 1 year only includes funding for electric vehicles and driving lessons to support home care	Corporate
Total		£10,361,776		

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

5th July 2022

REPORT AUTHOR: County Councillor Cllr David Thomas
Portfolio Holder for Finance and Corporate
Transformation

REPORT TITLE: Capital Position as at 31st March 2022

REPORT FOR: Decision / Information

1. Purpose

1.1 This report sets out the financial outturn position of the Council's capital programme for 2021/22 as at 31st March 2022. This includes information on the additional funding streams received from Welsh Government since the last report and how these impacts on the funding of the capital programme.

2. Background

2.1 The revised programme at the 31st March 2022 is budgeted at £94.74 million following the successful award of additional grants and the reprofiling of budgets between financial years. Actual spend amounts to £72.60 million, representing 77% of the total budget. This includes the Housing Revenue Account (HRA) capital spend which totalled £19.78 million against a budget of £23.73 million.

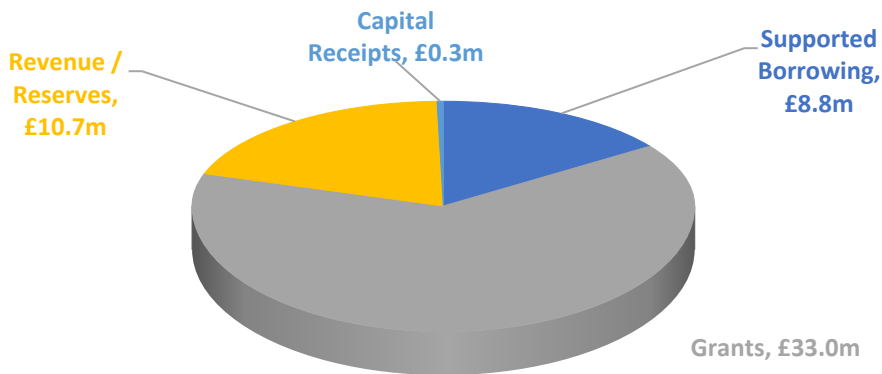
2.2 Table 1 below shows a summary of 2021/22 capital expenditure,

Table 1 Capital Spend by Service

Service Area	2021/22 £'m
Schools	£12.929
Social Care	£1.871
Highways, Transport & Recycling	£21.310
Leisure & Recreation	£2.292
Housing	£26.201
Property, Planning and Public Protection	£1.888
Economy & Digital	£6.104
Total	£72.595

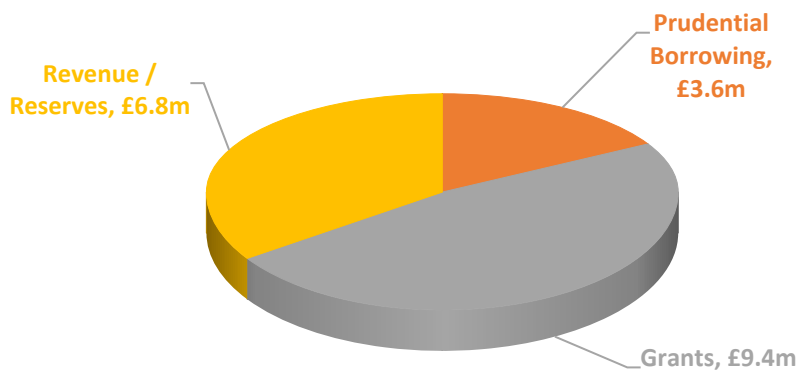
2.3 Chart 1 below sets out how the Council funded element of the capital programme is funded, 16%, £8.8 million has been funded through borrowing, the interest cost for this is charged to the revenue account. This is significantly lower than the original budget of £39.5 million and results in an underspend within the revenue budgets

Chart 1 - Council Capital Funding 2021-22



2.4 Chart 2 below sets out how the Housing Revenue Account (HRA) funded element of the capital programme was financed, £3.6 million, 18% has been funded through borrowing, the interest cost for this is charged to the HRA revenue account.

Chart 2 - HRA Capital Financing 2021-22



2.5 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. It represents the current year's unfinanced capital expenditure and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources

2.6 **Table 2 - Capital Financing Requirement (CFR)**

£'m	2020/21	2021/22
Original Estimates 25/02/2021	422.77	468.58
Quarter 1 estimate	397.10	436.96
Quarter 2 estimate	397.10	431.17
Quarter 3 estimate	397.10	419.11
Actual	397.10	405.21

2.7 The budget reprofiling into future financial years has reduced the CFR as shown Table 2. As outlined in the amendment of the 2022/23 Budget approved by Council on the 3rd March 2022, the additional funds provided by Welsh Government for capital (£3.6m) and revenue (£2.3m), together with the projected underspend on MRP and interest for 2021/22 (£1.5m) has been used to fund existing Capital schemes, replacing borrowing, which has reduced the CFR.

2.8 A further £1.3m of the revenue underspend was used at the year end to replace further borrowing, again this reduces the CFR and the cost of borrowing in future years which is charged to the Council's revenue budget.

3. Grants Received.

3.1 The following grants have been received since the quarter 2 report and are included for information.

3.2 **Education** - £0.21 million Welsh Government Grant for the purchase of musical instruments for school and ensemble music activities and adaptive musical instruments and specialist equipment to support learners with Additional Learning Needs (ALN) in both mainstream and special schools.

3.3 A further £2.29 million of Capital Funding Grant towards Improving Ventilation, Supporting Decarbonisation and Reducing Backlog Maintenance in Schools has been received from Welsh Government.

3.4 Welsh Government have provided a £1.10 million capital grant to support the rollout of universal primary free school meals, this will be used for purchasing new equipment, upgrading existing equipment, upgrading existing kitchen/dining facilities; and works to increase the capacity of school meal infrastructure.

3.5 **Housing** - £1.15 million awarded from Welsh Government (WG) to refurbish the existing King's Meadow site in Brecon to improve the living standards for the residents. WG has also awarded a further £0.03 million to support adaptations to dwellings to prevent unnecessary hospital admissions and facilitate earlier discharge.

3.6 **Economy and Digital Services** - £0.42 million WG Regional Capital Stimulus Fund to support the delivery of 3 high specification industrial units at Abermule Business Park to meet an identified demand from an existing local company.

3.7 **Adult Services** – Welsh Government have awarded through their Integrated Care Fund (ICF) £1.00 million for the Brecon Extra Care scheme which will be used to acquire land for delivery of approx. 60 extra care accommodation units.

3.8 **Regeneration** - £0.17 million additional funding has been received from Welsh Government in relation to the Targeted Regeneration Investment programme taking the total grant award to £0.67 million.

3.9 £0.74 million additional funding has been awarded under the Welsh Government's Transforming Towns Programme which increases the total grant award to £2.00 million.

3.10 **Highways, Transport & Recycling** - £0.25 million additional funding received under Welsh Government's Active Travel Grant for works at Machynlleth Archway.

3.11 £1.04 million received from Welsh Government for the funding of electric recycling vehicles.

4. Reprofile Budgets Across Financial Years.

4.1 There were several schemes in the 2021/22 capital programme which are continuing into 2022/23. The budget carried forward to reprofile these schemes is shown in the Table 3 and has been included in the figures shown in the charts above.

Table 3 - Funding carried forward from 2021/22

Service Area	2021/22 £'m
Schools	£3.106m
Adults Services	£0.139m
Childrens Services	£1.111m
Highways, Transport & Recycling	£1.777m
Housing & Community Development (ex HRA)	£0.378m
Property, Planning and Public Protection	£0.858m
Finance	£0.183m
Economy & Digital	£3.810m
Housing Revenue Account (HRA)	£4.265m
Total	£15.627m

5. Capital Receipts

- 5.1 Capital receipts totalling £1.20 million have been received during the financial year.
- 5.2 The Council's Transformation Programme was budgeted to be funded by Capital receipts through the capitalisation directive. Due to the improved financial position for this year these costs have been funded from the revenue budget, retaining the capital receipts to support the Capital Strategy in future years.

6. Resource Implications

- 6.1 The Head of Finance (Section 151 Officer) notes the content of the report and can support the recommendation to approve the virements. The additional capital funding received during 2021/22 together with the opportunity provided by using revenue to support Capital has reduced the Councils need to borrow. This has benefited the Councils ongoing revenue budget and improves affordability. Rising inflation, rising material costs and supply chain issues will impact on Capital schemes during 2022/23. Careful monitoring, cost management and accurate profiling of projects will be key to prioritise our resources and maintain affordability.

7. Legal implications

- 7.1 The Monitoring Officer has no specific concerns with this report.

8. Recommendation

- 8.1 That the contents of this report are noted.

<p>Contact Officer: Jane Thomas Email: jane.thomas@powys.gov.uk Head of Service: Jane Thomas</p>
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Appendix A:

Table 4 - Capital Table as at 31st March 2022

Service	Original Budget	Virements Approved	Revised Budget	Actuals	Remaining Budget £	Remaining Budget %
	£,000	£,000	£,000	£,000	£,000	%
Adult Services	300	336	636	707	(71)	(11.2%)
Childrens Services	1,092	1,199	2,291	1,165	1,126	49.1%
Education	34,949	(18,809)	16,140	12,929	3,211	19.9%
Highways Transport & Recycling	13,771	14,342	28,113	21,314	6,799	24.2%
Property, Planning & Public Protection	1,525	1,222	2,747	1,888	859	31.3%
Housing & Community Development	10,419	(2,150)	8,269	8,705	(436)	(5.3%)
Economy & Digital Services	1,130	8,499	9,629	6,080	3,549	36.9%
Corporate	10,440	(7,257)	3,183	0	3,183	100.0%
Total Capital	73,626	(2,618)	71,008	52,813	18,195	25.6%
Housing Revenue Account	27,903	(4,171)	23,732	19,783	3,949	16.6%
TOTAL	101,529	(6,789)	94,740	72,596	22,144	23.4%

Head of Service Commentary

Service Area	Budget	Actuals	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Adult Services	636	707	(71)	(11)

HOS Comment

The substance misuse grant of 65K has been spent in full.

The community equipment services grant of £190K through ICF has been spent in full.

97K around day and employment bases has been carried forward.

The balance is regarding improvement to fixtures and fittings of Shaw Care Homes so as to meet CIW standards. This has overspent by £64K but monies allocated for through funding being carried over from previous financial year.

Service Area	Budget	Actuals	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Childrens Services	2,291	1,165	1,126	49

HOS Comment

Service Area	Budget	Actuals	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Education	16,140	12,929	3,211	20

HOS Comment

Sustainable Communities for Learning Programme (previously known as 21st C Schools Programme)

The Programme has made steady progress this year:

- Welshpool C.i.W Primary School, a passivhaus primary school, opened its doors to pupils in January 2021, and access and highways works are being undertaken before final completion of the scheme.
- Ysgol Gymraeg y Trallwng, a 150 place Welsh-medium school in Welshpool – construction started on this scheme in Summer 2021. Following Cadw listing

of the former Ysgol Maesydre school, the design team have developed a scheme which is an innovative hybrid passivhaus/remodelled building. The programme is on target for completion in the autumn term 2022.

- Cedewain Special School, Newtown – during 2021/22, activity focused on completion of designs, obtaining planning approval and full business case approval. However, the scheme was impacted by the inflationary increases and the outbreak of the Ukrainian war which necessitated a re-pricing of the scheme by the contractor. This resulted in a new contract sum which has now been approved by both Council and Welsh Government. Construction due to start within the next month.
- Brynllwarch Hall School, Kerry – RIBA 2 outline design stage has now been completed on this BESD school for pupils with complex behavioural needs, and the contract has been awarded to ISG to complete the next design stages.
- Ysgol Bro Hyddgen, Machynlleth – Following completion of the RIBA 3 design stage on this Community Campus scheme, which includes early years, primary, secondary, leisure and library facilities, a review has been carried out due to concerns about costs at £48m. This has focused on reducing areas within the scheme. A decision will now be required by the new Cabinet about proceeding to tender.
- Ysgol Calon y Dderwen, Newtown – this primary school opened in September 2021 following the merger of two schools in Newtown, and it forms part of the North Powys Wellbeing Campus development. Work has focused on developing the initial Stage 1 feasibility, understanding user requirements and identifying the siting and location of the school, which allows the Campus sufficient space to develop as well. Linkages between both projects are a key factor for this school design. Next steps are to finalise the project brief to move on to RIBA 2 outline design stage.
- Sennybridge C.P. School – following a review of schools in the Brecon catchment area, a preferred way forward was identified and agreed by Cabinet, which included a new build 150 place school to replace the current poor condition buildings at Sennybridge C.P. School. This year, the Strategic Outline Case was approved by Cabinet and Welsh Government, and the RIBA 2 stage is being completed.

Cost uncertainty, market fluctuations and material availability has been the main issue for the Programme in the last financial year and will continue to need robust management and scrutiny of costs as projects develop this year.

Schools Major Improvements Capital programme 2021/22

Service Area	Budget	Actuals	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Highways, Transport and Recycling	28,113	21,314	6,799	24
<u>HOS Comment</u>				

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Service Area	Budget	Actuals	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Property, Planning and Public Protection	2,747	1,888	859	31
<u>HOS Comment</u>				

Service Area	Budget	Actuals	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Housing and Community Development	8,269	8,705	(436)	(5)
Housing Revenue Account	23,732	19,783	3,949	17
<u>HOS Comment</u>				

Service Area	Budget	Actuals	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Economy & Digital Services	9,629	6,080	3,549	37
<u>HOS Comment</u>				

Service Area	Budget	Actuals	Budget Remaining	Budget Remaining as a % of Budget
	£'000	£'000	£'000	%
Corporate	3,183	0	3,183	100
<u>HOS Comment</u>				
<p>£3 million of the budget relates to Transformation schemes which under the Welsh Government Capitalisation Directive are funded from Capital Receipts. This year the transformation activities have been funded from the revenue surplus, retaining the capital receipts to support the Capital Strategy in future years.</p>				

The balance is held as a contingency and has not been utilised during the year.

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CYNGOR SIR POWYS COUNTY COUNCIL.

AUDIT COMMITTEE

24th June 2022

CABINET EXECUTIVE

5th July 2022

REPORT AUTHOR: County Councillor David Thomas
Portfolio Holder for Finance and Corporate
Transformation

REPORT TITLE: Treasury Management Quarter 4 Report and Annual
Review

REPORT FOR: Information

1 Purpose

- 1.1 CIPFA's 2009 Treasury Management Bulletin suggested:
'In order to enshrine best practice, it is suggested that authorities report formally on treasury management activities at least twice a year and preferably quarterly.'

The CIPFA Code of Practice on Treasury Management emphasises a number of key areas including the following:

xi. Treasury management performance and policy setting should be subject to scrutiny prior to implementation.

- 1.2 In line with the above, this report is providing information on the activities for the quarter ending 31st December 2021.

2 Background

- 2.1 The Treasury Management Strategy approved by Full Council on 25th February 2021 can be found here.

<https://powys.moderngov.co.uk/documents/s57662/Appendix%20F%20Capital%20Strategy%20and%20Treasury%20Management%20Strategy.pdf>

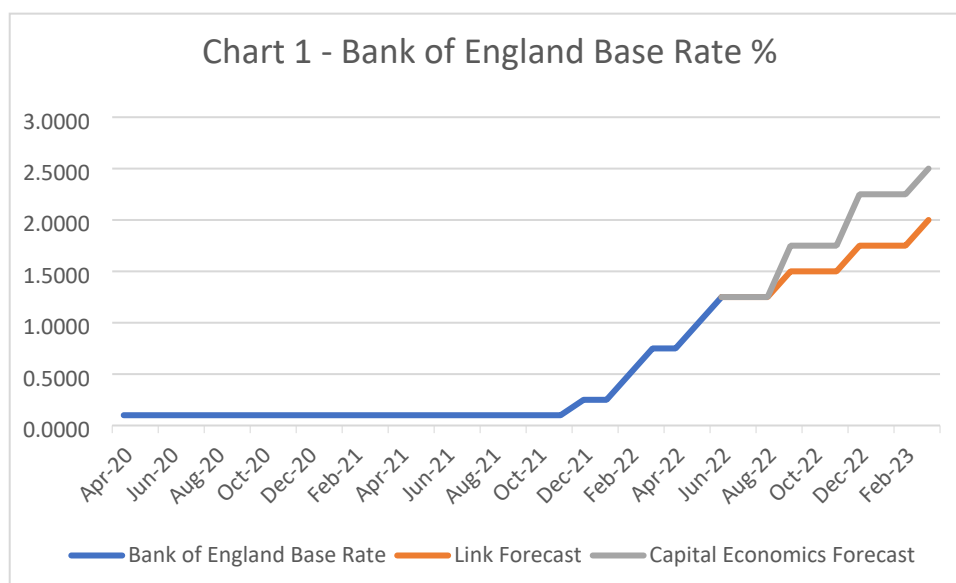
- 2.2 The Authority's investment priorities within the Strategy are.

- (a) the security of capital and
- (b) the liquidity of its investments.

- 2.3 The Authority aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite has been low in order to give priority to security of investments.
- 2.4 With interest rates for investments remaining significantly lower than borrowing rates, the use of cash reserves as opposed to borrowing is prudent and cost-effective.

3 Advice

3.1 Investments



- 3.2 The chart above shows how the Bank of England base rate has changed over the last two years and the forecast from Link and Capital Economics to the end of 2022/23 (the forecasts were provided by the Council's advisors on the 20th May 2022).
- 3.3 Short-term money market investment rates have continued to increase following the two increases to the Bank Rate in the last quarter of 2021/22. This has increased the interest rate on the deposit account with the councils' main bankers from 0.16% to 0.66 at the end of the year. However, given the surplus of cash held by other local authorities' investment returns on inter-authority lending are expected to remain low.
- 3.4 When looking at temporary investing, the Treasury team consider the bank fee to set up the arrangement, because of this cost some investments are not cost effective for very short periods of time. However, the Authority does not have sufficient certainty around its cashflow to lend for longer periods where the return is higher.
- 3.5 The Welsh Government repayable funding the council received in March 2021 towards the Global Centre of Rail Excellence (GCRE) is currently

being held in the Council's deposit accounts until it is required for the project. This has generated £13k of interest which, under the terms of the agreement, this interest must be used towards this scheme and is not available for the Council to use.

3.6 The Authority had no other investments on 31st March 2022. The total interest received during the year was £38k.

3.7 Credit Rating Changes

3.8 There have been no credit rating changes relevant to this Authority's position during the last quarter.

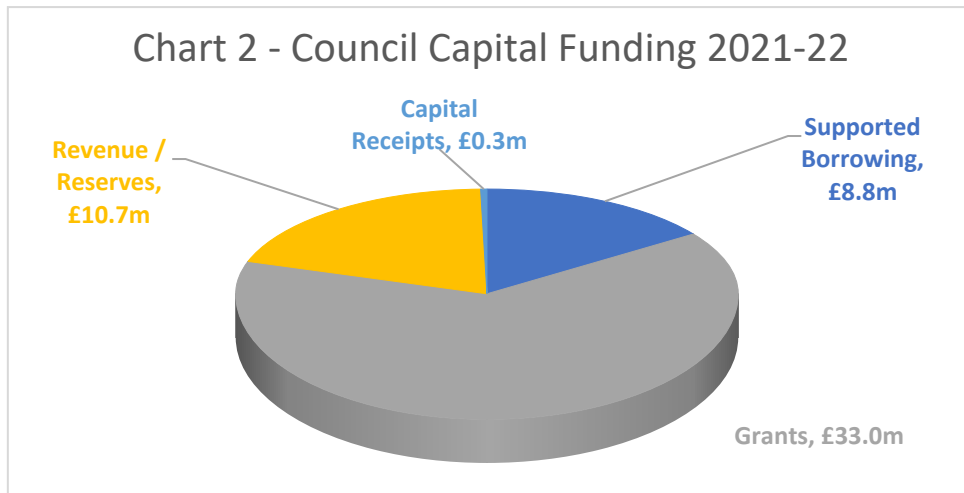
3.9 The Authority's Capital Position

3.10 The council approved the 2021 to 2031 Treasury Management and Capital Strategy on the 25th of February 2021. This included a Capital Programme for 2021/22 totalling £101.53 million.

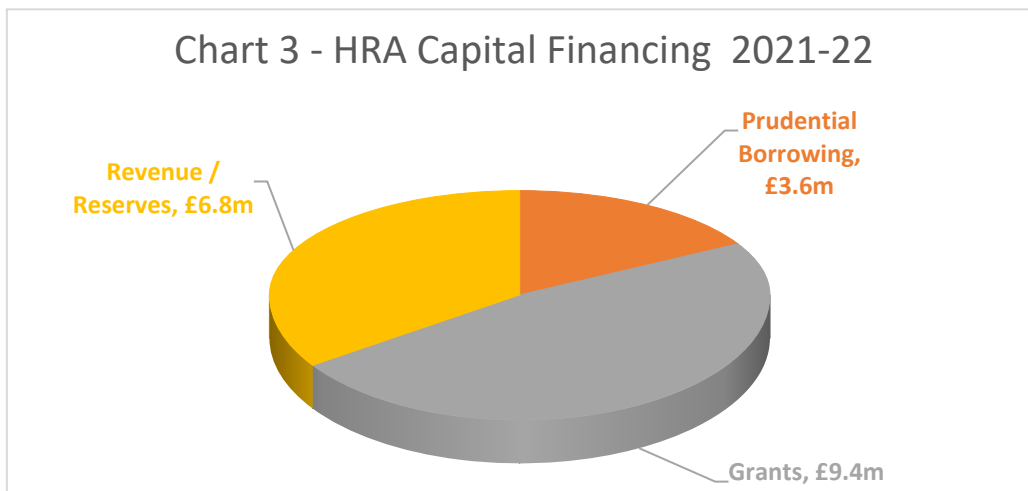
3.11 The table below shows a summary of 2021/22 capital expenditure,

Service Area	2021/22 £'m
Schools	£12.929m
Social Care	£1.871m
Highways, Transport & Recycling	£21.310m
Leisure & Recreation	£2.292m
Housing & Community Development	£63418m
Property, Planning and Public Protection	£1.888m
Economy & Digital	£6.104m
Sub Total	£52.812m
Housing Revenue Account	£19.783m
Total	£72.595m

3.12 Chart 2 below sets out how the Council funded element of the capital programme is funded, 17% will be funded through borrowing, the interest cost for this is charged to the revenue account.



3.13 Chart 3 below sets out how the Housing Revenue Account (HRA) funded element of the capital programme is funded, 18% will be funded through borrowing, the interest cost for this is charged to the HRA revenue account.



3.14 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. It represents the current year's unfinanced capital expenditure and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

3.15 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the finance team organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through external borrowing or utilising temporary cash resources within the Council.

3.16 Net external borrowing (borrowings less investments) should not, except in the short term, exceed the total of CFR in the preceding year plus the

estimates of any additional CFR for the current year and next two financial years. This allows some flexibility for limited early borrowing for future years.

3.17 Capital Financing Requirement (CFR)

£'m	2020/21	2021/22
Original Estimates 25/02/2021	422.77	468.58
Quarter 1 estimate	397.10	436.96
Quarter 2 estimate	397.10	431.17
Quarter 3 estimate	397.10	419.11
Actual	397.10	405.21

3.18 The budget reprofiling into future financial years has reduced the CFR as shown in the above table. As outlined in the amendment of the 2022/23 Budget approved by Council on the 3rd March 2022, the additional funds provided by Welsh Government, Capital (£3.6m) and Revenue (£2.3m), together with the projected underspend on MRP for 2021/22 (£1.5m) has been used to fund existing Capital schemes reducing the CFR.

3.19 Borrowing / Re-scheduling

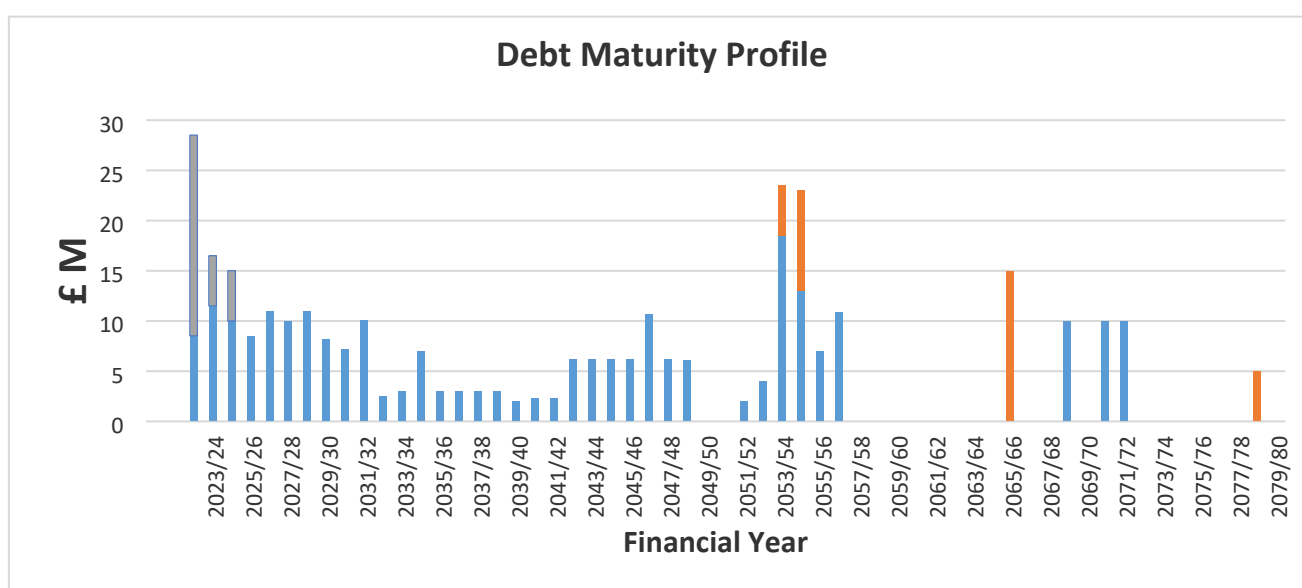
3.20 Effective management of the Authority's debt is essential to ensure that the impact of interest payable is minimised against our revenue accounts whilst maintaining prudent borrowing policies.

3.21 A prohibition is still in place to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. There are currently no schemes for yield in the Capital Programme. With the significant amounts of borrowing in the future Capital Programme, the inability to access PWLB borrowing will need to be a major consideration for any future purchases of assets for yield. The additional income these assets generate must be sufficient to cover the increased borrowing costs, as borrowing sources other than the PWLB are likely to be more expensive.

3.22 The following table outlines the councils borrowing at the 31st March. When this is compared to the CFR figure for 31st March 2022, the Authority being under borrowed by £33.96 million. Using cash reserves as opposed to borrowing has been a prudent and cost-effective approach over the last few years. However, members will be aware that internal borrowing is only a temporary situation and officers have advised that, based on capital estimates, it will be necessary for the Authority to borrow at stages over the next few years.

£'m	2020/21	2021/22
PWLB	238.19	260.64
Market Loans	35.00	35.00
Inter Authority Borrowing	50.00	30.00
GCRE Repayable Funding	33.00	33.00
Zero % Loans	3.34	3.73
Sub Total	359.53	362.37
Celtic Energy S106	19.50	8.87
Total	379.03	371.25

3.23 Debt Maturity Profile as at 31st March 2022.



Key Blue = PWLB; Grey = Inter Authority Borrowing; Orange = Market Loans

3.24 No external borrowing was required during the last quarter of 2021/22.

3.25 A total of £7.5 million PWLB and £30 million of borrowing from other local authorities and has been repaid during the year. During the year £30 million of borrowing was sourced from the PWLB with a further £10 million sourced from other local authorities.

3.26 The staged repayment of the Nant Helen section 106 deposit is continuing as the backfilling works on the site progress, this is shown in the earlier table. This is also reducing the cash position of the authority; this repayment will reduce the amount the council is under borrowed.

3.27 With the changes to the MRP policy and the delayed requirement to borrow, the revenue budget set aside to cover these costs has been underutilised in this financial year, however as demonstrated in the tables later in the report, these costs are likely to increase year on year.

3.28 PWLB Loans Rescheduling

3.29 Debt rescheduling opportunities have been very limited in the current economic climate and following the various increases in the margins added to gilt yields which have impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken to date in the current financial year.

3.30 Financing Costs to Net Revenue Stream

3.31 This indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the Councils net revenue budget (net revenue stream). The estimates of financing costs include current commitments and the proposals in the capital programme.

£'m	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
From the approved Treasury Management and Capital Strategy 2021/22			
Financing Costs	13.59	16.55	17.61
Net Revenue Stream	279.81	281.26	282.17
%	4.8%	5.9%	6.2%
Quarter 1 estimates (before any over provision)			
Financing Costs	11.14	13.09	14.35
Net Revenue Stream	279.81	281.26	282.17
%	4.0%	4.7%	5.1%
Quarter 2 estimates (before any over provision)			
Financing Costs	10.70	11.73	12.89
Net Revenue Stream	279.81	281.26	282.17
%	3.8%	4.2%	4.6%
Quarter 3 estimates (before any over provision)			
Financing Costs	10.85	11.29	12.17
Net Revenue Stream	279.81	302.33	314.29
%	3.9%	3.7%	3.9%
Actual Position			
Financing Costs	10.89	TBC	
Net Revenue Stream	279.81		
%	3.9%		

3.32 The table above shows the capital financing costs incurred in 2021/22 and the change between those disclosed in the Treasury Management and Capital Strategy included as part of the 2021/22 Budget report.

3.33 The decrease has been caused by three factors.

1. The updated Minimum Revenue Policy (MRP) approved by Council in March 2021 has realigned these costs more equally across the life of the assets involved.
2. The reduced borrowing requirement to support the capital programme in 2020/21 and future years. This has been the result of reprofiling of budgets into future years and funding from Welsh Government being made available earlier than anticipated. This has allowed the council to defer the date that it expected to take out additional borrowing, reducing the current interest costs, however this borrowing will still be required in the future.
3. As outlined in the amendment of the 2022/23 Budget approved by Council on the 3rd March 2022, the additional funds provided by Welsh Government, Capital (£3.6m) and Revenue (£2.3m), together with the projected underspend on MRP for 2021/22 (£1.5m) has been used to fund existing Capital schemes.

3.34 Prudential Indicators

3.35 All Treasury Management Prudential Indicators were complied with in the quarter ending 31st March 2022.

3.36 Economic Background and Forecasts

3.37 The forecast of interest rates by the Authority's advisor at the 31st March 2022 are shown below, an increase in the rates is expected over the next few years which will increase the cost of borrowing.

Link Group Interest Rate View		7.2.22											
	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
BANK RATE	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
3 month av. earnings	0.80	1.00	1.00	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20
6 month av. earnings	1.00	1.10	1.20	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30
12 month av. earnings	1.40	1.50	1.60	1.70	1.70	1.60	1.60	1.50	1.40	1.40	1.40	1.40	1.40
5 yr PWLB	2.20	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30
10 yr PWLB	2.30	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40
25 yr PWLB	2.40	2.50	2.50	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60
50 yr PWLB	2.20	2.30	2.30	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40

3.38 The economic background provided by our treasury advisers; Link Group at the 31st March 2022 is attached at Appendix A.

3.39 VAT

3.40 The Technical Section of Finance act as the authority's VAT section. VAT can pose a risk to the authority hence this report includes VAT information.

3.41 The monthly VAT returns were submitted within the required deadlines during this quarter.

3.42 Key Performance Indicators - The VAT KPI's for 2021/22 are attached at Appendix B.

4. Resource Implications

a. N/A

5. Legal implications

5.1 N/A

6. Data Protection

6.1 N/A

7. Comment from local member(s)

7.1 N/A

8. Impact Assessment

8.1 N/A

9. Recommendation

9.1 This report has been provided for information and there are no decisions required. It is recommended that this report be accepted.

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Email:	james.chappelle@powys.gov.uk
Head of Service:	Jane Thomas

Appendix A

Economics update, provided by Link.

Note:

This was produced by Link in the April 2022 as a review of January to March 2022. Since this was drafted unprecedented global factors are having significant impacts on all areas of the economy.

The first quarter of 2022 saw:

- A 0.8% m/m rise in GDP in January more than reverse December's Omicron-induced 0.2% m/m fall;
- Signs that the economy has been resilient to the war in Ukraine so far;
- A further rise in CPI inflation to a new 30-year high of 6.2% in February;
- A fall in the unemployment rate to 3.9% and a diminished supply of workers fuelling faster wage growth;
- Bank Rate rising by 50bps, taking Bank Rate to the pre-virus and post-Global Financial Crisis high of 0.75%;
- The war in Ukraine contribute to financial conditions being as tight as after the Brexit vote in 2016.

The UK economy got off to a good start in Q1, growing by 0.8% m/m in January. That more than reversed the 0.2% m/m fall in December triggered by the Omicron wave. It took GDP 0.8% above the pre-virus February 2020 level.

The survey data suggest that the economy continued to rebound swiftly in February. The S&P Global/CIPS all-sector Purchasing Managers Index rose from 54.4 in January to an eight-month high of 59.8 in February, suggesting near-term annualised growth in the region of 5%. The economy has proven resilient to the effects of the war in Ukraine so far but whether it can ride out the upcoming cost-of-living squeeze is a matter of conjecture.

In Q4, all the solid 1.3% q/q rise in nominal household disposable income was wiped out by a 1.4% q/q rise in consumer prices. That meant that real household incomes fell by 0.1% q/q, the third fall in a row. And the GfK measure of consumer confidence has now fallen for four consecutive months, reaching a 17-month low in March.

With inflation set to keep rising, households are in for a prolonged period of negative real wage growth. The surge in CPI inflation to a new 30-year high of 6.2% in February means that it is now more than three times the Bank of England's 2% target. The rise in core inflation

(excluding energy, food and alcohol) from 4.4% in January to 5.2% in February also left it at a 30-year high. A 1.0% m/m price rise this February meant that food and drink inflation rose from 4.3% to 5.1%. That was the highest rate since September 2011.

CPI inflation is expected to peak at around 8.3% in April and will stay above 7.0% for most of 2022 and above 3.0% for most of 2023. The scheduled 54% rise in utility prices on 1st April will add an extra 1.4ppts to CPI inflation in April. And the surge in agricultural commodity prices triggered by the war in Ukraine means that food price inflation is expected to soon climb above 6%.

The Chancellor announced some support for households in his Spring Fiscal Statement in March, in the form of tax cuts. Despite the downward revision to the Office for Budget Responsibility's (OBR) real GDP growth forecast for this year (from 6.0% to 3.8%) and for next year (from 2.1% to 1.8%), the OBR's public finances forecasts still improved and gave the Chancellor a windfall of about £20bn. Nevertheless, the £9.2bn (0.4% of GDP) package for 2022/23, or £18.2bn (0.8% of GDP) if the support measures announced in February are included, will help to offset about half the blow to household finances from higher energy and food bills.

Households are drawing on their estimated £161bn of excess savings to offset lower real incomes. The household saving rate dropped from 7.5% in Q3 to 6.8% in Q4. And the £4.0bn rise in cash sitting in households' bank accounts in February, which was smaller than the 2019 average rise of £4.6bn, suggests that households have stopped adding to their excess savings and have begun to reduce them.

Meanwhile, the tight labour market will fuel the Bank of England's fears that high inflation is feeding through into a rise in wage growth that will feed back into inflation. The unemployment rate fell from 4.1% in December to 3.9% in January. That is only just above the pre-virus rate of 3.8%.

Job vacancies increased to a new record high of 1.3 million in February and maintained the upward pressure on wage growth. The 3myy rate of average earnings growth rose from 4.6% in December to 4.8% in January. And earnings excluding bonuses rose by another strong 0.4% m/m, which lifted its 3myy rate from 3.7% to 3.8%.

Meanwhile, the lasting financial market effects from the war in Ukraine so far appear to be higher commodity prices, higher interest rate expectations and wider corporate bond spreads. UK financial conditions have tightened to levels similar to those seen after the Brexit referendum in 2016.

Gilt yields have risen back above their pre-war levels, driven largely by an increase in breakeven inflation rates.

MPC meetings 4th February and 17th March 2022

- 4 After the Bank of England became the first major western central bank to put interest rates up in this upswing in December, it has quickly followed up its first 0.15% rise by a further two 0.25% rises to 0.75%, in what is very likely to be a series of increases during 2022.
- 5 The Monetary Policy Committee voted by a majority of 5-4 to increase Bank Rate by 25bps to 0.5% on 4th February, with the minority preferring to increase Bank Rate by 50bps to 0.75%. The Committee also voted unanimously for the following: -
 - a. to reduce the £875n stock of UK government bond purchases, financed by the issuance of central bank reserves, by ceasing to reinvest maturing assets.
 - b. to begin to reduce the £20bn stock of sterling non-financial investment-grade corporate bond purchases by ceasing to reinvest maturing assets and by a programme of corporate bond sales to be completed no earlier than towards the end of 2023.
- 6 The Bank again sharply increased its forecast for inflation – to now reach a peak of 7.25% in April, well above its 2% target.
- 7 The Bank estimated that UK GDP rose by 1.1% in quarter 4 of 2021 but, because of the effect of Omicron, GDP would be flat in quarter 1, but with the economy recovering during February and March. Due to the hit to households' real incomes from higher inflation, it revised down its GDP growth forecast for 2022 from 3.75% to 3.25%.
- 8 The Bank is concerned at how tight the labour market is with vacancies at near record levels and a general shortage of workers - who are in a very favourable position to increase earnings by changing job.
- 9 By the time the MPC met in March, the Russian invasion of Ukraine was well established. Serious supply side shocks impacting energy and food stuffs, as well as impediments to global trade, had persuaded MPC members, by a majority of 8-1, to increase Bank Rate to 0.75% but caution as to the extent of further increases was emphasised. One member of the MPC wanted rates to stay on hold at 0.5%.
- 10 The CPI measure of inflation is now expected to exceed 8% in Q1 2022/23, and despite measures announced by the Chancellor in his Spring Fiscal Statement to try to reduce the impact of the cost-of-living squeeze on households by reducing fuel duty by 5p a litre and increasing the threshold for employees paying National Insurance by £3,000 from July, we are still about to see the biggest squeeze on households' living standards for over 50 years.
- 11 **The MPC's forward guidance on its intended monetary policy** on raising Bank Rate versus selling (quantitative tightening) holdings of bonds is as follows: -
 - a. Raising Bank Rate as "the active instrument in most circumstances".

- b. After Bank Rate hit 0.50% to start reducing its gilt/bond holdings and to stop reinvesting maturing gilts.

Interest rate forecasts

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. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012.

The latest forecast on 4th February is compared below to the last forecast (20th December) in the previous quarter. A comparison of these forecasts shows that PWLB rates have increased generally and show a speed up in the rate of increase in Bank Rate as inflation is now posing a greater risk. The increase in PWLB rates reflects a broad sell-off in sovereign bonds internationally as inflation concerns abound. To that end, the MPC has tightened short-term interest rates with a view to trying to slow the economy sufficiently to keep the secondary effects of inflation – as measured by wage rises – under control, but without pushing the economy into recession. A difficult juggling act at the best of times, and now against a backdrop of the Russian invasion of Ukraine.

Link Group Interest Rate View 7.2.22														
	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	
BANK RATE	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	
3 month av. earnings	0.80	1.00	1.00	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	
6 month av. earnings	1.00	1.10	1.20	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	
12 month av. earnings	1.40	1.50	1.60	1.70	1.70	1.60	1.60	1.50	1.40	1.40	1.40	1.40	1.40	
5 yr PWLB	2.20	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	
10 yr PWLB	2.30	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	
25 yr PWLB	2.40	2.50	2.50	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	
50 yr PWLB	2.20	2.30	2.30	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	

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
BANK RATE	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

A SUMMARY OVERVIEW OF THE FUTURE PATH OF BANK RATE

- The threat from Omicron was a wild card causing huge national concern at the time of December's MPC meeting; now despite record numbers of infection, the relatively low number of hospitalisations suggests there will be no further lockdowns (at least over spring and summer).

- The MPC has now set out upon a monetary policy tightening spree. In March it voted 8-1 for rates to increase to 0.75%.
- Our forecast now expects the MPC to deliver another 0.25% increase in May to 1%; their position appears to be to go for sharp increases to get the job done and dusted but the cost-of-living squeeze will provide a headwind to tightening too far and too quickly, so for now we only have a further 0.25% increase in place for H2 2022.
- If, however, the MPC is becomes more heavily focused on combating inflation than on protecting economic growth, we will revise our forecast up further.
- However, 54% energy cap cost increases from April, together with 1.25% extra employee national insurance, food inflation around 5% and council tax likely to rise in the region of 5% too - these increases are going to hit lower income families hard despite some limited assistance from the Chancellor to postpone the full impact of rising energy costs.
- Consumers are estimated to be sitting on over £160bn of excess savings left over from the pandemic so that will cushion some of the impact of the above increases. But most of those holdings are held by more affluent people whereas poorer people already spend nearly all their income before these increases hit and have few financial reserves.
- The BIG ISSUE – will the current spike in inflation lead to a second-round effect in terms of labour demanding higher wages, (and/or lots of people getting higher wages by changing job)?
- If the labour market remains very tight during 2022, then wage inflation poses a greater threat to overall inflation being higher for longer, and the MPC may then feel it needs to take more action.

PWLB RATES

- The yield curve has flattened out considerably.
- We view the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate.
- It is difficult to say currently what effect the Bank of England starting to sell gilts will have on gilt yields once Bank Rate rises to 1%: it is likely to act cautiously as it has already started on not refinancing maturing debt. A passive process of not refinancing maturing debt began in March when the 4% 2022 gilt matured; the Bank owns £25bn of this issuance. A pure roll-off of the £875bn gilt portfolio by not refinancing bonds as they mature, would see the holdings fall to about £415bn by 2031, which would be about equal to the Bank's pre-pandemic holding. Last August, the Bank said it would not actively sell gilts until the *“Bank Rate had risen to at least 1%”* and, *“depending on economic circumstances at the time.”*
- It is possible, but unlikely, that Bank Rate will not rise above 1% as the MPC could shift to relying on quantitative tightening (QT) to do the further

work of taking steam out of the economy and reducing inflationary pressures.

- Increases in US treasury yields over the next few years could add upside pressure on gilt yields though, more recently, gilts have been more correlated to movements in bund yields than treasury yields.

Forecasts for PWLB rates and gilt and treasury yields

The current PWLB rates are set as margins over gilt yields as follows: -

1. PWLB Standard Rate is gilt plus 100 basis points (G+100bps)
2. PWLB Certainty Rate is gilt plus 80 basis points (G+80bps)
3. PWLB HRA Standard Rate is gilt plus 100 basis points (G+100bps)
4. PWLB HRA Certainty Rate is gilt plus 80bps (G+80bps)
5. Local Infrastructure Rate is gilt plus 60bps (G+60bps)

Gilt yields. Since the start of 2021, we have seen a lot of volatility in gilt yields, and hence PWLB rates. Our current forecasts reflect much of the recent increases seen in global bond market yields generally since the turn of the year (2022).

Upside risk to gilt yield forecasts. While monetary policy in the UK will have a major impact on gilt yields, there is also a need to consider the potential impact that rising treasury yields in America could have on UK gilt yields. **As an average since 2011, there has been a 75% correlation between movements in US 10-year treasury yields and UK 10-year gilt yields.** This is a significant upward risk exposure to our forecasts for longer term PWLB rates. However, gilt yields and treasury yields do not always move in unison.

US treasury yields. US President Biden and the Democratic party have pushed through a huge programme of fiscal stimulus over the past couple of years, whilst the following factors were also in play: -

- 12 A fast vaccination programme had enabled a rapid opening up of the economy during 2021.
- 13 The economy has been growing swiftly over the second half of 2021/22, whilst unemployment has continued to fall/spare capacity in the labour market has tightened.

It was not much of a surprise that a combination of these factors would eventually cause an excess of demand in the economy which generated strong inflationary pressures. This has eventually been recognised by the Fed and an aggressive response to damp inflation down during 2022 and 2023 is expected.

The flurry of comments from Fed officials following the mid-March meeting – including from Chair Jerome Powell himself – hammering home the hawkish message from the mid-March meeting makes it difficult to see how the Fed will not tighten aggressively through 2022 as a minimum with markets expecting the Fed Funds Rate to hit close to 2% by year end.

In addition, the Fed will soon announce an increasing series of caps on the value of assets they allow to run off the balance sheet each month. That announcement could come as soon as May.

Downside risk to gilt yield forecasts. There are also possible downside risks from the huge sums of cash that the UK populace have saved during the pandemic; when savings accounts earn little interest, it is likely that some of this cash mountain could end up being invested in bonds and so push up demand for bonds and support their prices i.e., this would help to keep their yields down. How this will interplay with the Bank of England not reinvesting maturing gilts and then later selling gilts, will be interesting to monitor.

Significant risks to the forecasts

- 14 COVID vaccines do not work to combat new mutations and/or new vaccines take longer than anticipated to be developed for successful implementation.
- 15 The Government implements fiscal policies that suppresses GDP growth.
- 16 The MPC tightens monetary policy too quickly – by raising Bank Rate or unwinding QE.
- 17 The MPC tightens monetary policy too late to ward off building inflationary pressures.
- 18 Geo-political risks - on-going global power influence struggles between Russia/China/US/Iran and the Russian invasion of Ukraine.

The balance of risks to the UK economy: -

- 19 The overall balance of risks to economic growth in the UK is now to the downside unless excess savings are deployed by consumers to maintain their spending despite the cost-of-living squeeze.

The balance of risks to medium to long term PWLB rates: -

- 20 There is a balance of upside risks to forecasts for medium to long term PWLB rates because of the lengthy increase in inflation (>6% for the remainder of 2022 and only reducing slowly through 2023).

Appendix B

VAT - Key Performance Indicators

Creditor Invoices

VAT return for	No of high value Creditor invoices checked	No of Creditor invoices highlighted as requiring "proper" document for VAT recovery	% of creditor invoices checked requiring "proper" document for VAT recovery
Apr-21	205	0	0.00%
May-21	209	1	0.48%
Jun-21	286	1	0.35%
Jul-21	259	1	0.39%
Aug-21	189	0	0.00%
Sep-21	259	1	0.39%
Oct-21	253	0	0.00%
Nov-21	267	2	0.75%
Dec-21	229	1	0.44%
Jan-22	242	1	0.41%
Feb-22	286	2	0.70%
Mar-22	440	10	2.27%

Income Management Entries

VAT return for	No of entries checked by formula per the ledger account code used	No of entries needing follow up check (but not necessarily incorrect).	% of entries needing follow up check
Apr-21	697	0	0.00%
May-21	847	2	0.24%
Jun-21	972	4	0.41%
Jul-21	860	8	0.93%
Aug-21	869	0	0.00%
Sep-21	636	20 ¹	3.14%
Oct-21	892	2	0.22%
Nov-21	777	1	0.13%
Dec-21	866	0	0.00%
Jan-22	1,057	0	0.00%
Feb-22	1,083	0	0.00%
Mar-22	1,487	2	0.13%

¹ These relate to two cash amounts, but one of them was NMWTRA which is split over many budgets so is counted per budget line for consistency with past statistics.

Debtor Invoices

VAT return for	No of Debtor invoices checked	No of checked debtor invoices with incorrect VAT code used	% of debtor invoices with incorrect VAT code
Apr-21	88	0	0.00%
May-21	82	0	0.00%
Jun-21	86	0	0.00%
Jul-21	95	0	0.00%
Aug-21	72	0	0.00%
Sep-21	193	1	0.52%
Oct-21	105	0	0.00%
Nov-21	107	0	0.00%
Dec-21	145	0	0.00%
Jan-22	145	0	0.00%
Feb-22	110	13 ²	11.82%
Mar-22	203	0	0.00%

² Error was in HMRC's favour however as discovered in period there will be no loss to PCC except for the time needed to cancel and re-raise the invoices correctly.

Note: Debtors VAT checking is carried out by Finance via a work process prior to the invoice being raised hence the improvement in errors compared to previous years

Purchase Cards

VAT return for	No of transactions for which paperwork requested for checking	Resolvable errors discovered	Value of VAT potentially claimable but recharged to budget due to non- response	No of transactions where VAT claimed incorrectly	% of transactions available to be checked where VAT was claimed incorrectly	Value of VAT incorrectly claimed hence recharged to budget
Apr-21	193	15	£2,000.55	14	7.25%	£555.26
May-21	144	5	£1,165.80	16	11.11%	£849.52
Jun-21	153	5	£1,083.04	28	18.30%	£726.18
Jul-21	123	6	£1,289.84	23	18.70%	£858.25
Aug-21	61	5	£730.68	1	1.64%	£5.00
Sep-21	151	14	£1,028.56	9	5.96%	£711.13
Oct-21	93	2	£384.00	10	10.75%	£294.07
Nov-21	127	2	£621.25	12	9.45%	£830.02
Dec-21	155	3	£692.09	30	19.35%	£1,307.69
Jan-22	106	6	£520.22	21	19.81%	£6,652.83
Feb-22	92	5	£420.46	18	19.57%	£691.10
Mar-22	263	23	£6,036.91	25	9.51%	£912.85

Chargebacks to service areas

The upload of appropriate documents to the Barclaycard purchase card system to enable vat recovery was made mandatory in September 2017 as a result of the lack of response from service areas/establishments to provide documents when requested. Where no document has been uploaded, any VAT amount input against the transaction is charged to the service area as there is no evidence to support the vat recovery.

Any other VAT errors that come to light as a result of the various checks are also charged to the relevant service areas.

Budget holders are able to see this clearly as chargebacks are coded to account code EX400600 and the activity code used alongside this gives the reason why this chargeback has occurred.

The total amount charged back to service areas in 2021/22 was £130,279. The breakdown of this is as follows:

Potentially correctable errors

Reason	Amount £
Not a tax invoice ³	(21,490)
Powys County Council is not the named customer	0
No invoice uploaded to purchase card system	53,743
Invoice(s) do not match payment	4,273
No evidence to back recovery	252
No Signed Authenticated Receipt ⁴	85,130
Total	121,908

³ Includes VAT successfully recovered relating to errors in previous years

⁴ The majority of this figure relates to capital schemes and officers have obtained the relevant documentation and this will be refunded in 2022/23

Other errors

Reason	Amount £
Non-domestic VAT	145
No tax on invoice	3,156
Supply not to Powys County Council	1,794
Over-accounting for VAT	3,250
Internal payments	26
Total	8,371

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Director of Social Services Annual Report
April 2021 – March 2022



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Director’s Summary of Performance

Whilst I reflect on the last 12 Months, I am struck by how challenging it has been across both Children and Adult Services and how, this time last year, I could not have imagined that 2021/2022 could be more challenging than the previous 12 months. The increased demand across our services has been significant and sustained. This reflects the pressures across our communities. The direct and indirect impact of Covid, various lockdowns and the cost-of-living challenges are all having a significant impact on people’s lives as well as delays in people accessing treatment through the NHS. However, despite this I have witnessed the most outstanding force of goodwill and commitment from staff across both Children and Adult Services to do their utmost to deliver for Powys residents.

Our performance for 2021/22, in the context of the pressures is exceptional. We have continued to work with families to keep Children and Young People safe at the heart of their families and communities. In doing so we have significantly reduced the number of Children who come into the Care of the local authority. We have developed a range of accommodation options for young people leaving the care of the local authority and the Corporate Parenting agenda has been significantly strengthened. We have continued to support people to live at home independently and delay the need for admission to Nursing Homes by 4 years against the national average. Despite significant challenges in the Domiciliary care market, our workforce has worked additional hours and their days off to keep people at home, safe, whilst our commissioning team have been working with the market to reset and recruit. This continues to be an ongoing challenge. We have continued to embrace technology across both services to mitigate and manage risk and this includes several excellent examples of robotics, including robotic beds which reduce the demand for care and support.

It has been my pleasure to be the Director of Social Services in Powys for the last 4 years. However, this will be my final annual report.

Alison Bulman

A handwritten signature in black ink, appearing to read "A. J. Bowen.", enclosed within a light grey rectangular box.

Director of Social Services

1. Introduction

Welsh Government requires all local authorities to publish a report about the key achievements and challenges in Children's and Adults Social Services in the previous year (please see relevant legislation at the end of this report). It is published on the Council's website and is aimed at interested parties such as elected members, residents, voluntary/community sector organisations, statutory partners such as the NHS, regulators such as Care Inspectorate Wales and Welsh ministers. This report provides an overview of how well the services achieved the intended outcomes as set out in 2020/21 report, as well as identifying new developments and aspirations for 2022/23 and beyond. Detailed information about performance is available on our website, please see the link at the end of this report.

Demographics

There are more people over the age of 64 than in the rest of Wales, which provides a rich tapestry of experiences, but also creates challenges to the employment and care sector.

Population by locality	
Welshpool and Montgomery	18,438
Newtown	16,967
Brecon	14,448
Llandrdindod and Rhyader	12,767
Ystradgynlais	10,211
Knighton and Presteigne	9,636
Llanfyllin	9,187
Hay and Talgarth	8,605
Llanidloes	6,573
Machynleth	6,315
Llainfair and Caereinion	6,216

Age groups in Powys in % (ONS, 2020 mid year estimates)

	Powys	Wales	UK
0-15	16	18	19

16-64	57	61	62
65 and over	28	21	19

Powys County Council’s Social Services Department includes Children’s Services and Adults’ Services. Both are supported by an internal Commissioning team, as well as Corporate Finance, Human Resources, and other support services.

The Adult Services Plan on a Page (below) explains how we will achieve that vision:

Our 7 key objectives

- 1. Front Door**
We operate an effective front door which provides information, advice and signposting which enables residents to make informed choices in relation to their care and wellbeing. The service focuses on resolution at the earliest opportunity for the resident.
- 2. Hospital**
We work with NHS Partners to have in place a set of arrangements that allow for the speedy transfer of people from hospital, to achieve the best possible outcomes for those people.
- 3. Partnership**
We work with Powys Teaching Health Board to adopt and reinvigorate a recovery approach to all health and social care services.
- 4. Community**
We work to ensure that there is timely, targeted and effective use of respite, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.
- 5. Long term care**
We work alongside people with long-term care needs to 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. We review these plans regularly based on outcomes achieved.
- 6. Workforce**
We have in place a workforce that is fully trained and supported to work with people needing social care which fits with the ethos and principles of the Council.
- 7. Management**
We collate and analyse data to help us understand whether there has been an impact on the delivery of outcomes and the management of demand on our services.

Children’s Services set out its principles within the Plan on a page here



2. How Are People Shaping Our Services?

Powys County Council engages with the people of Powys and partners in a variety of ways and has continued to do so during the last reporting year, still heavily influenced by the pandemic. Therefore, most of our engagement was ‘virtual’. We have been told that, rather than that being a detriment to engagement, many people in the community have welcomed this approach as it enabled them to participate without having to travel often significant distances.

Citizen Forums

Our citizen forums have continued to meet virtually via Microsoft Teams, Zoom or Microsoft Meet. We have taken the opportunity to consult on several different topics including the Customer Care Charter and Residents Expectation Booklet. We have also provided opportunities for support in responses to Welsh Government consultations and have had presentations from a variety of contributors including the Older People's Commissioner for Wales's Office who provided an overview on the report "Leave no-one Behind". Members of the forums have updated on projects within the community.

We have asked PAVO (Powys Association of Voluntary Organisations) to look at the function of our Older People's Forum which meets regularly to discuss issues important to older people in Powys, its membership and how we can ensure that the older citizens of Powys can have their voices heard and are awaiting the outcome of the survey to be undertaken with residents aged 60+. We hope that as part of this engagement we will be able to recruit new members to the forum. The work of the Older People's Forum will feed into the Age Well Partnership Board in the future.

Recognising, valuing, and coproducing with Young and Adult Carers

Young and Adult Carers experienced disproportionately pressures due to the Covid Pandemic as they looked after loved ones with ill health or a disability. The number of Carers has also increased by 27% (Carers Wales (2021). Powys's Population Needs Assessment (2021) estimates that there are now 35,918 carers in Powys over 18. Research (Becker, S (2018) indicates that as many as one in five children of school age are Young Carers during their school lives. This means one in five of the 15,445 pupils in Powys will become a Young Carer.

Our **Carers Steering Group** is made up of young and adult Carers along with leaders in Social Services, Education in Health. Carers of all ages chair the group and collectively the group plans and acts. We have collaborated with Credu, a Powys based charity, and the rapidly growing Carer's movement.

- Contact with 5991 Carers and families
- Person centred support for **1157** Carers and their families in Powys. This means that Carers were listened to, understood, able to make informed choices and move towards their personal outcomes. This is sometimes achieved over a few sessions, sometimes over a few years, every person is different.
- Additional investment for bespoke respite supported for **782** Carers.
- Trained volunteer councillors gave in depth counselling support to **26** Carers in Powys
- Special investment in supporting Carers with Covid resilience meant **403** were able to access course / learning opportunities
- Investment from Welsh Government meant that **166** Carers in Powys were able to access emergency financial support through the winter
- Opportunities for social connection with a wide range of face to face and on-line activities and groups for young carers and adult carers, including action forums, peer groups, art groups, yoga and wellbeing groups and a summer festival for Carers of all ages and their families.
- Awareness and skills within social services, health, education and the wider community to recognise, value and support Carers throughout our communities, making 90,000 contacts through a range of media including face to face training and awareness raising stalls as well as social media, newsletters and press.

- Carers of all ages and others feel so passionately about the cause volunteering has tripled to **130** people in the last 18 months.

Parent Carer Hayley Pugh sums up our support when she says: *"Thank you, I've found such positive empowering support in Credu!! Credu's commitment to carers has been life changing. Giving us a voice, a platform, a purpose to dare to look forward and believe again in ourselves... a cuppa, a chat, a friendly ear, some support, positive direction, a platform to services, wonderful therapeutic sessions...I no longer feel like I'm a tick box problem. I feel like Hayley again...."*

Going forward, the number of Carers is considerably higher than the resources available to support them. resources. A key focus is therefore building capacity and capability within education, health, social services and community organisations to recognise, value and support Carers as a norm. Carers have a right to assessment and we are currently developing a pilot project whereby Credu undertake Carers Assessments to explore approaches and processes that give Carers the very best possible experience.

For more information about carers support services, please go here [Carers Cymru | Credu | Powys Young & Adult Carers](#)

Children's Services participation

In 2022-2023 Children's Services have worked with Coram Voice to undertake *Bright Spots*, a programme which aims to improve the well-being of children and young people in care by identifying and promoting practices that have a positive impact. This is a large piece of work which illustrates our on-going commitment to improving outcomes for children looked after and care experienced young people as outlined in Children's Services Participation Strategy. This gives us an opportunity to really listen to young people in a focused and systematic way to ensure we better understand how children and young people perceive their care, well-being, the people they know, and their rights. The initial part of the Bright Spots programme entailed distributing a survey called *'Your Life, Your Care'* with our looked after children aged 4-18. The results from the first survey demonstrate that children feel safe where they are living and feel they have trusted adults they can rely on. The care leaver survey results are pending. In 2022 there will be a wide dissemination event to share these findings and to begin to develop Powys' response to what children and young people told us.

3. Providing Services during the Covid-19 Pandemic

The period this report covers sees us in the second year of Covid-19, which continued to have significant impact on our citizens, people requiring care and support, carers and the Council and its partners. Please refer to measures the Council and its partners took in 2020/21 via the section at the end of this report. Many measures taken in 2021-21 continued in 2021/22, covering both adults and children's services.

OUR COVID-19 RESPONSE

CORONAVIRUS HAS HAD AN UNPRECEDENTED IMPACT ON LIFE AS WE KNOW IT. We're here to help Powys through these difficult times. As an open and enterprising council, we have embraced new ways of working and delivering services. WE ARE WORKING WITH COMMUNITIES, RESIDENTS AND BUSINESSES TO HELP GET POWYS ON THE ROAD TO RECOVERY.

For more information please visit www.powys.gov.uk/coronavirus

1 RESPONDING TO COVID-19

ADULT SOCIAL CARE working with the health board to support those with the virus, providing care at home and residential care.

CHILD CARE establishing safe child care for key workers and vulnerable children.

CONTINUITY OF LEARNING ensuring pupils continue to learn and have access to educational resources and support.

Reopening our **SCHOOLS**

HOMELESSNESS people who are homeless (due to rough sleeping or rough sleeping) need to be brought indoors and adequately housed.

PUBLIC PROTECTION maintaining public health which includes enforcing closures of premises where necessary, and managing regional contact tracing.

2 KEEPING OUR COMMUNITIES SAFE & RESILIENT

Providing care and support for **EXTREMELY VULNERABLE RESIDENTS**

SUPPORTING BUSINESSES and the self-employed in line with Welsh Government guidance.

Providing **REFUSE AND RECYCLING** services including Household Waste Recycling Centres.

Maintaining an emergency **HOUSING REPAIRS** and maintenance service.

HIGHWAY MAINTENANCE ensuring essential repairs are carried out and an emergency response is available.

CHILDREN'S SERVICES ensuring children are protected and safeguarded.

LIBRARIES re-opening in a phased manner.

3 RUNNING THE COUNCIL

FINANCIAL Management and Reporting.

CUSTOMER SERVICES AND COMMUNICATIONS ensuring that the public, our councillors and our staff are regularly updated and informed.

Maintaining our essential **CORPORATE SUPPORT SERVICES** including workforce, finance and ICT.

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.

Powys

Supporting Children, young people and their families

- ❖ Promote access to a range of Early Help services, preventing the need for statutory intervention.
- ❖ Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm.
- ❖ 'Work with' children, young people and their families rather than 'do to', to co-produce plans which will bring about the changes children need as quickly as possible.
- ❖ Provide and commission a flexible and affordable mix of high-quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.
- ❖ 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.
- ❖ Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant with the legislative framework and in line with best practice.
- ❖ Ensure children and young people have access to a range of opportunities and services to support them to recover from the Covid-19 pandemic.

The COVID-19 pandemic has created huge pressures on the availability of suitable placements for adults, children and young people. There has been a national shortage of placements which has been made worse by the pandemic with complications arising due to government guidance around Children's homes and issues with isolating and positive cases. There is a lack of provision of therapeutic residential placements for children and young people with severe emotional and behavioral needs in Powys and Wales. This has made it extremely difficult to balance the competing priorities of managing service demand, meeting the needs of children and young people and reducing expenditure with the need to achieve budget savings.

We increased staffing in our Front Door, Assessment and Business Support teams to ensure that we were able to cope with and manage the increase in demand safely and efficiently. The table below highlights the increase in contacts to the service in 2021-22 in comparison to the previous year.

Total number of contact to Children's Services	
April 2021	599
May 2021	572
June 2021	639
July 2021	766
August 2021	593
September 2021	871
October 2021	716
November 2021	736
December 2021	771
January 2022	755
February 2022	848
March 2022	794

Number of Children on the Child Protection Register	
March 2021	83
April 2021	88
May 2021	99
June 2021	107
July 2021	106
August 2021	105
September 2021	102
October 2021	107
November 2021	115
December 2021	116
January 2022	120
February 2022	128
March 2022	132

The increase in demand for services meant we needed to increase staffing resources in the Front Door, Assessment teams and Early Help. Initially these costs were going to be funded by the core budget but at the end of the year they were covered by Welsh Government grants for Covid relief.

The Children's Services 2020/21 baseline budget included an investment of £5.15 million which in part was for new service development, to offset the 2019/20 existing pressures and the 2020/21 salary inflation, including employers pension contributions. Within the Financial Resources Model (FRM) we identified pressures of £7.646 million (and materialised) and savings of £2.221 million were agreed, of which £1.753 million were delivered. In addition, £275,000 of the unachieved 2019/20 savings were rolled forward into 2020/21 and achieved. The £468,000 of 2020/21 unachieved savings were written off as part of the 2021/22 budget setting process. The outturn was an underspend of £944,000.

Towards the end of 2020/21 the service had started to increase its spending in preparation for a potential surge in infection rates and demand for support. This spending was eventually funded by the Welsh Government.

Support for Adults through our Assist service (Adult Social Care front door)

Our Assist service, which acts as the first point of contact for Powys residents looking for possible social care support, managed 5,316 calls during 2021/22.

Of these 808 contacts resulted in the caller receiving information and advice about how to take their query forward (so not resulting in a referral to a social worker).

Care Home and Domiciliary Care Provision

There are several areas in which intensive support activity was needed during the pandemic. The Council's work with care homes and domiciliary care has been subject to continuous change and some significant highlights are detailed below:

1. We continued our engagement with care home and domiciliary care providers, at one point including daily calls to offer support, advice, and guidance. We reduced these and eventually stopped in late 2021.
2. Providing care and support at home for older people and those with disabilities saw a steady growth during the year which has been challenging, as some providers are seeing staffing issues which are mentioned elsewhere in this report. We continued to work with our providers and our in-house team to manage this situation safely

The table below shows the increase of people waiting for Domiciliary care provision between April 2021 and March 2022

Number of Individuals awaiting Domiciliary care with no current provision	
April 2021	2
May 2021	11
June 2021	11
July 2021	25
August 2021	23
September 2021	31

October 2021	27
November 2021	28
December 2021	26
January 2022	43
February 2022	58
March 2022	48

3. We continued the work on our integrated care homes dashboard, which began in the Spring of 2020. This has been refined and is used to monitor issues and take early steps to support homes. Colleagues from the commissioning and operational teams, together with Health Board colleagues continued to meet as a Multi-Disciplinary Team (MDT) for care homes to identify and agree actions to be taken to support our care homes.
4. We developed and implemented a Covid supply system for our providers including PPE and lateral flow tests and offered up to date advice and information to providers in relation to the Welsh testing regime.
5. The dedicated email address for the commissioning team, set up in 2020 continues to be used for providers to get in touch with us.
6. PPE supplies continued via the system established in 2020 and is ongoing
7. The Community Equipment Service continued to be pro-active in supporting not only care homes but also individuals living in their own homes, thus enabling these to remain at home.
8. The Council worked with *Rockhaven Healthcare Consultancy* to undertake a '[Fair Cost of Care](#)' exercise, which enabled us to agreeing set fee rates for older persons' care homes in Powys. The fees are set out in the Cabinet report of March 2021, "[Valuing Residential Care](#)". The exercise adopted an open-book approach to understanding the costs of residential care in Powys for care providers and calculated an agreed average cost and set fees, split into relevant categories. These fees were adopted and used from April 2021 until March 2022. There were several instances during the 'second wave' where the Council had to provide direct support to homes. Support included actions to maintain safe staffing levels (including temporary Council staff redeployment). In one instance the Council helped to source alternative temporary arrangements for resident catering.
9. The Council provided support to homes in response to requests concerning problems with securing COVID testing kits; correct self-testing procedures; and establishing operable staff testing arrangements, etc.
10. The Council promoted the availability of the Welsh Government hardship fund and assisted homes to make claims related to increased staffing costs and food prices, the provision of COVID secure visitor pods and testing areas, and additional costs incurred due to the requirement for staff testing. As of March 2021, the monies paid to homes via the Council from the hardship fund totalled £3,859,115.

Number of Individuals in receipt of nursing care	
April 2021	174
May 2021	177
June 2021	185
July 2021	181
August 2021	182
September 2021	186

October 2021	181
November 2021	183
December 2021	183
January 2022	178
February 2022	175
March 2022	174

Number of Individuals in receipt of residential care	
April 2021	370
May 2021	384
June 2021	392
July 2021	389
August 2021	387
September 2021	397
October 2021	393
November 2021	381
December 2021	380
January 2022	378
February 2022	385
March 2022	401

Feedback from the Public

To help shape our service, we collect Compliments, Comments and Complaints and we discuss this feedback on a regular basis. We categorise them into Stage 1 and Stage 2 Complaints. Stage 1 complaints are dealt with by the team or senior manager of the department. If we are unable to

resolve a complaint at Stage 1, then it escalates to Stage 2 where the investigation is undertaken by an external independent investigator. If the matter is still unresolved, the complaint escalates to the Ombudsman.

In 2021/22 no complaints were presented to the Ombudsman. For 2020/21 there was an overall increase of eleven complaints and enquiries compared to 2019/20, however, 30% of all contacts into the complaints team are now being dealt with as enquiries and resolved before progressing to becoming a complaint. This is a result of focusing on dealing with issues as soon as possible and resolving them before they progress into bigger concerns.

Compliments

Area	Compliments
Adults with Disabilities	7
Contact and Safeguarding	9
Contracts and Commissioning	6
Domiciliary Care - South	1
Mental Health	15
Occupational Therapy - North	11
Occupational Therapy - South	1
Older People - North	7
Older People - South	11
Policy and Care Services	5
Reablement - North	9

Reablement - South	5
Total	87

Complaints

Area	Stage1	Stage2	Completed	
			Total	Deadline Exceeded
Adults with Disabilities	5	0	5	1
Appointeeship/Receivership Unit/DoLS	1	0	1	0
Contracts and Commissioning	2	0	2	1
Corporate Finance	1	0	1	1
Emergency Duty Team	1	0	1	0
Mental Health	2	0	2	1
Older People - North	1	0	1	0
Older People - South	3	1	4	0
Reablement - South	1	0	1	1
Total			18	6

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There has been a slight increase in compliments received during 2020/21 from 144 to 154. There was a substantial increase in Children's compliments up 400%, demonstrating the improvements in practise compared to previous years. The full Social Services Annual Complaint report is available on our website, please see at the end of this report.

4. Promoting and Improving the Well-being of Powys Residents

In 2020 we started work on our "Powys Pledge" for domiciliary care. This was in recognition of providers often working to different standards and the Council wanting to offer an incentive to improve quality. This work was finalised in 2021 and is under constant review.

Our ambition continues to enable people to remain in their own home for as long as is safely possible. This is often achieved with the support of families and friends. Domiciliary Care agencies, which are commissioned via a Dynamic Purchasing Framework provide professional support. At the end of March 2022 651 adults were in receipt of domiciliary care, a reduction of eighty-four individuals compared to March 2021. Some agencies unfortunately left the Powys market during the year, at the same time others joined.

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The North Powys Well Being Programme

The North Powys Wellbeing Programme's long-term vision is "to assess and deliver a new integrated model in North Powys in line with the Health and Care Strategy, and to support effective learning and transfer across Powys."

Led by Powys County Council and Powys Teaching Health Board – with support from the Powys Association of Voluntary Organisations (PAVO) – this project will address the biggest causes of ill health and poor wellbeing through professionals and communities working together, offering early help and health technology to ensure residents have a more seamless service when they need it.

This work is being shaped by the Integrated Model of Care, which was published in mid-2021, please see information at the bottom of the report.

A major strand of this programme is a planned multi-agency health and wellbeing campus in Newtown. The project team engaged with stakeholders and the community on early plans for this campus at the end of 2021 and a draft Strategic Outline Case is currently (March 2022) being considered by the council's Cabinet and Powys Teaching Health Board with an ambition of submission to Welsh Government later this year.

Proposals for the campus site include:

- A new school for Ysgol Calon y Dderwen (*This work is being managed as part of the council's Transforming Education programme but both teams are working closely together)
- Health and care facilities.
- A Health and Care Academy.
- Library and information services.
- Short term supported housing and accommodation for academy students and locum staff.

For more details, please refer to the website listed at the bottom of this report.

Home Based Support Service

We undertook a 3-year review of this service and our findings following consultation demonstrated the effectiveness and impact of having a local, accessible and personalised service. Home Support is available 24 hours a day, 365 days of the year and is delivered by a highly skilled workforce who are responsive and adaptable. We had a positive response to our annual survey with 82% of home support members sharing what has been helpful as well as their concerns and the challenges faced. The feedback highlighted a service which is valued, unique and preventative. Members told us that they were able to live at home with confidence and in safety within their own communities. Feedback will be used to continuously improve and develop the Home Support service and expand this into 13 localities. Quotes from users/members: *"I know that when I wear my pendant, Home Support is always there. It gives me peace of mind."* *"The staff are professional. They always treat me respect and dignity. They are empathetic to my care needs. Home Support has been a positive influence on my wellbeing and care needs."* *"On your advice I have managed to get extra support in for 3 nights giving me a well-earned break. This is the second time you have really helped us; we owe you so much."*

Shared Lives

Our Shared Lives offer enables individuals with care and support needs to share their home with a person in the same household, who benefits from accommodation and provides low level care and support. The team have increased by 2 workers, a carers development officer to assist the Shared Lives carers maintain their compliance with training and supporting with the AWIF and inductions. At the end of March 2022 there were 30 Shared Lives schemes available in Powys. Two residents used our Shared Lives scheme for short term respite and 16 individuals were living in Shared Lives arrangements. Despite the limitations of the pandemic, we continued training Shared Lives carers, which will set us up for a continuation in growth of this area of work.

Supporting people to get back home from hospital

We continued to work with our partners to ensure that, once people are medically fit, they can move back home as quickly as possible. The pandemic posed significant challenges to achieve this due to the market conditions described elsewhere in this document. However, our social work teams successfully enabled 589 individuals to move on from hospital. Of these 331 (57% of all discharges) moved into their own home and others moved into either temporary placement in care homes or permanently into care homes (some of these may already have been resident in a care home).

Total number of people transferred from Powys hospitals on to D2RA pathways where Adult Services is the lead agency	
April 2021	52
May 2021	60
June 2021	58
July 2021	51
August 2021	50
September 2021	40
October 2021	35
November 2021	50
December 2021	47
January 2022	43
February 2022	58
March 2022	45

Number of people transferred from hospital on to D2RA pathways (4) – Care in a person's existing care home	
April 2021	1
May 2021	4
June 2021	0
July 2021	0
August 2021	0
September 2021	1
October 2021	1
November 2021	3
December 2021	0
January 2022	1

February 2022	0
March 2022	1

The Improving the Cancer Journey (ICJ) in Powys programme

Year Two of the Improving the Cancer Journey in Powys programme funded by Macmillan Cancer Support and in partnership with the council and Powys Teaching Health Board began with the launch of three pilot projects which offer people in Powys diagnosed with cancer a tailored package of support using Macmillan's electronic holistic needs assessment (eHNA) tool.

Trained link workers from Credu, PAVO's Community Connector Service and the Bracken Trust saw the value of such an offer and came on board, were trained and have begun to see a mix of referrals come through to them. Work is now progressing to increase referrals further via the Cancer Nurse Specialists in hospitals who diagnose and treat Powys patients and via Primary Care. Training and a peer support network is allowing the link workers to also share good practice and develop their skills set.

Early in 2022 the health board's palliative care team also signed up to use a new version of the eHNA for patients which is tailored to the additional needs and concerns which arise following a terminal/palliative prognosis or diagnosis.

Alongside working to increase the offer of the eHNA the programme team ...

- Produced their first End of Year report and an infographic summing up the key achievements to date
- Produced a compendium of patient stories which highlighted 15 patient stories and the key themes which recur for people
- Attended both the Macmillan National Conference and presented at the Rural Health and Care Wales Conference
- Successfully bid for and received a grant from the health board's Charitable Funds to purchase four sets of 50 recommended books which are now available to loan via Powys Libraries.
- Continued to coproduce ICJ communication materials with the input from the Journeying Together forum which was set up to ensure the voice of the patient was at the heart of the programme, including a letter for GPs to issue and the first ICJ Newsletter
- Completed a Theory of Change piece of work to support and drive the next phase of the programme
- Initiated discussions to explore opportunities to make best use of Powys assets, including libraries, Freedom leisure, and countryside and recreational areas

For further information please see the link at the end of this report.

Developing further accommodation options

We continued developing further options for our citizens to live independently. In addition to schemes already mentioned, we are developing our Extra Care programme as planned. Construction works are in progress in Welshpool on our new 66 apartment Neuadd Maldwyn scheme and in Ystradgynlais, where Pont Aur will have 41 apartments. Both schemes have a completion date of late 2023. Plans are also in an advanced stage of development for an extra care scheme in Brecon following WG funding allocation for a 60-apartment

scheme. Consideration is also being given to further smaller schemes in other parts of the county.

Taking steps to protect and safeguard people from abuse, neglect or harm

Powys County Council continue to protect and safeguard individuals from abuse and neglect through compliance with statutory duties under Part 7 Social Services and Wellbeing (Wales) Act 2014 (SSWBA). Powys County Council also operate using the Wales Safeguarding Procedures (2019), which provides the national process of managing adult safeguarding cases.

The Adult Safeguarding Team manage reports received by anyone in Powys. All reports made are screened daily to determine if there is an individual who is or may experience abuse and neglect. The enquiry is completed within seven working days of a report being received and requires the adult safeguarding team to explore further any reported concerns.

Percentage of enquiries completed within time scales	
April 2021	100%
May 2021	95%
June 2021	100%
July 2021	97%
August 2021	92%
September 2021	94%
October 2021	94%
November 2021	92%
December 2021	88%
January 2022	97%
February 2022	88%
March 2022	85%

The Adult Safeguarding Teamwork as a key partner in several meetings arranged by other agencies. These include Daily Discussion / Domestic Abuse Multi-Agency Risk Assessment Conference (MARAC), Complex Abuse Strategy Meeting (Children's services led for those under 18 but may be transitioning to adulthood) and JIMP (Joint Interagency Monitoring Panel) relating to care provider settings. The Adult Safeguarding Team continue to actively be involved, represent and contribute to the regional Mid & West Wales Safeguarding Board.

Powys County Council has a responsibility under the Section 5 Wales Safeguarding Procedures, which relates to the management of safeguarding allegations / concerns about practitioners and those in positions of trust. Individuals in a position of trust are those who work with children, young people or adults at risk, including council staff, professional in partner agencies, such as health care or education and volunteers. The Adult Safeguarding Team have ensured that roles prescribed within the Wales Safeguarding Procedure (2019) such as the Local Authority Designated Officer (LADO) and Designated Officer for Safeguarding (DOS) within this process are fulfilled by the Senior Manager and Team Manager.

Other Projects

Social Care manages other projects that are supporting people to develop healthy domestic, family, and personal relationships, as follows:

Technology Enabled Care

Social Services can provide a range of different pieces of technology to help make living at home easier for older people as well as individuals who just need help with certain tasks. This technology includes home monitoring systems, pendant alarms, and door sensors. The Service has continued to promote what is available through a series of animations which can be found via the link at the end of this report.

We are working with a provider who is providing support to individuals in a remote part of the county on different therapeutic solutions. We have purchased interactive robotic companion “pets” which have been trialed under this project; the evidence is that these can provide therapeutic support and have the potential to reduce medication. The “pets” are robotic cats which are designed to look, feel, and sound like a real cat and come in a range of colours. They have synthetic, brushable fur and built-in sensors which respond to motion and touch, including petting and hugging. They also make cat-like movements and sounds. Further details can be found in the supporting document.

The number of unique individuals supported and the number of pieces of equipment prescribed continue to grow with 1,328 pieces of equipment going to 695 new clients in 2021/22 TEC is helping unpaid carers to look after their loved ones with dementia in their homes for longer, some avoiding care home admission altogether or delaying the need for this. Using an average of £670 per person in annual savings, the projected costs which have been avoided because of the use of technology enabled care was £385,183 for the 2021/22 fiscal year.

Projected Cost Avoidance to Powys Social Care 2021/22

	No Clients ¹	Estimated Annual Saving per Client ²	Estimated Saving 2021/22 ³
	695	£1,405	£483,509

(1) Actual number of unique clients supported with Technology Enabled Care in Powys

(2) Estimated annual net savings per client based on research but at 30% only and assumes 70% of clients retain their TEC for 12 months

(3) Savings per client reduce each month to reflect diminishing time remaining in the financial year

Especially popular is the *Canary Home Monitoring System* which allow non-invasive monitoring of vulnerable person to know their movements, see video at <https://www.youtube.com/watch?v=KJ350uHTC2k>.

Overall, the number of unique individuals supported has continued to grow in line with Vision 2025.

Our Day Centres for older people remained closed for much of the period due to Covid restriction; we kept this under constant review. However, Adult Social Care has continued to discuss with citizens how best to support their needs in diverse ways, including living with the support of carers or through family support. Our staff teams who normally work in day services have been supporting other business critical areas such as domiciliary care and outreach work. "Most recently, we have been

working with Credu, supported by that created a space for local communities to identify different initiatives. This has included the local Community Hospital re-opening their community garden for residents to enjoy and maintain, as well as sociable (and socially distanced) walking groups."

Microenterprises

Our micro enterprise work, delivered by Community Catalysts continues to grow. At present there are thirty-four micro enterprises operating in the project area (up from 26 in April 2021), supporting forty-two clients with a Direct Payment and sixty-six private customers. 22.5% of all care for adults in their own home is delivered via a Direct Payment, an increase from 20% in March 2021.

Community Connectors

Our social work teams have continued to collaborate with Community Connectors with the number of referrals to them increasing. The Community Connector lead is now an integral member of the Community Resource Panels providing additional overview of services which are available within communities to support residents. Community Connectors work across the locality areas of Powys. Two Homeless Community Connectors who work closely with PCC Housing to support clients who are facing homelessness, are homeless or in need of temporary accommodation.

We also have 13 Locality Networks across Powys to bring together community groups, third sector organisations, individuals, and statutory professionals to share best practices and ways to collaborate.

7,340 people supported to find ways for them to take responsibility for their own health and well-being

- 3,577 new clients; 2,537 self-referrals
- 4,901 people were guided to third sector services that met their need within their own community
- 3,937 people supported with Covid-19 related support (for example shopping, prescription delivery)
- 278 clients supported in temporary accommodation as part of Phase 2 Homelessness Project
- 617 Multi-disciplinary, Virtual Wards or Patient flow meetings attended

4.6. Working with and supporting people to achieve greater economic well-being, have a social life and live-in suitable accommodation that meets their needs

5. How we Do What We Do

Our Workforce and How We Support their Professional Roles

During 2020-21 Children's Services workforce have worked tirelessly and gone over and above to support and safeguard children, young people and their families. It has been more important than ever as service to support and look after the wellbeing of our workforce due to the many challenges faced due to the COVID-19 pandemic. At the start of the year, it was vital that we ensured that staff were issued with the correct PPE and guidance so that business critical and face to face activities could continue. We very quickly moved all training to a virtual online basis and between the first lockdown and the end of August 53 webinars were held, they were also recorded so that staff could view them anytime. The social care workforce training programme also moved to online, and practitioners have

had many opportunities to attend a comprehensive range of courses for their own professional and career development.

Wellbeing has been a priority and the service introduced weekly wellbeing sessions which all staff were encouraged to attend, these were mindfulness and singing and were very well attended. Staff roadshows were held virtually instead of in person, and they also contained an interactive session on wellbeing. The service developed weekly wellbeing bulletins that went on email, the leadership team ran a campaign encouraging staff to take their leave.

The local authority recognises supporting its workforce is business critical and it has a clear focus on recruitment, retention, and workforce development. All staff benefit from the opportunity to develop their knowledge, skills, and careers. The local authority is ambitious to ensure people living in Powys benefit from longer-term and trusting relationships with skilled and supportive social workers who understand their needs and how best to work with them to reduce risk and improve their personal outcomes.

Senior managers provide operational practitioners with internal guidance and management support to make informed choices about maintaining their own health and well-being and the health of those they visit. Management support and supervision is highly regarded and practitioners welcome opportunities to be autonomous and creative.

Support for practitioners during the pandemic has included a range of information, quizzes, virtual singing, and virtual lunches. Practitioners told us about the difference this support makes to their well-being.

The service was extremely proud to have been deemed to have made significant progress since the last inspection in October 2018 and we continue to strive to provide the best services to children, young people and their families in Powys.

Working with people to define and co-produce personal well-being outcomes that people wish to achieve

In Adult Services strengths-based working is 'what we do.' It means that we take the time to understand what matters to those who approach us for support, to identify what they can do for themselves and what support they can draw upon from friends, family, and their wider communities. We have made our Strengths-based outcome focus training a mandatory requirement for all staff in adult operational teams.

We maintain strong links with Social Care Wales (SCW) to utilise their on-line training videos and other resources. We continue to attend all-Wales mentoring Group facilitated by SCW which enables us to network with other organisations and share their experiences of embedding the approach into practise. We have also attended workshops on outcome focussed case recording facilitated by SCW and researchers from Swansea University.

We have a pool of 43 Strengths-based outcome focussed mentors and run mentoring and quality matters meetings on alternate months where we share good practice and innovative ideas. Mentors have the opportunity to attend quarterly All Wales Mentor Support Groups which provide opportunity to learn how other local authorities are embedding the approach. We also have one member of staff that has attended the Train the Trainer programme on the Strengths based outcome focussed approach and is delivering training internally. Mentoring is undertaken formally through supervision,

group reflective sessions and informally on day-to-day basis. We have also created an online library of guidance and good practice.

Powys is fortunate to have dedicated and hard-working social care staff who routinely demonstrate commitment and care for the individuals they serve. Despite that, Powys faces a significant long-term challenge because demographic change is leading to an increase in older people (75+) and a decline in the number of people of working age (see table below).

	2018	2020	2025	2030	2035	2040
Total	132,447	132,421	132,710	132,905	133,211	133,602
18-29	15,127	14,301	13,082	12,935	13,468	13,313
30-44	18,419	18,554	19,258	19,277	18,283	17,940
45-54	18,911	17,805	15,213	14,297	15,187	15,612
55-67	26,124	27,013	28,529	27,995	25,190	23,688
Working age	75,581	77,672	76,082	74,504	72,128	70,552

(Source: 2018 Welsh Government Population projections © Crown Copyright)

This is causing recruitment and retention problems for the council. The longer-term challenges are shown in the table and graph below, which identifies the age categories of the Council's workforce:

	Annual Population Survey	Powys County Council workforce						
		December 2020	Education	Economy and Environment	Children and Adults	Resources and Transformation	Legal and Democratic Services	(above L3)
16 - 64	59,560	2,971	1,383	923	409	49	10	5,744
16-19	2,500	42	7	4	1	0	0	54
20-24	4,800	118	55	25	25	1	0	224
25-34	10,800	496	175	189	80	4	1	945
35-49	18,660	1,127	423	290	153	6	2	2,001
50-64	22,820	1,046	640	378	141	25	7	2,237
Other		142	83	37	9	12	0	283

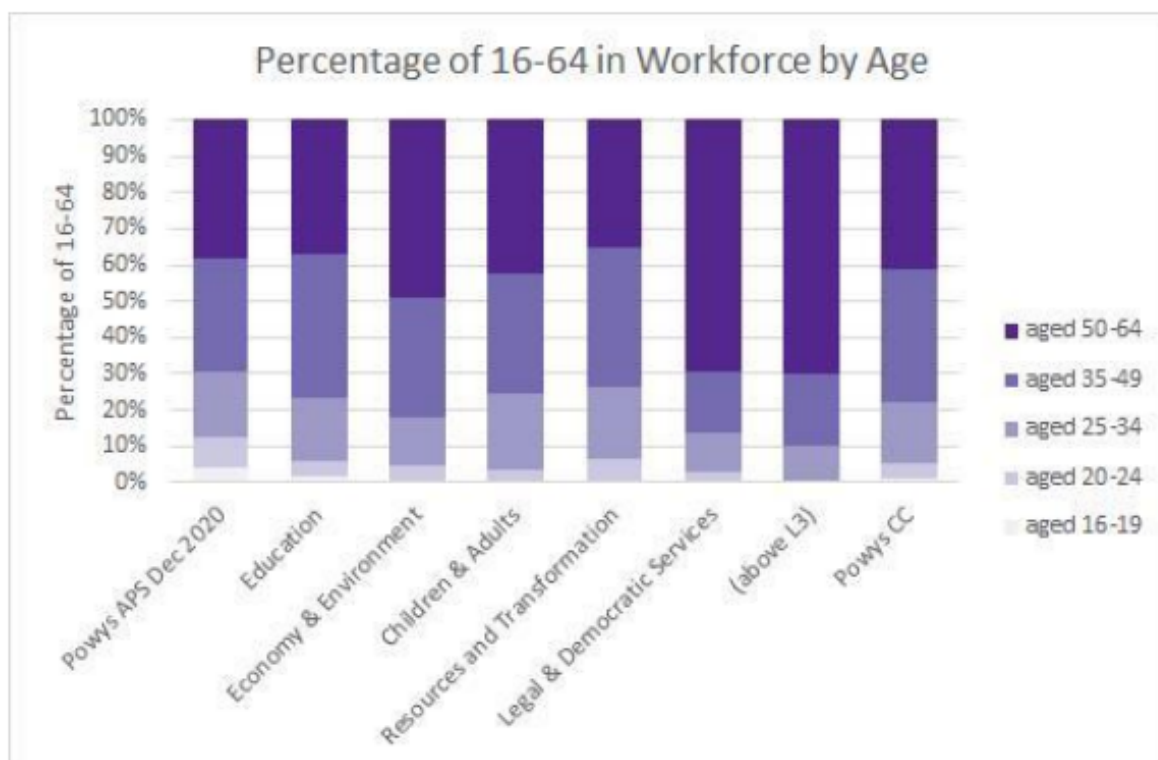


Chart 7 Percentage of 16-64 in the workforce by age

Source: Annual Population Survey (APS), ONS © Crown Copyright and Powys Headcount August 2021

As part of a “One Council” approach, we acknowledge the need to have the right numbers of people in the right roles with the required capabilities to deliver improvement. To achieve that goal, we are investing in the following:

- Workforce planning
- Attracting and recruiting staff
- Leadership and management development
- Performance management of people
- Workforce development
- Pay reward and recognition
- Professional progression
- Workforce health and wellbeing

The workforce in Powys is highly skilled and demonstrates an eagerness to improve services. The Council was developing agile working systems and policies throughout 2019/20, but this changed rapidly towards the end of March 2020 when the Council invoked business continuity and social services staff were supported to work from home or to be based at home where possible. The previous developments enabled this to be implemented effectively and efficiently and enabled swift transition to a new mode of working.

6. What we Achieved

To increase our staff engagement, we established an employee representative forum, which

provides an opportunity for staff to be briefed on current issues within the Service and to have the opportunity to raise issues and ideas for discussion or escalation. The group is working collaboratively to support the wider engagement and build a stronger culture of continuous feedback and learning across Social Services.

Grow our own – Adults services have 5 and Children's Services have 1 student on the Open University Degree in Social Work, all of whom are on Level 2 of their degree and have commenced their practice learning opportunity. There are also 4 members of staff in Adult Services undertaking their practice assessor qualification.

Securing a Stable Workforce

Powys has been successful in recruiting a permanently employed senior and team management cohort. However, there continue to be difficulties in recruiting and retaining experienced social workers across the county. Powys has some characteristics which pose additional challenges in the recruitment and retention of permanent social workers. There is a need to visit people requiring care and support/families in their homes across all areas of the community, which adds mileage and time to the working day. Despite various innovative recruitment campaigns, Social Services for both children and adults continue to invest a significant amount of financial and staff resource into recruiting agency workers to cover qualified social work positions. In response to this, Children's Services have developed a *Grow Our Own Social Worker* project.

This project has been in its early stages over the last two years. The project aims to support the sponsorship of a further 57 qualified social workers between 2021-2026 for both Children's and Adults Services. During the initial phase we achieved an increase in staff applying to undertake 1st Year Practice Modules and an increase in sponsorship for the Open University Social Work degree (Wales).

Children's Leadership Team organised and ran the first virtual recruitment event. The event was widely publicised and, in the lead-up to the event, 397 people clicked onto the link for the booking form. In total 37 people registered to attend with 10 people attending the event. The event consisted of the Head of Service, Senior Manager's and Team Manager's giving an overview of their service and the highlighting all the benefits of working in Powys.

Despite the COVID-19 pandemic putting many of plans on hold, including attending national recruitment events and promotion in universities, we adapted quickly and implemented various social media campaigns to advertise our vacancies. We also advertised in a Welsh national newspaper, on the radio and developed new promotional videos with our social workers talking about why they like working in Powys and in Children's Services.

In Children's Services we extended our 'reclaim social work' project into 2021/22 – enabling more social workers to work face to face with children and families as part of their work.

The *Grow our own Social Work* project increased during 2021. Two staff were funded to undertake the Masters Social Work qualification whilst being paid a salary by Children's Services and a further 12 staff were given sponsorships across Children's and Adult's Services for the Open University Social Work degree. The Local Authority has supported a total of 23 placement learning opportunities for students in 2022. A further 12 sponsorships will be awarded in 2022.

In Adults Services we recruited on an ongoing basis for front line social workers and those wishing to work in Reablement or our Shared Lives schemes. We also employed a young person into an apprenticeship and intend to scale this approach up over the next few years. Our providers in Home Care and Care Homes have been running their own recruitment drives, including recruitment fairs in our market towns, using social media and – where possible – used non-financial incentives to attract new staff into the social care profession.

Our Financial Resources and How We Plan for the Future

Many local authorities are experiencing budget challenges and Powys is no exception, with significant financial savings made over the past ten years. The large variation in our expenditure makes resource management especially challenging. Decisions which affect the type and cost of services to be provided are often outside of the council's control and thus are uncontrolled and unpredictable (e.g., decisions taken by the court in children's cases or court decisions in relation to Mental Capacity Assessments).

As part of the budget setting process Adult Social Care had identified significant service pressures of £7.387 To counter the pressures, efficiencies were identified and savings of £5.091 achieved. The gap was bridged with cost mitigation due to early intervention and prevention through strengths-based practice and Technology Enabled Care (TEC) and the decision to limit the uplift for providers (however, see also paragraph re Fair Cost of Care review elsewhere). This has left the care market, which was supported financially through the Welsh Government's Hardship Fund paying for a proportion of vacant beds in care homes, in a fragile position and may need to be addressed in the future. The total payout of the fund was 3,326,755.91.

In addition, the Council paid out 1,297,668.95 to care home staff, which includes the 'Carer Recognition' scheme and associated overheads to care home owners. This means that the Council, via the Welsh Government Hardship fund paid out a total of £7.3m to care providers in Powys.

In 2021-22 Children's Services continued to make the most effective use of resources, to enable us to manage the increase in demand. This has been a real priority for the service. We have effectively used data to enable us to understand what pressures are going to arise and plan carefully to be able to manage those pressures effectively.

The Children's Services budget was set with unfunded pressures of over £2 million. Additional pressures of over £6 million were identified and potential savings identified of over £3 million, of which over £1 million were delivered. Of the £2 million unachieved savings, most has been reinstated as part of the 2021/22 budget setting process. We delivered a balanced budget again this year, demonstrating Children's Services have full oversight and control of the financial resources available to us. We maximized the use of grants to us to make sure that children, young people and families received the right help at the right time.

The COVID-19 pandemic has created huge pressures on the availability of suitable placements for children and young people. There has been a national shortage of placements which has worsened during the pandemic with complications arising due to government guidance around Children's homes and issues with isolating and positive cases. There is a lack of provision of therapeutic residential placements for children and young people with severe emotional and behavioral needs in Powys and Wales. This has made it

extremely difficult to balance the competing priorities of managing service demand, meeting the needs of children and young people and reducing expenditure with the need to achieve budget savings.

Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

The Council is a proactive member and contributor to regional boards, and aspects of the local authority's improvement and transformation agenda are being progressed through the priorities of Powys Mid and West Wales, Powys Regional Partnership Board and the work of the Regional Safeguarding Board

In line with the requirements of the Social Services and Well-being Act (2014), the Regional Partnership Board (RPB) provides cross-sector leadership through a strong and shared commitment to providing seamless and integrated health and social care services for children, young people and adults living in Powys, with a primary emphasis on prevention and early intervention.

To this end, we continued to implement our Health and Care Strategy which sets out the strategic vision and approach to be taken in Powys. The Health and Care Strategy sets out priority areas and key strategic enablers which will help us to develop and deliver on the agreed Integrated Model of Health and Wellbeing.

Working in partnership our Area Plan identifies which services will receive greatest priority in respect of integrated working between the Council, the health service and others across key population groups.

This year, the local authority, with its partners, has led on the development of a revised RPB Population Needs Assessment to support better understanding of need across key population groups, to support planning and decision making.

Further information on the Powys RPB and access to its key documents can be found at the end of this report.

7. Accessing Further Information and Key Documents

In publishing this Annual Report, we have relied upon a substantial amount of information, data and progress reports, including those that have featured heavily this year following our recent inspections and surveys.

The Annual Report identifies the progress of the Council in providing for the Well-Being of those people who need our help and support. This report however is not the only source of information available to members of the public, key partners, and service providers.

We have a significant amount of background information that sits behind this report, providing additional detail about what we do and how we do it. Importantly, if something is not mentioned in this report as a key priority it does not mean we are not doing it, as there is a lot of activity across Social Services that plays a part in helping us to provide for some of the most vulnerable groups in our community. It is not possible to capture everything, which is why we are keen to signpost people to further information. More detailed information is published in a separate document ([Annual Director's Report Social Services 2021 – 2022 \(Supporting Evidence\)](#)),

To access further information about what we do then these are some of the documents that will provide more detail:

1. Welsh Government Guidance in relation to the Annual Social Services Report [Microsoft Word - Annual Report Guidance.docx \(socialcare.wales\)](#).
2. Detailed information about council performance is available here [Vision 2025: Annual Performance Reports - Powys County Council](#)
3. Director of Social Services Annual report 2021/21 and further documents in support of this report can be found here [Social Care ACRF \(Annual Council Reporting Framework\) - Powys County Council](#)
4. Market Position Statements are available here [Our Strategies and Plans on a Page - Powys County Council](#)
5. Powys County Council Corporate Leadership & Governance Plan 2017- 2020 ([Corporate Leadership Governance Plan v5.6.2.pdf \(modern.gov.co.uk\)](#))
6. Healthy Caring Powys – Delivering the Vision (Area Plan)
7. The Adult Services Improvement Plan 2018-2023 [Adults Service Improvement Plan Appendix - Powys County Council](#)
8. The Powys Population Needs Assessment [Care and Support Population Assessment for Powys | Rural Health and Care Wales](#)
9. Children's Services Integrated Business Plan 2020-2023
10. Vision 2025 Corporate Improvement Plan [Corporate Improvement Plan 2021-25: the quick read edition \(office.com\)](#)
11. Council's Annual Performance Report [Vision 2025: Annual Performance Reports - Powys County Council](#)
12. Improving the Cancer Journey in Powys <https://www.powysrpb.org/icjpowys>
13. Commissioned Services Plans on a page [Our Strategies and Plans on a Page - Powys County Council](#)
14. Social Services Annual Complaints Report <https://en.powys.gov.uk/socialservicescomplaints>
15. Information about our Regional Work via the Regional Partnership Board can be found here [HOME | Powys RPB](#)
16. Information about the North Powys Well-Being Project www.powyswellbeing.wales
17. Information about Technology Enabled Care in Powys <https://en.powys.gov.uk/article/10016/Help-to-live-at-home-through-the-use-of-technology>.

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Supporting Evidence for the 2021/22 Director's Report

This document provides more detailed information our statutory Annual Director’s Report Social Services 2021 – 2022. It goes into further detail about

- what we proposed to do in 2021/22,
- what we achieved and what difference this made and
- what our plans are for 2022/23.

It should be read in conjunction with the 2021/22 Annual Director’s Report Social Services, which can be found here [Social Care ACRF \(Annual Council Reporting Framework\) - Powys County Council](#)

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What did we plan to do last year, how far did we succeed and what difference did we make?

In last year’s Annual Report, we set out several priority actions to enhance how we work with people to help them achieve their outcomes. We have listed below



- What we said we would do
- How far we succeeded and what difference we made and
- What we are planning to do in 2022/2

1. Quality Standard 1 - Working with people to define and co-produce personal wellbeing outcomes that people wish to achieve:

Understanding “what matters” in our conversations with people is paramount to successfully placing the individual at the centre of what we do. “What matters” is the golden thread that runs throughout our services and is an important guiding principle of the Social Services and Wellbeing (Wales) Act 2014.

Page

Goal Ref	What we said we would do	How far did we succeed and what difference did we make
A183 Adults	Develop a Personal Assistant finder tool to help service users who receive Direct Payments to find the help they need.	<p>Following design work undertaken collaboratively with a range of stakeholders, in April 2021 we launched 2 new pieces of software to support recipients of Direct Payments in Powys.</p> <p>The first system was the virtual wallet app which helps Direct Payment recipients manage their budgets, the services they purchase as well as billing and other administration. The app allows individuals more choice and control over how they manage and purchase the care they need. www.myvirtualwallet.co.uk/powys</p> <p>The second system was the Care and Support Finder Tool. This is a web-based resource which was designed to help people looking to purchase care and support find suitable people to provide this (providers). These providers could be Personal Assistants or Community Microenterprises. The Care and Support Finder helps link up Personal Assistants and Microenterprises with people looking to purchase care through their Direct Payment. Homepage (caresupportfinder.org)</p> <p>We have received feedback on the care and support finder tool since its launch and plans are in place to work with the provider of the system to make it more user friendly.</p>

		By March 2022 there were 40 Virtual Wallet accounts, managing over £100,000 pounds of Direct Payments. We continue to provide more people with a managed account and our plan for 2022/23 is to increase the use of the Virtual Wallet significantly.
A3	Launch the rebranded Front Door and Early Help Services.	<p>The Front Door service was rebranded and launched in June 2021.</p> <p>The Early Help service was rebranded and launched in April 2021 alongside the multi-agency Early Help Strategy.</p> <p>New branding, updated webpages, contact details and information about the services were widely publicised across the County with families and partner agencies.</p>
A4 Page 284	Develop the Early Help Hub in the North of the County in preparation for opening in April 2022.	<p>Work developing the new Welshpool Integrated Family Centre gained pace throughout the year.</p> <p>The new hub will enable an expansion on the current Flying Start and Foundation Phase provision by providing the 30-hour childcare offer. It was also accommodating a single point of access for Early Help Services and multi-agency teams. It will allow families to benefit from more co-ordinated and convenient support, a place to run drop-in support clinics, baby groups, parenting support, community café and training opportunities.</p> <p>Community and stakeholder engagement has taken place and a planning application approved for the hub. Project management meetings have taken place weekly to review progress. The opening is planned for 2022.</p>
A5 Adults	Strengthening the resilience of the workforce through achieving our Grow Our Own objectives.	<p>The Occupational Therapy team employed one Kickstart applicant for a 6-month period as an administrative assistant. She gained valuable experience within the team and was encouraged to apply for other roles within the council. She gave very positive feedback about the team and the experience that she had. It helped her to decide how her future career may progress.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  OT Case Study_Q2.docx </div> <div style="text-align: center;">  OTCase Study_Joint Working_Positive O </div> </div> <p>Our Bodlondeb facility (<i>Bodlondeb : HousingCare</i>) has one Kickstart placement in post, allowing the individual to gain employability skills as well as first-hand experience providing front line care and support to service users. The individual on placement has voiced that she is enjoying very much being part of the team here in Bodlondeb and this has supported her to make the decision social care is the sector in which she wishes to progress. <i>Home Support</i> is also currently based within <i>Bodlondeb</i>; this has been positive as it has allowed for cross working therefore an understanding of another service within social care that is community based.</p>

<p>Page 285</p>	<p>Following the kickstarts six-month placement we will support the individual in applying for permanent posts within Powys County Council.</p> <p>The team are also supporting 2 Community Support Officers through their Occupational Therapy degree at Glyndwr University and hoping that another Community Support Officer will be accepted onto the part time degree cohort for January 2023.</p> <p>We employ two apprentices in our commissioning team. Both work their way through the different sections of the commissioning team, learning ‘on the job’ and supporting the team with a variety of administrative task, focussing on ICT learning.</p> <p>Adult Services have embraced the “<i>grow our own</i>” ethos through providing development opportunities, training and mentoring, enabling staff to move into new job roles which will support us in having a more sustainable workforce.</p> <p>In 2021/22 three social workers became fully qualified, following support from Adult and Children’s Services to undertake the <i>Degree In Social Work</i> programme. All three members of staff have secured permanent social work roles within our Disabilities and Older People’s teams.</p> <p>We are supporting a further eight members of Adult Services staff to undertake their degree in social work, three of whom are scheduled to qualify in November 2022, four in 2023 and one in 2024. There are plans in place to offer further social work degree placements in early 2022/23 which should see more staff qualify in 2024.</p> <p>We continue to support staff in their first three years of Practice with one member of staffing having gained their Porth Agored Award (mandatory Consolidation of Social Work Award) which is required to maintain social work registration. Several staff are due to submit or commence this Award 2022/23. In addition, Adult Services are supporting three newly qualified social workers in their First Year of Practice.</p> <p>Adult Services have seen agency workers become permanent members of staff, our back-office support team members transfer into Management and Improvement roles as well as having a complete career change and commencing roles in a frontline capacity within our Older People and Disabilities Teams.</p> <p>We have continued to provide Strength-Based training, albeit virtually, to our teams to support the conversations they have with residents in understanding what matters to them to achieve their outcomes. A staff member has successfully completed the Train the Trainer programme to enable in-house delivery of strengths-based collaborative communication</p>
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		<p>training. Very positive feedback has been received not only from attendees about this approach but also from the training provider.</p> <p>During the ongoing pandemic, our workforce has worked flexibly across service areas to meet the high level of demand which has been seen at our Front Door, ASSIST contacts - Powys County Council, with the aim of supporting residents to meet their outcomes through understanding what matters to them. Staff have been able to share existing skills and knowledge with new team members as well as learn new ways of working</p>
<p>A5 Children</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 286</p>	<p>Strengthening the resilience of the workforce through achieving our Grow Our Own objectives.</p>	<p>In 2021-2022 a further eight students were seconded onto the Social Work Degree course with the Open University. Eight of these were from Children’s Services and four from Adults Services. Children’s Services also created and fully funded Two Master’s Degree trainee posts and recruited two students into these posts. These students commenced their <i>Masters in Social Work</i> course with Cardiff University in September 2021.</p> <p>Across Social Services there are 26 current Social Work Degree Students, 17 are from Children’s Services. Work has commenced to recruit a further 12 staff onto the Social Work Degree course in 2022-2023, many recruits will have direct entry into Year 2 of their studies and will qualify in Autumn 2024.</p> <p>In preparation for our increased number of Newly Qualified Social Workers, the practice development team have worked with current and recent newly qualified social workers to introduce new Practice Guidance which will enhance the support structure available upon qualification.</p>
A6	<p>Continue to provide mission critical services during these changing times to children, young people and families in Powys.</p>	<p>We introduced a prioritisation framework so that the service could respond to critical work with the increase in demand. We held daily Children’s Services Leadership sit-rep meetings (assessing the situation as is and act) to move staffing resources to the service areas that needed it most.</p> <p>We brought additional staffing into the Front Door, Early Help, Assessment and Business Support service areas to help us meet demand.</p> <p>Throughout the year there has been a strong oversight and support from Children’s Leadership Team to make sure that teams were supported in this exceptionally challenging time.</p>
	<p>Compliments and Complaints</p>	<p>We are on a continuous journey of learning and use the feedback we receive via Compliments and Complaints Comments, Compliments and Complaints - Powys County Council to support us in making changes to practice or shaping our future services. What we have learnt is that we are often able to resolve issues/enquiries raised by complainants at the outset without needing to progress to a formal stage. If complaints cannot be dealt with informally these are moved to Stage 1 for investigation by the relevant team or senior manager; we only escalate to Stage 2 for independent investigation if we</p>

Page 287	<p>are not able to find a resolution. However, there is a final escalation stage to the Ombudsman if the complaint remains unresolved. Please refer to the main report about detailed statistics of compliments and complaints.</p> <p>We have co-produced and launched several new or updated documents which will support residents understanding of our procedures and what they can expect of us:</p> <ul style="list-style-type: none"> • <i>Complaints and Representations Policy and Procedure</i> – this document has been updated to support us in addressing complaints as quickly and effectively as possible. We have made some improvements to the policy to recognise and implement learning from complaints received. • <i>Adult Services “What you can Expect from Us” Booklet</i> – this explains what residents might expect when contacting Adult Social Care, from the point of the first “<i>What Matters</i>” conversation at our front door. It explains the process our teams will follow and breaks down the jargon to make it user friendly for residents • <i>Customer Care Charter</i> – we are committed to providing a consistently excellent standard of service by putting our customers at the centre of everything we do. Our Charter sets out this commitment with us wanting our customers to feel that: <ul style="list-style-type: none"> ○ their views and feelings are understood ○ they know what will happen next ○ their rights are respected ○ there is regular two-way communication ○ they have a positive experience
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What Do we plan to do in 2022-23	
Adult Services	Through our quality assurance, compliments, complaints and supervision processes, consider how we include feedback from individuals to support service developments and learning
Adult Services	Increase the take up of the <i>Care and Support Finder</i> tool Homepage (caresupportfinder.org) to connect people with care and support needs and Personal Assistants and Community Micro Enterprises.
Adult Services	Transition most people who use their Direct Payment to the Virtual Wallet Powys Virtual Wallet (myvirtualwallet.co.uk) and make this the preferred option for managing Direct Payments in Powys.
Adult Services	We will review our support mechanisms and provision for people opting for a Direct Payment to exercise Choice and Control over their care and support. This review will commence in the summer of 2022 and will result in new provision being put in place by March 2023.

Adult Services	Finalise the specification and implement the delivery of Carers Assessments by our commissioned Carer Support organisation
Adult Services	We will work with the University of Aberystwyth, looking at the use of digital solutions by older people, modelled on the AskSara resource.
Adult Services	We will work with the Disabled Living Foundation to review the use of AskSara and continue to promote the resource to local people. The resource can be found here Powys County Council - AskSARA (livingmadeeasy.org.uk)
Children’s Services	Continue to achieve our goals in the <i>Grow Our Own Social Worker</i> project
Children’s Services	Open the <i>Early Help Hub</i> in the North of Powys

2. Quality Standard 2 - Working with people and partners to protect and promote people’s physical and mental health and emotional wellbeing

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Goal Ref	What we said we would do	
Adult Services	Update our Market Position Statement for Commissioning including residential, domiciliary care and children’s placements.	<p>We updated and published our <i>Market Position Statement for Care and Support at Home</i>. The statement contains "live" data meaning that the position within Powys is always current and up to date. The statement covers areas such as domiciliary care, Direct Payments, reablement, occupational therapy, ASSIST, technology enabled care. Please go here for details of our strategic documents Our Strategies and Plans on a Page - Powys County Council. Our Strategies and Plans on a Page - Powys County Council. The Market Position Statement enables us to base our commissioning intentions on live data about needs, available provision and gaps of provision.</p> <p>We published strategic documents which outline our current market for children and young people which can be found here Market Position Statement Children and Young People.</p> <p>We published a strategic specification for service for adults with disabilities. This can be found here Specification_for_the_provision_of_Accommodation_and_Support_for_Living_a_Good_Life.pdf.</p> <p>We also updated and published our strategies for the provision of Technology Enabled Care Our Strategies and Plans on a Page - Powys County Council and for supporting carers in Powys Our Strategies and Plans on a Page - Powys County Council.</p> <p>Our Live Well Accommodation Delivery Plan is a shared vision between the Council and the Health Board</p>

B2	North Powys Wellbeing Programme	<i>North Powys Wellbeing Programme</i> will continue to expand following the successful delivery of the project in North Powys. <i>Children’s First</i> initiative has been expanded further across north Powys to include Machynlleth and Llanidloes. <i>Children Looked After</i> will continue to be supported in local placements in Powys where possible. Further projects have also been funded to support digital and more local Ophthalmology and Respiratory services in north Powys.
B3	Extra Care – Adult Social Care is committed to adding new projects to support people in need of residential care in Welshpool, Ystradgynlais, Machynlleth, and Brecon.	<p>Significant progress has been made to support the development of Extra Care housing for the residents of Powys; communications plans have been developed to support us with engaging with stakeholders at the right time including the need to address Planning and Listed Building approval for the scheme in Welshpool.</p> <p>We are very pleased that construction work commenced on both the Welshpool and Ystradgynlais projects in 2021 and all Welsh Government grant funding conditions have been met. The new schemes will open in late 2023.</p> <p>In Brecon a site has been purchased in the centre of town and it is anticipated that building work to provide up to 60 apartments will commence in 2023.</p> <p>Discussions are being held with a potential provider who are developing plans, including capital and ongoing revenue funding, for a smaller Extra Care Housing scheme in the centre of Machynlleth. Due to location, on receipt of plans, we will work collaboratively with North Wales Regional Partnership Board, Hywel Dda Regional Partnership Board. and Gwynedd and Ceredigion Councils to present joint financial applications to Welsh Government.</p> <p>We are investigating the potential for an Extra Care site in Radnorshire, but no formal plans have yet been developed.</p> <p>Project boards were established at the start of each of the projects. These boards include several Council departments, housing association, Health Board and Welsh Government. Additionally, there are operational groups looking at specific topics, like design, procuring care, public relations and allocation process for future tenants.</p> <p>See here for further information about the scheme in Ystradgynlais: Redevelopment to bring 12 more homes for older people in Ystradgynlais - Pobl (poblgroup.co.uk)</p>
B4	Support adults who require care and support through timely and strengths-based assessments and care and support planning and working to ensure that the	In 2021/22 Adult Services have seen an unprecedented level of demand for care and support and we have not always been able to undertake our assessments as timely as we would like to. However, our workforce has worked flexibly across service areas with the aim of supporting teams to reduce waiting times for assessments. We have continued to provide training for our teams on strength-based collaborative communication to support conversations with individuals in need of care and support.

right level of care and support is available to adults who require this support.

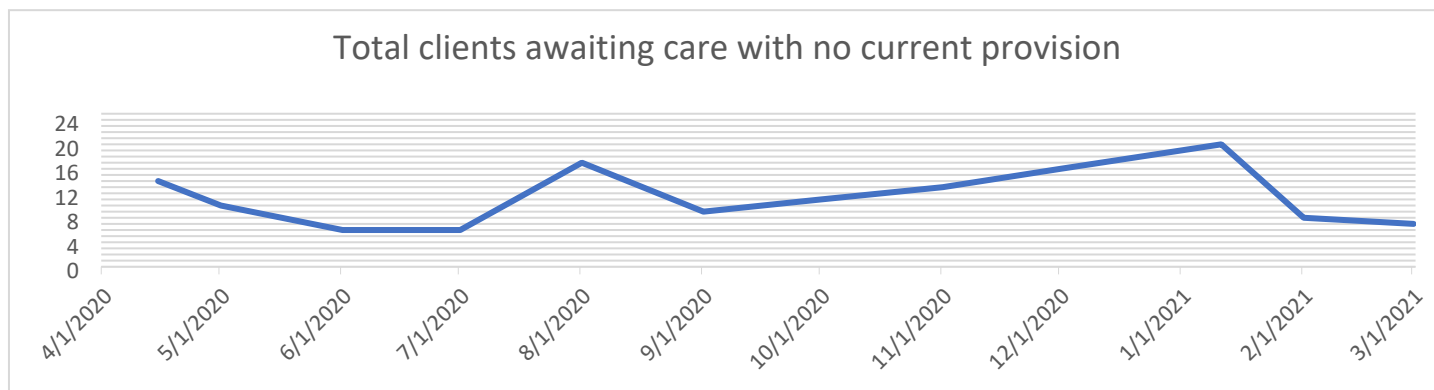


Strengths Based Outcome Case Study

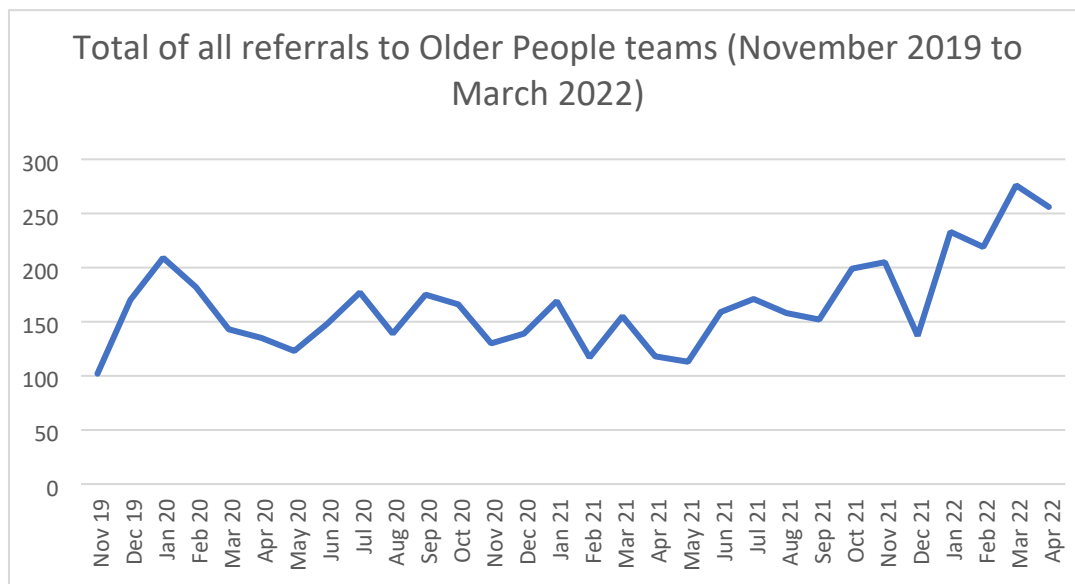
Following a pilot, we have rolled out the new collaborative way of screening referrals countywide. We hold daily multi-agency screening meetings which focus on determining the best way support can be provided to individuals and by whom at the earliest opportunity. Our reablement team have reported that following implementation of the screening meeting, they have seen a reduction in the number of inappropriate referrals received which has had a positive impact in terms of capacity versus the inappropriate referrals previously received.

Our Older People’s teams have seen the most significant increase in demand and to support a more integrated way of working, we have commenced a pilot with our *Moving and Dignity* team who are supporting the delivery of change in an agile way via new referrals being allocated to them following screening meetings; this sees a change with an Occupational Therapist being responsible for the assessment, care and support plan and review of the individual being supported. Where a change in need is identified, recommendations are made directly to our care practice forum as opposed to transferring the case on to a social worker to take the recommendation forward.

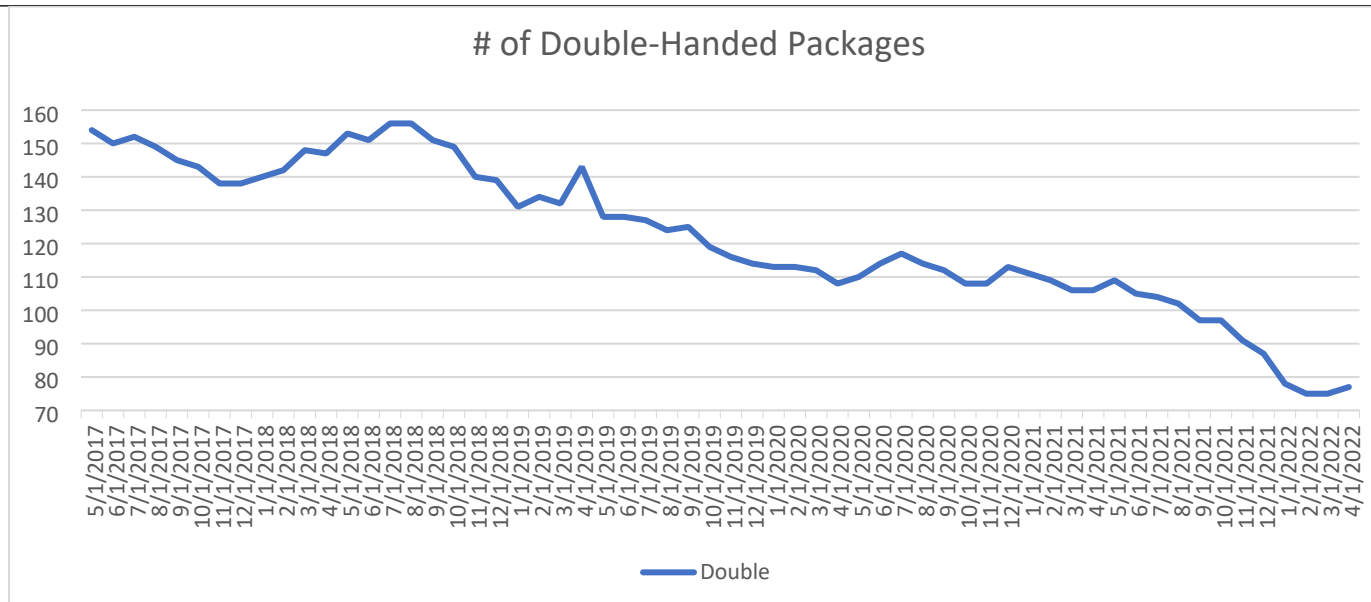
Unfortunately, due to the ongoing pandemic and staffing challenges for external provider agencies it has been difficult to source domiciliary care as well as care home placements. This has meant that some individuals have had to spend longer in hospital than we would normally wish to see. Some have gone into a short-term care home placement whilst awaiting a package of care which has had an impact on the number of long-term care home beds available.



The graph below shows how referrals to our social work teams developed in the last two years.



We continued reviewing the care and support needs of individuals, taking advantage of e.g. Technology Enabled Care to support individuals and thereby reducing the number of domiciliary care hours provided to individuals. These reviews always consider the needs of the individual, their safety and the ability of services to provide care to as many people as possible. The chart below shows how we have successfully and safely reduced number of ‘double handed’ care packages (i.e., packages that require two carers to one individual).



In addition, The Community Connector lead has been attending regular team meetings to provide oversight of any new services or scheme which have become available within the community.

B5

Provide and commission a flexible and affordable mix of high-quality support services for adults who require care and support and their carers to meet the diverse range of their individual needs and circumstances. With a focus on outcomes.

The Covid-19 pandemic has continued to provide many commissioning challenges with some providers not being as resilient or financially viable as they would normally be or choosing/having to cease trading. Across Wales, it has been a very difficult two years with providers reporting that they are experiencing difficulties in recruiting and retaining staff and we have found ourselves in the position of the demand for domiciliary care continuously being outstripped by the supply available. Some domiciliary care providers have had to hand back packages of care as they have been unable to meet safe care provision requirements; the local authority has increased staffing capacity via agency workforce and creating new posts to address the additional demands on in-house capacity.

We have remained committed to the Powys Bronze Pledge which has supported some sustainability within the care market with improvements to the terms and conditions of work for care staff; in 2022/23 the Silver Pledge will take effect which will see further benefits for care staff.

Our priority throughout has been to ensure that individuals are safe and for us to work with them in a strengths-based way to support them in meeting their outcomes. We have looked at alternative ways of working and have also continued to work with our colleagues in the voluntary sector in identifying opportunities for support in the community.

We have considered how we can support the right sizing of packages of domiciliary care and have taken 2 different approaches. We have taken learning from our providers and their work with individuals to make sure that individuals have the right level of care throughout resulting in some domiciliary carer capacity being released. Secondly, our occupational therapists have worked more closely with our older people’s social work team through being part of the initial assessment. An example of how this has worked well as an outcome for an individual in enabling them to maintain their independence is that an occupational therapist undertook a bathroom assessment first with recommendations on adaptations to make it safe rather than us commissioning a package of care for support with showering.

The role of home adaptation provision is significant in a county with a greater population of people aged over 50 increasing at rates above those elsewhere in Wales and a limited supply of suitable housing stock. The adaptations support independent living, are tailored to the needs of the individual to overcome practical problems and create safe, warm and secure homes. Welsh Government along with Powys County Council and Powys Teaching Health Board invest funds to offer small adaptations free of charge to older people and people with disabilities and grant funding can be applied for larger adaptations. As well as acknowledging that we all want to stay in our own homes for as long as possible, there is value in preventing accidents, reducing the causes of ill health, reducing the strain on family carers, enabling quicker hospital discharge and reducing demand on health and social care services.

Examples of small adaptations include providing additional stair rails, installing grab rails in the bathroom or replacing steps with ramps. Larger schemes include changing baths into level access showers, stairlifts, improving kitchen lighting or lowering the height of work surfaces.

Care and Repair in Powys, a not-for-profit organisation, has been delivering home adaptations for over 30 years to those in privately owned or privately rented homes along with some for Barcud Housing Association tenants and more recently small adaptations for council tenants. Being grant funded, *Care and Repair* offers free impartial advice including healthy home assessments alongside delivering or managing adaptations. Referrals can be made by health and social care professionals or directly by those who need support.

In 2021/22 *Care and Repair in Powys* helped 1,385 people with a variety of small adaptations valued at £385,000 and completed 224 larger schemes valued at £892,000. The demand for adaptations is increasing at a time of significant rises to costs of materials and a shortage of building contractors.

To ensure people can leave hospital once they are medically fit, we have provided some short-term care home placements for individuals who are awaiting a package of care at home, prior to them returning home to continue to live as independently as possible.

We have continued to promote Direct Payments to individuals who have been assessed as needing support which gives them more choice in who provides their care services. Recipients of Direct Payments can manage their own budget via the virtual wallet or can have support via a managed account. As noted above, we have also put in place our *Care and Support Finder* tool to support individuals in finding their own Personal Assistant.


One gentleman who previously lived in a Supported Tenancy told us his story which resulted in him moving into his own home purchased for him by his parents. He developed several skills during his time in a residential college and via his Supported Tenancy which enabled this move. Since moving into his new home, he has used the skills he has learnt to reduce the Direct Payment support previously received. This is a great outcome which has seen him not only move into his own home but also seeking support from those around him in his community of choice. Set against Direct Payments but possible would sit better in the accommodation section.

We have continued to work with Community Catalysts to develop the microenterprise approach (small community businesses that support and care for local people) with the wider plan of expanding the approach across Powys. At the end of March there were 40 micro enterprises operational, providing 830 hours of care and support to 131 individuals in Powys. Two examples of Community Catalysts’ work are here <https://www.communitycatalysts.co.uk/story/community-micro-enterprise-gives-two-rural-neighbours-more-choice-and-control/> and here [Neighbours help each other in rural Powys - Community Catalysts](#).

Our early intervention/preventative approach is important and we have continued to promote Ask Sara, our on-line assessment tool, which provides impartial advice about equipment to make daily living easier. Some 473 individuals had an assessment-report completed by AskSara, enabling them to identify, either on their own or with a professional, which equipment would be helpful to them to remain in their own home. [Powys County Council - AskSARA \(livingmadeeasy.org.uk\)](#)

Our Shared Lives service supports individuals who may need some additional help to have short breaks or live long term in the homes of Shared Lives carers. Through this scheme, Individuals are enabled to choose who they live with, where they live and how they spend their time. We are pleased to have secured some additional funding which means we are now able to expand this service and increase the availability across the county. We have seen positive outcomes with one individual being nominated for 'Human Rights for Free Expression' award; this award celebrates an individual growing in confidence, speaking their mind and living the life they choose'. Our team have supported an individual to live more independently with the person now living in a supported tenancy.

Shared Lives:
 Service user quality assurance (QA) questionnaires continued to be distributed across the Provider Services. Completion of the QA is promoted and encouraged from service users, families/carers, or representatives to voice their opinion on the quality of support they

		<p>have received. The feedback is essential for the service provider and the Responsible Individual (RI) to address any potential issues with quality provision before they escalate and provide evidence to influence improvements in future provision.</p> <p>Data is drawn from the Registered Provider Services Service User feedback questionnaire on Survey Monkey every 6 months and a report produced which is shared with the Authority and Care Inspectorate Wales. The focus on the service user questionnaire is on what matters to them, their health and wellbeing in relation to the support they have had or may still be receiving. The questions are based around the individual’s choice, emotional and social wellbeing in relation to the support being provided and the conduct of the staff supporting them in the way they were spoken too and if they had trust and confidence in them. During the reporting period 1 Jan – 31 Dec 2021 there were 332 responses received.</p> <p>Complaints and compliments can be submitted either through the corporate electronic system (PCC internet Homepage), in writing, verbally or telephone. During this reporting period there were 2 complaints recorded with ‘Get Sorted’ (Corporate Complaints & Compliments website) across the Registered Provider Services. However, a lot of compliments are received direct to the services rather than submitted through the corporate system through email, cards, verbally to staff or as comments in the feedback questionnaire.</p> <p>Here are examples of how people view the service they are receiving:</p> <p><i>‘I will remember for the rest of my life how good everyone has been and taken the time to talk to me. I was grateful for what you have done, and we had a laugh.’ (Domiciliary Care & Reablement)</i></p> <p><i>‘It was very good to see you at the review meeting for *****. He was clearly in a very good place and S was very thorough in making sure we all understood just how much ***** has come on in recent years and just how much he and the whole family owe to the wonderful work that you, and all the Staff at Summerfield have done – and still do – to enable this to happen. Thank you for clarifying and chipping in at crucial moments to keep us all clear about all the matters that came up and for also helping to guide the meeting to its very positive conclusion. Please pass on our grateful thank to S for her patience and kindness in leading the meeting and to J for supporting ***** at it.’ (Supported Tenancies)</i></p> <p>We worked with our Carers support organisation to facilitate respite opportunities for 782 carers.</p> <p> Carer Case Study_Impact of Sup</p>
B6	To increase the availability of volunteers to work in health and social care during the pandemic (and	To support our work and increase service capacity, whilst experiencing increased Covid-19 infection rates, we sought council wide volunteers to enrol as care and support responders. Volunteers were assured that responders would only be deployed as a final measure once all other alternatives had been exhausted by the council. Whilst useful, volunteers did not need to have care experience as there were a variety of roles available, e.g., keeping people company and supporting current staff in care home or

	<p>beyond), and to work with care and support providers to increase use of volunteers to increase service capacity.</p>	<p>supported living settings. Key criteria for volunteers were the ability to be deployed from their current work duties at short notice; the ability to cover night or weekend shifts if needed; be willing to work in settings that were experiencing a critical staff shortage, including in settings experiencing a Covid-19 outbreak amongst their residents. Our volunteers supported us in reducing the impact on residents in two care homes in February 2022 when we experienced adverse weather and flooding; this critical support alongside support from the local community avoided us having to evacuate residents to another care home 42 miles away. During 2021/22 we supported seven older people’s care homes for short period of times with Powys County Council staff; this became necessary as care homes were unable to provide safe care due to Covid impact.</p> <p>Powys County Council, Powys Teaching Health Board and Powys Association of Voluntary Organisations (PAVO), as key partners of Powys Regional Partnership Board, established a Community Sector Emergency Response Team (C-Sert) to co-ordinate and support emergency response to people in the community who may be affected by COVID 19 through formal and informal volunteers. The work undertaken through the pandemic has been recognised by the Welsh Local Government Association (WLGA) with Adult Services being an integral partner http://www.wlga.wales/community-connectors-in-powys-powys-cc</p>
<p>Page 296</p>	<p>Offer falls prevention services to those in most need</p>	<p>2021/22 has been a difficult year for staff who had to prioritise services. However, we developed and delivered <i>Falls Brief Intervention Training</i> which is an evidence-based training package with the aim of reducing falls through brief interventions. This means having conversations about falls and simple actions that people can take to reduce their risks of falls. Training sessions were run three times per week from November to March. The 61 participants who attended were social care, health, care agencies and the third sector and would have the opportunities through face-to-face working of using the Brief Interventions in their everyday work role. Overall, the feedback received has been very positive and participants have found the course to be ‘very formative, concise and easily digested’ and a ‘good refresher’. Virtual Training through “Teams App” made the course accessible to attendees across Powys. Feedback from the sessions has also identified the need for training about what to do if someone has fallen / how to get someone up after a fall. This is an area which can be developed further.</p>
<p>B8</p>	<p>Increase the number of care- experienced young people that report good wellbeing.</p>	<p>A <i>Bright Spots</i> survey ‘your life beyond care’ was undertaken with “care experienced” young people during 2021-22. The survey questions are focused on several indicators that were jointly produced with care experienced young people, that explore their well-being. The results of the survey are currently being collated and analysed and an action plan developed from the findings in 2022-23. These results of the survey will assist the service to develop a baseline so that we can continue the work to increase wellbeing of our care experienced young people.</p>
<p>B9</p>	<p>Maximise the role of Clinical Psychologist to support across the service and establish a</p>	<p>The Council’s psychologist’s role has been further developed across the service with the post sitting within the Intervention and Prevention service. Our psychologist delivers a clear <i>trauma informed approach</i> and supports the operational teams with consultations and reflective discussions. We have seen an increase in using <i>Microsoft Teams</i>, working with the psychologist on case discussions and debriefing exercises and our foster carers have also received support.</p>

	trauma informed approach.	In addition, the Intervention and Prevention team have undertaken training on the <i>trauma recovery model</i> . The Youth Justice team have identified trauma champions within the team who have worked with the Welsh Youth Justice Board. Plans are now in place to further develop our trauma recovery approach to include staff wellbeing. An action plan is in place for 2022-23 to build on the work achieved this year and further embed the trauma informed approach across the service.
B10	Complete an options appraisal regarding provision of short breaks in Powys or implement changes to the provision of short breaks.	An options appraisal for the provision of short breaks for family carers was completed and considered by the Children's Leadership Team and the Corporate Governance process. The work has now commenced on the implementation of the short breaks projects.

What Do we plan to do in 2022-23	
Adult Services	Increase the number of community micro enterprises and widen their scope beyond domiciliary care. This will involve continuing with the development work with the Community Catalysts and consideration of use of micro enterprises for sitting services.
Adult Services	Explore the modernisation of domiciliary care brokerage, linked to the Vanguard approach and creation of a new dashboard that allows data scrutiny and a proactive approach to be taken.
Adult Services	Increase the number of staff in the Reablement team to provide for the increased demand on the services.
Adult Services	Secure Planning permission for the Brecon Extra Care scheme. Progress plans for the Machynlleth and Builth Wells Extra Care schemes
Adult Services	We will be working on a research project with Aberystwyth University to explore the impact of using Assistive Technologies on older people, especially those living with dementia.
Regional Partnership Board	The Regional Partnership Board will continue to support citizens and carers to get involved with the work of the partnership. The Board's citizen and carer representatives are equal members of the RPB, and their involvement not only informed and shaped decisions, but continues to provide a better way to identify and tackle 'what matters' to people. A wide range of user and provider groups have also been involved in the work of the Board, through commenting on proposed work, helping to recruit key roles, and informing various processes and procedures.
Adult Services	We will be working with domiciliary care providers to deliver a project, using electric vehicles to reduce our carbon footprint.
Children's Services	Further embed the <i>Trauma informed Approach</i> across the service

Children’s Services	Fully implement the Short Breaks project
Children’s Services	Implement the <i>Bright Spots</i> action plan and increase care experienced young people’s wellbeing

3. Quality Standard 3 - Taking steps to protect and safeguard people from abuse, neglect or harm

Goal Ref	What we said we would do	How far did we succeed and what difference did we make
C1	We will work with the whole Council to mitigate adverse impact on community wellbeing in Powys from the Covid pandemic	<p>Social Services led a whole Council review of the impact of the impact of Covid-19 upon community wellbeing. This led to a report with wide ranging recommendations across all Council service areas. These included suggestions for increased support of 3rd sector organisations and strategic alignment of the Local Authority’s Covid Recovery Fund.</p> <p>Supporting care homes and other care providers was a priority during the pandemic and, where care provision was not possible, the Council has been working with the Powys Association of Voluntary Organisations (PAVO) to provide wellbeing calls. These have been well received by people waiting for care.</p> <p>We supported childcare providers to maintain service provision for children through the pandemic period, enabling key workers’ children to receive care while their parents were enabled to work. We provided the childcare sector with guidance, PPE, online training and supported providers to access sustainability funding.</p> <p>Children’s Services organised and promoted “The Summer of Fun” and “Winter of Wellbeing” children’s events and activities for children and young people of all ages. 67 community, voluntary and private organisations were funded to deliver sessions across Powys. These provided to be very popular with a many Powys children attending and enjoying the experiences. <i>Flying Start Families</i> have been provided with play packs which have been very well received with lots of positive feedback from families. Flying Start - Powys County Council.</p> <p>All care providers were provided with personal protective equipment and Covid-19 testing kits to keep care staff and their service users as safe as possible during the pandemic.</p> <p>As Day Centres have been closed during the pandemic, we have provided a day centre building in Newtown (the Park Day Centre) to enable the Powys Teaching Health Board to develop a vaccination centre on the site. We are continuing to progress implementation of the All Wales Safeguarding procedures within our teams and alongside partners.</p>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 299</p>	<p>We will work with the third sector to develop a regular wellbeing call system to reach individuals who have been assessed as needing care, but where there is no care available</p>	<p>Where Adult Service have experienced difficulties in sourcing care and support in the community, e.g., a package of domiciliary care, we have worked in collaboration with <i>Community Connectors</i> who have undertaken wellbeing calls. Community Connectors, through discussions with individuals, have been able to signpost them to additional support which is available within their own communities and to organisations who may be able to assist with their physical, mental and emotional wellbeing.</p> <p>Signposting support provided or arranged during the calls undertaken include, assistance with moving furniture in preparation for an individual to move their bedroom downstairs; emotional support for an individual who found it difficult to come terms with losing their partner of 60 years; referral in relation to heating and fuel poverty with an outcome of the individual now having a new heating system installed following assessment; LBQT support sourced for an individual who had felt unable to ask for support before.</p> <p>Powys Association of Voluntary Services (Pavo) delivered well-being calls to a significant number of people in the community, mostly referred to them by the Council.</p> <p>Referrals to date for welfare calls - 71 Declined weekly calls - 15. These were followed up with a letter offering calls to be taken up at any time whilst waiting for a package of care.</p> <p>Calls were well received by those who accepted them. Many look forward to their weekly call and are disappointed they stop when a care package has been found. We always carry out an exit call with them and ensure they have our contact details for future use if required.</p> <p>Amongst other things they reported were:</p> <ul style="list-style-type: none"> - arranged local support to assist with moving furniture in preparation for a client to move their bedroom downstairs to make life easier for them whilst waiting for personal care. - Finding emotional support for one client who was finding it difficult to come to terms with losing their partner of 60 years - dealt with heating and fuel poverty by signposting or referring into Care & Repair or the Welsh Government Nest scheme (Nest nest.gov.wales). One client is having a new heating system installed after being assessed for support by NEST.
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		<ul style="list-style-type: none"> - LGBT support sourced for a client who wished to identify as a female. The client had built up trust with the Community Connector during the weekly welfare call and felt she was able to discuss how she had been feeling all her life. It was the first time she had asked for support to address this. - One client during a welfare call became unwell. The Connector offered to call a family member of an ambulance to support the client, but the client declined this support. The Connector was not comfortable at this decision and spoke to PAVO senior officers. Before a call could be made to Social Services, the client called the Connector back and asked them to call 999 for them. The client was taken to hospital and medical support gained.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 300</p>	<p>Considering the economic impact of the pandemic, we will redefine our in-house domiciliary care service to better support outside care agencies who face resource challenges</p>	<p>The Covid-19 pandemic has continued to create significant demand and capacity pressures within the domiciliary care market which, in part, is due to residents waiting longer for planned healthcare and approaching social services for support. The increasing demands have unfortunately led to some residents experiencing delays in receiving a package of care and our waiting list increasing. Providers have had to transfer hours back to Adult Services as they were no longer able to provide the care which they were commissioned to undertake. Whilst we have been able to transfer some of the care to other providers, our in-house team has needed to support more residents meaning that we were operating above capacity. With all this in mind, we undertook an in-depth review of the demand and the capacity within our existing staffing structure and secured additional funding to increase the numbers of staff we have in our in-house domiciliary care teams so that residents in Powys have the best chance of living as independently as possible. The anticipated impact of this is that we will reduce our waiting lists, reduce the number of agency staff we recruited, improve our sickness levels and wellbeing of our existing staff members.</p>
<p>C4</p>	<p>We will work with care home owners, managers and other stakeholders to ensure that care home residents are safeguarded during potential sustainability challenges</p>	<p>2021/22 was another challenging year for our care home providers, who had to deal with staff retention and recruitment issues. On four occasions we met regularly with care home managers and owners to discuss quality issues using the processes within the Joint Improvement and Monitoring Panel (JIMP). This resulted in actions being taken by the provider to remedy these issues.</p> <p>During the year one care home closed due to ongoing quality issues; residents were moved to other homes of their choice with the support from council and Health Board colleagues.</p> <p>As mentioned in the main report we undertook an open book “Fair Cost of Care” review, which resulted in new fees being agreed with most of the homes in Powys.</p> <p>As mentioned above some care homes struggled with staffing on various occasions. This was usually managed within their Business Continuity Plans but on seven occasions we brought in staff from within the Council to support homes with non-care tasks to ensure that the homes were safe to operate.</p> <p>We have in place a comprehensive training plan to support managers within care homes on the <i>Section 5 Wales Safeguarding Procedures Position of Trust</i>. This training enables managers to undertake appropriate risk assessments</p>

		and address allegations about staff members fairly. Where there are increasing or persistent concerns about the safety of residents this does provide additional sustainability challenges of care homes where they are required to close or have admissions suspended for a period.
C5	Implement Mid and West Wales Regional Safeguarding Board Multi-Agency High Risk Behaviour Policy (including self-neglect/hoarding)	<p>The regional “<i>High Risk Behaviour Policy</i>” was launched in Powys during Safeguarding week; this provides guidance to professionals when dealing with high-risk cases. Cysur High-Risk Behaviours (Including Self-Neglect and Hoarding).</p> <p>All high-risk behaviour identified is initially addressed by our social work teams with an escalation pathway in place to the safeguarding team.</p> <p>Following the launch, the Regional Safeguarding Board took the decision to establish a Multi-Agency High Risk Behaviour Panel. The panel has not yet been convened but the intention is that if the safeguarding team considers further escalation is required, the incidence will be presented to the regional panel. The panel will complete a risk management plan for implementation by all agencies involve and will review this on a regular basis to determine risk reduction or removal of risk.</p>
Page 301	Introduce a best practice response to Child Exploitation and work in partnership with the region to achieve a consistent approach.	
	Implement the Child Exploitation strategy in line with the implementation plan.	The Child Exploitation Strategy Implementation Plan is reviewed and updated in the quarterly MACE (Multi Agency Child Exploitation) meetings. These are strategic meetings with a wide range of partners in attendance. Many features of the plan are now operational and other aspects are in the development stage.
C8	Implement the options appraisal agreed outcome.	An options appraisal was completed for the Emergency Duty Team and the agreed outcome was implemented and is now in place.
C9	Further implement the Quality Assurance Framework with a focus on closing the circle on learning from audits and Child Practice Reviews.	<p>The Quality Assurance framework was updated in December 2021 and was relaunched at the Operational Management Team meeting. Thematic audits were undertaken in 2021 about referrals, section 47's and wellbeing assessment. Individual feedback from audits were given to Social Workers and Team Managers.</p> <p>All thematic audits undertaken have an analysis report completed and then a webinar delivered to the workforce on the findings.</p> <p>Two MAPF learning events occurred in 2021 and the reports and action plans were completed.</p> <p>Child practice review action plans are updated and shared at Powys Local Operating Group and the Child Practice Review subgroup quarterly.</p>

		A business intelligence tool has been further developed to give the service a better overview and monitoring systems on data. Focus during the year was on supervision recordings and plans being updated, which has led to improvements.
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What Do we plan to do in 2022-23		
Adult Services		In collaboration with our multi-agency partners, complete implementation of the <i>All Wales Safeguarding</i> procedures and continuously monitor our progress and address any issues as they arise.
Adult Services		In collaboration with the Mid and West Wales Regional Safeguarding Board fully implement the Multi-Agency High Risk Behaviour Policy (including self-neglect/hoarding)
Adult Services		Manage the transition from <i>Deprivation of Liberty Safeguarding</i> to <i>Liberty Protection Safeguards</i> safely and effectively, following the national launch of the Code of Practice and Welsh regulations Consultation is expected to commence early March 2022 and last 3 months
Children's Services		Using the Public Law Outline (PLO) reforms to keep families safely together. Our Looked after Children's population continues to be stable indicating that intervention and prevention remains a key component in keeping children safer at home. We are continuing to progress with the use of different arrangements for families to draw together and build on their network of support
		Strengthen our Assessment Service to continue to be able to manage the new sustained increased level of demand

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4. Quality Standard 4 Encouraging and supporting people to learn, develop and participate in society

Goal Ref	What we said we would do	How far did we succeed and what difference did we make
D1	Recruit an Employment Access Officer to work with internal and external organisations including local businesses to look at future employment opportunities and barriers	Due to the council being in business continuity and deployment of the project co-ordinator to support business critical services, Adult Services have not been able to recruit to the Employment Access Officer role. The Work, Leisure and Learning Partnership subsequently took the decision to re-consider the role and expectations at a strategic level including how Adult Services could engage with and make best use of any wider council resources to support this important initiative. Adult Services have encouraged commissioned providers to continue to support individuals to maintain their employment through an ongoing variety of support options.

Annual Director’s Report Social Services 2021 – 2022 (Supporting Evidence)

D2	Supported employment – initiate a Work, Leisure and Learning Panel to drive strategic planning to find out the role of Day Services, Education and Private Sector Partners	Unfortunately, due to ongoing business continuity in Adult Services and difficulties experienced in bringing all partners together the Work, Leisure and Learning Panel have not been able to progress work under this workstream as quickly as we would have liked. However, key partners have been identified and this workstream is a new priority for the Regional Partnership Board leading into 2022/23. The Panel will provide collaborative leadership including test and challenge on any options developed and engage with all key stakeholders at appropriate intervals on future plans.
D3	Implement the options appraisal for supported accommodation for Care Leavers and Young People aged 16 to 17	We successfully commissioned the 16+ accommodation for care leavers and young people aged 16 to 17. This consisted of three separate lots. The contracts are in place and the provision in the North of Powys is fully operational. The provision in Mid and South Powys will be in operation in Summer 2022.
D4	Increase the number of young people in care who achieve their educational goals.	The results of the <i>Bright Spots</i> survey that was completed with care experienced young people in 2021-22 will assist the service to develop a baseline so that we can continue to work with our partners in Education to support young people to achieve their educational goals.
D5	Increase the number of care leavers who are living in permanent accommodation at the age of 25.	The newly improved pathway plans that were implemented in 2021-22 are now ensuring that we have a robust process for collating this data. That baseline will enable us to measure the success of the work taking place to increase the number of care experienced young people in permanent accommodation The <i>Bright Spots</i> survey action plan will also help us to further achieve this goal and measure this for all Care experienced young people.
D6	Increase the number of care leavers who are in full time employment, education, or training	The newly improved pathway plans that were implemented in 2021-22 are now ensuring that we have a robust process for collating this data. That baseline will enable us to measure the success of the work taking place to increase the number of care experienced young people in permanent accommodation The <i>Bright Spots</i> survey action plan will also help us to further achieve this goal.

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What Do we plan to do in 2022-23	
Adult Services	Recruit an Employment Access Officer (brought forward from 2021/22)
Adult Services	Initiate Work, Leisure (WLL) and Strategic Workstream (see above for details). This programme will focus on the aspirations, experiences, opportunities, barriers, support, and assets available to people at risk of exclusion from full and equal participation in WLL. The aim is to understand, enhance, and transform the specific and universal WLL opportunities for people living with a disability. It will involve working in partnership with citizens, employers and the third sector to identify, and remove, disabling barriers which prevent people fully accessing the domains of employment, education, and leisure.

Children’s Services	
	Fully implement the 16+ accommodation project.
	Plan to work with our Education partners to ensure virtual school meets the needs of children in care
	Increase the number of care leavers who are in full time employment, education, or training
	Increase the number of care leavers who are living in permanent accommodation.
	Continue and expand the work of the <i>Intervention and Prevention Service</i> working with families to allow them to stay together safely.
	Continue to promote and refer to the <i>Regional Domestic Abuse perpetrators programme</i>
	To continue to deliver and promote the healthy relationships programme within Powys Schools

5. Quality Standard 5 - Supporting people to safely develop and maintain healthy domestic, family and personal relationships.

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G04	What we said we would do	How far did we succeed and what difference did we make
E1	To develop our early intervention and prevention service including self-service options for the public, home based support options and provision of technology enabled care	<p>We introduced robotic pets to support people at home and in care homes. We were also able to demonstrate the impact Technology Enabled Care (TEC) is making to residents in Powys. Below are two examples of impact.</p> <p>We ran a pilot project, supplying robotic pets to individuals in the community, supported by our Occupational Therapy team. Individuals have shown remarkable improvements in their general well-being and ability to take more control of their lives at home. <i>“Carers requested a robot cat for a lady who has Dementia and was receiving daily care visits. She was very isolated and lonely and had a history of caring for animals. The Robot cat was introduced with success. The lady immediately started communicating with and nurturing the cat and gave it a name. Over time, carers reported that levels of agitation decreased, communication with carers, taking medication and eating also improved. When the time came for the lady to move to a care home, the Robot cat proved a source of continuity, comfort and reassurance and supported the transition from home to care home. The Robot cat has been a tool to support person centred care and enabled the lady to participate in purposeful occupation in her life.”</i></p> <p>Some feedback from professionals about the use of Technology Enabled Care in the community:</p>

“I have gotten fantastic feedback from clients/family using the equipment. The potential cost savings from families being able to maintain their loved one at home without the need for a care package is huge.” - Health Board Occupational Therapist talking about the Canary Home Monitoring System

“My gran remained at home without a care package right up until she was hospitalised over a 5-month period, and, unfortunately then required 24-hour care in a nursing home. As a family we strongly feel that the Canary was the main reason we kept her at home for so long.” – Granddaughter



Robot cat case study.docx



Canary Care System_Impact.docx

Early help and prevention at home.

In July 2021, the Powys County Council Cabinet approved the business case to transform prevention services across Powys by bringing together several overlapping and compatible workstreams and key stakeholders to deliver on the strategic objective to roll-out and mainstream early help and prevention at home from three to all thirteen localities in Powys.

The inaugural **Early Help and Prevention @ Home Steering Group** was held in March 2022 with an ongoing six weekly meeting set up thereafter. The aim is to build on the evidence base and learning from the Home Support Three-year Review to steer, support and govern the transformation of prevention services in Powys.

Home Support is an early help and prevention service for citizens (50+) that enables and provides the support and practical assistance an individual may need in their day-to-day life to live at home with confidence, in good health, independently and safely.

For more information - <https://en.powys.gov.uk/Early-help-and-prevention--home>

E2 In the absence of normal day services, to find ways to support individuals to maintain and develop social connections

Due to the ongoing pandemic, staffing capacity and Welsh Government guidance, Powys made the difficult decision to maintain closure of the day care facilities and services until August 2022. Adult Services reviews this position monthly and have supported individuals on an outreach basis to provide respite and alleviate loneliness.

When the Ystradgynlais Day Centre closed, our commissioned carers service, had a desire to build on the energy and commitment of the Ystradgynlais Carers group to meet the need for more locally available support and activities for both people who are caring and receiving care. A team comprising of members from the Ystradgynlais Carer’s Group, the local Community Connector along with support from the Local Authority including the Day Centre Managers and Social Care Delivery was established with the aim of working across sectors to bring about change in the community. The group explored and made progress on various activities, including a community garden, a local information resource and a listening

		<p>campaign to hear what matters to the people of Ystradgynlais. However, the biggest success was the Thursday Club, a democratic space for carers and others in the community to come together. The group works hard to make itself accessible and members range between the ages of 18 to 88. It is inclusive with a range of activities, including a regular group walk. The Thursday Club members tell us that it is run by ‘people power’ and provides lots that the day centre didn’t; it is more accessible because there is no threshold for attending and it is a space for friendship, connection and conversation around local and national strategy. Whilst the group are keen to not lose what has been developed, they were keen to highlight that this space cannot and should not be a replacement for the day centre where trained staff are meet specific support needs and carers have a break from their caring roles. The pandemic has however enabled them to begin to explore the intersection of formal and informal care, the group has been thoughtful about the intention of Thursday Club, including who is involved, how they model distributed leadership and making sure they’re do not undermine the day centre. Those involved hope that the Thursday Club can be modelled across Wales as an easy access alternative to day centres; freeing up day centres provision for those with greater needs or for a hybrid model to be developed which sits alongside the day centre as a boost to local wellbeing</p>
Page 306	To develop welfare/wellbeing calls for people at home awaiting care provision	<p>As noted elsewhere in the report this has worked well with calls being well received by those who accept them. The Community Connectors told us that many individuals look forward to their weekly calls and were disappointed at these stopping when a package of care was sourced. The Community Connectors as part of the closure process have undertaken exit calls and ensured that their contact details are provided for future advice and support.</p>
E4	To review respite and home-based respite options to support unpaid carers to maintain their relationships both with the cared for and with their wider networks and communities	<p>Creative use of respite monies to support carers achieve what matters to them, as reported in the main Director’s report.</p> <p>124 Carers made use of the provision and reported that they feel supported to continue in their caring role and are receiving appropriate services and support. Examples of respite included a sauna/pool session, 121 and online groups. 30 carers reported that this project avoided breakdown and crisis intervention.</p>

What Do we plan to do in 2022-23	
Adult Services	Commence expansion of the early help and support at home service from 3 to 13 localities in collaboration with local services and communities
Adult Services	Re-commission the Community Equipment Service in collaboration with Powys Teaching Health Board
Adult Services	Carers – continue the conversations in relation to partnership working between providers and the Council; explore the intersection of formal and informal care and expand the ethos to other areas of the county, e.g., Llandrindod Wells and Welshpool.
Children’s Services	Continue and expand the work of the Intervention and Prevention Service working with families to allow them to stay together safely.

6. Quality Standard 6 - Working with and supporting people to achieve greater economic well-being, have a social life and live-in suitable accommodation that meets their needs

Goal Ref	What we said we would do	How far did we succeed and what difference did we make
F1	<p>Continue to progress with our closer to home programme, which will see more people with disabilities moving out of County and back into Powys, to help them live the lives they want. The programme is not only a significant investment but also a fantastic example of partnership working with builders, housing associations, support providers and of course people who draw on care and support. The work aligns with our vision in Powys of supporting people to live the best life they can, and by focussing on what matters, working alongside people to help them find the right solutions for themselves</p>	<p>We have received positive feedback from residents following the opening of the new technology supported housing development in the North of the county. This accommodation has not only enabled people to return to their community of choice, but has prevented individuals from having to leave the county too. Residents told us: “This is the best thing I've ever done. I wish I moved years ago”; “Having my own place is lovely and I can’t wait to be able to share it with my childhood friend”; “Playing games, having a kick about, good food, I like having my own house. I can invite mum round and cook for her”</p> <p>We have received similar positive feedback from residents who have moved into their new accommodation in the South of the county and shared photographs with us demonstrating their cooking skills.</p> <p>A resident told us about their journey to independence and the outcomes they have achieved: “I have moved into my own accommodation in Brecon with support from my new support provider. I made a slow transition between my old and new support provider which helped keep me calm. I have been settling in nicely and getting used to living in a new environment, adjusting to my surroundings. I feel confident with living in my new home, based within a quiet location close to town. Although sometimes I miss my old provider and living with others, I am getting used to living independently and feel comfortable and secure. I have put up lots of my unique paintings on the wall, this helps to brighten up the atmosphere and makes it look even more welcoming. Since moving forward I have developed further, increasing my level of independence and learning to drive. I am enjoying the company of living by my school friends and enjoy being part of a small group of young people who are of a similar ability to myself. Altogether this move to independence has been a positive step to take which has helped me overcome my fears of becoming lonely and isolated. This is because I realise that there is always someone nearby.”</p> <p>Our teams are working collaboratively with Wales and West Housing to develop supported accommodation in the Newtown area which meets the needs of individuals within the community. The work on this development project has only just commenced and will take approximately 2½ years to complete.</p> <p>We have in place an Accommodation Steering Group which will support and progress future accommodation options. The group will continue to develop our accommodation plan which supports us in understanding the type of</p>

		<p>accommodation required in the short, medium and longer term. The plan will evolve over time to make sure it remains fit for purpose and informs the Property Development Plan.</p> <p>We have continued to support supported living providers during business continuity to keep individuals in their care safe and well, including the provision of staff to ensure duties can be covered at a safe level.</p>
Page 308	<p>F2 Continue to work alongside Health and Third Sector colleagues to embed Powys hospital to home pathways through the embedding of a hospital assessment and D2RA team which will be part of a wider integrated discharge planning process.</p>	<p>Throughout the year, alongside our colleagues in Powys Teaching Health Board, we have continued to face challenges in relation to timely and safe transfer out of hospital for patients where there is a new or continuing support need. The ongoing pandemic has had a major impact on us being able to source timely domiciliary care or care home placements; the main reason for this has been due to staffing capacity across the care sector.</p> <p>We established a dedicated hospital discharge team in April 2021. This consists of a team manager, 3 social workers, a Reviewing Community Officer and a project development officer. Their remit is cross border hospitals (Powys/Herefordshire/Shropshire) and to ensure that all those placed in hospital outside Powys are discharged either to their own home or a suitable step-down facility in a timely manner.</p> <p>We have also worked in collaboration with Powys Teaching Health Board to develop a joint process for individuals who are being discharged into a step-down facility where a Decision Support Tool meeting is required to determine the level of nursing care needs.</p> <p>A protocol was developed with Powys Teaching Health Board utilising Welsh Government money. This allowed us to transfer patients waiting an assessment to a step-down facility while we arranged an assessment giving the patient time for recovery. The funding for this ended in March 2022. We are now in discussion to develop this work further and will be presenting a proposal with several options to senior managers.</p>
	<p>F3 To develop, in conjunction with the third sector, wellbeing calls for individuals who have no support and are waiting for care provision</p>	<p>Please see under C1 above</p>
	<p>F4 To continue to develop the older persons’ accommodation options</p>	<p>Please refer to the section in the main Director’s Report. Powys can currently offer 61 units for older people in Llys Glan Yr Afon in Newtown. These are designed for people who can mostly live independently but have access to e.g., Domiciliary care where necessary. We are developing further schemes in Welshpool and Ystradgynlais (due to open in 2023) and plans have been agreed for a further scheme in Brecon.</p> <p>Other options include living at home with e.g., Technology Enabled Care and our Shared Lives schemes (please see relevant sections in this document and the main Director’s Report.</p>

F4		<p>The Regional Partnership Board continued to support citizens and carers to get involved with the work of the partnership. The Board's citizen and carer representatives are equal members of the RPB, and their involvement not only informed and shaped decisions, but continues to provide a better way to identify and tackle 'what matters' to people. A wide range of user and provider groups have also been involved in the work of the Board, through commenting on proposed work, helping to recruit key roles, and informing various processes and procedures.</p>
F5	<p>We will continue the recruitment drive for foster carers and supported lodgings hosts</p>	<p>The recruitment drive for foster carers and supported lodging hosts continued in 2021-22. We were part of the Foster Wales campaign which produced several national television adverts and social media campaigns. All enquiries because of the campaign for Powys were directed to our Fostering Team. The service received 92 enquiries, with 33 coming from the Foster Wales website. Due to identified demand we launched a campaign for emergency care for established foster carers and supported lodgings hosts alongside a coordinated media appeal for emergency carers. This narrowly targeted appeal brought the second highest proportion of enquiries forward and demonstrated the value of clearly targeted campaigns for specific needs.</p> <p>As part of Foster Care fortnight, we took part in a 'light up your window' to celebrate and thank our amazing foster carers.</p>
F6	<p>We will improve the support provided to our foster carers</p>	<p>A project was set up to run activities for children who foster. Fostering involves the whole family and children of foster carers play a vital role in welcoming fostered children into their home. We provided several opportunities to attend activities to suit different age ranges. The project promoted wellbeing, support and gave the children opportunities to meet other children who foster.</p> <p>Alongside the events we provide pre-approval training and support to children who foster and offer continued support and training to those children and young people after the assessment stage.</p> <p>Funding was sourced to be able to offer our foster families leisure pass that could be used at all the Freedom Leisure Centres in Powys.</p> <p>The Foster Carers charter was ratified and approved.</p> <p>Our In-house psychologist expanded their support and services to all our Foster Carers.</p>
F7	<p>We will increase the number of supported lodgings hosts</p>	<p>We have used (social) media advertising both across the county and locality specific throughout the year, we also advertised through our jobs website. Of the thirteen campaigns 30 subsequent enquiries were made to the service. We recruited four new hosts with an additional hosts moving from one section to another.</p>
F8	<p>We will open further Powys Residential Children's Homes.</p>	<p>The first stage of this plan was completed during the year, we developed a small, community-based home in the South of the county for up to two young people. We submitted our application to CIW in November 2021. Following the registration process, we received the notice of decision for Glyn Mawr to become operational on 14th February 2022.</p>

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F9	Continue to work with health colleagues to develop safer accommodation for children and young people with the most complex needs	We have successfully developed the model of care with partners including our Health colleagues. A property has been purchased in the North of Powys and renovation has been started to ensure it meets all the requirements for children with complex needs. A project plan is in place and the project group will continue to meet monthly to keep the project on track.
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What Do we plan to do in 2022-23	
Adult Services	Continue working with partners to open two new Extra Care Schemes in Welshpool and Ystradgynlais. Further develop the planning process for an Extra Care scheme in Brecon.
Adult Services	Through the Closer to Home project continue to understand future accommodation needs for adults and work with partners to ensure current and new development are fit for purpose and meeting population needs.
Children’s Services	Develop further residential homes in house and in Powys
Page 310	Develop further our Supported Lodgings Service
	Continue the recruitment drive for Foster Carers

7 How We Do What We Do

Our Workforce and How We Support their Professional Roles

Our social care workforce is truly our greatest asset and they have gone above and beyond throughout the pandemic and continue to do so. Staff wellbeing is paramount, and we have continued to promote our employee assistance programme, attendance at various wellbeing sessions, taking of regular breaks and annual leave to enable everyone to re-charge. We will continue to support the wellbeing of our staff whilst recognising the needs of the residents who receive services from us.

In Adult Services we continue to work in a strengths-based way which means when individuals approach us for support, we focus on their strengths and not on deficits; these strengths include personal, social (family/friends) and community networks. We seek to understand “what matters” to individuals and look at the best way of supporting them to achieve their desired outcomes. This is undertaken in a holistic way without automatically seeking traditional services to reach.

Our strengths-based approach training is mandatory and throughout the year we have delivered X training sessions virtually. We are taking a train the trainer approach so that we can develop internal capacity to have more flexibility on when training is delivered; to date we have trained 1 member of staff and whilst we would like to train more staff the demand coming through our front door is impacting on capacity. We continue to have a pool of mentors who support colleagues in their understanding of the strengths-based approach and share good practice across teams and attend the All-Wales Mentor Group to share and support learning.

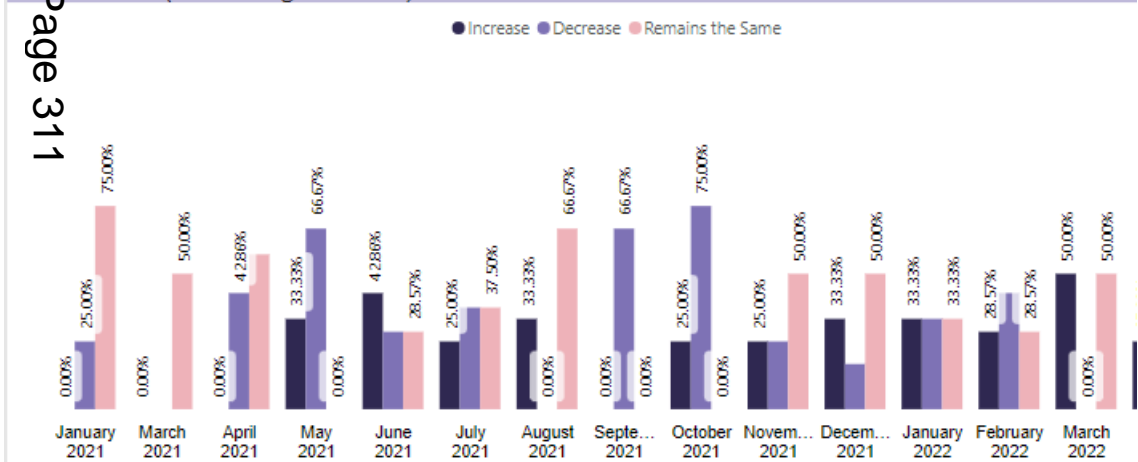
We have a comprehensive training programme which is commissioned annually; this programme supports continuing professional development of our social services staff and the wider social care workforce. We also have a degree in social work and occupational therapy sponsorship programme which supports the “grow our own” ethos. Social care and Health have undertaken a joint initiative to develop the Kickstart apprenticeship scheme in Powys. The scheme has delivered a total of 20 placements to citizens of Powys seeking to gain employment / work skills in the sector. These placements also include wider roles which support Health and Social care provision such as business administration, maintenance and catering. A total of 7 apprentices have now completed the programme. The recruitment phase has now ended and the programme evaluation is due to commence in June 2022.

What we have achieved

As highlighted elsewhere in the main report, we have continued to support our *Grow Our Own* ethos and have continued our succession planning with enabling our student social workers to undertake their work-based placements with the aim of qualification and moving into permanent social worker roles.

Our in-house provider services, e.g., domiciliary care and reablement workforce, despite multiple vacancies and high sickness levels, have been incredible in their flexibility of working additional hours to make sure that vulnerable residents in receipt of a package of care receive their daily visits.

47. Of those Requiring Ongoing Care (New), the Support Hours Required After Completing an Intervention (Percentage of Total)



We have developed in collaboration with our Adult Services teams a new comprehensive induction programme so that all new staff have the right information and tools to support them in their new roles from the outset.

Annual Director's Report Social Services 2021 – 2022 (Supporting Evidence)

Across Adult and Children's Services we have continued to build on the employee representative forum enabling continuous feedback and learning across social services and I, along with Heads of Service, meet with the representatives quarterly. I have also encouraged staff to link with me direct so that our leadership team can learn from them direct what they think we can do differently; what we can stop doing and what we can do to support them in continuing to meet our statutory duties. What outcomes / impact have employee rep groups had?

We continue to have in place a strong leadership team providing direction and support to teams.

Some of our team members have received some awards and nominations which are to be celebrated:

- Our *Home Support* Manager received a High Sheriff of Powys award in recognition of her great and valuable services to the community.
- A member of Adult Social Care staff was recognised in the Queen's Birthday Honours List and was awarded a Medal of the Order of the British Empire (BEM) in recognition of her work with adults with learning difficulties. The full story can be read via the following link <https://en.powys.gov.uk/article/11253/Royal-recognition-for-Violet>
- The *Closer to Home* programme which supports people with disabilities to live well independently in a home of their choice was nominated for a Local Government Chronicle award in the Health and Social Care category and reached the final stages. As part of the process, officers involved in the project attended the final stage presentation to provide insight into the project including the vision and impact it has had.
- A member of our *Shared Lives* Team has been nominated for the Everyday Hero Award for pandemic response at the 2021 Shared Lives Plus Awards. "Shared Lives workers like you help transform the lives of over 14,000 people across the UK. I know it is your effort, compassion and joy that makes the difference in some many unseen and life changing ways. Thank you from all of us for everything you do."

Securing a stable, knowledgeable and skilled Workforce

In Adult Services we have seen an increase in our levels of sickness across all teams, sometimes with varying degrees of Covid symptoms, and staff not able to undertake their roles due to the restrictions placed on them by Covid-19, all of which has a direct impact on other team members. Whilst there has been some workforce stability, as with any service there have been leavers and new starters in the year. The number of agency workers we have in post in our operational teams have remained static.



We continue to experience recruitment difficulties in some areas of the county and to specific posts, e.g., approved mental health professionals and domiciliary care carers. We have updated our recruitment website to make it more attractive and informative for prospective candidates; promoted working within Adult Social Care through social media, local radio, face to face attendance at careers fairs, careers events in schools, the job centre and various other events.

With an ageing workforce and staff who have been in roles for many years, we are aware that we need to review how we undertake succession planning at all levels within Adult Services to ensure a stable and sustainable workforce.

In consideration of the wider social care workforce and sustainability of our external providers, we have continued to support them in their recruitment campaigns by advertising on the council’s job vacancy page and promotion of roles via social media.

As mentioned in the main report, we have invested and worked with colleagues in the Health Board and others to develop and implement our Health and Care Academy. We have encouraged and enabled a considerable number of staff to undertake sponsored training in e.g., managerial skills and qualifications and social work qualifications.

96. Number of Staff Supported to Commence a Degree in Social Work (supported by PCC)



In September 2021 the Children's Leadership Team devised a staff survey to ask the workforce about what attracted them to work for Powys, why they stayed and what they would like to change. The survey also asked for ideas for recruiting and the results were fed back to the service at a Staff Roadshow as well as progress on the suggestions.

The service requested the support of corporate colleagues to put renewed efforts into the recruitment of permanent social workers and a project group was set up. The Corporate recruitment website was improved, the Social Services page updated and new social media posts created with targeted advertising. Internal job vacancy bulletins were created and emailed around Children's and Adults Services staff to encourage everyone to share on their social media or by word of mouth.

The service also attended the COMPASS recruitment event in Birmingham in March 2021, this was originally planned for 2020 but was cancelled due to the COVID-19 pandemic. Plans are in place to attend a further COMPASS recruitment event in Manchester in 2022.

The service recognised that further investment in the *Grow Our Own* Social Work scheme will ensure we have the qualified workforce we need. In 2021-2022 a further twelve students were seconded onto the Social Work Degree with the Open University. Eight of these were from Children's Services. Children's Services also created two Masters Degree trainee posts and recruited two students into these posts. These students commenced their Masters in Social Work with Cardiff University in September 2021. Social Services has 26 current Social Work Degree Students, 17 are from Children's Services. Qualifying projections for Children's Services staff are:

Autumn 2022 – 5

Summer 2023 – 2

Autumn 2023 – 8

Autumn 2024 – 2 (this will increase)

Work has commenced to recruit a further 12 staff onto the Social Work Degree in 2022-2023, many recruits will have direct entry into Year 2 of their studies and will qualify in Autumn 2024.

The Corporate Centre sent out a Wellbeing questionnaire to the whole council, and Children's Services had the highest response rate, and the results were extremely positive and are as follows:

Questions about home working:

Annual Director's Report Social Services 2021 – 2022 (Supporting Evidence)

- 91% receive the right amount of communication from their manager
- 90% have a manager/supervisor who is regularly checking that they are ok (e.g., once a week)
- 94% say that the communication about COVID-19 has been clear and timely

Questions to Front Line Workers:

- 98% feel that they have good colleagues who are supportive
- 92% have a manager/supervisor who is regularly checking that they are ok (e.g., once a week)
- 94% are feeling good about being a frontline employee providing support to more vulnerable residents or delivering key services like recycling, support in the hubs, care to those in need
- 90% receive the right amount of communication from their manager
- 93% say that the communication about COVID-19 has been clear and timely

During the year, the service received a Care Inspectorate Wales performance evaluation inspection. The findings of the inspection were positive with areas of strength being seen in leadership and management. Some of the key findings were:

The local authority's investment in the professional development of its workforce, particularly in introducing a systemic model of practice in children's services, shared with partners, is delivering positive results for children and families, and delivering shared understanding of practice between agencies and families.

The restructure of children's services to include early help, intervention, and preventative services along with a Signs of Safety approach is enabling social workers and support staff to maintain a strength-based focus when engaging with young people and families.

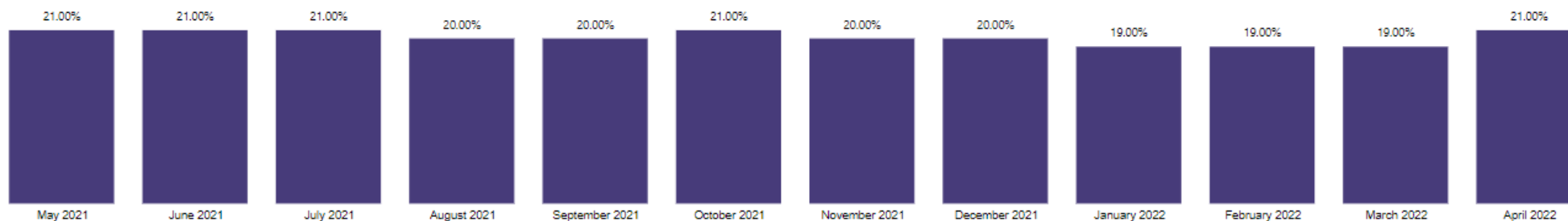
Senior officers have a high level of skills and professional knowledge with a robust understanding of relevant legislation, social care professional practice and workflow management. By developing shared responsibility, oversight of service delivery and a clear sense of direction, it has created an environment in which social work can flourish.

In preparation for our increased number of Newly Qualified Social Workers (NQSW's) the practice development team have worked with current and recent NQSW's to introduce new Practice Guidance which will enhance the support structure available upon qualification.

Annual Director’s Report Social Services 2021 – 2022 (Supporting Evidence)

We continued to encourage and enable our staff to become cognisant of and fluent in the Welsh language (Active Offer).

98. Welsh Active Offer - Number of Welsh Speaking Clients Allocated to Welsh Speaking Workers



Managing our information flow

In 2021/2022 the Social Care Management Information System (WCCIS - Care Director) had several performance issues. These occurred in the first four months of the year and after a new platform (CRM 2016) upgrade in October. The period following the October (w/c 11th) upgrade was particularly difficult with a time where only business critical access to the system was allowed. The suppliers worked with the national WCCIS team and local organisations as well as Microsoft to resolve these issues in the system. Most of the issues were resolved through some emergency fixes and then an upgrade on February 28th, 2022, the system has been stable, since then with only a couple of days of performance issues. The next few upgrades in 2022/2023 should further improve performance of the system.

Month	April	May	June	July	August	September	October	November	December	January	February	March
Days where there was a time with a system performance issue or outage	9	9	5	10	1	0	8	4	5	13	1	0

CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE****5 July 2022**

REPORT AUTHOR: County Councillor Sandra Davies (Cabinet Member for Future Generations)
Sian Cox (Cabinet Member for a Caring Powys)
Susan McNicholas (Cabinet Member for Future Generations)

REPORT TITLE: Market Stability Report Social Services 2022

REPORT FOR: Information

1. Purpose

- 1.1. To introduce the Market Stability Report for Social Services to Council Members. The report informs on developments in Children's and Adults Social Services, commissioned provider services and community services since 2017, identifying challenges in the market and proposals for actions to be taken in future years via the Area Plan and Commissioning strategies going forward.

2. Background

- 2.1. Section 144B of the Social Services and Well-being (Wales) Act 2014 ('the 2014 Act') requires local authorities to prepare and publish market stability reports.
- 2.2. The primary audience for this document includes local authorities and Local Health Boards, in their role as statutory partners of RPBs. The document will, however, also be of interest to other partner agencies and sectors represented on RPBs, including the third sector, care and support providers, housing representatives, people who need care and support, and their families and carers.
- 2.3. The report is being submitted to the Council, the Health Board, the Regional Partnership Board and Welsh Government during July 2022.

3. Advice

- 3.1. Councillors are requested to consider and note the draft report. The final report will be published in bilingual format.

4. Resource Implications

- 4.1. There are no resource implications for the Council at this stage.

- 4.2. The Head of Finance (Section 151 Officer) notes the content of the Market Stability Report and recognises the challenges detailed within the report. This assessment and its findings will provide the basis upon which we can develop our plans over the coming years and will inform the Council's Medium Term Financial Strategy.

5. Legal implications

- 4.3. The report is a requirement under the Code of Practice and Guidance under the Social Services and Well-being (Wales) Act 2014 Code of Practice and guidance on the exercise of social services functions and partnership arrangements in relation to market stability reports. By producing and publishing this report Powys County Council discharges its duty under the regulations.
- 4.4. 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. This report does not require any data processing.

7. Impact Assessment

- 7.1. A separate and comprehensive Equality Impact Assessment is available which has a detailed assessment demonstrating that no adverse impacts on protected groups have been identified and the overall assessment of the Market Stability Report is of a positive nature.

8. Recommendation

- 8.1 For Council Members to consider and note the draft report.

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Head of Service: Huw Dylan Owen, Head of Commissioning and Partnerships

Corporate Director: Alison Bulman



Powys Market Stability Report

July 2022

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Introduction

The Powys Regional Partnership Board (RPB) have prepared this report¹ as required by the Social Services and Well-being (Wales) Act 2014. It has been prepared in accordance with the 2021 guidance produced by Welsh Government concerning the production of Market Stability Reports² and is therefore the first of its kind.

The report focuses upon regulated social care services³ in Powys; particularly:

- the sufficiency and overall quality of provision of those services,
- current or developing trends affecting those services
- significant challenges facing those services
- and the impact of commissioning and funding on local authority social services functions.

The report also considers the wider provision of non-regulated and community services.

The report is intended to help Powys County Council and Powys Teaching Health Board to better understand the social care market within the Powys RPB area, particularly with respect to regulated services.

It is also intended that the information within the report will be of interest to current and prospective social care service providers, as well as citizens, particularly individuals with care and support needs, their families, and carers, and those who advocate and work on their behalf.

This report should be considered in conjunction with Powys' current Population Needs Assessment. Taken together, these studies are intended to provide those commissioning care and support in Powys with a comprehensive picture of current and projected demand and supply.

This report also sits alongside Market Position Statements produced by Powys County Council and Powys Teaching Health Board. Those documents examine population needs, trends and service requirements for a range of different care needs in more detail than is possible within the limitations of this Market Stability Report and are intended to give current and prospective service providers the detailed information needed to bid or tender for providing such services in Powys.

As well as establishing current levels of sufficiency, the report also considers the factors likely to affect sufficiency over the lifetime of the current population needs assessment. These include:

- changing patterns of demand
- changing expectations of people in Powys current and emerging trends
- challenges, risks and opportunities

¹ For more information about Powys' Regional Partnership Board see: [HOME | Powys RPB](#)

² "The code of practice for local authorities (Part 1) is issued under section 145 of the 2014 Act, which gives the Welsh Ministers the power to issue codes on the exercise of social services functions. This means that local authorities, working in partnership to exercise their functions in respect of market stability reports, must act in accordance with the requirements contained in this code. The code describes how local authorities are to carry out market stability assessments, and what needs to be included in market stability reports. It describes how market stability reports relate to population needs assessments and area plans and sets out the timetable for carrying out assessments and submitting the reports." - Code of Practice and Guidance under the Social Services and Well-being (Wales) Act 2014 29 March 2021

³ Regulated services are those listed in Schedule 1 to the 2016 Act. They are registered with Care Inspectorate Wales in accordance with regulations made under that Act. The services are Care homes, domiciliary care, fostering, adoption, adult placements, advocacy, secure accommodation (for children) and residential family centres.

- how each of these will affect sufficiency of provision going forward into the next five-year period (this will link to the assessment of the stability of local markets for regulated and other care and support services)
- and how each of these will affect sufficiency of provision going forward into the next five-year period.

This report also seeks to answer some other key questions:

- is the range and level of care and support good enough to meet current and projected need identified in the population needs assessment?
- is the care and support provided of sufficient quality to meet individuals' needs and enable them to achieve their personal well-being outcomes?
- have individuals' sufficient choice and a say in how and where care and support is provided, and to what extent is care and support co-produced with users and carers?
- where are the gaps and areas of concern – i.e., where is supply insufficient to meet demand – and what are the main reasons for this and lessons learnt?
- what is the likely impact of changing patterns of demand, changing expectations, and new and emerging trends, upon the sufficiency of care and support going forward?

This is the first Market Stability Report produced by the Powys' Regional Partnership Board. It is envisaged that further reports will be produced every 5 years and that these subsequent iterations will build upon the data and analysis within this report.

Throughout this document we will refer to documents, reports and pieces of legislation and guidance to support the report. Please refer to the end of the report for documents and web links to access more detailed information.

How to read this report

This report is structured in separate sections. The initial part (pages 4 to 37) presents an overview of sufficiency and stability factors as well as partnership arrangements in general and for this report. The second part (please go [here](#)) will go into more detail about factors such as quality, sufficiency and trends as well as non-regulated services.

Report Prepared by:

List authors/stakeholders

- Powys County Council
- Powys Teaching Health Board
- Powys Association of Voluntary Organisations
- Commissioned providers
- Community services and community groups

Editorial

- Martin Heuter – Senior Strategic Commissioning Manager
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- Peter Lathbury – Strategic Commissioning Manager Older People's Accommodation

Section 1 – Overview of sufficiency, stability and partnership arrangements

Executive summary and key challenges

This report will show how Powys County Council, Powys Teaching Health Board and third sector colleagues and other partners plan for and deliver service for children, adults with disabilities and older people. There are some key messages running through this report which are not unique to Powys and have been reported over time in the national media and via organisations such as the Kings Fund or the Older People's Commissioner for Wales, to name but a few. These messages are that

- Funding for the public sector in general and social services in particular has been under significant pressure since 2010; the austerity measures taken by successive governments after the financial crash in 2008/9 have taken their toll on budgets and the ability to fund services and manage rather than react to markets;
- Preventative services were amongst the first to experience significant challenges and these have reduced over time in line with the budget pressures;
- The pandemic has contributed to an already rising demand for services for older people and children; it is understood that many people are now presenting to Councils and the NHS with conditions which have worsened due to people not seeing their GP or specialist services, thereby their needs having become greater and more complex;
- Powys County Council and Powys Teaching Health Board have seen significant pressures to provide domiciliary care to older and vulnerable people in the community. Unfortunately waiting times for new packages of care have increased over the last year. This inevitably led (and still leads) to patients experiencing delays in leaving hospital with a package of care once they are medically fit for discharge. This situation is set to continue in the short term until measure put in place by the Council and the Health Board provide longer term solutions.
- Informal/family carers have been working tirelessly, especially during the pandemic to look after their relatives, friends and neighbours. However, many carers have returned to work, leaving significant gaps in provision.
- Communities have come together to support vulnerable people where paid services were and are not able to deliver the often called 'low level' support. In fact, this support provides the bedrock for vulnerable people but it must be understood that this support comes at a cost.
- Throughout 2020 and 2021 the Welsh Community Care Information System (WCCIS), designed and procured to allow community nurses, mental health teams, social workers and therapists the digital tools they need to work better together, developed several performance failures, leading to significant service risks. These performance issues were escalated on a national level and questions remain over the effectiveness of the system going forward.
- Finally, we are now facing a 'cost of living' crisis with inflation running at levels not known for a generation, pushing many individuals, families and businesses into challenging situations.
- Both our providers and the Council, Health Board and Third Sector providers have struggled for some time to retain and recruit staff. This trend became even more apparent during the pandemic and especially since the middle of 2021 staff have left their roles, sometimes for less challenging roles than those in social care front line services or through early retirement. Whilst this trend is felt across the UK, Powys as a very rural county sees particularly challenging times.

It is within this context that the partners in Powys have delivered and commissioned services and this document aims to describe in some detail how services for children, young people, adults with disabilities, older people and carers have been and are working together. This report explains in detail not only the “as is” but also how partners interpret the information available to them and how this will lead to informed decisions for commissioning and provision for safe, high-quality services going forward.

Policy Context

This Market Stability Report has been developed against the background of the worst pandemic for over a century, impacting profoundly on people who need care and those caring for them – whether unpaid or paid. Providers of services have also been severely affected and existing workforce pressures have increased. The challenges of the pandemic have introduced a great deal of uncertainty into care markets – making this report very timely and crucial in enabling us to consider our direction in commissioning and providing both regulated and unregulated support services in Powys.

The sector has also been dealing with historic systematic challenges which are now being magnified because of the pandemic⁴. Over the last decade demand pressures on social care services have been compounded by fiscal austerity across public services. Reduced funding for local authorities and competing priorities have limited the rates that local authorities (and the Health Board) are able to pay for care and placed a disproportionate emphasis on economy rather than quality and improved.

Powys Teaching Health Board and Powys County Council are responsible for services within the same geographic area (the County of Powys), which brings with it distinct advantages for cooperating to achieve agreed outcomes. Over the last decade demand pressures on social care services have been compounded by fiscal austerity across public services. Reduced funding for local authorities and competing priorities has limited the rates that local authorities (and the Health Board) are able to pay for care and placed a disproportionate emphasis on economy rather than quality and improved outcomes. Providers (particularly those running care homes for older people) have commented that prices have not kept pace with their costs and that their inability to remunerate staff at competitive levels is worsening ongoing workforce pressures. Ongoing public sector budget pressures have impacted upon commissioners' **ability to prioritise investment into preventative community-based services and support**. In 2018 the Welsh Government's Finance Committee Inquiry into "The cost of caring for an ageing population³" noted; *"the evidence shows that funding pressures, along with an increasing population, is resulting in a funding shortfall"*, Commissioners have also commented that prices for placements in care settings for children and working age adults are also increasing. Scarce resources have been absorbed in paying for placements in statutory services at the expense of preventative support, fuelling further levels of unmet need and exacerbating the trend towards increasing complexity as needs are not being addressed early.

Whilst these challenges are common across all regions, Powys has distinctive characteristics that accentuate the emphasis of these challenges locally. Firstly, **Powys is predominantly rural**. Secondly, **the working age population is falling, whilst there are increasing numbers of older people** retiring in and to the county and adults living longer with health conditions and Learning Disabilities. Both aspects have a considerable influence over the local care market, specifically:

- additional cost and logistics of providing services within isolated communities and;
- increased demand for health and care just as the potential workforce and carer pool is shrinking.

The wider national policy context is one of a **long-term drive to help people to live independently in the community and reduce reliance on residential care**, as described in the Welsh Government's policy paper "A Healthier Wales". This applies across population groups and has been driven by changing public expectations as well as an awareness that, with a rapidly aging population, social

⁴ [How Covid-19 has magnified some of social care's key problems | The King's Fund \(kingsfund.org.uk\)](https://www.kingsfund.org.uk/news/2020/covid-19-social-care)

care services will not be sustainable without better prevention and community support. For children, there is a similar emphasis on prevention and enabling children to live safely with their own families **whenever possible**. Prevention and early intervention are key planks of the well-being agenda – as articulated in the Social Services and Well-being (Wales) Act 2014 and more recently in the Welsh Government’s A Healthier Wales plan which was updated in 2021. Both seek to improve outcomes for people by addressing the long-term national challenges such as health inequity, aging and climate change in ways which benefit future generations as well as the current population. The Well-being of Future Generations (Wales) Act 2015 sets out ambitious long-term goals for Wales and requires each area to produce Well-being assessments and local Well-being Plans.

The **contribution of unpaid carers** is a significant aspect to regional market stability and sufficiency activity. Building upon the vision for a ‘Healthier Wales’, a national Strategy for Unpaid Carers was launched in March 2021, which committed to *“embed the preventative aspects...more effectively in public services and move key providers of services, including the third sector, towards an improved model of support for unpaid carers.”* This theme is reflected throughout this report with a specific chapter and our ‘plan on a page’ which can be found here. [Our Strategies and Plans on a Page – Powys County Council](#)

Partnership and collaboration are another key theme. Regional Partnership Boards were established in recognition that good outcomes for people can best be achieved through integrated health and social care services – with partners sharing a common vision and agenda, collaborating well at a local level and across the region. The requirements to produce PNAs and Well-being Assessments overseen by local Public Services Boards form part of this system of partnership arrangements, as of course do Market Stability Reports.

In January 2021 the Welsh Government published a White Paper setting out an ambition to **rebalance care and support**⁵. ‘Rebalancing’ includes an explicit commitment to a **mixed economy of provision** ‘so that there is neither an over reliance on the private sector (including the voluntary and charity sector), nor a monopoly in the other direction’, but is defined more broadly as a set of descriptors of the system change sought:

The Programme for Government goes further in relation to Children’s Services, committing to ‘eliminate private profit from the care of children looked after during the next Senedd term’ (2026-31). Whilst the direction of travel has been indicated, further detail on how this will be achieved, and the wider rebalancing agenda is awaited. In the meantime, this report is an opportunity to take stock of the care and support markets in Powys (and neighbouring counties with who we collaborate and assess the extent to which rebalancing is required).

⁵ [Written Statement: Rebalancing Care and Support White Paper- next steps \(29 October 2021\) | GOV.WALES](#)

Methodology

The Market Stability Report has been shaped by five main sources of evidence;

- Analysis of data, both from published sources and bespoke data collections from Powys County Council, Powys Teaching Health Board and third sector partners;
- Review of key policy documents, strategies, and plans;
- a survey with third sector partners;
- documents which were drawn up especially during the pandemic, e.g., commissioning intentions and service specifications;
- Intelligence from the engagement programme to inform the Population Needs Assessment (PNA) and Well-being Assessments, including engagement with citizens, individuals with care and support needs and their carers.

Together these provide a strong evidence base. Working with the teams responsible for the Population Needs Assessment and Well-being Assessments has helped to maximise synergies and avoid duplication.

The assessment of care homes for older people was done first and considered both the stability and sufficiency of this market segment. This provided the opportunity to pilot some of the approaches which were then rolled out across other types of regulated services.

We decided to structure this report closely linked to the guidance document issued by the Welsh Government. This will make it easier, especially for policy makers, to appreciate the evidence we are providing within their context. There is an element of duplication throughout the document in the various chapters due to the wording of the guidance, we have tried to keep these to a minimum.

Demographic and geographic context

Powys covers one quarter of Wales's landmass and is a large, rural county with a low population density (26 people per sq./km compared to 148 people per sq./km in Wales).

Important characteristics of the population of Powys⁶ that affect the need for regulated services and how they are provided include:

- Population estimates indicate that there are 133,030 people living in Powys⁷
- Powys' population is older than both the population of Wales and the population of the UK overall
- Powys' population is predicted to continue to increase its average age and to increase in size in the coming years
- Powys has 58,345 households, with an average household size of 2.2 persons
- WIMD category Access to Services show overall that 75% (59) of LSOAs in Powys are amongst the top 30% most deprived in all of Wales

⁶ Further information about Powys' population and analysis of its current and future service needs can be found in the Powys Population Needs Assessment 2022 [Population Needs Assessment \(powysrpb.org\)](http://powysrpb.org).

⁷ Office of National Statistics, Mid-year estimates 2020

- Over half (58.7%) of the Powys population lives in villages, hamlets, or dispersed settlements (Wales: 17.1%, 2011 Census, ONS) and must travel a long way to access services or meet up with others

Powys has an older age population larger than both the Welsh and UK average. Powys residents aged 65 and over make up 27% of our population, the Welsh average is 21% and UK 19%.

Locality	# of people over the age of 60	# of people over the age of 80
Welshpool and Montgomery	6,100	1,410
Newtown	5,011	1,010
Llandrindod and Rhayader	5,002	1,093
Brecon	4,842	1,053
Knighton and Presteigne	3,880	741
Ystradgynlais	3,483	822
Llanfyllin	3,340	649
Hay and Talgarth	3,189	649
Crickhowell	2,931	568
Builth and Llanwrtyd	2,448	433
Llanidloes	2,444	523
Machynlleth	2,198	429
Llanfair Caereinion	2,161	357

Due to this higher aged population overall, Powys has a lower working age population than the Welsh and UK average, with 16- to 64-year-olds making up 57% of Powys overall population (Wales 61%, UK 62%). And lastly, 16% of Powys residents are aged 0-15, again lower than the Welsh and UK averages of 18% and 19% respectively.

The rural nature of Powys also has important implications for how services can be delivered. The county does not have a single large population centre, having several small market towns instead, each with their associated networks of smaller rural communities.

The county is divided into 7 community areas (which are further sub-divided into 13 localities based on the principal market towns) for public sector service planning and delivery purposes:



- The 13 localities are:**
- Brecon Locality
 - Builth and Llanwrtyd Locality
 - Crickhowell Locality
 - Hay and Talgarth Locality
 - Knighton and Presteigne Locality
 - Llandrindod and Rhyader Locality
 - Llanfair Caereinion Locality
 - Llanfyllin Locality
 - Llanidloes Locality
 - Machynlleth Locality
 - Newtown Locality
 - Welshpool and Montgomery Locality
 - Ystradgynlais Locality

The highest population concentrations within Powys are in:

- Welshpool and Montgomery locality (14% of Powys residents live in this area)
- Newtown (13% of Powys residents live in this area)
- Brecon (11% of Powys residents live in this area)

The Llanfair Caereinion, Machynlleth, Llanidloes, Builth and Llanwrtyd and Crickhowell localities have the smallest populations (each one accounts for 5% of the total population).⁸

The geography of Powys and its sparse population density presents a range of challenges for all forms service provision, including:

- Low tier community services are often based in the market towns with each community having its own network of provision. This is particularly apparent in respect of third sector services.
- Higher tier services often have to be accessed at out of county settings. This is particularly apparent in respect of acute healthcare needs.
- Low population numbers and population density have historically meant it was not viable to develop certain types of specialist services in-county, relying instead upon the ability to commission placements in out of county settings.
- The distribution of services mean that residents often need to travel to access them (either for themselves or as visitors), however the county has a sparse public transport network and frequency of services.
- Information, advice and support services are often centralised and county-wide, and have to be accessed remotely by telephone or on-line rather than by face-to-face interaction.

⁸ You can find more detailed information about Powys’ population, economy, and wellbeing in Powys’ Wellbeing Information Bank - [Wellbeing Information Bank - Powys County Council](#)

Market Overview

The ongoing pandemic (albeit reducing in impact at present) has had significant impacts on all of us, the general public, providers and commissioners. As this document will demonstrate, whilst there have been remarkable achievements over the last few years in commissioning practice, providing both regulated, unregulated and community services, the pandemic has also highlighted the ongoing challenges in a health and care system across the board.

A combination of sustained public sector austerity and the wide-ranging impact of the pandemic is compounding pressures upon the whole system. Market uncertainty is inhibiting private investment and increasing levels of complexity are not being matched by corresponding workforce capacity – increasing pressure upon market stability.

Powys has been able to provide services in a challenging environment, both in terms of its geography and demographics, funding available to the key commissioners and providers and the pressures of Covid. However, there are some key issues which have been identified in this document requiring close observation and where necessary actions.

- **Demographics:** this has an impact not only on services required for older people, but also workforce. There is a net out-flow of people of a working age from Powys and due to its geography and infrastructure, recruitment and retention of staff, both at managerial and front-line level has been and remains challenging. This is a factor which is beyond the health and social care sector's control although steps have been and are taken to promote Powys as a county to live and work well (see below work force). It is projected that the number of older people in Powys (those above 65 years of age) will have increased by almost 10,000 by the end of the decade at the same time as the working age depopulation occurs.
- **Geography:** as explained in the section "[Demographic and Geographic Context](#)", Powys is a county with partly deep rurality. We have experienced on several occasions domiciliary care providers not being able to provide services in such localities and if residents chose to live in such localities, this challenge will persist. Powys will have to consider how alternative accommodation in more suitable locations can be developed (e.g., Extra Care provision) to have viable alternatives for vulnerable people in Powys.
- **Budget pressures:** for many years funding from Welsh Government has been a concern to elected members and budget holders and this has to remain a key feature in discussions with Welsh Government;
- **Reliance** of third sector providers on Council and Health Board funding: a considerable number of our providers are heavily reliant on funding from the local public sector, which in times of budget restrictions has an impact on their ability to deliver services in our communities;
- **Care homes (Older People):** our Market Position Statement explains that on the whole residential care provision is sufficient, although there are at times challenges in certain localities. There is a different picture in nursing care: with an increasing number of people over the age of 80 with increased and sometimes complex (nursing) needs the number of nursing home places is sometimes not sufficient, depending on locality.

- **Domiciliary Care:** we have seen in recent years several providers exiting the domiciliary care market. Reasons for this include access to workforce, especially since the pandemic and profitability of work especially in remote rural areas (e.g., North Powys). Recent developments in e.g., the introduction of the social care levy and the rapidly increasing cost of fuel is adding to the challenges providers face and overall capacity in the sector has reduced.

Preventative services: since 2010 funding for preventative services has been reduced over time, however in recognition of the substantial pressures services have experienced because of continued increases in demand on support services, and in response to the Covid 19 pandemic, funding for preventative services has increased over the past two and a half years. Many of the services which were funded through the “Supporting People” programme are now funded via the Housing Support Grant, which is an amalgamation of Supporting People Programme Grant, Homelessness Prevention Grant and Rent Smart Wales Enforcement provided by the Welsh Government.

- Powys County Council have made a commitment to ongoing substantial investment in commissioning and procuring a wide range of **Housing Support** Grant funded services to bolster, complement and support the statutory services to ensure that the overall offer authorities provide helps people with their housing related support to secure the right homes with the right support for successful tenancies.
This includes funding for, among others, VAWDASV services across Powys; Mental Health specialist provision; sensory disability support; and generic floating support as well as internal funding allocations to our Housing Department and Adult Social Care, Children and Young People, Detached Youth Work, Community Alarms and Wardens; all with a view to strengthening and supporting our regulated services to ensure they are more sustainable within the marketplace.
All currently commissioned services are not due to go to tender for at least the next two years (until 2024) avoiding the attendant instability that competitive tendering can cause, notwithstanding the fact that underperforming providers will be quickly identified and the necessary actions will be put in place to deal appropriately with such issues.
- **Work force (across all services):** Powys has access to a highly skilled, experienced and motivated work force in both the public and third sector. However, especially in Health and Social Care, we have been witnessing several staff leaving their profession due to the impact of the pressures that occurred during the pandemic. Care homes and domiciliary care for older people have been and are disproportionately affected by this, as is the supply of qualified nurses either directly employed by the Health Board and our nursing homes. Powys has taken steps to make the county an attractive place to work, this includes our Health and Social Care academy, “Grow your own” project and the ability for staff (in the Council) to often work remotely or undertaken ‘blended’ work. We have a “Workforce Futures” project which, in the long term, will have an impact on the workforce availability in Powys. However, in the short-term challenges will remain and the impact on our care home and home care providers will continue to be felt.
- **Cost of Living and Energy:** it would be negligent not to mention, at the time of writing this document, the yet unknown long-term impact of this. Inflation and energy costs will, in the short term have a detrimental impact on all care providers. Supplying a care home with

energy will become increasingly costly and domiciliary care journeys will become even more expensive. There are limits to what providers and commissioners can influence here and it is for national policy makers to consider.

- **Active Offer:** feedback from providers and from the Care Inspectorate Wales (CIW) highlights that further work needs to be undertaken with commissioned providers to fulfil the requirement of people contacting or using services being able to communicate through the medium of Welsh.

Across adult services, some providers have, or are considering, handing back contracts or stopping services, waiting lists remain and the cycle of increased demand over the Winter period continues. There is also limited access to some local specialist services – such as those focused on people with mental health issues, substance misuse, and critically, significant workforce shortages across all parts of the care and support market. We consider the market for especially older people’s services, both in domiciliary and residential care to present significant risks due to workforce pressures, which in return lead to providers in domiciliary care having handed back care packages, leading to increased waiting times for package pick-up. In the residential/nursing home market we have witnessed providers at time struggling to cover especially weekend and night shifts to provide safe care.

Staffing is a nation-wide concern within the children’s workforce and childcare sector and there is a lack of qualified staff available throughout Wales.

Supported living / housing has also seen significant workforce pressures with an unpredicted inability to recruit and retain staff. There is consistent feedback from across the sector about staff fatigue significantly impacting on morale and ability to maintain services that meet people’s outcomes.

Rebalancing the market

Rebalancing means ...

... Away from complexity. Towards simplification

Away from price. Towards quality and social value.

Away from reactive commissioning. Towards managing the market.

Away from task-based practice. Towards outcome-based practice.

Away from an organisational focus. Towards more effective partnership ...

<https://gov.wales/healthier-wales-long-term-plan-health-and-social-care>

As this document will show, the health and social care market has shown resilience in several areas, especially during the pandemic. However, there are some concerns which are mostly about the ongoing pressures in the workforce supply, financial stability of some of our providers and some quality issues which in return are linked to an aspect of the workforce supply. These issues are discussed later.

Powys have acted over the last few years to put measures in place to deal with some of the challenges, key elements include:

- The Health Board has a key role in patient flow across a complex network of healthcare systems in both England and Wales and maintained a good response to supporting system flow through a challenging winter period via the delivery of the Winter Protection Plan. This encompassed the home first ethos and ways of working which were particularly important during the pandemic, with a focus on discharge to recover and assess and the virtual hospital model in addition to the community bed base itself.
- Ongoing work to reduce double handed care (reviewing people receiving care and the increased use of Technology Enabled Care);
- Ongoing work with micro providers providing domiciliary care and other, more low-level provision in the community, to respond locally where agencies struggle;
- modernisation of domiciliary care by reviewing brokerage functions and incentivisation of changes to care delivery practices.
- Commission flexible, comprehensive and affordable placement options for Children looked after;
- Increase the number of available Foster and Shared Lives placements
- Responding to apparent care home (Older People) quality challenges, highlighted partly through our own reviews, partly via CIW inspections. These issues cover mostly leadership and management and the level of training which staff attend to provide high quality care and support.

- Whilst the use of digital technologies, phone and email access and provision has increased the ability of the health service to support patients; 'face to face' services have had to change to accommodate the safety measures required. This has meant that the numbers of people being seen has been more limited, sometimes leading to longer waiting times and making access to care and support more difficult. Some people may also not have come forward to access advice when they have had worrying symptoms where in 'ordinary' times they would have been less hesitant to seek support.

Strategic Policy Agenda

The provision and commissioning of regulated care services by the public sector in Powys is driven by the core principles embodied within the Social Services and Well-being (Wales) Act 2014:

- increased citizen engagement and ensuring voice and control for people who need care and support, and carers who need support
- prevention and early intervention
- the promotion of well-being
- co-production – citizens and professionals sharing power and working together as equal partners
- multi agency working and co-operation

These are included within Powys’ principal strategic policy drivers affecting current and future provision of regulated social care services:

- Powys Health and Care Strategy⁹
- ‘Towards 2040, Powys Wellbeing Plan’¹⁰
- North Powys Wellbeing Programme¹¹ (Although focused on the redesign of health and care provision in North Powys the programme is developing a model of service provision for future implementation across Powys as a whole)
- Joint Commissioning Strategy and Plan for older people in Powys 2016-2021¹²
- Closer to Home and Edge of Care Strategy 2018 – 2023¹³
- Powys County Council Children’s Services Children Looked After Strategic Framework 2018 – 2023¹⁴
- Powys Supporting People Local Commissioning Plan
- Joint Commissioning Strategy: Adults with Learning Disabilities in Powys (2015-2020) [Learning Disability Commissioning Strategy – Powys County Council](#)
- Integrated Medium-Term Plan (IMTP), PHTB (2017) [1922-IMTP.pdf \(wales.nhs.uk\)](#)
- Powys Commissioning and Commercial Strategy (2017-2020) [Commissioning and Commercial Strategy \(moderngov.co.uk\)](#)
- [Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities \(audit.wales\) 2018](#)
- (2018) Adult Services Improvement Plan (2017-23) [Adult Services Improvements – Powys County Council](#)
- Mental Health – our progress report can be found in the appendix at the end of this report: it builds on the Welsh Government’s “Together for Mental Health delivery Plan 2019 -2022.”¹⁵
- Delivery is framed around the eight well-being objectives defined in A Healthy Caring Powys¹⁶. These consist of four Well-being Objectives:
 - Focus on Wellbeing

⁹ See: [Health and Social Care Strategy.pdf \(moderngov.co.uk\)](#) and [Board Item 2.2 H&CS Appendix 11.pdf \(wales.nhs.uk\)](#)

¹⁰ See: [Read the 'Towards 2040, the Powys Well-being Plan' \(PDF\) \[5MB\]](#)

¹¹ See: [POWYS WELLBEING | WELLBEING | HEALTH](#) and [‘An Integrated Model of Care & Wellbeing in Powys’](#)

¹² See: [Joint Commissioning Strategy and Plan](#)

¹³ See: [Closer to home Strategy.pdf](#)

¹⁴ See: [Children Looked After Strategic Framework](#)

¹⁵ [review-of-the-together-for-mental-health-delivery-plan-20192022-in-response-to-covid-19_0.pdf \(gov.wales\)](#)

¹⁶ [4 Appendix 2 - Delivering the Vision - Joint Area Plan amended 12.03.18.pdf \(moderngov.co.uk\)](#)

- Early Help and Support
- The Big Four
- Joined Up Care Supported by four Enabling Objectives:
 - Workforce Futures
 - Innovative Environments
 - Digital Powys¹⁷
 - Transforming in Partnership
- **Technology Enabled Care:** increased use of digital solutions to enable individuals to remain in their own homes, helping to reduce person-providing care (where this is safe) and make use of innovative solutions in e.g., care homes.¹⁸

Health and Social Care Workforce

The experience of the Covid-19 pandemic has, besides putting significant pressures upon regulated and non-regulated services and service providers, served to emphasise some systemic pressures affecting services.

This is most apparent in respect of the care workforce in Powys, with many services that were already experiencing significant challenges with staff recruitment and retention, now facing real difficulties in being able to adequately meet the care needs of people and in meeting their contractual commitments to service commissioners.

The National Population Survey (Welsh Gov, 2020) estimates for each year will vary, but around 7,000 persons are employed in the care sector in Powys. A 4% fall in the working age population implies a fall of 280 employees from the Care Sector in Powys. A 15% rise in the elderly population implies a need for an additional 1,050 persons that may need Adult Social Care support - a total gap of 1,330 persons by 2030. During the pandemic initially care homes for older people reported carer shortages on several occasions, leading to several situations where commissioners had to support with access to agencies providing short term staff supplements or even placing PCC staff in care homes for a short period of time (several days). Particular challenges arose where qualified nursing staff were unavailable to care homes to support residents within the guidelines provided by Care Inspectorate Wales. Care home providers are continuously recruiting into vacant positions but continue to report staff shortages; often homes have to fall back on staff working excessively long hours which in return impacts on staff wanting to remain in the profession.

Nursing home providers also struggled to retain and recruit qualified nursing staff, which is a requirement for them to provide. Whilst usually a provider would access agency staff on occasions of high pressure, during 2021 this proved difficult as many providers in Powys and in neighbouring authorities were in the same position, thereby the demand for agency staff outnumbered the supply.

A recent poll by the Royal College of Nursing (RCN) – May 2022 – indicate that nursing staff in health care settings are at a low, placing significant pressure on nurses working on wards. Although Powys does not have an acute hospital (but does run community hospitals), this reported challenge inevitably has an impact in the health and care system as described elsewhere in this document.

Powys is working across the Council, Health Board and partner organisations to provide residents in Powys with incentives and routes into social care. A “Health and Social Care Academy” project is designed to address at local level the shortages of staff. To date a blueprint for training has been

¹⁷ [Digital Powys - Powys County Council](#)

¹⁸ [Technology enabled care - plan on a page \(2\).pdf](#)

established and the first dedicated workspace at Bronllys Hospital near Brecon has been opened. This work is part of our “Workforce Futures” programme, bringing together partners in Powys and overseeing a variety of workstreams and project. This work is part of the Regional Partnership’s programme of work.

Summary of Sufficiency Assessment

This section gives an overview of the key points to consider when assessing Powys’s situation. As it will become clear, the key issues as far as sufficiency is concerned consist of an **increasing demand**, **the reduced working age population and**, across all services, and the increasingly challenging **workforce situation**. Both will be discussed in more detailed later in this document.

Impact of population on sufficiency

Population	
Change	<p>The population projections for Powys indicate some significant trends in population numbers and associated service needs.</p> <p>Between 2021 and 2043 it is projected that Powys population will increase by 1%, from 132,475 to 133,927. This is lower than the 4.6% population increase projected across Wales as a whole.</p> <ul style="list-style-type: none"> • The age 15 and under group has seen a reduction in Powys over the last 20 years, and this trend is set to continue with a further reduction of -6.5% (-1,382 persons) projected by 2043 (Wales -3.8%). The year 2037 shows the lowest figure for the under 15 age group of 19,589 before slowly increasing to 20,473 by 2043. • The 16-64 age group is projected to have a steady decline in Powys between 2021 and 2043. This equates to a reduction of -8.8% (-6,512) persons of working age (Wales -0.5%) • The 65 and over age group is projected a large increase in Powys of 25.2% (+9,346 persons), during the same period Wales 65+ age group will see a similar increase of 26.5%. • The 80+ age group is projected a significant increase in Powys of 63.7% (+6,318 persons), during the same period Wales 85+ age group will see a similar increase of 61%. <p>The increase in the number of elderly people in Powys will occur as the number of people of working age decreases. By 2043, the number of elderly persons (age 65 and over) is projected to rise by 25.2% (+9,346), whilst at the same time the working age population is projected to fall -8.8% (-6,152).</p> <ul style="list-style-type: none"> • Although the population aged 0-15 will reduce by 6.5%, reducing total population demand for regulated services for children and young people, this will be balanced by the reduction in the number of people of working age able to staff those services. • The projected 25% increase in population aged 65+ (with a 63% increase in population aged 80+) will significantly increase demand for care services for older people, whilst there will be a marked decline in people of working age able to staff such services. <p>This will create a gap between the number of people who will need help and support in their later years, and the number of working aged people available to staff the services that provide help and support.</p>

Population	
Deprivation	The Welsh Government produces a relative measure of deprivation called the Welsh Index of Multiple Deprivation (WIMD) ¹⁹ . Measurement across eight

¹⁹ To understand more about WIMD in Powys, [click here to explore our interactive report](#).

	<p>domains of deprivation (including for example income, employment and housing) allows comparison of relative deprivation at small area-level in Wales. WIMD ranks 1,909 small areas in Wales, named Lower Super Output Areas (LSOAs).</p> <p>Powys has 79 LOSAs: 11% (9) of these are in the top 30% most deprived areas of Wales, including</p> <ul style="list-style-type: none"> • Ystradgynlais 1 (in the top 10% most deprived in Wales) • Llandrindod East/West, Newtown East, Newtown South and Welshpool Castle all ranked in the most deprived 20% in Wales • Newtown Central 1, Newtown Central 2, St John 2 (Brecon) and Welshpool Gynrog 1 ranked in the most deprived 30% <p>Powys does not contain any LSOAs in the top 10% least deprived in Wales, but 10 LSOAs are in the least deprived 20% including Builth 2, Forden and Guilsfield. And in the top 30% least deprived we have a further 16 LSOAs including Crickhowell, Knighton 2 and Newtown Llanllwchaiarn North.</p>
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Population	
Health	<p>Healthy life expectancy is the average number of years a person can expect to live in good health, assuming that current mortality rates and levels of good health for the area in which they were born applied throughout their lives.</p> <p>For the period 2017 to 2019, healthy life expectancy (at birth) for Powys was 66.3 years for women and 63.3 years for men. People in Powys can expect to live longer in good health than the population of Wales overall, for which healthy life expectancy is 62.1 for women; 61.2 for men.</p> <p>When compared with the rest of Wales, Powys adults tend to have healthier lifestyle behaviours.</p>

Population	
Physical Disability	<p>In Powys, 35.67 people per 1,000 of the population are recorded as having a physical disability (in Wales as a whole, this figure was 9.17 per 1,000 population in March 2018). Powys is the second highest Local Authority in Wales with only Conwy being higher with 35.97 residents per 1,000 population.</p> <p>In Powys, 20% of people of working age are Equality Act (EA) core or work-limiting disabled (Wales is 23%, 2015).</p> <p>5% of the working age people were claiming Disability Living Allowance.</p> <p>In February 2021, there were 2,577 Powys residents claiming Disability Living Allowance, the highest locality was Ystradgynlais with 466 residents, followed by Newtown locality with 341 residents claiming. The locality with the least number of residents claiming Disability Living Allowance with 97 in February 2021 was Llanidloes locality and Hay and Talgarth locality.</p> <p>In the same period, there were 6,270 Powys residents claiming Personal Independence Payment, the highest locality was Newtown locality with 1,032 residents, followed by Ystradgynlais locality with 860 residents claiming.</p> <p>The locality with the least number of residents claiming Personal Independence Payment with 199 residents in February 2021 was Crickhowell locality.</p>

Population	
Sensory Impairment	<p>The latest data available (2018) shows there are 11.83 people per 1,000 population in Wales registered with having a sensory impairment. Powys is the highest local authority in Wales with 22.36 people per 1,000 population registered with a sensory impairment.</p> <p>The rate of people registered as severely sight impaired in Wales is 2.07 people per 1,000 population. Powys has the highest rate out of the 22 local authorities, with 3.56 people per 1,000 population registered as severely sight impaired.</p>

Population	
Sensory Impairment	<p>The latest data available (2018) shows there are 11.83 people per 1,000 population in Wales registered with having a sensory impairment. Powys is the highest local authority in Wales with 22.36 people per 1,000 population registered with a sensory impairment.</p> <p>The rate of people registered as severely sight impaired in Wales is 2.07 people per 1,000 population. Powys has the highest rate out of the 22 local authorities, with 3.56 people per 1,000 population registered as severely sight impaired (Welsh Gov, 2019).</p> <p>We employ fully qualified rehabilitation officers who will assess a person with sensory loss needs and help the individual learn new skills and provide information to carers. An assessment aims to identify problems that sensory impairment causes on a day-to-day basis. The rehabilitation officers work with individuals to put together a rehabilitation plan which will list the help needed to live independently.</p> <p><i>Wales Council of the Blind</i> and the wider sight loss sector are concerned about the reducing numbers of rehabilitation officers for the visually impaired (ROVIs) in Wales. The recommended number is 1 per 70,000 residents. There are 30.3 full time equivalent (FTE) in Wales compared to the recommended 44.9 FTE recommended. This shortfall will exacerbate an already challenging scenario where COVID-19 restrictions have created both a backlog of cases and additional cases due to lost skills and the impact of reduced services in primary and secondary healthcare. ROVIs are the only specialists qualified to work within social care with adults with sight loss. This reduction threatens the independence and well-being of future generations of blind and partially sighted people in Wales.</p> <p>Only six local authorities meet the minimum standard of employed ROVIs. Powys County Council is 7th out of the 22 local authorities with 1.8 FTE when the recommended is 1.9 FTE (-0.5%) The worst of the local authorities is Cardiff with only 1 FTE out of the recommended 5.2 FTE (-81%).</p>

Population	
Learning Disability and Autisms	<p>In Powys, there were 401 people entered on the register with a learning disability on 31st March 2021. 380 (94%) are living within their communities.</p> <ul style="list-style-type: none"> • 15% are living in their own home • 34% are living with parents or family • 0.5% are living in foster homes • 45% are living in lodgings and supported living • 5% are in a local authority residential accommodation

Population	
Children and Young People	<p>The number of children receiving care and support in Wales for the year 2020 shows Powys is the 10th highest (out of 22) local authority in Wales with 640 children (534 April 2022). Over the last three years in Wales, the number of children receiving care and support has increased by 5%. However, Powys has seen a 20% increase during the same period (Powys County Council – 2020). Lower-level support is offered through the Early Help service to support young people, with over 1,400 young people referred between April 2019 and March 2021. This includes one to one support for families, parenting support and information services.</p> <p>There are currently 3,545 (21%) pupils with Special Educational Needs (SEN)/Additional Learning Needs (ALN) in Powys. Of these,</p> <ul style="list-style-type: none"> • 57% (2,011) pupils are on School Action • 32% (1,119) are on School Action Plus • 12% (415) pupils have statements of SEN • 279 pupils attend one of the three special schools located in the county • 138 attend primary or secondary specialist centres based in local schools. <p>Powys currently has three special schools and two pupil referral unit (PRU) settings.</p>

Population	
Older People	<p>The total population of people over the age of 60 in Powys (2022) is 48,261 and is expected to grow to 54,065 by 2030, an increase of 12%. ²⁰ In Powys, we are supporting older people to remain in their own homes as much as possible. This is initially via preventative support using tools, such as technology enabled care (TEC) and occupational therapy aids and adaptations. The number of people we are supporting through domiciliary care is increasing, leading at times to longer</p>

²⁰ Source: Powys Well Being Information Bank [Wellbeing Information Bank: View information about Powys' population - Powys County Council](#)

	waiting times for a care package. By 2030, the number of elderly persons in Powys is projected to rise by 15%, while at the same time the working-age population is projected to fall 3,200 (4%) (Welsh Gov, 2018).
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Population	
Carers	<p>Based on the 2011 Census there were 16,154 people living in Powys providing unpaid care, 12.1% of the Powys population (ONS, 2011). Carers in Powys provide many hours of care:</p> <ul style="list-style-type: none"> • 63% provided unpaid care for one to 19 hours per week • 13% provided unpaid care for 20 to 49 hours per week, and • 24% provided unpaid care for 50 or more hours per week <p>Most adult carers are retired (39%), 23% are caring full-time and do not have paid employment, and 12% do have part-time paid employment.</p> <p>In the last 10 years the ageing population in Powys has seen a significant increase in the number of carers in the county and with added pressures due to COVID-19, the number of carers will have increased even more. A report conducted by Carers UK in June 2020 shows that across the UK there is an estimated 50% increase in carers since the 2011 census. If we apply the Welsh national average, in terms of the percentage of carers against the Powys population today, we estimate the number of unpaid carers in Powys (before COVID19) to be 25,275, an increase of 56% (9,121) since 2011.</p>

Population	
Language	<p>Powys promotes the use of the Welsh language service provision in a variety of ways, including promoting amongst Council staff language learning, having available a dedicated team of translators for official documents and monitoring the Active Offer by commissioned providers. The Council also asks of their commissioned providers that they can deal with enquiries of those wishing to communicate in Welsh.</p> <p>Some 20% of the population in Powys speak Welsh. Local variation, reduction in overall active language knowledge, consistent with other parts of Wales. Powys CC has a Welsh Language Promotion Strategy 2017-22. Powys' ambition is that by 2050 30% of the population speaks Welsh.</p>

Impact of provision on sufficiency

Provision	
Older People's Care Homes	<p>As will be seen below Powys has a sufficient supply of residential care home places (although note the geographical differences). This will potentially decrease as alternative accommodation options are being developed and opened (i.e., Extra Care and Shared Lives schemes).</p> <p>There is, however, pressure on the nursing care homes market, which is already at times providing challenges to provide care near the person's ordinary residence (and their relatives' access to people in a home. There is also increasing demand for more EMI (Elderly Mental Ill) beds across all bed types in our homes.</p> <p>We have seen already existing workforce pressures exacerbated due to the impact of the pandemic. This will continue to cause challenges for providers of care and commissioners for the foreseeable future. Steps are being taken at both local and national level to improve the picture, but impact is not expected for some time. We continue to see various care homes reporting vacant beds without being able to accept new admissions due to the lack of suitably qualified and skilled staff to provide safe care.</p>
Provision	
Care Homes Services (Adults)	<p>Powys has capacity for 66 Younger adults across 8 residential Homes. Powys County Council currently only fund 22 of these placements, the remaining capacity is utilised by other placing authorities. Using only 1/3 of in county provision does create challenges in utilising Powys Provision / workforce and resulting in some instances of people leaving county as unable to provide care near the person's ordinary residence. Out of those Powys residents 50% (11) have been identified as potentially could be supported in less restricted environments i.e., Supported Housing which would free up in county provision.</p> <p>During the pandemic staffing levels in younger adult residential care homes in Powys has remained stable, although towards the end of 2021 several commissioned providers reported staff shortages due to Covid restrictions.</p>

Provision	
Residential Care Home Services (Children/Young People)	<p>Powys works with a Sufficient Supply of High-Quality Care Placements Strategy (2019-2023), which sets out Powys' aspirations for improving outcomes for Children Looked After. Placements include In-House Foster Care, Independent (commissioned) Foster Care, Residential Care, Supported Lodgings and Semi-Independent Accommodation, Short Breaks and Adoption services.</p> <p>There are 17 independent care homes for children in the county, the council itself owns and runs 2 Children's homes. Only 9 of 86 placements within the 19 homes are currently occupied by Powys Children Looked After. As of April 2022, there were 229 Children Looked After, 108 of which were placed out of county. (62 children/young people were placed outside of Powys but inside Wales and 46 outside of Powys and outside of Wales.)</p>

	<p>As the ambition is to place children no further than 30 miles from home, we are placing just over half of our children/young people (53%) within this ambition. However, we are also aware that there are some issues such as the stability of the foster carer and adopter ‘market’; the cost of placements for children looked after and the lack of choice to support our ambition. Whilst we work closely with 4Cs Residential and Fostering Frameworks and have robust plans in place to improve on the above, we are also aware that some of the challenges are UK-wide and not entirely within our gift. However, campaigns based on our dedicated web presence aims to improve the picture.</p>
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Provision	
Secure Accommodation Services (Children)	<p>Secure accommodation is an extremely specialist provision, the use of which is rightly governed by a tight legal framework to ensure that children are only placed in secure environments when essential and for as short a period as possible. Secure accommodation for a child’s welfare, as opposed to in criminal proceedings, can only be used, with the necessary court authorisation, to ensure the safety of the child or others.</p> <p>Sufficiency: There is only one children’s secure unit in Wales: the Hillside Secure Children’s Home in Neath which has a maximum of 22 places. Places at Hillside are shared between the Youth Justice Board, for placements due to offending, and Welsh local authorities for welfare purposes. Powys typically needs three or four secure placements a year</p> <p>Because there are so few secure units (there are also few in England), they tend to be used nationally and it can be difficult to find a place when they are required. This is a national commissioning issue and not something that can appropriately be addressed at a regional level.</p> <p>By their nature secure placements will usually be distant from the child’s home, and will always be, if there are no vacancies in the Neath secure home.</p>

Provision	
Residential Family Centres	<p>Residential family centres are another extremely specialist service which are required by Powys. They provide assessments and therapeutic interventions for families, usually in the context of care proceedings where it is thought there are significant risks to the child or children, requiring very close monitoring.</p> <p>There are only two registered residential family centres in the whole of Wales, one of which recently reopened after a closure. Neither is in Mid and West Wales.</p> <p>Approximately ten placements in residential family centres are required per year. In general, parent and child foster placements are often preferred and can provide an assessment in a more ‘natural setting’. However, parent and child placements are scarce and are one of the priorities identified in the draft Mid and West Wales MPS for children’s residential care and fostering.</p>

Provision	
<p>Adoption Services</p>	<p>Adoption provides permanent families for children who cannot safely live with their birth families. It is a vital service with lifelong impact but one which is only needed by a small number of children. Since 2014 adoption services in Wales have been provided on a regional basis, including by Adoption Mid and West Wales (which includes Ceredigion, Pembrokeshire and Carmarthenshire Councils), with support from the National Adoption Service (NAS) and in partnership with local authorities and voluntary adoption agencies. There is no independent sector involvement so there is not really a market for adoption services in the same way that there is a market for other sectors e.g., residential care. However, the availability and quality of adoption services.</p> <p>We are pleased to see most adopted children have been placed within the West/Mid Wales region, in line with our ambition in our strategy. A Mid and West Wales Adoption Region Recruitment Plan is being developed.</p> <p>Unfortunately, we continue to experience a lack of adopters both locally and nationally. We have developed and continue to implement a recruitment drive for Adopters for Powys.</p>

Provision	
<p>Fostering Services</p>	<p>Powys has commissioned a charitable provider (Foster Wales Powys) to deliver high quality fostering services for children in Powys. Similarly, to the situation with adopters, we have been able to place most of our Children Looked After in the West/Mid Wales region. At the same time, there is a considerable instability in the foster (and adopters) market, which we have been and continue to tackle with ongoing recruitment campaigns. Powys had 72 generic foster carers, 5 generic respite carers and 4 generic short-breaks carers as at 31st December 2021. We are aware that our therapeutic support services for children in care and their foster carers needs to be improved; we are therefore developing a therapeutic model to underpin our Fostering Service.</p>

Provision	
<p>Adults Placement ('Shared Lives') Services</p>	<p>Shared Lives Powys provides support for vulnerable adults and helps them choose who they live with, where they live and how they spend their time. It provides accommodation, care and support to adults with a learning disability, but also to others such as older people, people with mental health problems and adults with a physical or sensory disability and young people in transition</p> <p>It also helps arrange for people, who may need some additional help, to have short breaks or live long term, in the homes of carefully selected and trained people called Shared Lives Carers. Carers are paid when the person stays with them.</p> <p>There are currently 22 Shared Lives Carer households in Powys, supporting 16 individuals with long term arrangements. Powys is working towards expanding this offer to complement the housing and support options in the county.</p>

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Provision	
Advocacy Services (Adults)	<p>Powys offers statutory advocacy services via a commissioned provider. Regularly monitoring meetings with the provider allows us to have a clear picture of the stability of the market. Statutory advocacy services have experienced a significant shift from face-to-face provision to often digital provision (via Zoom sessions) and this caused a significant challenge to both users and providers. In addition, there are community-based providers in some localities, offering non-statutory advocacy provision. Feedback from the provider suggests that activity is generally healthy although some areas, such as Care Homes, receive very few referrals. This is being addressed by the provider via a stronger presence in care homes and presentations to social work teams.</p> <p>In addition to the above, Independent Mental Health (IMHA) and Independent Mental Capacity Advocacy (IMCA) services are provided by Powys Teaching Health Board. Advocates report periodically to the Health Board’s Executive to ensure that provision is monitored and any actions taken to remedy e.g., pressures on the Advocacy system.</p>

Provision	
Advocacy Services (Children)	<p>Powys act as Lead Commissioner for the Mid and West Wales Regional Advocacy Service and have recently led the recommissioning of this service on behalf of Carmarthenshire, Ceredigion, Pembrokeshire and Powys local authorities and Hywel Dda and Powys Health Boards. The contract was re-tendered in Autumn 2021 and the new contract commenced on 1st April 2022. The contract commissions independent professional advocacy services for children and young people for whom there is a statutory entitlement. The advocacy operates on several levels, Independent Professional Advocacy, Formal Advocacy and Informal/Peer Advocacy that work together to form an advocacy network in support of the child or young person.</p> <p>The Service is delivered in accordance with the Independent Professional Advocacy: National Standards and Outcomes Framework for Children and Young People in Wales²¹</p>

Provision	
Domiciliary Care services	<p>These have continued to function well during the pandemic. Powys introduced a Dynamic Purchasing System (DPS, a type of framework) to purchase care via approved providers. Whilst in 2020 we experienced some challenges in relation to provision in certain areas the market held up well. Some providers have left the market with new ones emerging, which we interpret as a healthy market environment.</p> <p>Like in other areas there is an emerging challenge of staff retention and recruitment, which is not unique to Powys. Powys, due to its rurality, presents some unique challenges where individuals live in remote areas, which we are addressing in different ways.</p>

²¹ [Advocacy standards and outcomes framework for children and young people | GOV.WALES](#)

Provision	
Non-regulated and community services	<p>Powys has 2,241 Third Sector groups based in the County together with a further 1,839 national or UK organisations who operate in Powys. This is one of the largest numbers of Third Sector organisations working in any Welsh county. They offer a wide range of different services; some provide county-wide, but many undertaken by smaller groups operate solely within their local community area.</p> <p>The voluntary sector is complex in its structures, roles and responsibilities. The sector is diverse and ranges from small self-help groups run by volunteers to large charities employing many staff, addressing a range of issues impacting on health and wellbeing. The sector fulfils a wide variety of roles; from one-to-one support, provision of information and advice, condition specific support, advocacy and befriending. Community Services cover all age groups.</p> <p>Delivering community services in a deeply rural community is challenging not least because of access to services, travel and the cost-of-living crisis. For example, it may appear that Powys has a strong network of Community Transport provision but there are several areas of the county not covered by this provision, such as Llandrindod Wells; and much of the provision is age specific. This leaves many people finding access to non-regulated and regulated services a challenge. Delivery of consistent and comparable services across Powys is challenging in the third sector.</p> <p>Community services have a vital role to play in supporting prevention and early intervention. Community Services offer person centred approaches to care and support, they are flexible and responsive to the needs of people in Powys and are innovative in their approaches.</p> <p>The impact of Covid-19 upon services and the needs of people is still being felt by the sector and this is being exacerbated by the cost-of-living crisis. The financial stability of services is challenging with providers reporting financial vulnerabilities and this is impacting on workforce recruitment and retention. Third sector funding via Service Level Agreements and grants have generally not grown in value for the past 8-9 years. This has resulted in organisations operating at a financial loss and the third sector recruitment becoming less and less competitive within the employment market.</p>

Key Market Stability Factors

This section of the report considers the stability of the prescribed regulated services as set out in the Code of Practice. This assessment also considers the sufficiency of these regulated services to meet projected demand.

Care Homes Services (Older People)

Workforce: Powys has been witnessing a reduction in available workforce in the sector during the Covid pandemic. Anecdotal evidence given to us by our providers suggest that this is largely due to staff re-evaluating their careers because of the immense pressures they worked under during the pandemic and have been and are seeking alternative employment in other sectors of the economy. This is largely outside the sphere of influence by Powys County Council or indeed the care home management, although it is important to mention efforts being undertaken such as the Powys Pledge (see below), our Workforce Futures programme and the increase in the minimum wage which our providers are paying now.

Occupancy levels in care homes: During the pandemic occupancy levels dropped to levels not known previously. This has impacted on the financial viability of several homes, often those which are run as small/family run business which do not have the financial reserves required to sustain the business over a longer period. The Welsh Government's Hardship Fund supported social care providers financially, however this is now no longer available.

Whilst care homes vacancies generally fluctuate, there had been a significant rise in average vacancies as shown below:

31.1.2021 156 bed vacancies per week

30.4.2022 31 bed vacancies per week

This demonstrates the challenges for Council and Health Board to place people with assessed need in Powys Care Homes.

Financial viability: the above contribute to concerns by some providers about financial stability. The increase in the National Living Wage and the Social Care levy, has put pressure on providers. Whilst we do not have any feedback yet on the impact of the rising fuel costs, we assume that this is an additional cost pressure which will concern providers. This will be mostly small, family-owned providers who may not have any funds to fall back on.

Care Homes Services (Adult)

Powys specialist residential care homes are under sustained but not critical staffing pressures with most care homes operating with only mild staffing shortages. Specialist residential care homes have very low levels of empty beds resulting in a lack of choice for those who requires specialist residential care and who wish to resident in Powys.

Overall, the support planning systems used by specialist providers are outcome focused and supporting independence however move-on options are limited within the county.

Residents report high levels of satisfaction in their services and positive feedback has been received from a range of sources.

Care Home Services (Children)

Powys Commissioning Team have worked extensively with the children's residential care market and service providers in Powys during Covid-19 to offer support and guidance whilst in business continuity, to increase engagement and to encourage access to, growth and development of quality services. Prior to Covid we have met with existing and new Independent Care and Educational Providers in Powys collectively and individually. We regularly meet with Housing colleagues and are continually exploring further placement options within Powys. We work within the National (Framework) Commissioning Standards and benchmark commissioning activity with other local authorities and the 4Cs which enables us to understand how to improve services on a strategic and operational level. The range of placements commissioned and provided within Powys has expanded to include mainstream Children's Homes, 16+ Accommodation and Support and Emergency Accommodation as per our Sufficient Supply of High-Quality Care Placements Strategy and we are improving placement choice through better commissioning arrangements resulting in delivery of care plans and interventions and improved outcomes for children and young people.

Despite the challenges that the service has faced over the year, we continued to keep a focus on all of the excellent improvement that started prior to the pandemic. This has ensured that our services have continued to be of a high quality and meet the needs of the children, young people and families in Powys.

Adoption Services

The main challenge facing our Adoption Service is the insufficient numbers of adoptive families to meet the demand of the numbers of children who require adoptive placements.

Fostering Services

As with Adoptive parents, finding foster placements continues to be challenging. Recruitment of foster carers has gone through a major change in the last twelve months when all twenty-two Local Authorities in Wales joined forces to launch *Foster Wales*²². This will hopefully increase the number of fostering households in Wales.

Despite over a third (39%) of Welsh adults claiming they have considered becoming a foster carer, there is still a need to recruit an estimated 550 new foster carers and families across Wales every year. This is to keep up with the numbers of children who need care and support, whilst replacing carers who retire or can provide a permanent home to children.

Foster Wales will use social media as a platform to raise the profile of the services as well, as there have now been local television and radio adverts.

The Powys fostering website²³, linked to the Foster Wales website, is updated on a regular basis in line with Foster Wales. Social Media such as Facebook and Twitter are used by the Local Authority again with regular updates and news. The service is supported by the Local Authority corporate communication team.

The service has had no visual presence within the local community but is implementing strategies to become a consistent, continuous presence by promoting fostering in Powys during national awareness campaigns, local family-based events, fun days and local supermarkets and community groups, and on a day-to-day basis using flyers, poster and banners.

The service has been involved in the regional work of the National Fostering Framework considering the impact of National, Regional and Local advertising.

²² [Fostering in Wales | Foster Wales \(gov.wales\)](#)

²³ [Fostering in Powys | Foster Wales Powys \(gov.wales\)](#)

The Service usually has the support of its current foster carers in recruitment campaigns and several carers have supported the service by writing articles for publication or appearing in video's talking about their experience of being a foster carer.

As of 21st June 2022, there were 227 children looked after by the Local Authority.

On 31st May 2022 there were 67 Generic Fostering housing holds and 25 Friends and Family carer households.

Adults Placement ('Shared Lives') Services

We currently provide long term arrangements for 16 individuals. In addition, 8 individuals access Shared Lives/Family Link carers for respite. Our intention is to grow the offer and advertise locally for Shared Lives carer roles. There is a growing emphasis on this type of provision, as traditional domiciliary care services have been under pressure for some time, with the pandemic adding to the staff retention and recruitment challenges of commissioned providers.

Advocacy Services (Adults)

The Independent Advocacy Service is being provided by a commissioned provider on a three-year contract. Regular monitoring meetings take place between the provider and commissioners and any issues reported will be addressed between the provider, commissioners and referrers.

Powys Teaching Health Board provides Independent Mental Health (IMHA) and Independent Mental Capacity (IMCA) advocacy.

In both areas feedback from the providers has been that demand continues to be high but manageable by the providers. The commissioned provider for Independent Advocacy has regularly reported that referrals vary both geographically and by social work team(s). This is being addressed by commissioners.

Domiciliary Care (Support) Services

Workforce capacity has been challenging in recent years with the service unable to meet current demand in some localities. The Dynamic Purchasing System has a floor and ceiling price, £19.48 and £24.08 respectively (June 2022). The aim is to bring all spot contract and DPS contracts to the ceiling price over the next few years, which increases in line with the Homecare Association's recommended Living Wage Minimum Price and is also linked to improved Terms and Conditions for the workforce via the Powys Pledges. For example, the Powys Pledges include the requirement for mileage to be paid at 35p per mile, paid training and uniform, DBS and Registration Fees to be paid or reimbursed. Despite these positive steps the market remains fragile and we have seen several providers leaving Powys in recent years. Reasons given to us range from the sometimes extreme rurality of Powys, which in turn makes the provision of care sometimes economically unviable or staff not willing to travel such long distances. We recognise that the workforce is ageing and staff in recent years have left due to retirement. Alternative employment opportunities in especially retail, tourism or – where the opportunity arises – working in neighbouring areas which may pay higher rates than Powys.

The Continuing Health Care Framework²⁴ stipulates that ... "The commissioning of services to meet the needs of individuals with continuing care needs cannot be undertaken in isolation to the commissioning of other similar services. LHBs (Local Health Boards) and LAs (Local Authorities) should have an integrated approach to the commissioning of services, including residential and nursing care homes and domiciliary care to exercise maximum influence over the development of

²⁴ [Continuing Healthcare \(gov.wales\)](https://gov.wales)

provision. They will also need to work closely with providers to ensure that an appropriate range of services are in place to respond to the needs of their population”.

Powys County Council and Powys Teaching Health Board do not have pooled funds in relation to Domiciliary Care, however, we do commission some packages of care jointly. This is as an outcome of a multi-disciplinary team meeting. Meeting the needs of individuals needs to be outcome focused, person-centred, supporting independence and not diagnosed led. Commissioning responsibility for joint packages, currently depends on the lead commissioner with greater percentage of involvement. Despite this, individuals receiving a joint package will have a named co-ordinator from the Health Board, usually the District Nursing service.

There are, however, some patients whose needs are greater and are in receipt of 100% Health funding. In these circumstances, the individual will usually have the involvement from Health as a care co-ordinator, depending on the individual need; this could be the Mental Health service, learning disabilities services of adult general health.

The Health Board and the Council do not have pooled funds in relation to domiciliary care, however, we do commission some packages of care jointly. This is as an outcome of a Multi-Disciplinary Team Meeting. Meeting the needs of individuals, needs to be outcome focused, person-centred, supporting independence and not diagnosed led. Commissioning responsibility for joint packages, currently depends on the lead commissioner with greater percentage of involvement. Despite this, individuals receiving a joint package will have a named co-Ordinator from Health, usually the District Nursing service. Evidence suggests that a dedicated pooled fund arrangement (similar to the one existing for residential and nursing care) might be beneficial and this will be explored by both parties going forward.

There are, however, some patients whose needs are greater and are in receipt of 100% health funding. In these circumstances, the individual will usually have the involvement from health as a care co-Ordinator, depending on the individual need; this could be Mental Health, learning disabilities of adult general health.

Partnership and Engagement Arrangements

Powys County Council, Powys Teaching Health Board and third sector partners engage in a variety of ways with people in Powys. This is partly ongoing (engagement), specific (consultation) and via partnership boards and groups both formally and informally. We decided to limit the additional engagement with partners to a minimum, thus avoiding asking for additional time commitments by partners. We also were able to use available information and insights gathered over a period of several years, using the mechanisms outlined below. We are therefore confident that this report considers significant insights, gathered over a period and thereby providing the insights needed for analysis and future planning.

Market segment	Type of engagement	Insights from this engagement
<p>Third Sector Engagement specifically to this report</p>	<p>In compiling this report, the sector has actively engaged to aid a true reflection and collaboration of views on market stability in Powys. This was supported through engagement with Powys Social Value Forum, the third sector Response group, which is facilitated by PAVO.</p> <p>Dedicated workshop with third sector providers. Dedicated survey for Social Value Forum.</p>	<p>Increased demand putting pressure on providers;</p> <p>There is a shift from intervention and prevention work to direct support work across all 3rd Sector organisations. These organisations predict that this will continue for at least 2 years.</p> <p>Staff leaving organisations due to pressures during pandemic; this will add further pressures on in-contract delivery of services;</p> <p>Council and Welsh Government funding often short term (one/two years), which is counterproductive and counterintuitive</p> <p>Organic strength and resilience of the workforce adds value to the sector.</p> <p>Providers felt there is a need for longer term, joint commissioning and a more balanced reporting system which should be appropriate to the allocated funding.</p> <p>More time is needed for third sector providers to engage fully in tendering processes, which has been a concern for some time.</p> <p>It was felt that the processes can be lengthy and complex and this has negatively affected the sector, with providers reporting too few opportunities and deadlines that are</p>

		<p>too tight. Complex reporting requirements for relatively small grants and contracts can be disproportionate to the funding available and in turn this is resulting in some providers moving away from applying to new funding streams.</p>
<p>Regional Partnership Board Engagement</p>	<p>Specific session took place in June 2022</p>	<p>Early help and support – reflecting on sufficiency and how Powys can increase sufficiency over the next five years.</p> <p>Recruitment issues – these will almost certainly get worse due to demographic challenges.</p> <p>‘Grow our own solutions’, we need to control our own destiny by coming up with our own solutions. The <i>North Powys Programme</i> is an example of this.</p> <p>Trialling a seamless service, Integrated model in North Powys could be an example of this, along with Vanguard approach developed in Brecon, with involvement of the Third Sector.</p> <p>Value of the third sector and removing barriers to work more effectively.</p> <p>Importance of people’s own voice not assuming what people may need (often what is asked for is less than what would have been provided).</p> <p>Workforce challenges exist across all sectors, particularly though in the third sector due to some providers ceasing to work.</p>
<p>Care Homes</p>	<p>Weekly calls with providers throughout peak covid response period and regular information briefing letters to provider Contract monitoring meetings; Co-production of the Care Homes dashboard Care Homes MDT initially met weekly at the beginning of the pandemic and is now weekly Responding to 1 to 1 provider queries (email and phone) Routine (online) provider forum meetings</p>	<p>Responsive and regular feedback from providers on pandemic response; understanding of the pressures and pinch points in delivery allowed support activities to be better tailored to meet providers circumstances and needs, whilst also providing increased up to date information to inform the planning and delivery of those activities.</p>

		<p>Move to increased use of on-line communication to facilitate engagements during the pandemic. Some changes i.e., holding provider forum meetings online increased attendance on previous face to face meetings and will continue as such post-pandemic</p> <p>Feedback from Care Homes staff on the disruptive impact from the number of phone calls from PCC and NHS officers seeking identical information led to the creation of the self-updated care homes dashboard, accessible by all partner organisations. This has been progressively developed and has now replaced some systems previously used for gathering monitoring and performance information.</p>
Domiciliary Care	<p>Regular (daily and weekly) calls with providers to discuss provision and challenges during the pandemic</p> <p>Quarterly Provider Forum</p> <p>Quarterly Contract Monitoring meetings</p>	<p>Responsive and regular feedback from providers on pandemic response; understanding of the pressures and pinch points in delivery, etc, etc.</p> <p>Discussion on common issues.</p>
Carers including Young Carers	<p>Regular (every 4 months) meetings of carers steering group;</p> <p>Quarterly Contract Monitoring meetings</p> <p>Quarterly strategic meetings</p>	<p>Understanding of priorities and required strategic direction.</p>
Advocacy	<p>Powys Advocacy Networks meets (bi-) monthly, with attendance by commissioned provider and other advocacy organisations</p>	
Micro Enterprise development	<p>Quarterly project group meeting between provider, commissioners, care management and third sector organisations</p>	<p>Gaining insights in developments elsewhere.</p> <p>Mutual Learning</p>
Direct Payments	<p>Quarterly Contract Monitoring meetings with support provider</p> <p>Quarterly strategic meetings with support provider</p> <p>Regular meetings with Virtual Wallet provider to discuss progress and raising awareness via the VW champions.</p>	<p>Understanding any barriers to progress and sharing good practice.</p>
Children's Placement Providers	<p>Weekly calls took place with all providers caring for Powys Children Looked After and external residential providers with Homes in Powys throughout the peak covid response period. Weekly/regular email information/briefing letters were also</p>	<p>Providers welcomed communication and correspondence from Commissioning Team and felt supported during the pandemic. Greater understanding of the pressures</p>

	<p>circulated to providers disseminating key information from Welsh Government and Powys County Council.</p> <p>Virtual contract monitoring meetings took place during Covid pandemic, with face to face only where concerns with provider.</p> <p>Contract monitoring visits have returned to face to face from Spring 2022.</p>	<p>and pinch points in delivery and health and wellbeing of Powys Children Looked After.</p>
<p>Childcare Sector</p>	<p>Regular communication with childcare providers throughout the pandemic and ongoing.</p> <p>Support provided for guidance, policy and procedures</p> <p>Contract monitoring meetings with Flying Start and Foundation Phase settings</p> <p>Childcare Sufficiency Assessment carried out.</p> <p>Engagement with 107 providers through phone calls and virtual stakeholder groups</p> <p>Parental survey and engagement</p> <p>Stakeholder engagement survey</p>	<p>Identified areas for improvement</p> <p>Limited out of school care provision</p> <p>Out of School childcare provisions, such as wraparound and holiday, are in extremely high demand across Powys. However, this high demand is not being met with sufficient supply, in part due to a lack of resources and funding available to offer such care. This has been noted by parents, children, stakeholders and the schools themselves. Headteachers would seemingly like to offer this provision, but unfortunately are limited due to being understaffed and under-resourced.</p> <p>Insufficient support for Welsh- medium settings</p> <p>Unmet demand extends to the availability of Welsh medium provision, with parents and wider stakeholders expressing a desire for providers that can deliver Welsh-medium childcare.</p> <p>Recruitment and retention</p> <p>A problem noted was emerging issues around recruitment and retention of staff. The impact of the pandemic, alongside rising costs, has left many providers struggling to provide sufficient staffing, leading to closures across the county. This has been compounded by school-based childcare not being able to function as usual, placing additional pressures on Early Years providers</p>

		<p>High-quality childcare, with limited accessibility</p> <p>Many parents are struggling to access affordable, flexible, and local childcare and feel that rising costs are not being mitigated against through extended universal, free childcare schemes, with limited eligibility to schemes such as Flying Start. Flexibility is also a major issue, with many parents having to rely on family or informal childcare to meet the gap in provision.</p> <p>Local authority communication</p> <p>Through stakeholder, provider and parent consultation, many stated that they wanted increased communication from the local authority and that information which is currently accessible to be further clarified. Though email circulars, social media updates and sample paperwork is shared, many believe they would benefit from clarity (some noted that they struggled during the pandemic). A large proportion of children have also noticed the impact COVID-19 had on the provision, resources, and staffing as retention and workforce entry to the childcare sector drops.</p> <p>Training opportunities</p> <p>Many providers cited a lack of sufficient training or a lack of suitably qualified staff as issues to be addressed to allow them to better support children with ALN and disabilities. Many put this down to a lack of sufficient funding and a lack of ability to provide 1:1 support for children with ALN. It should be noted that providers who had attended training delivered through the local authority, particularly around autism and speech and language needs, had felt this was excellent, however further training is required to ensure staff feel fully able to provide sufficient support to children with ALN and disabilities.</p>
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		An in-depth action plan has been agreed with stakeholder input to address the above areas for improvement.
Children’s Emotional Health and Wellbeing Providers	Regular Emotional Health and Wellbeing workstream meetings where a wide range of providers attend. Frequency of meetings increased over the pandemic to share good practice and agree responses to increased demand. Several subgroup meetings to look at specific areas such as Domestic Abuse Support.	Providers welcomed increased communication and support from the partnership and felt supported during the pandemic. Greater understanding of the pressures and pinch points in delivery and opportunity to share good practice.
Providers of services for people with disabilities	Regular MDT meetings during the pandemic Regular (daily and weekly/based on Risk Assessment) calls with providers to discuss provision and challenges during the pandemic Provider forum meeting during pandemic Contract Monitoring meetings	Ensuring services were provided safely. Early intervention where providers reported staffing challenges. Responsive and regular feedback from providers on pandemic response; understanding of the pressures and pinch points in delivery, etc, etc. Discussion on common issues.

Section 2 – Detailed discussion of regulated and non-regulated services

Market Sufficiency (Regulated Services):

This section looks in more detail at sufficiency in the market. It is based on detailed information from various sources, including our engagement work with providers in the social care market, which is detailed below.

This report examines the sufficiency and stability of the following types of regulated provisions in Powys:

Care Homes Services (Adult) – this includes older peoples residential and nursing settings, as well as provision for adults with learning disabilities, physical disabilities, and mental health issues.

- Care Home Services (Children)
- Secure Accommodation Services (Children)
- Residential Family Centre Services
- Adoption Services
- Fostering Services
- Adults Placement ('Shared Lives') Services
- Advocacy Services
- Domiciliary Care Support Services

These services are all directly provided or commissioned by Powys County Council and/or Powys Teaching Health Board.

The report also considers the wider network of unregulated provision in Powys which comprises many services that support or feed into regulated provision and impact upon the level of need of Powys residents for the regulated services. Please refer to [this section](#) for these services.

Care Homes Services – Adult (Older People)

Current Provision

- There are 30 older people's care homes in Powys registered with Care Inspectorate Wales and 4 nursing care homes
- There are 7 dual registered homes (providing both nursing and residential care beds) and 18 residential care homes
- One intermediate care facility (providing temporary care following hospital discharge, etc. prior to the individual returning to their own home with an appropriate home care package).
- Powys Teaching Health Board provides healthcare services through its network of community services and community hospitals, with a range of consultant, nurse and therapy led outpatient sessions, day theatre and diagnostics in community-based facilities. These play a pivotal role in supporting patient flow from hospital to their home or avoiding hospital admissions in the first place.

Twelve of the residential care homes (and the one intermediate care facility) are premises owned by Powys County Council, but which are operated by Shaw Healthcare through a contract with the Council.

The remaining residential care homes, as well as all the nursing and dual registered homes, are owned and operated by a range of different private sector owners with two exceptions (one nursing home is owned and operated by a registered charity and one residential home is operated by Powys Teaching Health Board).

Powys' care homes have a capacity of 1,114 care beds (as registered with Care Inspectorate Wales) though in practice a small number of these registered beds are not in use. The capacity of care home settings varies, ranging between 10 to 99 beds, with majority of homes having between 20-40 beds.

There are residential homes located in most Powys' localities, however nursing and dual registered homes are less evenly distributed with only one home providing nursing beds in the mid-Powys area. There is a higher concentration of homes and beds around Powys' largest population centres (Newtown, Welshpool, Brecon and Ystradgynlais) with some localities only having a single small residential home (Machynlleth).

Since 2018 4 residential care homes in Powys have closed. Additionally, a large new private residential and nursing facility opened in Newtown in January 2020, which whilst providing good quality, modern, accommodation has adversely impacted upon the number of new resident placements in other residential homes in the vicinity.

Powys County Council funds 49% (553) of the care home beds within the county, Powys Teaching Health Board funds 7% (80) with CHC funding (NHS continuing healthcare – long-term life care) and the rest are either out of county funding (residents from outside the county placed within a Powys Care home) or are privately funded. (November 2021).

In addition to the regulated care home services, there are also 58 extra care units for older people within Powys:

As part of our ambition to widen the choice of accommodation for older people, we opened our first Extra Care scheme in Newtown in (date), Llys Glan Yr Afon. It opened in 2015 and offers 48 flats and on-site support for those tenants who require. It is closely located to the centre of the busy market town of Newtown. The service is operated by Wales and West Ltd.

At present a further two schemes are being developed, one in Welshpool, Neuadd Maldwyn which will offer 66 flats and another one in Ystradgynlais, Pont Aur. Whilst the Welshpool development is a development based on a former council building, to be managed by a housing association, the Ystradgynlais service is based on an existing sheltered housing scheme and is going to be run by another housing provider. Both will be operational at the end of 2023.

A further scheme, in Brecon, has had the agreement by Powys County Council and discussions have begun to explore a facility in Machynlleth.

Powys also has a sizeable stock of sheltered housing accommodation for elderly or disabled people, consisting of private independent units with some shared facilities and a warden. This is an accommodation option for people who want to live independently but need additional support, or just need to live in a smaller and easier-to-manage home.

In Powys there are currently 2,170 sheltered housing homes (units), a rate of 94 sheltered housing per 1,000 of 75+ population.

A10-unit Extra Care Housing facility attached to a Sheltered Housing scheme (Bodlondeb) in Llanidloes (Llanidloes locality).

How current levels of care and support meet existing demand

There are approximately 18,000 people aged over 75 years living in Powys and the population is ageing. As the population ages, there is an increasing trend of people with increased levels of frailty due to age requiring support, including those whose children have been caring for them but can no longer do so due to increasing levels of need.

The increasing provision of care in people's own homes has been successful in Powys in increasing independent living. This is reflected in the increasing average age of people moving into residential care and in the long-term reduction in care home admissions in Powys.

Powys County Council commissions resident placements at all Powys' care homes, whilst Powys Teaching Health Board also commissions placements at the country's nursing and dual registered homes. All settings are also home to privately funded residents, as well as residents funded by out of county local authorities and health boards.

As of December 2021, Powys County Council was funding 621 resident placements (permanent and temporary respite care) in older people's care homes, 520 in Powys homes and 101 in homes located out of county. Of these, 417 placements were for residential care whilst 204 were for nursing care (59 of these placements were jointly funded by Powys County Council and Powys Teaching Health Board).

The UK Care Home Market is driven by commercial concerns and naturally seeks to develop its provision in localities where there exists the strongest opportunity for financial return; however, these are not always areas where unmet need is greatest. Consequently, it cannot be guaranteed to provide the geographical breadth of facilities that Powys requires (many of which need to be in localities where the relatively low numbers of residents requiring them would render them commercially marginal).

Is the range and level of care and support good enough to meet current and projected need identified in the population needs assessment?

There is currently sufficient residential care provision across the county, with some settings routinely having numbers of vacant beds particularly in those localities with several homes.

The overall number of nursing care beds in Powys broadly meets current demand. However, their concentration in the North and South of the county means there is limited provision in mid Powys, which can result in residents being placed in settings some distance from their previous place of residence and family and friends.

Powys' size means it borders many other RPB areas in Wales and English Local Authorities. This results in 16% of Powys County Council funded residents being placed in homes located out of county because of residents and their families exercising personal choice. Similarly, several homes near to the county boundary have numbers of residents who have been placed and funded by other local authorities and health boards.

It is generally considered that the ideal commercial model for a satisfactory financial return for care home facilities are settings with 60+ residents. Powys' geography of widely spread small market town communities means there are only a few localities where the creation of new facilities of such size would be viable. If new facilities were to be created it seems likely that smaller, more localised, facilities would close, resulting in new residents having to relocate to a new area, away from their existing family and carer social and support networks.

Is the care and support provided of sufficient quality to meet individuals' needs and enable them to achieve their personal well-being outcomes?

The quality of the care and support provided to care home residents is monitored, and assessed through a range

of mechanisms, including:

- Individual's personal care plans and their regular review
- Regular visits to settings by Powys County Council Contract Monitoring Officers and Powys Teaching Health
- Board nursing staff
- Care Inspectorate Wales inspections and inspection reports
- Referral of Poor Practice concerns by service providers and visiting professionals
- Reporting of care medical incidents by service providers and visiting professionals
- Safeguarding concern reporting and investigation.

Where issues arise in respect of individual residents these are addressed by the relevant health and care professionals supporting the resident. Where issues affect a home, these are addressed with the home to rectify the accommodation, staffing, management, or care practice issues which gave rise to them. This can result in settings being placed in Provider Performance measures with formal corrective action plans being set and monitored by commissioners.

There are several general themes identified through these processes concerning the quality-of-care home services:

- Accommodation Quality – Many homes in Powys are older purpose-built premises or converted from older
- pre-existing premises. Meeting the need for regular maintenance and improvement of facilities is recurrent
- issue for some settings
- Staff Training – The level of turnover of care and ancillary staff poses a challenge for care home managers in
- ensuring staff training is completed and refreshed for all staff.
- There are also some general quality issues that have arisen during the Covid-19 pandemic
- Temporary staff absence and recruitment challenges causing additional pressures upon care staff as well as
- affecting staff to resident ratios
- The need to strengthen and maintain Infection Prevention and Control practices
- Increased turnover of home managers resulting in disruption to homes' management practices and
- operational oversight.

Have individuals' sufficient choice and a say in how and where care and support is provided, and to what extent is care and support co-produced with users and carers?

Powys County Council's Choice Policy enables potential residents to make informed decisions about any possible additional fee (top up) in a care home of their choice.

The preparation of personal care plans upon resident's initial placement involves people with care and support needs and/or family and carers. These plans are subject to regular review by social services officers.

Nursing Care – There is limited provision of nursing care beds which can cause difficulty with making new residential placements in individuals' home of preference when occupancy levels are high. The available nursing care beds are unevenly distributed across the county with limited provision in Mid-Powys.

This means that individuals in Mid-Powys sometimes must be placed in settings some distance from their original place of residence distant from their family and social network. Over the past four years

the age of older people going into nursing care has increased from 83 to 85 years, whilst nationally the trend has been a decrease from 85 to 81 years; this means that in Powys older people are on average four years older than across the United Kingdom as a whole.

There are ongoing challenges for Homes to recruit and retain enough qualified nursing staff to meet the care needs of their existing bed capacity. Homes often have to rely upon temporary use of expensive Agency Staff to cover absence.

These recruitment and retention difficulties exist across the whole of Powys' health and care services and reflect a shortage within the health and care workforce in general.

Elderly Mental Health/Higher level care needs – As a result of increased home support options there are more people living in their own homes for longer before needing admission to a residential care setting. This means the care needs of new placements are increasingly greater than previously the case for people living in residential care.

This is particularly apparent regarding the proportion of new residents living with conditions such as dementia.

With an increasing proportion of elderly people in the population and increasing diagnosis of conditions such as dementia it is anticipated that the existing level of specialist provision will become insufficient to meet demand.

Although most residential care settings have some level of staff skills and some suitable accommodation to appropriately care for people with these needs such provision is limited. It is evident this limited capability means homes cannot always accept new placements with higher care needs. In these situation people can end up being placed in nursing care settings even though their overall physical health would not have otherwise required this

What is the likely impact of changing patterns of demand, changing expectations, and new and emerging trends, upon the sufficiency of care and support going forward?

Overall, the demographic projections for Powys' elderly population, combined with increased home support services, suggest that fewer people will need traditional residential care services, but those that do will generally have higher care needs.

Measures to support people to live independently, safe, and well within their own home for longer will reduce the number of people needing to enter residential care homes.

Similarly, the planned development of further Extra Care and Extra Care – Lite provision in Powys will also reduce future demand for traditional residential care provision.

Those people who do move to residential care settings are also likely to have higher level of care needs than current residents. The growth in need for specialist EMI provision to meet the needs of people living with conditions such as dementia will mean that existing care homes will need to increase their level of staff skills to care well for those individuals. Homes will also need refurbish or redevelop their physical infrastructure to provide appropriate accommodation for residents with these conditions. There is an evident need to increase the breadth of nursing care provision, particularly within Mid-Powys.

Issues likely to affect sufficiency of provision over the next five-year period

Changing patterns of demand

The increasing provision of care in people's own homes has been successful in Powys in increasing independent living. This is reflected in an increasing average age of people moving into residential care and in a long-term reduction in care home admissions in Powys. However, there is increasing demand for dementia specialist residential care as the number of people living with dementia increases due to the increasing proportion and number of the elderly population of Powys.

The expectations of older people and their families regarding the nature and quality of accommodation and care, combined with the personalisation agenda in social care strategy means

that the traditional model of residential care accommodation (and the services provided within it) will need to transition to become less 'institutional' and more focused upon meeting individual residents' needs, preferences, and expectations.

Current and emerging trends

People across Wales have changing expectations when considering their housing and care needs. Successive governments, both UK and Welsh, have emphasised the desire to meet this changing demand and the need to support people within the community and for residential institutions to become more specialist in nature. Social policy makers have identified the need to address the reducing funding available triangulated against increasing and more complex needs.

Nationally, there has been a drive towards developing extra care schemes and supporting people to live within their own communities.

With a continued national focus on personalisation and more specifically, the increasing prevention agenda, Powys County Council needs to ensure the sustainability of services within this changing environment. The Council has identified areas of Powys where there is a lack of appropriate accommodation options. There are areas of Powys specifically identified as requiring the development of extra care housing (Brecon, Welshpool, and Montgomery).

The Council has agreed ambition to develop 5 additional extra care schemes in Powys. These are Neuadd Maldwyn in Welshpool, Pont Aur in Ystradgynlais, and 3 other schemes, to date in draft development only, in Machynlleth, Radnorshire/mid Powys and Brecon.

The Covid-19 pandemic has had significant impact upon the number of residents within Powys' older people's care homes. At its peak in March 2021 there were 264 vacant care beds. As of January 2022, the number of beds vacancies had reduced to 170 (approximately double the number pre-pandemic). Although the financial impact upon providers caused by high vacancy rates was substantially mitigated by Welsh Government's 'Hardship Fund' it is probable that some settings will enter the post-pandemic period with significantly low occupancy: causing a shortfall in income that may jeopardise their financial viability.

Challenges, risks and opportunities

We have described the increasing elderly population (in overall numbers and as a proportion of population as a whole) that will result in changing accommodation demands. It is anticipated that social care policy, and the provision of alternative care and accommodation models, will progressively reduce the number of people entering residential care homes in the next 5-year period.

However, the care needs of those people are likely to be higher, creating demand for more specialist care capacity. This may manifest itself as a need for more nursing care beds but also in a need for increased specialised care accommodation for people living with dementia.

Residents with higher care needs do necessitate higher care costs but also attract payment of higher care fees.

Workforce recruitment and retention is a challenge for Powys's care homes (particularly in respect of nursing staff, but increasingly care staff as well):

- The availability of sufficient, suitably skilled, staff will be a major factor in determining the operational viability of existing care home settings, but also in determining the market's ability to develop new, higher need, care provision.

The opening of new extra care facilities in the Welshpool, Ystradgynlais, Machynlleth, Brecon and Mid-Powys area will reduce demand for residential care beds in those areas over the next 5 years and may reduce placement numbers in other local residential homes to a point where they are no longer financially viable.

It is anticipated that Powys County Council will need enter into an operating agreement with a provider organisation to manage and operate the new settings. This would create a new contractual opportunity for an appropriate provider (or providers).

- The current impetus to provide care at home to allow people to live at home for longer will continue to reduce demand for residential care placements. This will continue to reduce need for current levels of residential care provision. However, given the existing pressures in the domiciliary care market this will require some changes to the current model of care. This trend potentially creates opportunities for diversification of services offered by older peoples care homes to meet the growing need for at home services and associated demands such as short-term respite care or day care. At the same time our “Modernisation of Care at Home” workstream will seek to identify opportunities that will respond to this challenge.

Further detailed information about older people’s accommodation provision and future need can be found in Powys County Council’s Market Position Statement.²⁵

Children’s Placements

Issues likely to affect sufficiency of provision over the next five-year period

The shortage of children’s placements to meet children's needs together with the National increasing numbers of children in local authority care will place significant future demand on the market. Welsh Government's aim to eliminate private profit from the care of children looked after will transform the market across Wales.

Care Home Services (Children)

Current Provision

The term ‘children looked after’ relates to any children who are looked after by a local authority, under the Children Act 1989 and the Social Services and Wellbeing Act 2014. The implementation of the Children Looked After Strategic Framework has been instrumental in tackling some of the challenges faced by the previous increase in the numbers of children being looked after and achieving better outcomes for the children who are placed in our care. Due to the span of work needed to be considered and implemented in relation to children looked after in Powys, we have adopted an approach whereby we will implement an overarching Children Looked After Strategic Framework.

Our key enablers for children looked after are

- Applying robust commissioning methodologies
- Models of investment
- Workforce Development
- Quality Assurance
- Systems and Process Design
- Engagement, Listening and Co-production
- Cultural and Practice Change

There are 19 children’s homes within the county of Powys, two of which are owned and run by Powys County Council (Golwg y Bannau and Glyn Mawr). Only 9 of 86 placements within the 19 homes are currently occupied by Powys Children Looked After. Powys County Council do not hold block contracts with any of the independent homes within Powys and children are being placed in

²⁵ [Market Position Statement Older Peoples Accommodation.pdf \(moderngov.co.uk\)](#)

residential placements out of county and out of Wales. As at 30th April 2022 there were 30 children placed in residential placements outside of Powys.

There are 65 generic foster carers (53 of whom are in Powys), 14 respite carers (10 within Powys), 21 “family and friends” carers (9 of whom are in Powys) and 22 Springboard, Training Flat and 16+ Accommodation and Support (within Powys).

How current levels of care and support meet existing demand

Building relationships between Children’s Commissioning Team and the 17 external care providers in Powys and have improved significantly during Covid-19. However, the number of available beds with Powys external providers are limited due to the models or care/ statement of purposes/size of these homes i.e., 12-week assessment, specialist sexualised behaviour, female only. Despite foster carer recruitment campaigns, the establishment of an in-house Children’s Home, an increase in the number of beds at our established children’s home and new Springboard/Training Flat and 16+ Accommodation and Support provision, there is insufficient supply of in-house and external foster, residential and 16+ placements in Powys to meet existing demand in Powys.

Is the range and level of care and support good enough to meet current and projected need identified in the population needs assessment?

Powys Children’s Services Placement Team have undertaken numerous residential searches for children and young people within the last 12 months, with some children/young people experiencing repeated moves. Powys children/young people experiencing 3 or more placements has increased by 6% in the last 12 months as external providers are in a seller’s market and are able to give notice too easily on our children and young people.

The range of placements commissioned and provided within Powys has expanded to include mainstream Children’s Homes, 16+ Accommodation and Support and Emergency Accommodation as per our Sufficient Supply of High-Quality Care Placements Strategy and we are improving placement choice through better commissioning arrangements resulting in delivery of care plans and interventions and improved outcomes for children and young people.

Is the care and support provided of sufficient quality to meet individuals’ needs and enable them to achieve their personal well-being outcomes?

Our Commissioning Team have robust contract monitoring processes in place to monitor quality of individual placements and ensure that they meet children/young people’s needs, in addition to general 4Cs contract monitoring. Pre-placement visits are undertaken with new providers/provisions together with six monthly / annual contract monitoring visits. A clear concern with provider policy is in use and announced/unannounced visits take place, as required.

Have individuals’ sufficient choice and a say in how and where care and support is provided, and to what extent

Children’s Commissioning Team understand the importance of the need to involve children/young people and their families/carers in service development and decision making and ensure the voice of the child and “what matters” is integral to strategic commissioning and provision of services through participation, contract monitoring visits and promotion of engagement forums with established and new groups. Young people were involved in the tender process for 16+

accommodation and support services which included development and evaluation of tender questions. However, we have noted that young people and their families are often more concerned with the quality of service delivered rather than who delivers it.

Is care and support co-produced with users and carers?

The Children's Commissioning Team ensure that children/young people and their families are involved in service planning through engagement with established groups and fora, i.e., Care Leavers Forum.

Commissioning Team identify any themes or gaps in service provision that can be fed into future commissioning to mould and shape future development of services so that they meet the needs of children, young people and families in Powys, i.e., new provision of in-county 16+ accommodation and support placements.

What is the likely impact of changing patterns of demand, changing expectations, and new and emerging trends, upon the sufficiency of care and support going forward?

Children's Placement Team have been instrumental in delivering objectives of Children's Services Closer to Home and North Powys Wellbeing Projects. 21 change of placements to bring children and young people closer to home/step downs closer to home or return home was realised in 2020/21 and 17 change of placements equating was realised in 2021/22.

The *Sufficient Supply of High-Quality Care Placements Strategy (2018-2023)* is currently being reviewed. It has already been noted that there has been an increase in demand for placements for older teenagers, those with more complex needs, parent and baby foster and residential placements and sibling groups in the last 12 months. This demand will have an impact on sufficiency and will need to be incorporated into the updated Strategy.

Powys developed report about the sufficiency of provision for children's care services which goes into detail about the current and historic situation and what the Council with its partners is doing to address imbalances in the market.²⁶

Challenges, risks and opportunities

There are concerns about a shortage of appropriate places and high prices which may contribute to poor outcomes for children and local authorities. It seems clear that the placements market overall is not providing sufficient appropriate places to ensure that children consistently receive placements that fully meet their needs, when and where they require them. This is resulting in some children being placed in accommodation that, for example, is too far from their home base, does not provide the therapy or facilities they need, or separates them from their siblings. Given the impact that poor placement matches have on the well-being of children, this is a significant concern.

There are concerns that a range of other barriers, including access to staff, recruitment and retention of foster carers, and property acquisition and planning processes may be restricting the ability of providers to provide more placements where they are needed.

Advocacy (Children)

Current Provision

Powys, as Lead Commissioner, has responsibility for the Mid and West Wales Regional Advocacy Service and have recently led the recommissioning of this service on behalf of Carmarthenshire,

²⁶ [Our Strategies and Plans on a Page - Powys County Council](#)

Ceredigion, Pembrokeshire and Powys local authorities and Hywel Dda and Powys Health Boards. The contract was re-tendered in Autumn 2021 and the new contract commenced on 1st April, 2022. The current contract has 4 lots.

Lot 1 - Independent Professional Advocacy

An independent advocacy service is designed to provide safeguards for children and young people and it is imperative that the advocates providing the service should be free to support them, without any conflicts of interest, and to appropriately challenge service providers on the children and young people's behalf. The subject of such challenge may be very broad and can include:

- Decisions made about a child or young person's care
- The upholding of a child or young person's legal rights
- The quality of care being provided

The role of the advocate is to support a child or young person to make an informed decision with the young person's views and wishes being their sole focus. An advocate will help a child or young person to understand his or her rights and the choices of action that are available, but ultimately, any decisions taken will be the child or young person's own.

Lot 2 – Independent Visiting Service (Supplementary)

The overall aims of an Independent Visiting Service for looked after children who have little or no contact with their birth families are to provide Independent Visitors, (who are volunteers), who will visit, advise and offer friendship on a 1:1 basis to children and young people and to facilitate a consistent relationship over a longer-term period.

Lot 3 – Complaints in relation to NHS Service (Powys Teaching Health Board and Hywel Dda University Health Board)

The provision of independent Advocacy for all children and young people under 18 wishing to manage representation, raise a concern, or make a complaint in relation to NHS services. Section 187 NHS (Wales) Act 2006.

Lot 4 - Regional Junior Local Safeguarding Board – (CYSUR)

To enable the effective participation of Service Users in the work of the Regional Safeguarding Children's Board.

How current levels of care and support meet existing demand

During the quarter January to March 2022, we received 163 referrals (issues) from 110 children and young people. This includes 33 looked after children, 67 children in the child protection arena, nine children in need of care and support and one care leaver. Slightly more males accessed than service than females (58 compared to 52), following the same pattern as last quarter, and equal numbers of children and young people accessed the service from the 6-11 and 12-16 age range (46 each). Thirty-three children and young people accessing advocacy this quarter were new to the service.

Is the range and level of care and support good enough to meet current and projected need identified in the population needs assessment?

Some 43 children and young people became eligible for the Active Offer during the quarter. A total of 24 children and young people were referred for Active Offers. This included three looked after children and 21 children who entered the child protection arena. Meetings were arranged with 19 of these children and young people and 16 accepted the Active Offer and continued to Issue Based Advocacy. We have been unable to meet two young people due to availability, and one child was too

young to understand the information being shared. More males (13) were referred for the Active Offer than females (11) and, as with Issue-Based Advocacy, equal numbers of children and young people accessed the Active Offer from the 6-11 and 12-16 age range (10 each).

Is the care and support provided of sufficient quality to meet individuals' needs and enable them to achieve their personal well-being outcomes?

We can report that 137 Issue Based Advocacy cases have been closed during the quarter and 191 issues resolved and closed with the support of an advocate. Requests for support at meetings has once again remained high. During quarter four a total of 113 meetings took place, at which a child or young person's wishes and feelings were shared. IROs referred more children and young people for advocacy than anyone else during quarter four (49 referrals), closely followed by social services (48 referrals).

Have individuals' sufficient choice and a say in how and where care and support is provided, and to what extent is care and support co-produced with users and carers?

Advocates are doing more and more face-to-face visits now Covid-19 restriction have eased. To ensure the safety of the children and young people we work with, TGP Cymru have an overarching risk assessment and checklist to ensure all safety precautions are made in regard to Covid-19 prior to visits taking place. Virtual visits are still taking place at the choice of the child/ young person or where the advocate feels it is appropriate to do so. The blended approach to service delivery will continue as it meets the needs of children and young people and offers benefits to staff who have busy caseloads.

Following team discussions during the last year, the advocates are now offering two means of children and young people providing feedback on their advocacy service; either directly to their advocate or via the in-house Quality Assurance Officer (via letter or text). We received four completed forms this quarter. All four young people expressed a positive experience and advised that they feel more included in decisions because they have an advocate on their side. One young person stated, "It was good that there was someone who could ask questions at LAC meetings."

Current Provision

The impact of the Pandemic has taken a heavy toll on people's emotional well-being and sense of stability particularly with employment and finances. The war in Ukraine and the financial implications on the cost-of-living crisis has compounded an already unstable landscape. Recruitment has slowed down on a National level. The self-employed are not entitled to Adoption leave payments and with the increase in self-employed population this has made people reluctantly rule themselves out of coming forward to adopt. Campaigns to change this are in place. Recruiting adopters remains challenging in 2022/2023.

Domiciliary Care services

Current Provision

As demonstrated elsewhere in this report there has been ongoing and sustained pressure on the domiciliary care market for some time. We have seen an increase in demand over time, especially during the pandemic and several providers exiting the market. Between 2019 and 2021 seven providers handed packages back and/or exited the Powys market. That amounted to over 150 packages or 2,209 hours of care which had to be reallocated and sometimes temporarily deliver by our Bridging Team. Challenges emanate from the lack of recognition of working in the care sector (which applies to all sectors), the relative low level of pay, long working hours and increasing travel costs for carers. Powys has been taken corrective action over the past three years by introducing our Powys Pledge (see elsewhere in this report), investing into our Health and Care Academy and segmenting our fee structure to take account of the differing levels of travel costs. However, in the short term this may not be sufficient to respond to the challenges. Powys Teaching Health Board

commissions care packages separately, these have increased from 14 in 2017/18 to 26 in 2021/22, an increase of almost 50% in the period.

How current levels of care and support meet existing demand

We have seen an increase in waiting times for care packages to be picked up by our providers, which is an indication of how the increase in demand and the supply is mismatched. Our Dynamic Purchasing System remains open for new providers to enter the Powys market but challenges in particular areas remain.

Is the range and level of care and support good enough to meet current and projected need identified in the population needs assessment?

As discussed elsewhere there is a mismatch in the market which Powys is actively addressing. We are experiencing an increasing number of individuals with higher and more complex care needs which our providers are not always able to cover. With a projected increase in the number of older people (see our Population Needs Assessment) and a net outflow of people of working age we are putting in place other measures to address this issue (see elsewhere our work with Home Support, Technology Enabled Care and community micro enterprises).

Is the care and support provided of sufficient quality to meet individuals' needs and enable them to achieve their personal well-being outcomes?

We are confident that our providers can provide the quality-of-care individuals require. We are actively monitoring this and where there are concerns address them through our contract monitoring processes.

Issues likely to affect sufficiency of provision over the next five-year period

As mentioned throughout this report, the biggest challenges facing all service areas stem from the reduction in the working age population and the rise in demand and complexity of needs of those people requiring care and support. Powys is responding to this with our "Grow Our Own" initiative and the 'Health and Care Academy. However, in the short term we are expecting significant pressures in the market.

Changing patterns of demand:

As mentioned elsewhere, we have been seeing and expect to see more people with complex and more support requirements. This is partly a result of people being supported by their family members (who may have been furloughed) during the pandemic who now no longer are able to do so as they have returned to work. Anecdotally but also supported by national research, many people did not attend health services during the pandemic and as a result have deteriorating health and increasing frailty. As the UK is now emerging from the pandemic there is evidence that the stored-up demand due to people with care and support needs not attending to GPs and elective surgery is leading to longer waiting times for treatment both in primary and secondary care, which in return has an impact on the social care system.²⁷

Current and emerging trends

As discussed elsewhere in this document, we are seeing an increasing number of people waiting for support in their own homes, whilst providers continue to struggle to retain and recruit staff. We are expecting this trend to continue for some time and have put measures in place (see comments about our Grow Our Own initiative and the Health and Social Care Academy).

Challenges, risks and opportunities

Risks therefore exist in the supply of care in the market. We have seen several providers leaving the Powys market, adding further pressure on an already challenging environment. We have successfully

²⁷ [Clearing the backlog caused by the pandemic - Health and Social Care Committee \(parliament.uk\)](https://www.parliament.uk/business/committees/committees-a-z/commons-select/health-and-social-care-committee/pages/clearing-the-backlog-caused-by-the-pandemic)

invested in our in-house provision, which comes at a cost to the Council. A further risk is the dual commissioning approach by both Powys Teaching Health Board and the Council in contracting with the same providers for additional provision.

However, there are opportunities which have been explored and, in some cases, implemented. The introduction of the community micro enterprise work has shown promising results and will be further expanded. Our “Home Support” provision has gone through a three-year pilot and is now being rolled out across Powys, reducing the need for traditional domiciliary care provision. Reducing ‘double handed’ care packages (see elsewhere in this report) has proven successful and, combined with the ongoing and expanding use of Technology Enabled Care (TEC) are further approaches to manage and potentially reduce the pressure on our market.

Advocacy (Adults)

Current Provision

There are commissioned providers for statutory advocacy, Independent Mental Health Advocacy and Independent Mental Capacity Advocacy in place. They cover all of Powys via local offices/bases. During lockdown provision was not always sufficient due to restrictions in face-to-face contact. This is now normalising to pre-pandemic provision.

How current levels of care and support meet existing demand

The current provision across statutory advocacy, Independent Mental Health Advocacy and Independent Mental Capacity Advocacy are not always sufficient. We are also aware that referrals vary both geographically and dependent on referral teams.

Is the range and level of care and support good enough to meet current and projected need identified in the population needs assessment?

Feedback from our providers suggest that generally feedback from people using the services are positive. Projected need is increasing and we are communicating with commissioned providers about ways of further tools to predict demand, and how to provide support within budgetary limits.

Is the care and support provided of sufficient quality to meet individuals’ needs and enable them to achieve their personal well-being outcomes?

Feedback from users of the services is shared at regular monitoring meetings and focussed/targeted questions about quality. We have no concerns about the quality of provision in the county.

Have individuals sufficient choice and a say in how and where care and support is provided, and to what extent is care and support co-produced with users and carers?

Feedback from users of the services is shared at regular monitoring meetings and focussed/targeted questions about quality. This information and feedback from other professionals (e.g., social workers) is used to adjust, where necessary, service provision. This feedback will also flow into regular reviews for service specifications prior to recommissioning of services.

What is the likely impact of changing patterns of demand, changing expectations, and new and emerging trends, upon the sufficiency of care and support going forward?

Feedback from users of the services is shared at regular monitoring meetings and focussed/targeted questions about quality. This information and feedback from other professionals (e.g., social workers) is used to adjust, where necessary, service provision. This feedback will also flow into regular reviews for service specifications prior to recommissioning of services.

Issues likely to affect sufficiency of provision over the next five-year period

Pressures in service provision elsewhere (e.g., longer waiting times for domiciliary care) may result in further requirements for advocacy of people needing these services. The current and projected

ongoing cost of living pressures may add to pressures for providers (e.g., access to qualified staff, recruitment and retention).

Challenges, risks and opportunities

The main challenges have been identified above, e.g., cost of living increase, budgetary pressures and also the demographic patterns which have been identified at the beginning of this document. Opportunities will be explored for joint commissioning of provision, especially in the CHC environment (see elsewhere about CHC provision and joint commissioning).

Market Stability

Care Homes Services (Older People)

Current provision

The supply of care home accommodation for older people is slightly imbalanced. There is a good geographical distribution of **residential** care beds, however the overall there is over-provision of total bed numbers. It is however worth noting that at times it has been and is difficult to offer people with care and support needs and/or their family member a home of choice. This is often due to either their locality or the needs of the individual. We understand that some of our 'out of county' placements are due to family members living out of county and wish to be close(er) to the cared for.

Conversely, the distribution of **nursing** care beds is imbalanced, with a shortfall in relation to localised demand within mid-Powys. The overall number of available beds is also insufficient to meet demand at periods of higher need for placements.

The majority of Powys' care home provision is provided by a diverse range of predominantly private sector providers. Most of Powys's nursing, dual registered and residential care homes are owned and operated by private sector owners. These are predominantly smaller companies or single owner homes, with little presence of larger UK wide care home companies in the Powys market historically.

The principal exception to this is where Powys residential care homes are premises owned by Powys County Council but management and operation are contracted to Shaw Healthcare.

One (residential) home is owned and operated by Powys Teaching Health Board and one (nursing) home owned and operated by a registered charity.

The wide geographical distribution of settings means there are only a few local areas (Brecon, Newtown, Welshpool and Ystradgynlais) with enough settings to drive an element of local competition and offer a range of customer choice.

The geographical distribution of settings means there is frequently only limited opportunity for individuals to exercise meaningful choice in deciding their place of residence unless they are willing and able to move from their current area of residence. This is particularly apparent in respect of nursing care.

The principal source of information available to providers is the Powys Market Position Statement which is made available via the Powys County Council website.

[\(Older people s accommodation choices Plan on a page \(2\).pdf](#)

Additionally, market information is shared with current providers through:

- Regular provider Forum meetings and briefings
- Individual contract monitoring meetings

Furthermore, any potential provider can contact Powys County Council's Commissioning Team to discuss or request information about the care home market.

Prior to 2021 the 'Powys Rates' for care home placements were amongst the lowest in Wales. This resulted in frequent requests from homes for 'top up' payments to increase the rate paid when negotiating individual new resident placements.

However, during 2018 a 'fair cost of care' review was undertaken by Powys County Council in collaboration with current care home providers to objectively provider costs and need for a fair operating return. This resulted in significant revisions to payment rates and saw significant increase to the rates paid. In 2021 the Council worked with Rockhaven Healthcare Consultancy to undertake a 'Fair Cost of Care' exercise, which enabled us to agreeing set fee rates for older persons' care homes in Powys. The fees are set out in the Cabinet report of March 2021, "[Valuing Residential Care](#)". The exercise adopted an open-book approach to understanding the costs of residential care in Powys for care providers and calculated an agreed average cost and set fees, split into relevant categories. These fees were adopted and used from April 2021 until March 2022. There were several instances during the 'second wave' where the Council had to provide direct support to homes. Support included actions to maintain safe staffing levels (including temporary Council staff redeployment). In one instance the Council helped to source alternative temporary arrangements for resident catering.

The recruitment and retention of sufficient numbers of suitable trained staff is an ongoing challenge for care home operators. This dynamic has been further complicated by the varied impacts of the Covid-19 pandemic upon the social care workforce.

A study of staff vacancy levels in all of Powys' care homes in July 2021²⁸ revealed:

- 25 homes (83.3%) had one or more vacant staff roles
- There were at least 161-164 vacant staff roles (equating to at least 3,509.75 hrs of staff time)
- The predominant vacant staff roles were carers 73-75 (45.34%), whilst there were also 10 – 11 (6.21%) nurse vacancies.
- Several vacant management and senior career/team leader roles (18, in 12 homes – 40%).

This research showed that as of July 2021 the longest reported period for a vacant post (a nurse post) was 18 months. The overwhelming number of reported vacancies had been unfilled for 0-1 month.

Most reported vacancies that have been unfilled for 1 month+ were for nurse roles.

Although some vacancy types (Nurses) have been long term challenges, the high level of management level vacancies was felt to be a consequence of the demands of the pandemic upon staff resilience.

Most providers have ongoing staff recruitment drives, however, pay rate and terms and conditions issues mean that care homes are in competition with other care services for the same section of the workforce. Similarly, there was evidence that the 'reopening' of the local economy after the first wave of the pandemic saw care staff leaving care work as other, less demanding, employment became available in other areas of the economy, such as retail.

Overall, the ongoing difficulty of staff recruitment is a potential risk to the future stability of care home services and the capability of the market to adapt services to meet changing or developing needs. However, there are factors which may begin to mitigate this over the next 5 years:

²⁸ Powys County Council Older Persons Care Homes Staffing Overview - August 2021



- Any significant national or UK-wide ‘reform’ of health and social care service provision will as a necessity need to positively address workforce capacity and would be likely to involve measures to incentivise employment in the care profession.
- The ongoing moves towards meeting a national living wage within Powys’ economy (as well as the Welsh economy as a whole) will act to boost wage rates in the care sector and may aid recruitment and retention. Similarly, any future revision of the ‘Powys Rate’ for care fees is likely to include provision to support this trend.
- Finally, it is anticipated that the creation of *Powys’ Health & Social Care Academy* will help grow the size of Powys’ care workforce, as well as meeting needs for the upskilling of the existing workforce to meet higher levels of care needs. [Powys Health and Care Academy Skills Hwb - Powys County Council](#)

Commissioners have been closely monitoring the impacts of the Covid-19 pandemic on some aspects of provider income and financial sustainability and will continue to do so after direct financial support by the Welsh Government (“Hardship Fund) for pandemic impacts has ended in March 2022.

This has resulted in several preventative actions to ensure individual homes of concern and of strategic importance to services are supported. Measures used include an open book review of fees paid and advance ‘block booking’ (purchase) of bed spaces to meet anticipated placement demands.

Additionally, concerns regarding the financial viability and sustainability of individual settings are generally identified through routine contract monitoring processes. This can lead to dialogue with the provider concerned to support them with resolving the issue and/or managing the situation.

The information publicly available to prospective or current private purchasers of placements regarding a home’s financial sustainability is limited. However, prospective purchasers can contact Powys County Council’s Commissioning Team as part of their market research. In the event of a home being at risk due to financial issues, Powys’ multi-agency Joint Interagency Monitoring Panel will work with home management to ensure that residents and their families/carers are informed and updated.

There is no regulatory obligation upon new providers to proactively liaise with Commissioners when seeking to develop new settings. Although where intentions become apparent (e.g., through planning applications) Commissioners proactively seek to engage in dialogue with the provider.

Similarly, there is no regulatory obligation upon providers seeking to sell their home as a going concern to a new owner to proactively engage with Commissioners. In practice however, such issues are generally identified and discussed through the routine contract monitoring dialogue with providers.

In the event of a care home closing, this is managed through the multi-agency Joint Interagency Monitoring Panel process, through which Powys’ commissioners work with the provider to ensure the process is orderly and the needs of existing home residents are met.

The current breadth of provision with the market means that there is sufficient spare capacity to accommodate the failure of small residential care settings in most localities of the county. There is less capacity within the market to be able to absorb displaced residents in the event of the failure of a large residential care provider. In these situations, it would probably result in existing residents having to be rehomed away from their present locale.

The situation regarding **dual registered and nursing** homes is less resilient. Although some capacity exists in the overall Powys market, a home failure would result in existing residents having to be rehomed away from their present home and potentially see some people needing to be placed in out of county settings. This is one of the reasons why Powys County Council and Powys Teaching Health Board have been working jointly to develop their strategy for handling the temporary operation of such services.

Currently, excess capacity of residential beds compared to demand is likely in time to lead to a reduction in residential settings, particularly in those areas where new extra care facilities are created. Additionally, any future commercial development of new settings offering more modern, higher quality, residential care accommodation would be likely to adversely affect the viability of other nearby residential care settings.

If unmet demand for additional nursing care beds results in creation of additional nursing bed capacity this would be unlikely to adversely impact the financial stability of existing market provision. The one probable exception to this would be if such additional capacity was created in a locality with existing provision, when it would probably serve to reduce demands in the existing local settings.

Care Homes Services (Adult)

Current adult care home provision consists of the following:

- 87 people live out of county
- 27 people live in Powys
- There are 6 adult residential care homes operating in Powys.
- This includes provision for people living with mental health, learning disability and physical disability support needs.

Care Home Services (Children)

The age demographics of children receiving care and support in Powys in 2020²⁹

- 3% (20) are aged under 1 year
- 15% (95) are aged 1 to 4 years
- 24% (150) aged 5 to 9 years
- 41% (255) aged 10 to 15 years
- 16% (100) aged 16 years and over
- 56% are male and 44% are female

A child who has been in the care of their local authority for more than 24 hours is known as a Child Looked After. Children Looked After (CLA) are also often referred to as children in care, a term which many children and young people prefer. As of 30 April 2022, there are 229 individual Children Looked After in Powys. The age demographics for Children Looked After (Powys County Council 30th April 2022 shows:

- 21% (49) are aged 0 to 4 years
- 17% (39) are aged 5 to 9 years
- 40% (91) are aged 10 to 15 years
- 22% (50) are aged 16 to 18 years

The number of Children Looked After by Powys broken down by placement location shows

- 53% (121) are inside the Powys boundary

²⁹ See: [read more about children receiving care and support in Powys and Wales by viewing our interactive report.](#)

- 27% (62) are outside the Powys boundary but still within Wales
- 20% (46) of Children Looked after are outside Powys and outside Wales

Care experienced young people are supported to ensure a smooth transition as possible into adulthood, either moving to adults' services for further support, or being supported with areas such as housing, education and employment. However, many young adults leaving care have an increased likelihood of becoming homeless, 13% of all care leavers experienced homelessness during 2020/21.

Working with young people, Powys County Council supports them with the 'Closer to Home Strategy' with the usage of residential placements being the least preferred option if a foster carer placement is available and suitable.

In addition, there are currently 23 specialist centres in Powys. 19 of these cater mainly for pupils with moderate learning difficulties (MLD), and autistic spectrum disorder (ASD), based in primary and secondary schools. Four of them are also pre-school assessment centres.

To support the implementation of the Additional Learning Needs and Education Tribunal (Wales) Act 2018, Powys County Council has a new inclusion platform, Tyfu, which will support schools and settings to work in partnership with pupils, parents and professionals to support the learning needs of pupils. The bilingual electronic system will allow a coordinated approach to additional learning needs, ensuring pupils receive the support they need as early as possible.

Adoption Services

Adopted children are amongst the most vulnerable children in Wales; these are children for whom other alternatives have been exhausted and who would most likely remain 'looked after' for their childhoods if they were not adopted.

Fostering Services

Recruitment of foster carers has gone through a major change in the last twelve months when all twenty-two Local Authorities in Wales joined forces to launch Foster Wales. This will hopefully increase the number of fostering households in Wales.

Despite over a third (39%) of Welsh adults claiming they have considered becoming a foster carer, there is still a need to recruit an estimated 550 new foster carers and families across Wales every year. This is to keep up with the numbers of children who need care and support, whilst replacing carers who retire or can provide a permanent home to children.

Foster Wales will use social media as a platform to raise the profile of the services as well as there have now been local television and radio adverts.

The Powys fostering website, linked to the Foster Wales website, is updated on a regular basis in line with Foster Wales. Social Media such as the Local Authority use Facebook and Twitter, again with regular updates and news. The service is supported by the Local Authority corporate communication team.

During the two years of the Covid pandemic as with many agencies the service had little in the way of a visual presence within the local community such as the Local Authority had prior to the pandemic however, the service is implementing strategies to re-establish a consistent, continuous presence by promoting fostering in Powys during national awareness campaigns, local family-based events, fun days and local supermarkets and community groups, and on a day to day basis using flyers, poster and banners, and as previously stated social media.

The service has been involved in the regional work of the National Fostering Framework considering the impact of National, Regional and Local advertising.

The Service usually has the support of its current foster carers in recruitment campaigns and several carers have supported the service by writing articles for publication or appearing in video's talking about their experience of being a foster carer.

As of the 21st of June 2022, there were 227 children looked after by the Local Authority.

On the 31st of May 2022 there were 67 Generic Fostering housing holds and 25 Friends and Family carer households.

Adults Placement ('Shared Lives') Services

The past two years has seen the reregistering of the Shared Lives Powys service under the RISCA regulatory framework. This process has provided an opportunity to review and revise the services policies and procedures. During this period, SL Carers have chosen to leave the service and new SL Carers have been assessed and approved. Numbers have remained broadly static. Recent additions to the staff team mean that the service is now able to recruit additional SL Carers and increase available provision. Post pandemic, there has been renewed interest in the service, with an increase in enquires for possible arrangements. Increasing the pool of available SL carers would provide greater opportunities to find appropriate matches.

Shared Lives arrangements are provided by assessed, approved and trained carers who work under the auspices of the Shared Lives scheme. Approved carers and the service are members of Shared Lives Plus, a national organisation providing support, guidance and representing the interests of those in the Shared Lives sector. Households may have more than one approved SL Carer if a joint application has been made. Family members or close friends often apply to the service, to become Family Link carers. Family Link carers support the work of Shared Lives carers, providing respite or sessional support to individuals using the service for long term arrangements.

Advocacy Services (Adults)

Powys County Council commissions a single provider for statutory advocacy as required by the Welsh Government's Code of Practice, Part 10.³⁰ In addition there are community services, which are not funded by Powys County Council that provide e.g., peer advocacy, informal advocacy and self-advocacy support. Whilst the commissioned provider covers all of Powys, community-based services may only operate in different localities but do add to the rich offer for people to receive support when requiring support to discuss e.g., social care or housing issues.

In addition, as mentioned elsewhere in this report, Powys Teaching Health Board commissions Mental Health and Mental Capacity advocacy for separate reasons and settings. All our providers operate within the confines and challenges of budgets and increasing demand as outlined elsewhere in this report.

Advocacy Services – Children and Young People

The Children's Advocacy Service market in Wales has a limited number of providers but is stable. There is consistent provision across Wales and good engagement between regions, providers and Welsh Government. There is a performance reporting template and advocacy providers produce data for local authorities, regions and Wales. ...

³⁰ [Advocacy services: code of practice | GOV.WALES](#)

Domiciliary Care Support Services

The capacity of domiciliary care services means providers can sometimes struggle to meet demands for new care packages, particularly at times when there are spikes in demand.

The challenges with staff recruitment and retention with domiciliary care means the availability of staff is often a major constraint on the ability of Providers to meet demand for new care packages.

Similarly, lengthy journey times between some peoples' homes due to Powys' rurality means some care packages can be difficult to efficiently accommodate within existing staff rotas. This, together with considerations of cost incurred and fees earned, can make some packages unattractive for Providers to bid for.

The available capacity in services does struggle to provide new packages of care in some geographical areas of Powys (e.g., the East Radnor area). However, the development of social care micro-enterprises is developing some additional domiciliary care service capacity in those areas to help mitigate these challenges.

There are a broad range of regulated domiciliary care service providers operating within the Powys' market. As of January 2022, there were 14 providers (including Powys County Council's in-house service) delivering commissioned care packages.

Most of the regulated care domiciliary providers are businesses operating their services on a regional basis (including some also operating in England). Most are commercial businesses, but a small number are third sector businesses. In addition, there is Powys County Council's on in-house domiciliary care service (bridging team).

In January 2022 there were 3 services (including Powys County Council) delivering 100 plus care packages per week each. The remaining providers were each delivering between 3 to 61 packages.

There is no undue reliance upon one single provider by commissioners, however, there is a dependence upon those providers who have capacity to deliver care packages in the more rural and sparsely populated areas of Powys.

There is generally little spare capacity within the market. This means that in the event of provider failure it would be difficult to rapidly transfer any existing care packages to new providers as they would need to recruit additional staff to do so, and that Powys County Council's in-house service would need to pick-up many packages at least temporarily.

The number of regulated domiciliary care service providers being commissioned by Powys County Council varies according to people's need and the availability of capacity to deliver care packages in the place where they are needed

	1 January 2018	1 January 2019	1 January 2020	1 January 2021	1 April 2022
Providers commissioned to delivery domiciliary care packages	19	17	17	18	15

Home Closures and Escalating Concerns through Provider Performance

Powys County Council and Powys Teaching Health Board have established mechanisms to manage the closure of a care home or domiciliary care service and ensure the continuation of care for the residents affected. These mechanisms are overseen and implemented through the multi-agency Joint Interagency Monitoring Panel and the use of Home Operational Support Groups to operationally manage each instance.

This process has been used on several occasions in recent years, for instance in response to several closures of residential care homes in Powys. It was most recently employed in response to the closure of one residential care home (24 beds) in Autumn 2021 and resulted in the successful transfer of residents to appropriate alternate settings which met their needs and personal preferences.

In response to the specific challenges faced by the older peoples care home market due to the Covid pandemic, the Council and Health Board agreed principles that will inform decisions to be made in the event of the failure of an older peoples care home³¹.

The arrangement is intended to provide robust criteria (based upon availability of alternative provision and strategic need) to determine which options will be actioned. These options include:

- Managing home closure and re-homing of residents
- Seeking transfer of the service to an alternative provider
- Transfer/purchase of service to Council or Health Board with a contracted operator as temporary measure before resale/transfer to new owner/provider
- Transfer of service to Council or Health Board for permanent operation by those bodies

Our good working relationship between the placing authorities and CIW enabled us to manage this closure process with good outcomes for all parties concerned. However, it also demonstrated that increased attention has to be paid, through our monitoring processes, to especially leadership and management and staff training going forward.

In addition, whilst efforts to work with improving the performance of providers doesn't always require implementing the escalating concerns process, a total of 7 care homes have been held in the Provider Performance process since April 2018.

These arrangements have led to several corrective action plans being developed and implemented with care home providers over the last 4 years. The pandemic has increased the numbers officers had to deal with as the fragility of some of our providers became apparent. In all but two cases these processes have so far been concluded satisfactorily and the providers have put in place the required systems, processes and training for staff where this was necessary. Two providers are still currently working under the Provider Performance process.



Other Market Stability Factors

Flow through the health and social care system

This issue describes how the partners in the health and social care system managed and will manage moving individuals from one aspect to another. The most prominent aspect and widely reported in the national media is how patients who are ready to leave an acute hospital setting to either their own home (with or without a care package) or a residential/nursing care home. This has been an ongoing discussion between partners prior to the pandemic, however since 2020 the challenges became much clearer and acute. The main challenges were described as staffing (in community hospital wards) and the relative lack of care home placements and/or suitable domiciliary care provision. Partners developed and managed a “Delivery Coordination Group”, with the aim of jointly seeking solutions to the above. Some of the actions taken were

- Avoiding placing people, a long distance away from home (quality of life).
- Reducing assessments in hospitals;
- Enabling health care teams to work in a more joint up way.
- Increase preventative work and services (e.g., Falls work).
- Improving the trusted assessor model;
- Making best use of the Choice Policy.

As described elsewhere in this report, the lack of sufficient domiciliary care in Powys (in certain localities and at certain times) has not only renewed our concern over longer waiting times for packages in the community, but also a delay in transferring people from a district general or a community hospital back into their own home with a package of care.

Market Quality

Care Homes Services for adults and older people

This section covers all care home services of adults and older people as the approach for monitoring and quality assurance works along the same agreed principles and processes.

The provision of care for our care home residents is regularly monitored and overall is of good quality. The Care Inspectorate Wales (CIW) inspects care homes on a regular basis and considers quality based on e.g., leadership and management, quality of care, compliance of staff and management with e.g., training and recruitment requirements. During the last 24 months (i.e., the pandemic) we discussed with several care homes some failings in the above. This resulted in us invoking the formal procedure of “Escalating Concerns” which is based on guidance by the Care Inspectorate/Welsh Government. In all but one cases providers improved sufficiently to come out of the ‘provider performance’ status after having provided evidence of sufficient improvement.

We do however note that with care home residents displaying more often more complex needs, not all staff have the necessary skills to provide safe and high-quality care. This was and will continue to be discussed with providers and some training suitable to upskill staff is accessible via the Council and the Health Board.

We are also aware that not all our care homes provide the high-quality physical environment which both the Council as commissioner and care home residents and their families expect. This is more

difficult to deal with as it will require sometimes significant investments which at this stage is challenging for providers. Staff skilling/training to meet more complex needs?

During the pandemic it became apparent that several care home providers had not provided their staff with the opportunities to undertake mandatory and advisory training in resident care and safety as required by Social Care Wales and CIW. As with other aspects described here, these concerns were highlighted with the providers and included in the respective corrective action plan. We have expanded our offer of Council and Health Board internal training to social care providers to ensure that despite existing financial challenges (training budget) staff in care homes are providing high quality care.

Monitoring visits are being undertaken by dedicated officers of the Council or, in the case of nursing homes, by both council and Powys Teaching Health Board nurses. This is an established mechanism which has yielded good results in the past. The pandemic made this impossible due to visitor restrictions in care homes, which has led to concerns in our ability to assess quality and safety of care in care homes. Visits resumed and will continue to be delivered.

Care Home Services (Children)

Powys Contract Monitoring Officers undertake pre-placement visits and six monthly/annually contract monitoring visits to providers in Powys that are caring for Powys Children Looked After. A concern for provider process is in place and 4Cs are notified and updated, as appropriate.

Secure Accommodation Services (Children)

There is no secure accommodation service setting located within Powys and just one in in Wales as a whole.

Residential Family Centre Services

There are no registered residential family centres in Powys.

Adoption Services

Please refer to [this section](#) for further information

Fostering Services

Our available carers have remained relatively settled with a loss of only six placements overall in the last year. Whilst the overall number of approvals has decreased, this is to be expected in the light of the pandemic. In terms of placement availability, the numbers available have remained relatively steady over the last three years with a variation of less than ten each year. It must be noted that retirement and the conversion of placements into adoption arrangements has also been common themes.

Adults Placement ('Shared Lives') Services

Quality assurance is an integral part of everyday practice within Shared Lives Powys, which involves the systematic monitoring and evaluation of practice policies and procedures in line with Powys Adult Social Care Registered Provider Services Quality Assurance Framework.

Stakeholders within the service contribute to ongoing quality assurance. Questionnaires are sent annually to individuals using the service, Shared Lives Carers and relevant 3rd parties. Shared Lives

carers are invited to comment on their experience of working with and being supported by the service, whilst 3rd parties are asked to comment on the operations of the service and its efficacy. Individuals using the service are asked to reflect on the service and how they have been supported to achieve their outcomes. This information is collated into quality assurance reports, submitted to the Care Inspectorate Wales. Plans are developed and implemented for any areas for quality improvement.

Regular reviews of Personal Plans and arrangements are also used to review the quality of the service.

Advocacy Services

Our Advocacy Services are regularly monitored by our commissioning and contracts team.

Advocacy Services – Children and Young People

Quarterly regional contract monitoring meetings and six-monthly individual meetings take place with local authorities and health boards.

Domiciliary Care Support Services

The domiciliary care service is routinely monitored and regular conversations held with CIW. Visits to provider premises have recently resumed following the pandemic.

The quality of the service is generally good with no providers in ‘provider performance’, although safeguarding Multi Agency Referral Forms (MARF) and Poor Practice – Service Standards Referral Forms (PPSSRF) continue to be received and investigated.

The resilience of the service has been impressive during the pandemic with quality not being unduly impacted, even during peak staff absence.

We are aware that at present priorities for the regulator (Care Inspectorate Wales) is mostly with residential and nursing home.

Current and Projected Trends

This section should be read in conjunction with the earlier description of the Powys geography and demographics, which can be found [here](#). It builds on our sufficiency, quantity and quality assessments in this document. As we have demonstrated the most significant trend is in the workforce market. Whilst this market was under pressure already over the past few years, the pandemic has increased these challenges significantly, not only in Powys but across the UK and beyond. Powys County Council, Powys Teaching Health Board and other partners have been working in partnership to address some of these issues (“Grow your Own” initiative and “Health and Care Academy”), however these will take time to come to fruition and may not adequately address the overall migration from the care sector to other parts of the economy.

Cost of providing care will continue to be a factor that will influence how the health and social care market will follow. Domiciliary care and Care Home providers continue to see workforce challenges which are partly based on the willingness of people to work in this field, with often long hours,

journey times which are not always compensated financially and the low public reward. Powys County Council will continue to provide approximately 18% of domiciliary care through its in-house provider (“Bridging Team”) which is an appropriate response to provide stability to the domiciliary care market.

We have on occasions seen separate commissioning of nursing home placements by the Health Board, not using the Council’s Brokerage service. This has been highlighted with colleagues in the Health Board as a potential challenge for processing nursing home placements in the most effective way; as independent approaches to making placements forfeit the benefits of cost and coordination that would result from a single joint process.

Care Homes Services (Older People)

Welsh Government projections for nursing and residential care home needs (calculated on the basis of demographic change and current rates of need) show no requirement for any additional residential care beds by 2025, but indicates need for an additional 193 nursing care beds:

Powys estimated net demand (shortfall in units/beds) to 2035. ³²			
	2025	2030	2035
Residential Care	0	0	0
Nursing Care	193	320	440

However, the ongoing trend for reduced numbers of residential care home placements, together with planned development of additional extra care facilities are likely to significantly reduce the need for current provision of residential care beds.

In Wales, between 2015 and 2020, the number of people on the dementia register increased by 18%, from 19,239 to 22,686 (Alzheimer’s Research UK). Powys Teaching Health Board had the 4th highest prevalence rate for dementia out of the seven health boards in Wales, this diagnosis rate is calculated by dividing the number of people diagnosed with dementia (as reported in national health statistics) by the total estimated number of people living with dementia. For Powys Teaching Health Board this rate ranged from 59% to 76% between 2010 and 2020.

In 2019 Powys (PTHB) dropped to 2nd behind Betsi Cadwaladr Health Board with 76%, continuing its decline by 2020 where Powys (PTHB) dropped to being the 4th highest with a prevalence rate for dementia of 72%.

Powys County Council and Powys Teaching Health Board entered into a “Section 33 Agreement” for jointly managing and funding care home services for older people. Whilst much progress has been made to share information about quality, quantity and Finance, there are still separate commissioning arrangements in place for e.g., domiciliary care, which – in the market as described – appears to be detrimental to a joint-up management of the market.

Care Homes Services (Adult)

³² Assessment of the demand for specialist housing and accommodation for older people in Wales – Welsh Government 2020 [Independent report on accommodation for older people \(gov.wales\)](https://gov.wales/independent-report-on-accommodation-for-older-people)

We have described [here](#) our plan for dealing the needs of approximately 72 individuals with a learning disability or mental health conditions over the next five years

Care Home Services (Children)

Fewer young adults and families living in Powys results in a lower number of births in the county and the effects of this are already becoming apparent, with the average age of the population increasing rapidly. While some services, such as schools, have started preparations to mitigate the impact of this changing demographic, there is a high likelihood of other services needing to adapt to a reduced child population.

In terms of Children Looked After, there is an increasing need for placements for older children/young people.

Secure Accommodation Services (Children)

There is no secure accommodation service setting located within Powys and just one in in Wales as a whole.

Residential Family Centre Services

There are no registered residential family centres in Powys

Advocacy Services – Adults

We are expecting the current trend to deliver advocacy services across the county to continue. This includes the challenges which emerge due to Powys' rurality, despite our provider operating out of de-centralised provision. Due to a change in provision over the past few years we are aware that some previously funded small/locality-based providers may not be viable in the future. This is being closely monitored.

Advocacy Services – Children and Young People

The blended approach to service delivery will continue as it meets the needs of children and young people.

Domiciliary Care Support Services

An increasing proportion of older people in Powys are supported to remain in their own homes as much as possible. This is initially via preventative support using tools, such as Technologically Enabled Care (TEC) and Occupational Therapy aids and adaptations. Alongside these, there are a range of services available to support, including:

- Domiciliary care
- Reablement
- Shared Lives
- Direct Payments
- Technology enabled care (TEC)

As of September 2021, approximately two-thirds of older people with a package of care are being supported in their own homes. The strategic intention is that this proportion will continue to increase.

Home Support is an early intervention service for citizens (50+) that enables and provides the support and practical assistance an individual may need in their day-to-day life to stay living at home, in good health, safely and independently. Home Support aims to promote and enhance individual and

community assets and wellbeing to prevent, reduce and delay the impact of ill-health and escalation of care. By facilitating and providing the right support, individuals can help themselves to access support and specialist help when they need it.

Adults Placement ('Shared Lives') Services

The re-registration of the service has been a catalyst for a revision of service policies and operations. This, combined with the provision of additional resources and recruitment of additional staff, has consolidated and strengthened the position of the service. There is now capacity within the service for the recruitment of additional Shared Lives Carers and potential to offer additional person centred, outcome focussed and cost-effective arrangements.

Care Homes Services (Older People)

The contract between Powys County Council and Shaw Healthcare for the operation of Council owned residential care settings includes a 'block bed' arrangement which ensures a regular flow of new residents (and thus income to Shaw Healthcare). Additionally, the contract includes a 'risk and reward' mechanism which helps mitigate adverse financial impacts of low placement numbers for the provider, whilst also providing financial benefits to the Council when resident numbers are high.

These contractual measures help support the financial stability of a key component of residential care home provision within Powys.

During 2019 Powys County Council's Commissioning Team worked with the Market to undertake a 'fair cost of care' review of provider costs and local authority fees for placements. The overwhelming majority of providers participated in this review process, sharing cost information that allowed an accurate and detailed understanding of the financial pressures faced by the Market to be developed.

Consequently, there was a significant revalorisation of the 'county rate' of care home fees in 2020/21 and the adoption of a funding formula that should ensure proportionate and affordable fee rates in future years. In a further development of this work, in April 2022 Powys County Council introduced a revised fee arrangement that included increased fee rates for placements of higher quality bedroom accommodation. This additional component to the fee rate saw Powys County Council adopting new Silver Standard and Gold Standard rates, with associated additional premiums to the agreed care home fees. The criterion for the premium rate is based upon the room requirements for new-build care homes within the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA).

The additional premium to the standard care home rate is intended to support providers' investment into care home environments and infrastructure and thereby improve their capability for income generation but also help drive forward an overall improvement in resident accommodation within the Market.

In 2019 Powys County Council and Powys Teaching Health Board entered into a Section 33 agreement for a pooled fund for care home accommodation functions. This arrangement has established the basis for a fully pooled fund (and associated arrangements for the management of new placements etc.) but is still being developed to realise all the potential benefits. Whilst arrangements for residential and Funded Nursing Care placements are handled through a single 'brokerage' and payments system, Continuing Health Care placements and funding are handled separately.

Nonetheless the Section 33 arrangements have enabled the partners to share information and develop a shared understanding of market provision and pressures and population demands, allowing an integrated approach to be taken in the response to the Covid-19 pandemic and support for Powys' older persons care homes market. This provides a solid foundation for the delivery of future market development and commissioning activities.

Secure Accommodation Services (Children)

There is no secure accommodation service setting located within Powys and just one in in Wales as a whole.

Residential Family Centre Services

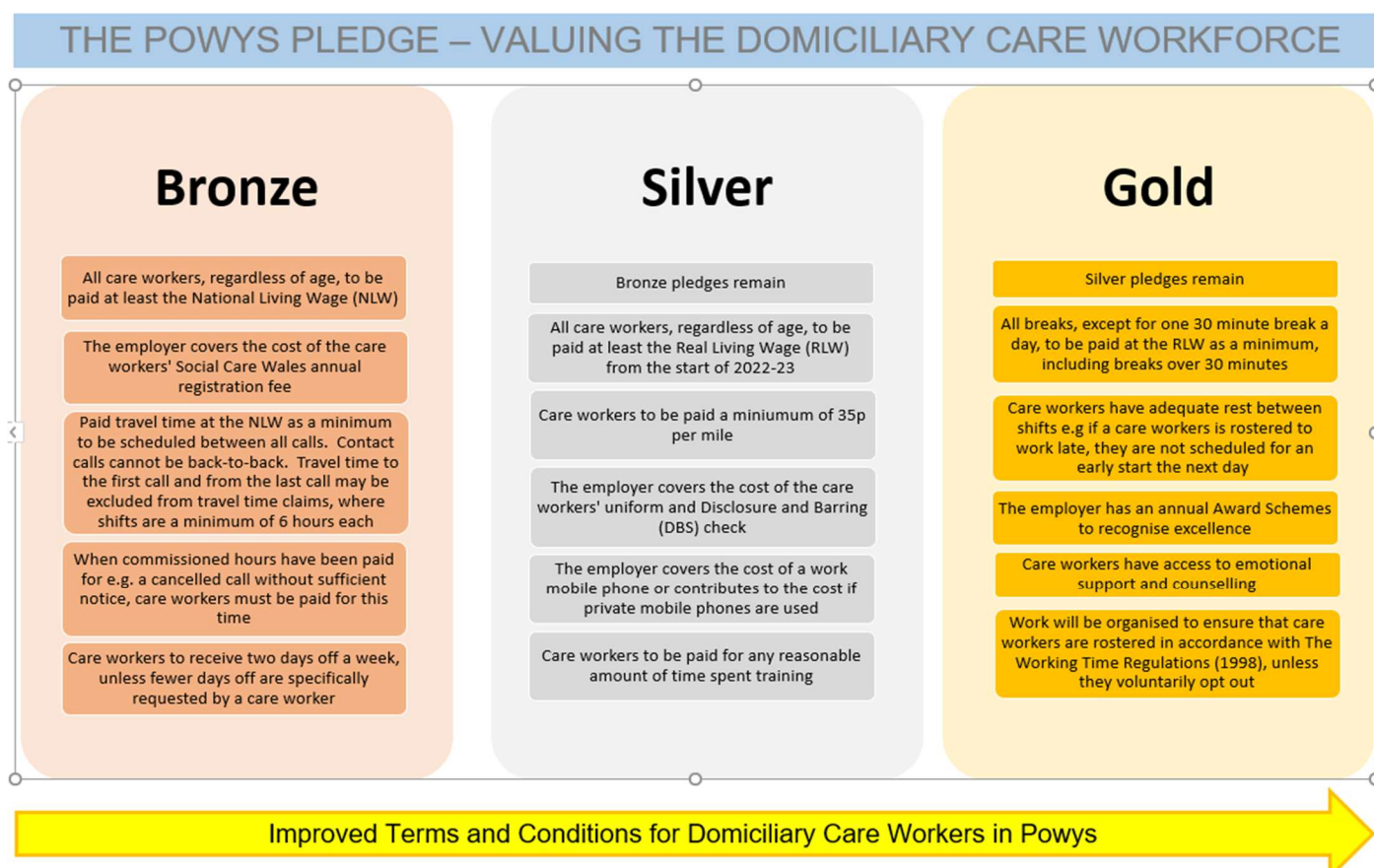
There are no registered residential family centres in Powys

Domiciliary Care Support Services

For the market to be sustainable, providers need to attract new staff and retain the current workforce, at a time of a reducing working age population. It is recognised that the role of a care worker is both challenging and rewarding and it is crucial that staff need to meet their own outcomes, feel valued and be appropriately remunerated.

Starting in 2021-22 the council launched the Powys Pledge; a series of requirements providers can sign up to designed to improve terms and conditions for domiciliary care workers. Each level of the Pledge is linked to an uplift in provider rates, aligned to the United Kingdom Homecare Association recommended minimum rate for homecare. The Bronze level is in place for 2021-22. A potential Platinum level is also under discussion with providers for the future.

Domiciliary care packages are classified as being either town, rural or remote rural. The criterion for determining classification is based on population density and proximity to main roads. For example, if a care package takes place at a property where there are fewer than 15 people per km² and it is more than 250m away from a main road, then it is classified as remote rural. 12.1% of care hours are classified as being remote rural. 25.4% of care hours are rural. The remaining 62.5% of care hours are town. The fees paid by Powys County council vary according to this classification, with higher rates paid for rural and remote rural packages.



Provision of service in the Welsh Language

Accessing services in Welsh is fundamental to those residents in Powys who wish to communicate in their preferred language. When providing services, regulated care services must meet the requirements of the Active Offer³³. The 'Active Offer' is part of the Welsh Government framework for Welsh language services '*More than just words*', meaning that residents should be offered services in Welsh without having to ask.³⁴

To implement the Active Offer effectively social services must:

- Discover and record people's first language and other languages spoken.
- Discover and record staff's linguistic skills in Welsh. Good practice would require the percentage of staff who speak Welsh to closely reflect the percentage of people who speak Welsh in the community.
- Allocate bilingual (Welsh speaking) staff to work with Welsh speaking people. The active offer should give Welsh speakers the opportunity to receive services through the medium of Welsh as their first language (which will include those who were brought up mainly through the medium of Welsh or choose to communicate in Welsh) without having to request it or to state a linguistic preference

The available population data about the Welsh language in Powys taken from the 2011 census, but shows:

- 19% of Powys residents can speak Welsh
- 14% can 'Speak, Read and Write Welsh'
- 14 % have other combinations of Welsh language skills, including 'Speaking and Reading Welsh' and 'Speaking and Understanding Spoken Welsh'

There is a difference in the percentage of Welsh speakers within our localities in Powys. The top three localities with the highest percentage of Welsh speakers are

- Machynlleth locality: 54%
- Ystradgynlais locality: 39%
- Llanfyllin locality: 35%

There are Welsh speakers within every locality in Powys and that the language is used in each of our communities although rates differ across the 13 Powys localities.³⁵ Projections made by the Welsh Government have estimated that Powys could have as many as 28,000 Welsh speakers by 2030. The overall increase is assumed to be driven by younger age groups and that this growth will be maintained through future generations.

³³ More information on the Active Offer can be found here [Active offer information pack – Social Services and Social Care part 2 english \(gov.wales\)](#)

³⁴ [More than just words \(gov.wales\)](#)

³⁵ [Wellbeing Information Bank: View information about Welsh language - Powys County Council](#)

Powys County Council's contracts with commissioned providers for regulated services include clauses requiring that their services are available in Welsh:

“The Service provided shall comply with the “More than Just Words” Framework and the Welsh Language Standards contained in the Compliance Notice issued to the Council under the Welsh Language (Wales) Measure 2011 as it affects the provision of these particular services and the Council Guidance in respect of the Standards. The Council may from time to time give particulars and details to the Service Provider of the requirements under the standards as they affect this Service which may amongst other things include the ability to correspond, handle telephone calls and provide face-to-face services in Welsh as well as provide bi-lingual signs, notices and information.”

Powys County Council surveyed commissioned service providers (regulated and unregulated) of social care services in April 2019 regarding their ability to fulfil the requirement of the 'Active Offer'.³⁶ Thirty-seven responses were received from a broad range of different types of services, with staff numbers ranging from 1-10 to 200+. The responses showed that:

- The number of Welsh speaking staff employed even in the largest services was very low (between 1-8)
- 34.29% of respondents had Welsh learners in their organisation, although 69.44% of respondents said they did provide support for people within the organisation to learn Welsh.
- 27.03% of respondents stated their organisation 'always' provided information bilingually (45.95% did 'sometimes' and 27.03% 'never')
- 35.14% of respondents stated their organisation was 'always' able to receive, understand and respond to correspondence in Welsh (29.73% could 'sometimes' and 35.14% 'never')
- 27.03% of respondents stated their organisation could conduct telephone conversations in Welsh (72.97% could not)
- 10.81% of organisations reported they were 'always' able to conduct meetings with members of the public in Welsh or bilingually (40.54% said 'sometimes' and 48.65% said 'never')
- 8.11% of organisation were 'always' able to provide activities, groups or events through the medium of Welsh (48.65% said 'sometimes' and 27.03% said 'never', whilst 16.22% didn't provide activities, groups or events)

CIW inspection reports of regulated services assess their compliance with the requirements of the Active Offer. Most Powys' regulated services are assessed by CIW as “working towards the active offer”, indicating that Powys' care service market overall has not yet fully developed its ability to meet Welsh Language requirements and the expectations and needs of Welsh speaking people.

Providers anecdotally report ongoing challenges with recruiting staff from within Powys' population with the necessary Welsh Language skills to always be able to provide services in Welsh, though services do generally have a limited capacity to meet people's language preferences. This challenge is less evident when services can recruit staff from localities with a larger Welsh speaking population.



Active Offer survey
2019 Data_All_19050

³⁶ See:

It is expected that the growth of Welsh language fluency in Powys' population will over time result in the increased recruitment of staff able to deliver services through the medium of Welsh.

Sustainability of provision

There are several factors that impact upon the commissioning of regulated care services in Powys and their sustainability.

- cost pressures experienced by both commissioner and providers;
- Population profile and demographic change
- Staffing levels necessary to provide safe care and
- Ability to recruit and retain suitably qualified staff.

Care Homes Services (Older People)

The older peoples care home market in Powys mainly consists of private sector providers, particularly the county's nursing and dual-registered homes.

There is one nursing home operated by a Third Sector organisation and one small residential home operated by Powys Teaching Health Board.

There are also twelve residential homes (and one intermediate care facility) that are owned by Powys County Council but operated by Shaw Healthcare (an Employee Ownership Trust) under contract to Powys County Council.

Most private sector providers in the Powys market are either single-owner ventures or part of small care home companies. This means that homes in the local market lack the financial and operational resilience that can arise from being part of a larger corporate structure. Conversely, this also means that the Powys market is not subject to the risks to provision that can arise from commercially driven decisions made by large national or internationally owned care home companies.

There is an ongoing shift away from making new residential care placements by the Local Authority as further measures are taken to support people to live independently in their own homes. This reduction in demand will be further intensified as new Extra-Care facilities are developed by Powys County Council over the next five years, and localities seeing Extra-Care development are likely to see a significant reduction in demand for residential care placements in any pre-existing settings in those areas.

Currently, nursing care capacity in Powys' market is broadly balanced against demand, although there is potential scope for increased provision by the market in Mid-Powys.

However, nursing care demand is anticipated to grow county-wide in coming years in line with projected changes to Powys' population profile (and particularly in respect of age-associated conditions such as dementia). Nursing care provision will need to expand to meet this increased demand, by the creation of new nursing capacity and the upgrading of residential care settings to be able to meet the needs of more EMI residents.

A significant proportion of Powys' settings (particularly residential homes) are in ageing or converted premises. This creates additional cost pressures of maintenance and refurbishment needs for those settings. Additionally, some premises lack the physical space and layout to enable rooms to be upgraded to the standards expected by prospective new residents, e.g., ensuite bathrooms.

The capital costs associated with refurbishment or replacement of aged or unsuitable accommodation are therefore likely to become a challenge to the financial viability of some settings in the future.

There is anecdotal experience within Powys' market that when a new, purpose-built facility with high quality accommodation is established it will attract prospective people in preference to pre-existing settings in the locality.

This suggests there is some latent commercial scope within the market to develop new provision. However, this dynamic is likely to result in reduced occupancy levels in the longer-term and a potential threat to financial sustainability of any pre-existing settings in the area. This will require careful management by the Council's commissioning team.

The care home market in Powys is typified by the general small size of settings. Of the twenty-nine care home settings, 12 have 30 registered beds or less (plus a 12-bed intermediate care facility), whilst 13 have between 31 to 60 beds. Only four settings have 60-99 beds. Most of the smaller settings are residential care homes. Smaller capacity settings are particularly financially vulnerable in the event of sustained under-occupancy and therefore any changes to patterns of demand will potentially significantly affect them. This became apparent during the Covid pandemic but is now balancing itself out.

The availability of sufficient and suitably skilled, workforce is a key factor affecting the market's current and future sustainability. There are ongoing challenges across the market with the recruitment and retention of care staff but particularly with nursing staff. There is evidence that temporary shortfalls in workforce availability often requires providers to use temporary 'Agency' staff, incurring significant additional cost as a result.

At present there is sufficient excess capacity within residential care settings to absorb residents displaced in the event of the failure of a small provider. However, this excess capacity is broadly spread across Powys, and means it is probable some residents would need to be rehomed at some distance from their current place of residence. However, if one of the largest residential settings were to close then market capacity would be severely stretched to meet re-homing needs.

There is generally little unused nursing care capacity within the Powys market. This means that in the event of the failure of a nursing or dual registered provider, it would be difficult to re-home residents in proximity to their current area of residence and might well require people to be placed in out of county settings.

Sustainability of the care home market for older people is increasingly dependent on providers being able to retain and recruit staff. As mentioned elsewhere in this report, there are and have been challenges in this market, over which the Council and Health Board have little control. Commissioners work with providers, who in return run ongoing and regular recruitment drives. The concern exists over the inability of the Council to step in where a care or nursing home failing or ceasing to trade.

Care Homes Services (Adult)

The most significant issue relating to the care home sector relating to adults is the large volume of out of county provision, lack of educational residential settings within Powys and limited options for people to be accommodated within the County to have their care and support needs met. The *Closer to Home* strategic project has sought to rebalance provision and shift resources towards a locality model and outcomes focused supported housing which encourages people to achieve optimum level of independence. This whole system approach enables move-on / reduction of support which can be reinvested. In that sense the care home sector needs to be seen within the wider context of accommodation options and an ambition to support people in the least restrictive way

Care Home Services (Children)

The most significant issue relating to the children's care home sector is the volume of independent sector in Powys (with no Powys CLA in placement), out of county provision and limited options for people to be accommodated within the county to have their care and support needs met. The Closer to Home Strategy/ North Powys Wellbeing Project has brought a number of children/young people back into placements in Powys and continues to bring children and young people closer to home and their families, friends and home communities and services.

Access to staff, recruitment and retention of carers, and property acquisition and planning processes is restricting the ability of Children's Services to provide more in-house residential placements as per Strategic Framework.

Secure Accommodation Services (Children)

There is no secure accommodation service setting located within Powys and just one in in Wales as a whole.

Residential Family Centre Services

There are no registered residential family centres in Powys. A Parent and Baby Project Board is being established to analyse need to inform future commissioning requirements. It is known that in-house/in-county parent and child foster placements are required and have been included in fostering recruitment campaigns.

Adoption Services

The main challenge facing our Adoption Service is the insufficient numbers of adoptive families to meet the demand of the numbers of children who require adoptive placements.

Fostering Services

From March 2020 recruitment opportunities were severely curtailed by Covid 19 lockdowns and the resultant lack of events. As everyone was encouraged to stay at home and not bring others into their 'Bubbles', fostering enquiries plummeted. All recruitment over the lockdown and covid restriction periods has been conducted via on and offline communications and social media. Despite the restriction we have continued to recruit and have undertaken initial visits/ assessments using Teams, Zoom and even WhatsApp when required.

Support has been provided to our carers in a variety of ways, taking the constraints of the pandemic into account. Support, supervision and training have all been delivered virtually when in person activities were not permitted. All foster carers have been allocated local authority email addresses to enable them to correspond securely and join training and e-learning events from the corporate hub. Support groups have continued a monthly basis via the Teams platform, and carers have been fully consulted on the timetable for a return to face to face support groups moving forward.

Foster carers have in the main welcomed the age of digital connection as the geography of Powys can offer cause significant complexities in accessing support and training.

Adults Placement ('Shared Lives') Services

The Shared Lives Powys service is in a stronger position than it has been since its establishment. The provision of additional funding in the last year has meant that the service has been able to recruit

two additional operational staff. This recruitment means that the service has been able to enter a phase of active development, targeting the recruitment of new Shared Lives Carers, strengthening existing provision with the recruitment of Family Link Carers and inviting referrals to the service. Additional funding has been agreed as baseline funding, giving the newly recruited staff job security and additional confidence as they develop into their roles. Re-registration of the service in 2021 also presented an opportunity to review and revise the policies and procedures of the service, providing a strong foundation on which to base further development.

The age demographic of Shared Lives Carers is skewed towards the older generations. Many Shared Lives Carers choose to become involved with the service as a semi-retirement option. An aging population presents an opportunity for further recruitment. People moving to Powys in response to the Covid 19 pandemic also presents an opportunity for further recruitment.

Shared Lives Powys receives a steady flow of enquiries to the service to work with us as Shared Lives Carers and has been able to respond to this due to additional staffing resources. The vocational nature of the Shared Lives Carer role means that is not generally in direct competition with other areas of the social care sector. The Covid 19 pandemic has also be cause for many to consider their life options, Shared Lives being one such option.

Advocacy Services - Adults

Powys' Independent Advocacy Service for adults is delivered by a single commissioned Third Sector provider.

In the event of provider failure, it is likely the service would need to be recommissioned with another national or regional advocacy provider as, although there are some Powys Third Sector advocacy providers, their services operate in only a few of Powys' localities and do not offer the necessary County-wide coverage. We have had assurances from the commissioned provider that via their business continuity plan they will be able to manage any increases in demand. Regular contract monitoring meetings with the commissioners ensure that such events can be pro-actively managed.

One of the main objectives of this contract is to ascertain the strategic need of advocacy in the future to inform future commissioning options. Demand information at a national level is inconsistent. As such the service was commissioned to deliver the IPA requirement of the Social Services and Well Being Act as well as understand what an optimum service response looks like. This intelligence will support a sustainable model

Independent Mental Health Advocacy (IMHA) and Independent Mental Capacity Advocacy (IMCA) are commissioned by Powys Teaching Health Board. Providers are subject to regular monitoring and any issues with provision will be addressed based on the outcome of these monitoring meetings.

Advocacy Services – Children and Young People

This service is commissioned via a cross-boundary contract and of sufficient value to allow for fluctuations in demand.

Domiciliary Care Support Services

The Domiciliary Care provider market in Powys is a mix of Private Sector and Third Sector providers (although Private Sector providers form the single largest group within the market). In addition, this provision is augmented by the operation of Powys Country Council's in-house 'Bridging Team' service.

Currently, the available market capacity in Powys struggles to always meet existing levels of demand for new care packages. It is therefore unlikely at present that commercial competition within the market will present risks to providers' sustainability. External providers tend to target the main towns in Powys and are more reluctant to travel to more rural areas of the county due to travel time, fuel costs and wear and tear on vehicles.

Powys County Council is continually working to encourage new providers to enter the Powys Domiciliary Care market. Please see the comments made earlier about the Dynamic Purchasing System (DPS). However, the nature of Powys' geography and population distribution, and the challenges this causes to workforce recruitment and costs, are felt to make Powys a less attractive option for providers than urbanised areas. In the event of a provider failure there is only limited capacity within the existing provider market to absorb commissioned care packages. However, in the event of provider failure it is likely that much of the failed provider's care workforce would seek alternative employment within other providers, building their capacity to pick-up the care packages that were commissioned with the failed provider. This was evidenced over the past 3 years when some providers exited the Powys market.

The availability of sufficient people in the care workforce is key to enabling the market's current sustainability, but also its scope for future growth to meet increasing demand.

The projected decline in Powys' working age population will, in time, reduce the market's ability to meet demand for care packages and place greater demand upon increased use of TEC, maximising the efficiency of existing staff deployment and rotas, and use of alternative forms of community care provision such as Home Support, Community Micro Enterprises and Shared Lives provision, to mitigate the challenges posed by declining workforce capacity.

Risks to Market Stability

This report has demonstrated that almost all provision is subject to a challenging environment, which has worsened over the past 3 – 4 years. All services described here have reported their main challenges being

- Cost pressures
- Workforce pressures
- Increased/decreased demographic demands (reduced economies of scale/provision).

We have therefore provided an overview rather than a possibly repetitive description of individual services.

Cost pressures: A county as rural as Powys with limited rail and bus services relies heavily on the ability of the workforce to travel from home to work (or, in the case of e.g., domiciliary care provision, between people receiving care and support). This has been a challenge for some time but has been exacerbated in recent times by the steep rise in fuel costs.

Our discussions with providers have shown clearly how **recruitment and retention** in the care sector has been and continues to be affected by these rising costs, with providers having limited ability to increase payments to staff. At the same time as fuel costs have been rising significantly, other costs for daily living have increased dramatically and providers continue to struggle to compensate staff appropriately to make up these increases. The pandemic has led many staff in health and social care to consider their expectations of the employment they are currently occupying. This has led (this has been mentioned earlier in the document) to staff re-evaluating their current roles and alternatives to care work in e.g., hospitality or retail. A clear example of the latter has been how work pressures in care work (both domiciliary and residential/nursing homes) have taken their toll and a considerable number of staff have left their roles, often after many years of service. This not only affects the ability of providers to cover shifts, but also means a loss of significant experience of staff in often key roles.

Finally, as discussed earlier, the **demography** of Powys with a decreasing number of people of working age and an above average number of people who may require care and support due to their age and/or their frailty means that – at least in the short to medium term – Powys will experience continuing pressure in the labour market. Our actions to mitigate this (see our Health And Care Academy) will take some time to be effective which means that continuing efforts between the Council, the Health Board and providers will be necessary to ensure continuing supply of care work force.

Nonregulated provision (preventative services, stepdown)

Public Sector agencies in Powys operate, grant fund and commission a wide range of non-regulated services that help deliver or support regulated services and the broader preventative agenda in social care and health. The third sector in Powys further seeks funding from a range of sources including directly from Welsh Government grant schemes and other third sector grant schemes; to build capacity in delivering preventative and early intervention wellbeing services which play a significant role in supporting Powys residents and communities and reducing the impact on regulated services.

They often form the 'bedrock' of support for Powys people who require support in their daily lives. Feedback from providers of these services often point out that they have seen an increase in demand (both during and before the pandemic) without necessarily having access to the resources required to respond adequately to that demand. Funding for these services has seen a slow shift away from grants (by the Council, the Health Board and national organisations) towards Services Level Agreements and contracts, which have to be tendered for. The latter presents many community-based providers with significant capacity challenges due to complexity of the tendering process and the time scales for these processes.

The overwhelming proportion of the third sector is not commissioned and does not receive funding from statutory agencies. Yet, it supports the health and care agenda and is multifaceted in its approach to the provision of support to the Powys population and in its support towards regulated services. Of the 4000+ orgs in or working in Powys no more than 150 have SLAs or contracts i.e., a mere 3-4% (approximately). The impact of non-commissioned and non-statutory funded groups have a significant, positive impact on Powys population. For example; the myriad of children & young people's orgs whose services, individually & cumulatively, have a huge, positive impact on CYP's wellbeing, safety, education & development. This is also true for other population groups. This results in a degree of financial fragility in the sector and means that the continuation of existing services (and creation of new ones) is largely dependent upon insecure short-term funding streams.

The third sector delivers additional benefits and 'added value' to contracts and grant funded provision. The third sector is highly motivated by the desire to deliver positive outcomes and to achieve social goals rather than being profit driven. Being close to the citizen, the third sector has an excellent understanding of the needs of service users and communities that the regulated sector needs to address. It has an ability to deliver outcomes for individuals that the public sector finds it hard to deliver on its own and this should not be underestimated.

Information, Advice and Assistance

Information, advice, and assistance can empower people seeking care or support and help them make informed decisions. It can also delay or prevent the need for care and support at home. It also is included in several services which are commissioned by the Council and the Health Board as part of regulated services (e.g., Advocacy services).

There are a wide range of services providing information, advice and assistance across Powys for both adults and children.

Assist

Assist is Powys County Council's 'front door' for all Adult Social Care enquiries [Powys ASSIST](#). Daily screening meetings enable people to access the right information, advice and support. This is delivered in conjunction with [PAVO Community Connectors](#) who enable people to access community based support to improve their health and wellbeing. This aids improved outcomes for individuals and reduces impact on the regulated social care service.

Info Engine

Info Engine is an online directory of third sector services in Wales and is provided by Third Sector Support Wales, an alliance of County Voluntary Councils and Wales Council for Voluntary Action. It provides information and contact details for the wide variety of voluntary and community services operating in Powys that can provide information and support so that individuals can make informed choices. It works in partnership with Dewis Cymru and shares information daily. See: [info engine: Find services in your community](#)

Dewis Cymru

[DEWIS Cymru](#) is Wales' platform for wellbeing information. It includes an online directory which works in partnership with Infoengine, but also includes information about private providers, microenterprises and personal assistants.

AskSARA

AskSARA is an online self-help guide providing advice and information on products and equipment for older and disabled adults. By answering a series of questions, individuals can receive a free personalised report, providing clear, tailored advice on ways to help with daily activities. See: [Powys County Council - AskSARA \(livingmadeeasy.org.uk\)](#)

Safe+Well

Safe+Well offers information and advice regarding daily living aids, which can help an individual live more independently. The service can help people choose products that will help with daily living tasks, suggest places where they can be purchased, and let individuals know where they can try them out locally. See: [Safe and Well - Powys](#)

CREDU

CREDU (formerly Powys Carers Service) support young and adult carers in Powys, providing information, advice and assistance to support life outside caring. See: [Home | Carers Cymru | Support for Unpaid Carers | Wales](#)

Supporting Independent Living

These are services that help people to live independently and prevent people from needing to access regulated care services which are provided or commissioned by public sector agencies in Powys. [POBL](#) provides innovative high-quality support that builds on the strengths of individuals to enable them to live the life they want, in the home they choose.

Community Connectors

The Community Connectors Service operated by Powys Association of Voluntary Organisations helps people in Powys (aged 18+) and their families or carers, to access community-based services and

activities that will help them maintain independent lives and which help prevent their circumstances deteriorating to a point where they might need higher level health or social care services. See: [Community Connectors \(pavo.org.uk\)](https://pavo.org.uk)

Powys Befriending Service

The Powys Befriending Service operated by Powys Association of Voluntary Organisations helps improve the independence of people over 50 by helping maintain social networks and remain in their own homes for as long as they are able. See: [Befriending \(pavo.org.uk\)](https://pavo.org.uk)

Technology Enabled Care

Technology Enabled Care (TEC) can provide support to vulnerable individuals, which can reduce, avoid, or delay the need for face-to-face support by e.g., domiciliary care agencies. Technology can also provide support to unpaid carers to keep a “remote eye” on the cared-for, thus enabling family carers to have or maintain a life outside caring.

Outcomes to individuals and carers include an increase in confidence, independence, reduced stress, and anxiety. Currently, work is ongoing to introduce robotics to support people to live independently. One example is the provision of a robotic cat to support someone with a dementia diagnosis. Access to TEC is via the Powys Integrated Community Equipment Service operated by Powys County Council. See: [What is involved in an assessment for adaptations or equipment? - Powys County Council](#)

Home Adaptations

The role of home adaptation provision is significant in a county with a greater population of people aged over 50 increasing at rates above those elsewhere in Wales and a limited supply of suitable housing stock. The adaptations support independent living, are tailored to the needs of the individual to overcome practical problems and create safe, warm and secure homes.

Welsh Government along with Powys County Council and Powys Teaching Health Board invest funds to offer small adaptations free of charge to older people and people with disabilities and grant funding can be applied for larger adaptations. As well as acknowledging that we all want to stay in our own homes for as long as possible, there is value in preventing accidents, reducing the causes of ill health, reducing the strain on family carers, enabling quicker hospital discharge and reducing demand on health and social care services.

Examples of small adaptations include providing additional stair rails, installing grab rails in the bathroom, replacing steps with ramps. Larger schemes include changing baths into level access showers, stairlifts, improving kitchen lighting or lowering the height of work surfaces.

Care and Repair in Powys, a not-for-profit organisation, has been delivering home adaptations for over 30 years to those in privately owned or privately rented homes along with some for Barcud housing Association tenants and more recently small adaptations for council tenants. Being grant funded, Care and Repair offers free impartial advice including healthy home assessments alongside delivering or managing adaptations. Referrals can be made by health and social care professionals or directly by those who need support.

In 2021/22 Care & Repair in Powys helped 1,385 people with a variety of small adaptations valued at £385,000 and completed 224 larger schemes valued at £892,000. The demand for adaptations is increasing at a time of significant rises to costs of materials and a shortage of building contractors. See: [Adaptations - Powys County Council](#)

Community Micro Enterprises

In 2020 we introduced a scheme via a commissioned provider (Community Catalysts) in one area bordering England with **community micro enterprises**; these are mostly one-person micro businesses, offering home care. This offer works both for people with a Direct Payment and private customers. At present there are 40 micro business delivering care, mostly in the area between Knighton/Presteigne and Hay on Wye. The pilot area was chosen in response to our challenges in identifying domiciliary care providers in this very rural area of Powys and in recognition that this developmental work required a geographic focus. The provider employs a project worker (Catalyst) who identifies individuals who want to work as a micro provider in care, provides training and support to them and promotes them to our social work teams, who in return will link people with care and support needs with the micro providers. Community Micro Enterprises work differently to Personal Assistants, as they are not employed by the Direct Payment recipient but get paid on presentation of an invoice. This makes the financial transactions easier and the Direct Payment recipient does not have to act as an employer with legal responsibilities.

They are supporting 47 people with a Direct Payment and 84 private people. The total number of care hours delivered is 834 per week. [Please also see section on Direct Payments in this document.](#)

Virtual Wallet

Virtual Wallet is an app which helps Direct Payment recipients manage their budgets, the services they purchase as well as billing and other administration. Virtual Wallet simplifies the administration of Direct Payments and gives people more choice and control over how they purchase the care and support they need. See: [Powys new landing page \(myvirtualwallet.co.uk\)](#). [Please also see section on Direct Payments in this document.](#)

Care & Support Finder

The Powys Care & Support Finder is an online service which connects people seeking care and support with people who are, or want to be, Personal Assistants or micro- enterprises. The website provides information about working as or employing a Personal Assistant or using a self-employed Personal Assistant, care agency or micro-enterprise, ways for Personal Assistants to find suitable vacancies and for employers to find suitable Personal Assistants and links to training courses and other information. See: [Homepage \(caresupportfinder.org\)](#) [Please also see section on Direct Payments in this document.](#)

Home Support³⁷

Powys Home Support Home Support provides support and practical assistance so individuals can stay living at home, safely and independently. The home support service is open to any person in later life who feels that they would benefit from a little extra help to enable them to live life the way they want to. The service provides early support (including 24/7 cover for emergencies through community alarms) to assist members and their families to:

- remain at home,
- maintaining and maximising their independence and health and wellbeing.
- retaining their links with the community; and



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³⁷ See:

- to contribute towards preventing and/or delaying the development of needs for care and support and reducing isolation and loneliness.

The Home Support project is based on an existing service operating in Rhayader, called [Rhayader Home Support](#). It has been further developed in Llandrindod Wells to provide 24/7 cover for emergencies through community alarms (Careline) for those living in sheltered housing/receiving warden-based services; in Llanidloes Town Centre and in the Knighton and Presteigne area.

Home Support can help with a range of activities such as :

- Welfare visits and telephone support
- Essential Shopping
- Assistance with prescriptions
- Support with appointments
- Support in emergency situations
- Staying fit and healthy
- Signposting and help to access other services
- Accessing local community groups and supportive networks
- Triage, assessment, Home Support plans and review
- Care line responders 24/7/265
- Proactive wellbeing checks
- Promotion of independence and wellbeing and healthy lifestyles

Each service area works from a single Powys-wide service specification that was developed at the beginning of the project. This aim of having one specification was to develop a consistent approach to supporting

The service is free. Access is not means tested or dependant on inclusion/exclusion criteria.

Home First: Discharge to Recover and Assess

The Powys Home First team consists of a qualified Occupational Therapist, Physiotherapist and Rehab Therapy Assistants and provides support on a short-term basis to enable patients to be discharged in a timely manner, identify relevant services that need to be involved and continue the rehabilitation process in the most appropriate environment.

It provides rehabilitation at home 7-days a week and can support with a range of daily tasks including:

- Washing and dressing
- Meal preparation
- Progressing mobility/ transfers.

Once a patient is ready to go home from hospital, we know a hospital bed is no longer the most appropriate place for them. It can be difficult to assess what support is needed whilst in a hospital setting. The Powys Home First team carry out a detailed assessment at home on discharge to get a true reflection of the rehabilitation and support needs can be identified and addressed.

Dedicated Hospital Discharge Team

From 1st April 2022 we established a hospital social work team. The remit of the team is the transfer of patients cross-border (i.e., neighbouring authorities with a District General Hospital with Powys

patients back into Powys). As Powys does not have a District General Hospital, we have a significant number of patients in hospital across our borders both within Wales and in England. This is a particular pressure point and complex to manage especially in English hospitals where they have different policies and procedures. Most border hospitals have been in a state of crisis for the last 2 years, regularly operating on high levels of pressure (level 4). Efficient patient transfer is crucial to free up beds for medical operations and acute admissions. By having a dedicated social worker assigned to each border area we can manage communication and logistical problems far more efficiently. We have one social worker assigned to the North, Shrewsbury and Telford Hospital Trust (SATH), Mid Why Valley Trust (WVT) and the South, Swansea Bay. We also have a dedicated hospital patient flow project officer who monitors all outpatients both within Powys and across our borders. We work closely with the patient flow team in Bronllys and have daily patient flow meetings. We also have a dedicated hospital patient flow team manager who is a qualified OT working on developing patient flow as well as managing the operational teams in terms of patient flow.

Reablement

The Reablement Service provides short term support interventions to individuals to retain or regain their independence, at times of change and transition, which promotes the health, wellbeing, independence, dignity and social inclusion. Service aims and objectives:

- Reablement addresses people's physical, social, cognitive and emotional needs.
- Reablement is an outcome focused, personalised approach, whereby the person using the service sets their own realistic goals and is supported by the Reablement Team to achieve these goals over a limited period.
- Reablement focuses on what people can do, rather than what they cannot do and aims to reduce or minimise the need for ongoing support.

The team includes an Occupational Therapist, Physiotherapist, Reablement Support Officers and trained support workers. The team will usually work with an individual for short term intervention. All services from the Reablement team are non-chargeable. If required, following Reablement intervention, the team will support in accessing longer term care and support in line with Social Services and Well-being (Wales) Act 2014 eligibility.

Integrated Disability Service

Powys Integrated Disability Service (IDS) is a multi-agency service where professionals from health, education, children's social care services and voluntary agencies work together to provide support for children and young people with disabilities and their families.³⁸

Community Services

Most of Powys' third sector services are primarily delivered by unpaid volunteers, supported by a smaller number of paid staff. They exist independently of the public sector and commercial provision, though many often work in conjunction with other agencies to help meet the broader needs of individuals they assist.

The impact of third sector work is often measured by the success of preventative strategies, helping people to lead healthier and happier independent lives in their own community, although some of the services (particularly those providing information and advice) also serve as a route for people eligible for support to begin to access regulated care services.

³⁸ See: [Integrated Disability Service - Powys County Council](#)

Community services' experiences of accessing regulated services provision for their clients has a mixed response, with providers reporting that clients are looking to the third sector for support, which traditionally would have been provided through regulated services/statutory sector. Complexity of referrals and demand continues to grow and we need to consider the type of support that is and isn't appropriate for the sector to provide.

Although community level services provide a huge range of different social and community activities, a considerable number provide services that directly contribute to the preventative agenda, particularly those operating in the fields of health and social care, children's services, youth services, housing, education and training, transport, and substance misuse.

Amongst these services are a number which directly support people (and their families and carers) whose circumstances might mean they needed to access regulated services otherwise. Community based services can play an integral role in delivery of Early Help and Support and preventative focused solutions.

The services listed below are not an exhaustive list of third sector support in Powys. It is an illustration of the type of support available that contributes to the health and wellbeing of the Powys population. The services below are funded through a variety of funding mechanisms and many do not have contracts, SLAs or grant funding status with Powys County Council or Powys Teaching Health Board.

There are many different community organisations and services whose activities directly or indirectly support the preventative agenda.

- **Information and Advice:** There are a range of general and specialist information and advice services such as Age Cymru Powys and CREDU (carers). This also includes Debt advice and our PAVO Community Connectors also provide information and advice. Powys Citizen's Advice saw a 21% increase in enquiries and support given compared to 2020/21. *The 0345 telephone support provision took 10,416 calls between April 2021 to March 2022 compared to 7,351 to for the same period in 2020/2021, a 42% increase.*
- **Community Transport:** Powys has 18 community transport organisations that offer dial-a-ride and community car schemes that allow people lacking transport or unable to access appropriate public transport to access other services and amenities. The cost of living and fuel crisis is likely to have a detrimental impact on these schemes as volunteers begin to report that they are facing challenges in recouping the cost of providing the car service.
- **Hospital Discharge and admission avoidance**
[Red Cross Powys](#) helps patients get home safely, quickly and effectively through their assisted discharge services. For the first 72 hours after leaving the hospital, they make sure people have everything they need at home. If they need more support, they provide personalised help for the next six to twelve weeks. They also provide a range of equipment to people such as commodes and wheelchairs.
- **Community Support:** Powys has a network of local community Support and Volunteer Bureaux. These operate in many of the County's market towns offering a range of different information and support activities for local people

- **Domestic Abuse:** several organisations provide refuges and services for victims and survivors in Powys.
- **Mental Health:** There are a range of locally based and county-wide mental health organisations that offer a range of different advice and support services for people experiencing mental health issues and their families/carers. Information on the range of services available can be accessed via [Powys Mental Health](#) website. A further report was commissioned by Powys Teaching Health Board on the impact of Covid-19 on Mental Health Services in Powys. [Mental Health in Powys: Finding New Balance](#) included a series of recommendations based on the intelligence gathered from the third sector on the impact of Covid-19 on the delivery of community based mental health support and a gaps analysis.
- **Dementia**

There is a range of support for people living with Dementia, including information, advice and specific support for carers such as legal advice. In addition Powys has a [Powys Dementia Network](#), which is attended by a number of third sector and public sector organisations.
- **Health Condition Specific:** There are many organisations providing information and local activities and support for those living with specific health conditions and their families/carers e.g., dementia, neurological conditions.
- **Informal/family carers:** Powys County Council commissions a single carer support organisation to provide a variety of services including information, advice and support and carers breaks.
- **Disability:** Powys County Council commissions a service, providing information, support and training to disabled individuals and organisations and businesses who work with disabled individuals. They also work to digitally link those with access restrictions to equipment and resources during COVID-19, delivering front-line community support and services as part of ONE BRECON's COVID -19 emergency response team, including a prescription service, shopping, welfare and wellbeing support, affordable meals, and referral to specialist support services.
- Powys County Council funds an **older people's organisation**, providing support to older people in Powys. This includes Benefits checks, footcare, a variety of activities and events.
- **Informal and family carers**

The council commissions a provider of young and adult carer support, offering a variety of services including information, advice and support and carers breaks (see Carers section below)
- **Children and families** are supported by a wide range of community providers. There are a number of community projects working with children, families, communities and providers to deliver projects and activities. In partnership with providers, we deliver a wide range of play and holiday activities for children delivered by a wide range of community organisations and providers.
- **Older People**

Older People's organisations provide information and advice, and also, they provide a range of activities including benefits checks, footcare and a variety of activities and events. Powys Befriending Service supports people aged 50+ to overcome loneliness and isolation and improve the independence of people over the age of 50 by helping to improve the independence of people over 50 by helping maintain social networks and remain in their own homes for as long as they are able. Crickhowell Volunteer Bureau is a delivery partner with Powys Befriending Service.

- **Day activities:** Powys' third sector provides a wide range of day opportunities from befriending groups to informal activities such as Knit & Natter, Walk and Talk groups, arts and green space activity, and condition specific activity such as Dementia Meeting Centres. Much of this activity plays a significant role in improving people's health and wellbeing and reducing demand on statutory services.

- **Veterans Support:** There are a range of third sector services in Powys who deliver support to armed forces veterans. A number of these services are national services but provide activity in Powys either locally or remotely.

- **Community Connecting - Social Prescribing**

Social prescribing in Powys is delivered by Powys Community Connectors. Unlike a traditional, health-based model of social prescribing, community connectors support all people to maintain and improve their wellbeing.

[PAVO Community Connectors](#) are funded through the Powys Regional Partnership Board and play an active role in providing information and advice to Powys' population, through a partnership approach with PTHB, PCC and Primary Care Clusters. Community Connectors contribute to Daily Screening meetings with adult social care, patient flow, MDTs and Virtual Wards. Community Connectors actively deliver 'social prescribing' - receiving referrals from a range of health and care services along with self-referrals and referrals from other agencies such as the police.

The service helps people in Powys (aged 18+) and their families or carers, to access third sector services and activities that will help them maintain independent lives and which help prevent their circumstances deteriorating to a point where they might need higher level health or social care services.

The Community Connector service is effective in bridging the gap between the health and social care system and the wider support sector, removing barriers, focussing on preventative interventions and helping people to access community services to improve their health and wellbeing. By supporting individuals to access the third sector it supports the statutory provision in their delivery and reduces impact and demand on health and social care.

During the Covid-19 pandemic the PAVO Community Connectors initially saw a 720% increase in referrals. Local Covid-19 groups or established community anchors were able to pick up some of this work which was often concerned with basic services for vulnerable people or those isolating. Some tasks are very small but important to the individual.

- **Volunteering in Powys**

Volunteering is a diverse, vibrant presence in Powys and involves a wide range of people, organisations and communities. Volunteers give their time in a range of settings from providing informal help in their communities through being good neighbours, to working in voluntary organisations and alongside public services in more structured roles. They contribute to the improvement of public services in many and varied ways including health and social care, children's services, youth services, housing, library

services, education and training, waste recycling, community regeneration, transport and substance misuse services.

The [Powys Health & Care Workforce Futures Strategy](#) states that: *“Volunteers and carers play a significant role in providing services to the communities of Powys and they make up nearly two thirds of the effective workforce. The delivery of a wide range of community and support services is critically dependent on volunteers and carers.”*

There are an estimated 48,000 volunteers in Powys. Volunteering in Powys contributed significantly to the Covid-19 response, in particular in the depth of volunteering in the field of health and care. This had a significant positive impact on statutory service provision.

[The Future of Volunteering in Powys report](#) (March 2021) concluded that *“Partners can work together to ensure a thriving volunteering sector, supporting people to volunteer in a wide range of place-based and thematic organisations and groups that know and meet the needs of Powys residents. Partners can maximise the potential for volunteering through cross-sectoral working, embedding the opportunity to volunteer in organisational policy, build volunteering opportunities into commissioned services, directly creating volunteering opportunities and strengthening links with the private sector”*; furthermore, the report concluded that *“commissioners should ensure that their policy support for volunteering is put on a sustainable financial footing through incrementally investing in volunteering through their medium term financial plans, as part of plans to support resilient communities”*.

It should not go unrecognised that the [volunteer-force](#) in Powys has played a significant role in supporting the wellbeing of Powys’ communities and in particular during the Covid-19 pandemic. Volunteers offer services for free but there should be an opportunity to reimburse volunteers for the costs associated in delivering their volunteering activity. Responsible, safe and compliant volunteering does not come free of charge. Furthermore, volunteers should not be used in a manner which could displace paid roles. Volunteers add to and complement the work of paid staff and can positively impact the regulated services, allowing flexibility in service provision and innovative approaches. The [Welsh Government Volunteering Policy](#) states *“Public services benefit from involving volunteers to enhance and extend their services and from working with Third sector organisations to involve volunteers in new citizen-centred delivery models. Whilst organisations are encouraged to work with volunteers, the Welsh Government is committed to ensuring that paid staff should not be removed in order to directly replace them with volunteers”*.

It is becoming increasingly difficult to recruit volunteers into some areas due to people moving out of the Covid-19 pandemic, returning to family commitments and the future impact of the cost-of-living crisis having an adverse effect on volunteering capacity.

Unpaid Carers

[Credu](#) (formerly Powys Carers Service) supports young carers, young adult carers and adult carers in Powys, providing information, advice and assistance to support life alongside caring. Credu has also delivered a Creative Respite Project which gets to the

root of what matters to the individual and has the flexibility to provide bespoke solutions to individual carers needs.

Informal carers play a substantial role in delivering support and this has been exacerbated with the Covid-19 pandemic. In Powys there are 16,154 [unpaid carers](#) with 3820 providing 50+ hours per week of care.

Carers Wales report that services are still not returning to full capacity and in Autumn 2021 only 14% of carers had full use of day services that they had before the pandemic. 55% of carers no longer had access to the same level of day services as before or at all, including one in five carers who had seen day services close completely. Furthermore, Carers Wales reported on the overall shortage of social care and delays in accessing assessments and care. 73% of people in Wales think that the role of unpaid carers is not valued by the general public and a significant number of people said they would not consider caring in the future due to the impact on their physical and mental health (56%) and being unable to cope financially (45%). In the same survey 53% said they would turn to the local council services for help and 40% said they would go to their GP. This could place significant pressure on the regulated care services where additional investment at community level could help reduce this impending impact.

Other Considerations affecting the Market

Social Value

A separate event was held with the “Social Value Forum” to introduce the purpose of this report, and the opportunities for the Forum to add vital information to this report. In addition, a survey was conducted (online). Please note, the number of those providing feedback was low with only nine providers submitting the online form.

Feedback from the survey suggests that

- They consider having their greatest strengths in person centred approaches, flexibility and responsiveness to needs;
- The impact of Covid and recruitment and retention are challenging the sector;
- Service Level agreements and Grant arrangements were of benefit to them; however, there were an equal number for whom the above were of negative impact; challenges were about short timelines to submit proposals resulting in possible funding;
- Some providers suggested that funding had decreased significantly over the past few years, which has a negative impact on their ability to provide services.

Powys Teaching Health Board and Powys County Council have entered into a number of joint agreements as described in the **Statutory Guidance part-9-statutory-guidance-partnership-arrangements.pdf (gov.wales)**. In particular partnership working, based on Section 33 Agreements for Carers and Care Homes has shown that, whilst there are a number of organisational and cultural obstacles to be overcome, joint commissioning can have benefits for local people and can reduce waste in the Health and Social Care system. Further efforts will be made to maximise the benefits of this joint working.

Resourcing

This report has gone into some detail about the main challenges facing Powys, including workforce, population changes, demand and rurality. A key aspect also is the resourcing of provided and commissioned services, details shown below. As mentioned elsewhere in this report and highlighted by Third Sector partners, the way the local authority and Health Board commissions has an impact on the stability and sustainability of regulated and un-regulated services. A significant amount of the Council’s budget and all of the Health Board’s budget is raised from Welsh Government allocations; in addition, there are funds distributed to Regional Partnership Boards and allocated to providers in the Third Sector and also in-house to achieve required outcomes. Allocations for Health Board and Council are usually on a year-on-year basis, which makes planning for the long-term challenging. Equally, some budgets are targeted based on political drivers by the Welsh Government and can change over time. The sector has been dealing with **historic systematic challenges** which are now being magnified because of the pandemic. Over the last decade demand pressures on social care services have been compounded by fiscal austerity across public services. Reduced funding for local authorities and competing priorities has limited the rates that local authorities (and the Health Board) are able to pay for care and placed a disproportionate emphasis on economy rather than quality and improved outcomes. Providers (particularly those running care homes for older people) have commented that prices have not kept pace with their costs and that their inability to remunerate staff at competitive levels is worsening ongoing workforce pressures.

Elsewhere we have described how the Council has attempted to mitigate some of these pressures and the Welsh Government's "Hardship Fund" has had a positive, albeit temporary impact on the social care sector until March 2022.

Ongoing public sector budget pressures have impacted upon commissioners' **ability to prioritise investment into preventative community-based services and support**. In 2018 the Welsh Government's Finance Committee Inquiry into "The cost of caring for an ageing population³⁹" noted; *"the evidence shows that funding pressures, along with an increasing population, is resulting in a funding shortfall"*. Commissioners have also commented that prices for placements in care settings for children and working age adults are also increasing. Scarce resources have been absorbed in paying for placements in statutory services at the expense of preventative support, fuelling further levels of unmet need and exacerbating the trend towards increasing complexity as needs are not being addressed early.

Whilst these challenges are relatively common across all regions, Powys has distinctive characteristics that accentuate the emphasis of these challenges locally. Firstly, **Powys is predominantly rural** - covering approximately a quarter of Wales but, with a population of 133,000, is home to only 4.24% of the Welsh population. Secondly, **the working age population is falling, whilst there are increasing numbers of older people** retiring to the region and adults living longer with health conditions and Learning Disabilities.

Both aspects have a considerable influence over the local care market, specifically:

- additional cost and logistics of providing services within isolated communities and;
- increased demand for health and care just as the potential workforce and carer pool is shrinking.

Social Care budgets in Powys between 2017/18 and 2021/22 increased from £52,63m to £67,834m, a net increase of 28% over the period or 7% year on year. Whilst this outstrips inflation (average of 2% until recently), the pressures in the market have increased substantially and have limited our ability to invest according to demand. Powys has for many years had below inflation funding allocations from the Welsh Government, which only changed during the 2021/22 period.

Care Homes Services (Older People)

As outlined elsewhere in this report, Powys is investing in Extra Care facilities in addition to the existing schemes in Newtown and Bodlondeb/Llanidloes. This investment is currently taking shape in Ystradgynlais and Welshpool at either end of the Powys County. Additionally, a scheme has been given the in-principle agreement for Brecon and another, smaller scheme is under discussion in Machynlleth. This investment will, over time, reduce the pressure on the residential care home market and potentially decrease the need for keeping the number of residential care beds at current levels. This investment is in line with the Welsh Government's direction of investment into Extra Care, offering more choice to local people about where they want to live. ³⁹

Limited refurbishment of some County Council owned premises

We are aware that some of our care homes have been built some time ago and need investment in their décor, furniture and other parts that affect individuals and their families feeling welcome and 'at home'. We are also aware that during some CIW inspections this was raised. Whilst we are and will be discussing this with providers, we are aware that, as mentioned elsewhere in this report, finances of some of our providers are stretched and will impact on their ability to invest into the

³⁹ [New £182 million fund launched to provide specialist accommodation across Wales \(nation.cymru\)](https://www.nation.cymru)

'fabric' of the buildings. This is not only true for the buildings owned by the Council (but managed via a separate contract), but also by other, often small providers.

Powys County Council and Powys Teaching Health Board developed a 'care homes dashboard' during the first pandemic lockdown. As a result, the Multidisciplinary Team (MDT) for older people's care homes was able to monitor and target interventions at an early stage including infection control, staffing problems and Covid outbreaks. This dashboard has been further developed and is now a mainstay of our joint work to support care homes.

Care Homes Services (Adult)

The Accommodation and Support Services Live Well Delivery Plan 2022-2026 describes the different housing option for different client groups. It ranges from individuals living on their own, with family members, living with support independently to temporary accommodation where this is required. All of these are accompanied by different support options including Direct Payments, floating support, domiciliary care or locality-based support.

In 2021, there were 188 individuals in supported housing provision and 27 in residential care within Powys. There were 18 individuals in supported housing and 87 in residential care out of county.

In addition, Powys provides individuals with complex needs and those who are homeless. Of these there are 204 in temporary accommodation (51 being young people), 21 in Bed&Breakfast accommodation (4 being young people) and 4 individuals being known as rough sleepers. Finally, 72 young people transitioning into adulthood have been identified as requiring housing and support. Our demand forecast for 2021 – 2026 is for 72 adults with mental health needs and learning disabilities requiring housing and support.

Care Home Services (Children)

The Council seeks to provide or commission the right range of placements which will provide positive experiences for children and young people who are looked after. For children to be placed within the local authority, there needs to be a range of placements available within Powys to appropriately meet their needs. Key priorities for Powys County Council include increasing our in-house Foster Care provision and greater utilisation of residential care services within Powys.

In order to implement the Sufficient Supply of High-Quality Placements Strategy and meet the needs of Powys Children Looked After, Children's Services are developing a suite of in-house Care Homes within Powys (result of commercial market not providing sufficient capacity). These Care Homes enable Powys children and young people to be placed closer to home and will facilitate the delivery of Powys services across the multi-agency region including Health, Education and Criminal Justice Services.

Secure Accommodation Services (Children)

There is no secure accommodation service setting located within Powys and just one in Wales as a whole.

Residential Family Centre Services

Powys Children's Services have supported a number of families in their own homes via agency support staff as step down from residential provision due to limited availability of parent and baby foster placements.

Adoption Services

There is an increasing trend in the number of children placed with kinship carers and a slight increase in the number of children with specialised medical needs requiring respite placements. We are seeing an upturn in people wishing to do respite foster care. This is partly as a result of promotions earlier in the year, and also possibly as people look for the financial security that employment provides but still have a wish to help in their communities and make a difference to local young people alongside their work commitments.

Fostering Services

Numbers of foster carers has remained relatively stable but there is a clear increase in the demand for placements and the level of complexity those placements require. There is a significant upturn in the number of Connected Persons arrangements being assessed and supported to allow children to remain within their extended network, thus increasing consistency and permanency in the majority of cases. Powys are focusing on recruiting carers for specific carers for teenagers, parent and child placement and emergency care situations and continue in their drive to bring all Children Looked After closer to home.

Powys are fully engaged in the Foster Wales agenda and are keen to promote local cares for local children. Recruiting and retaining a diverse, skilled, active and motivated pool of foster carers which meets the range of needs of children in care remains a challenge. The effective recruitment and retention of foster carers is the responsibility of everyone working within the fostering service.

Adults Placement ('Shared Lives') Services

The increase in working from home and relocation to more rural areas may have positive effect on the numbers of people considering becoming a Shared Lives Carer. Shared Lives Plus collates data annually to evaluate the sector and identify trends. Shared Lives Plus also works to promote and raise the profile of Shared Lives at a UK level.

Domiciliary Care Support Services

As mentioned elsewhere Powys County Council have invested into development of community micro enterprises, initially in a single locality. There are currently (June 2022) 40 community micro enterprises delivering care and support to both people with a Direct Payment and also through private arrangements (self-funders). Our ambition is to continue expanding the development of these enterprises across Powys to offer more choice to Direct Payment recipients over how and where they can access care and support.

We have explained in more detail the development of our Home Support model and our Technology Enabled Care offer. Both contribute to individuals with care and support needs being able to live in their own home.

Access to Health Care – unscheduled care

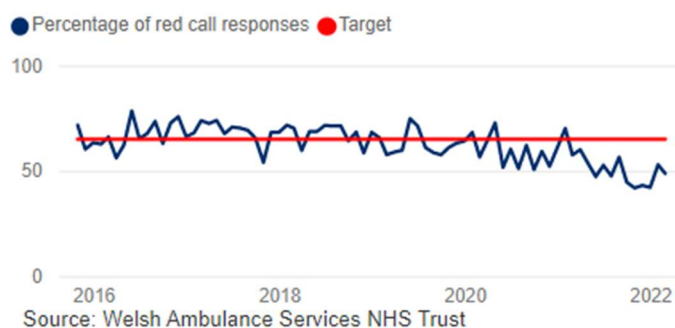
Powys healthcare pathways are complex, with acute and specialist care carried out by providers in both England and Wales. Acute care is commissioned by the health board for its population and specialist care is commissioned through collaborative arrangements in Wales and England. (Specialist care / 'specialised services' or 'tertiary services' –is care provided for

people with health needs that are specialist in nature, refer to • As an example, 63% of total outpatient activity.

As an example, 63% of total outpatient activity is carried out within commissioned English provider services, 16% in Welsh commissioned services, and a further 20% in Powys provider services.

The performance of the **Welsh Ambulance Services Trust (WAST)** for 8-minute ambulance response time did not meet the target for the majority of the year and performance was 57.2% against 62.5% national average in March 2021, ranking as 5th in Wales. The impact of COVID-19 combined with challenges in rural geography and the impact of increased handover times at Accident and Emergency Units has resulted in a reduction in average performance. Low number variation can also cause fluctuations against the target in Powys.

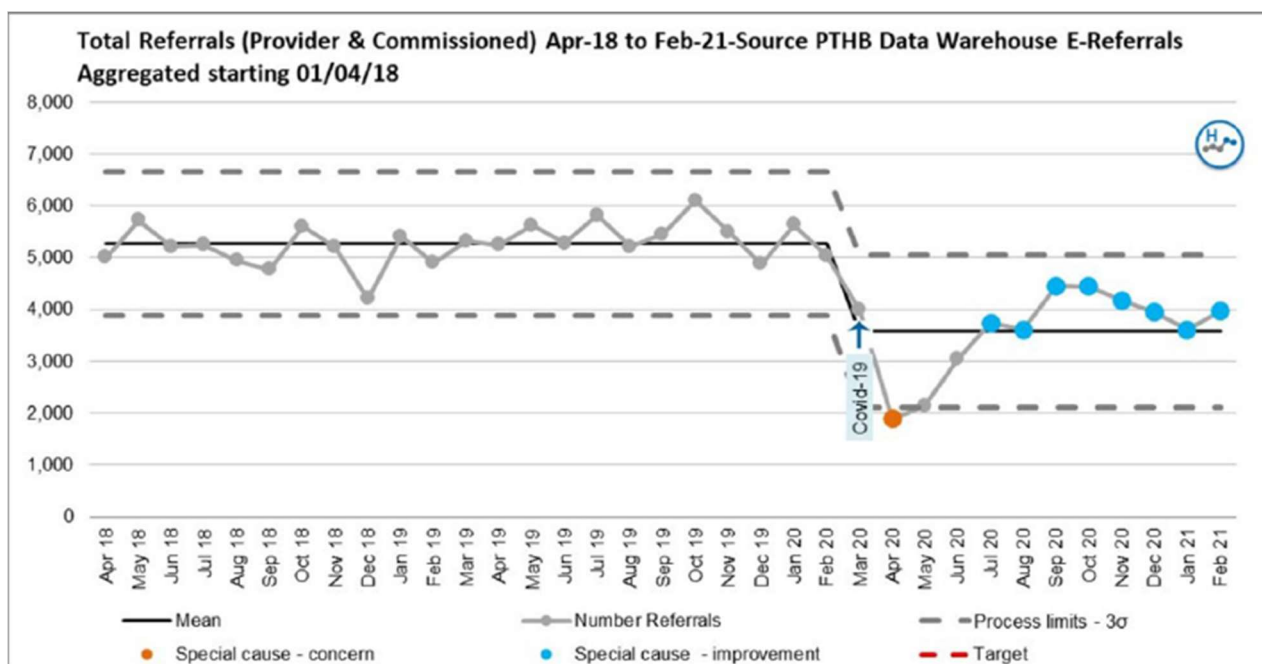
Percentage of responses to red calls arriving at the scene within 8 minutes



(the above graph shows the difference between the target of responding to emergency calls (“red”) and the percentage achieved)

There was a significant reduction in referrals to secondary care in the first quarter of the year, April to June 2020.⁴⁰

⁴⁰ <https://pthb.nhs.wales/about-us/key-documents/annual-reports-annual-accounts-and-annual-quality-statements/powys-teaching-health-board-annual-report-2020-21/>



The above shows the total referrals for both directly provided and commissioned care. Demand has not returned to pre-COVID-19 averages and poses a risk of latent need which is explored in more detail in the analysis and forward planning in the PTHB Annual Plan 2021/2022.

Direct payments

Working via a Personal Assistant: it is difficult to quantify the active number of PAs in the county but we understand from the commissioned support provider that, depending on level of need and locality of the person seeking a PA, identifying a PA is at times challenging.

Working with a **Community Micro Enterprise (CME):** this has been successful with 40 Community Micro Enterprise established to date (April 2022), supporting 42 individuals via a Direct Payment and 66 people via a private arrangement. It has to be recognised that CMEs (and PAs) are no replacement for Domiciliary Care where the care needs are high and complex, but both CMEs and PAs play an important role in the provision of care and support at home.

- Guide rates for direct payments are as follows:
- £12.15 Personal Assistant - standard and waking night
- £9.90 Personal Assistant - sleeping night
- £16.13 Community Micro Enterprise
- £19 domiciliary care agency

Direct payments allow individuals to receive payments from the local authority instead of traditional packages of care. This provides much more flexibility and greater control, and allows the individual to act as the employer, using the payment as they see fit to meet their needs. In June 2022 there were 608 recipients of Direct Payments in Powys receiving over 11,000 hours of care weekly.

From January 2017 to June 2022 the number of Direct Payment provision rose from 269 to 608, an increase of over 225%⁴¹. There was a small minimal decrease in the last year (November 2020 to November 2021) of 17 peoples and 229 hours, however we do not have any explanations for this reduction.

As of 31 October 2021, Powys County Council provided 128 adults with learning disabilities with direct payments to assist them in living independent lives.

- 32% are under 25
- 35% are aged 25-34
- 24% are aged 35-54
- 5% are aged 55-64
- 4% are aged 65 plus

People with learning disabilities are living longer than in the past and as a result, the number of older people with a learning disability is increasing. Approximately 1.5 million people in the UK have a learning disability. This is even though people with learning disabilities are 58 times more likely to die before the age of 50 than the rest of the population.

Welshpool and Montgomery locality has the highest uptake of direct payments (96 peoples), followed by Llandrindod and Rhayader locality (68 peoples). Brecon locality and Newtown locality are both third highest (65 peoples). The locality with the lowest number of Direct Payments is Machynlleth locality (27 peoples), followed closely by Ystradgynlais locality (28 peoples).

The increase in direct payments uptake has supported the domiciliary care market, with some individuals setting up micro-enterprises within their own communities to support individuals in meeting their needs. Between November 2020 to September 2021 there was a 55% increase in community micro-enterprises from 16 to 29.

In March 2022 approximately 25% of all care at home was delivered via a Direct Payment. Recipients were 212 for Older People, 147 for People with Disabilities, 71 for Children and Young People, 29 for Carers and 9 for adults with mental health conditions.

Powys has one of highest number of Direct Payment recipients in Wales by population (need stats here). Traditionally Direct Payments were often used to employ a Personal Assistant (PA) but this is slowly changing to not only use agencies and community micro-enterprises but also exploring creative ways to meet outcomes.

In 2020/21 the total cost of delivering direct payments in Powys was £8,565,082 for children, young people, adults with a disability and older People. This includes our contract with a provider for information, advice and support for Direct Payment recipients and our audit costs.

Individuals who receive direct payments or domiciliary care may be asked to make a financial contribution depending on their financial circumstances. The maximum charge for 2021/22, set by the Welsh Government for Community Based Social Care, is £100 per week. More information can be found in the Social Services Charging Policy, which can be found at the end of this report.

What are the issues/barriers for people trying to purchase care & support through direct payments?

We understand from our social workers and individuals that the biggest barriers are identifying support via Personal Assistants or Community Micro Enterprises – the supply is not always as good

⁴¹ These figures include some recipients with more than one provision, the total number of clients with a Direct Payments rose from 235 in 2017 to 574 in June 2022.

as we would want it to be. Additional barriers are of an administrative nature, which we are and have been addressing.

Historically Powys has been offering older people Direct Payments not only as a matter of choice (which is a requirement via the SSWBA 2014), but also to overcome the challenges in identifying agency provided Domiciliary Care in Powys. Many older people take advantage of a 'managed account',

delivered by our commissioned Direct Payment Support provider, which takes care of all money management processes, especially where the person chooses to employ a 'Personal Assistant'. There are some concerns in relation to it not always being understood that a managed account will not absolve the Direct Payment recipients of their employer responsibilities. We have therefore tightened the guidance for social workers for their 'What Matters' conversations with peoples and/or their families.

We are also aware that the demand for Personal Assistants outstrips the supply of such individuals.

The process of implementing a Direct Payment request from start to finish is complex and presents opportunities for system failure. We have therefore made available more training for social workers to ensure that the process is well understood and that the system works more smoothly. We have also put in place arrangements with the two current Direct Payment support providers which will enable them to pay out to care providers even, when necessary, documentation or budgets are delayed.

As mentioned elsewhere in this report Powys County Council started a project with Community Catalysts to develop a set of Community Micro Enterprises to deliver care and support in people's homes. This project was initially limited to the border area of Powys with Herefordshire and Shropshire but has since been slowly expanded into other parts of North Powys. To date there are 40 Community Micro Enterprises delivering care and support, partly to people with a Direct Payment, partly private peoples. Limitations exist due to the ability of these providers delivering larger/complex care packages (typically they are individuals rather than companies with employed staff).

In order to increase access to both Community Micro Enterprises and Personal Assistants we have developed with a separate commissioned provider a 'market place' ([Care and Support Finder tool](#)), where those seeking care and support can advertise their needs, locality etc. and providers (Personal Assistants and Community Micro Enterprises) can advertise their care and support offer. Whilst this has been available since April 2021, take up by those seeking care and support has been limited. Further work is underway to market this facility to social workers.

We are also continuously working with our staff to ensure that opportunities for the use of Direct Payments are better appreciated and applied. We are aware that Direct Payments for Carers need to be increased. We are engaging with our commissioned carer support provider to ensure that we can learn from best practice examples and inform social work practice.

Learning Disability

As of 31 October 2021, Powys County Council provided 325 people with disabilities with a Direct Payment, of which 246 were adults, 70 were children and young people and 9 were adults with a mental health condition. This number has remained stable in the last year

Self-funders

Powys County Council published a report in 2020 to explain the process of and safeguards for individuals opting to pay a top up fee (so being partially self-funders) for care homes. This document is available here [Policy Template \(moderngov.co.uk\)](https://www.moderngov.co.uk/policy-template).

- **Older People Care homes:** There are 153 individuals who privately fund their residential homes privately, and 38 fund their nursing care privately. Information is very often anecdotal, but reasons we are aware of include opting for a care/nursing home at a rate which Powys County Council does not support (provider asking for ‘top ups’). (Source: PCC Care Homes dashboard, 27.5.2022)

Care Homes (Older People) by funding type	total	%
Residential funded	401	43.30
Nursing funded (Powys CC)	156	16.85
Residential private funding	153	16.52
Nursing funded (PTHB)	81	8.75
Nursing private funding	38	4.10
Out of county Nursing	57	6.16
Out of county residential	40	4.32
total	926	

At the time of writing this report, 20.6% of residents in Powys’ older peoples care homes are self-funded (privately funded). Most self-funded residents are within residential care settings.

Self-funded residents will typically be paying weekly fees significantly in excess of the agreed ‘Powys rate’ and therefore represent a significant income stream that supports the financial sustainability and commercial viability of the older peoples care home market.

In addition to this, there are a small number of self-funded residents in temporary residence (for respite care), however, accurate information on the overall number is not readily available.

Similarly, there are several residents whose placements are primarily funded by local authority or health board but who privately pay ‘top up fees’ for their care home placement. This is typically because the resident/family chose a placement in preference to those made available by the placing authority and whose weekly fees are greater than the agreed ‘Powys rate’. Again, there is no readily available data to accurately quantify the number of residents paying such fees.

- **Domiciliary care:** We currently only have access to limited data but are communicating with our domiciliary care providers about the situation. Anecdotally there are fewer than 5% of peoples domiciliary care providers self-funders. This suggest that the impact on the social care market is minimal.
- Our **Micro Enterprise** project support 84 private peoples (I.e., self-funders) out of a total of 131 peoples. As Micro Enterprises are private (micro) businesses they will advertise their services in their locality and often attract individuals who are not eligible for social care services or have to pay for their care due to their income and asset levels. Powys specifically encouraged Micro

Enterprises to seek business in both the Direct Payment and private customer market, to ensure that providers are viable and not reliant on Council funded services only.

- **Adult care homes:** we are not aware of any Younger Adult residents i.e., PD/LD or MH that self-fund
- Shared Live: no individuals fund their Shared Lives care themselves.

Workforce

Like in other parts of the United Kingdom, retention and recruitment for staff working in the sector has been challenging for both commissioned providers and also our in-house provider. Powys County Council has put in place the “Powys Pledge” to encourage and incentivise providers to improve their pay and benefits for staff to make the care sector more attractive. We have supported providers in their recruitment drives via recruitment fairs in several market towns which have had limited success.

It is difficult to assess the overall picture of employment in the Social Care Sector. Social Care Wales publishes data about employment patterns by Health Board area. Due to the pandemic most, recent data is 2018 and the update for 2021/22 is not published yet, so we have to rely on the 2018 data⁴².

This suggests that in Powys 44% of care staff are working full time, 56% are working part time (although it is not clear how many hours these p/t workers are employed for. Anecdotally though we know from the Care Home sector that staff frequently hold more than one p/t role and work in different (social care) setting.

In addition, we understand from the same source that 48% of providers work in the residential (and nursing) sector, 15% in domiciliary care and 37% work in day care and other sectors (which will include support for people with a learning disability or mental health condition in supported living arrangements.

One additional point of note is that Powys has a considerable number of Personal Assistants (PAs), often working in domiciliary care. The Social Care Wales survey of 2018 suggests that only 49% of those who responded to the SWC survey hold required or recommended qualifications. There is a big caveat in these figures, as the SCW information does not (and cannot) provide reliable information about the total number of Personal Assistants employed across Wales (as they are not regulated services and therefore difficult to access. However, if we extrapolate with the caveat in mind, there is a case for a significant drive to not only ask for minimal qualifications, but also find a way of connecting Personal Assistants, possibly at local level, to increase information, advice and support for them.

Adding to the general challenges we are also aware that providers compete for staff who have some choice in the employment they can seek (e.g., within social care: Domiciliary Care, Care Homes, NHS employers and private providers of e.g., hospitality or retail or other, professional services). Whilst this is to be welcomed from a choice perspective and to keep Powys an attractive destination to live, it also has a significantly detrimental effect on social care (and Health) providers.

The Council has reported that there was a significant increase in “leavers of own accord” in Social Care, employed by Powys County Council. Whilst in 2019/20 (only April until December figures available) there were 23 leavers, this rose to 47 in the calendar year 2020 and 80 in 2021 calendar year. Whilst we don’t have access to the reasons for this, we can extrapolate from the commissioned social care sector, where often reasons given for leaving care roles were ‘burn out’ and ‘working in a

⁴² ([Social care workforce | Workforce and qualifications | Themes | Home - Social Care Wales Data Observatory \(socialcaredata.wales\)](#))

different sector such as retail or hospitality). Another indicator of the staffing challenges (for the council) is the amount of sickness amongst staff. In the Adult Social Services department sickness rose from 13.1 days/FTE in 2019/20 to 19.6/FTE in 2021/22. In total numbers, this means that 8,446 in 2019/20 to 10,982 in 2021/22. In Children's Social Services the equivalent numbers dropped from 15.7/FTE in 2019 to 15.1/FTE in 2021/22 or – in total numbers from 4,787 in 2019/2020 to 4,233 in 2021/22.

Powys County Council undertook its annual staff survey which returned very similar results to the 2021 survey (i.e., within a +/-4% margin).

- Generally, staff gave very positive feedback about their employment and recognition they receive;
- Some concern over reduction in funding, resulting in problems for staff to do their job;
- Staff feel valued and supported in their roles;
- Staff overall felt that remote/hybrid working has increased their productivity;
- Staff feel they have a sense of autonomy in their roles;
- 31% of staff are between 51 and 60 years of age (note similarity with staff in social care as evidenced by SCW) with the potential for staff leaving in the next 5 years
-

As mentioned elsewhere, an ongoing challenge for all employers in the Health and Social Care sector is an ageing population and a reduction of people at working age. Whilst the Council and the Health Board are trying to address this in the medium to long term via e.g., the Health and Care Academy, in the short term we expect ongoing recruitment issues in certain parts of all organisations.

We are also aware that Powys has a relatively low level of permanent staff in regulated services compared to other localities (i.e., 78% on average in Wales, 100% in Merthyr Tydfyl and Newport, 38% in Powys).⁴³

The survey also shows (pre-pandemic) that 34% of all domiciliary care staff left during 2019, compared to 12% in day and other care providers. Whilst we don't have access to reliable data for 2021, we have anecdotal evidence that the net outflow in domiciliary and residential/nursing care exceeded the ability of providers to recruit and fill vacancies. During 2019 almost 40% of care workers left for another sector in the economy, a trend that continued and grew (anecdotally) during 2020/21.

The age profile of staff in the care sector also contributes to the challenges commissioned providers' experience. Just under 25% of staff are in the age bracket of 51-60. Given that this kind of work is both emotionally and physically challenging, it is not surprising that the pandemic has contributed to staff in that age bracket to look for less demanding work (in other sectors of the economy) or to retire.

Some 40% of staff leaving their role in 2019 either left the sector altogether (to work in another sector of the economy) or retired (mid Wales region).

⁴³ [SCW workforce profile 2019 Commissioned-Services final EngV2.pdf \(socialcare.wales\)](#)

Appendices

Appendix 1: Equality Impact Assessment
supplied as a separate document

Appendix 2: Definitions

[Regulation of social care services under the Regulation and Inspection of Social Care \(Wales\) Act 2016 | Law Wales \(gov. wales\)](#)

Types of regulated services

The following care and support services are referred to as "regulated services":

- a care home service
- a secure accommodation service
- a residential family centre service
- an adoption service
- a fostering service
- an adult placement service
- an advocacy service
- a domiciliary support service
- any other care and support service prescribed by the Welsh Ministers in regulations.

Regulated services are defined in Schedule 1 to the 2016 Act. The 2016 Act and the [Regulated Services \(Service Providers and Responsible Individuals\) \(Wales\) Regulations 2017](#) (as amended) exclude certain things which would otherwise come within the definition of one of the regulated services from being treated as one.

Care home service

A care home service is the provision of accommodation, together with nursing or care at a place in Wales, to persons because of their vulnerability or need.

The following are excluded from being a care home service:

- a hospital;
- a school unless it provides or intends to provide accommodation and care for at least one child for more than 295 days in any 12-month period that falls within the previous 24 months;
- a residential family centre;
- a secure accommodation centre;
- an adult placement centre;
- places where a child is cared for by a parent, relative, or a foster parent;
- places where an adult is cared for:
 - during a family or personal relationship, and for no commercial consideration,
 - of a period of less than 28 days in any 12-month period or for a number of periods which in total are less than 28 days in any 12-month period;
- places vested in the Welsh Ministers, an NHS trust or a Local Health Board;
- places provided by a further education institution or a university unless the number of persons provided with accommodation is more than one tenth of the number of students to whom it provides both education and accommodation;
- child minding, within the meaning of section 19(2), or day care for children, within the meaning of section 19(3) of [the Children and Families \(Wales\) Measure 2010](#) unless in any 12 month period there are 28 or more occasions when care is provided to any one child in excess of 15 hours during a 24 hour period, or the accommodation is provided wholly or mainly to disabled children;

- places provided to children aged 16 and over to enable the children to undergo training or an apprenticeship but this exception does not apply if the accommodation is provided wholly or mainly to disabled children;
- places provided to children at an approved bail hostel or approved probation hostel;
- an institution for young offenders provided under or by virtue of section 43(1) of the [Prison Act 1952](#);
- places provided to children because of their vulnerability or need for the purposes of a holiday or a leisure, recreational, sporting, cultural or educational activity. But this exception does not apply if the accommodation is provided:
 - to wholly or mainly to disabled children and the service provider has first notified CIW of the arrangement, or
 - to any one child for more than 28 days in any 12-month period unless the accommodation is only provided to children over the age of 16.
- places provided to a single child or to a sibling group by a person in that person's own home and where care and accommodation are not provided by that person for a total of more than 28 days in any 12-month period.

Secure accommodation service

A secure accommodation service is the provision of accommodation for the purpose of restricting the liberty of children at residential premises in Wales where care and support is provided to those children.

Residential family centre service

A residential family centre service is the provision of accommodation for children and their parents at a place in Wales where the parents' capacity to respond to the children's needs and to safeguard their well-being is monitored or assessed and the parents are given care and support.

The following are excluded from being a residential family centre service:

- a hospital;
- a hostel or a domestic violence refuge;
- places where the main purpose of the accommodation and care is to adult individuals who may be accompanied by their children.

Adoption service

An adoption service is a service provided in Wales by an adoption society within the meaning of the [Adoption and Children Act 2002](#) which is a voluntary organisation within the meaning of that Act or an adoption support agency within the meaning given by section 8 of that Act.

Fostering service

A fostering service means any service provided in Wales by a person other than a local authority which consists of or includes the placement of children with local authority foster parents or exercising functions in connection with such placement.

Adult placement service

An adult placement service means a service carried on (whether or not for profit) by a local authority or other person for the purposes of placing adults with an individual in Wales under a carer agreement (and includes any arrangements for the recruitment, training and supervision of such individuals). A 'carer agreement' means an agreement for the provision by an individual of accommodation at the individual's home together with care and support for up to three adults.

An advocacy service

For the purposes of paragraph 7(1) of Schedule 1 to the 2016 Act, an advocacy service is a service specified in regulations () as a service carried on providing advocacy for:

- children who make or intend to make representations (including complaints) to a local authority about its social services functions, or
- persons who make or intend to make representations (including complaints) to a local authority about the discharge of its functions under [Parts 3 to 7 of the Social Services and Well-being \(Wales\) Act 2014](#),

where the purpose of the advocacy is to represent the views of the children or persons or to assist them to represent their views in relation to their needs for care and support.

A service is excluded from being an advocacy service if it is provided by:

- a person during a legal activity within the meaning of the [Legal Services Act 2007](#) by a person who is an authorised person for the purposes of that Act, or a European lawyer;
- a Welsh family proceedings officer while discharging functions in relation to family proceedings;
- the Children's Commissioner for Wales or by a member of staff of the Children's Commissioner for Wales;
- a person who has not provided and does not intend to provide advocacy to more than 4 persons within any 12-month period;
- a relative or friend of the person on whose behalf representations are made or are intended to be made.

A domiciliary support service

A domiciliary support service is the provision of care and support to a person who by reason of vulnerability or need (other than vulnerability or need arising only because the person is of a young age) is unable to provide it for him or herself and is provided at the place in Wales where the person lives (including making arrangements for or providing services in connection with such provision).

The following are excluded from being a domiciliary support service:

- personal assistants who provide care and support without the involvement of an employment agency or employment business, and who work wholly under the direction and control of the person receiving the care and support;
- care and support provided at:

- a place where a care home service, secure accommodation service, residential family centre service or accommodation arranged as part of an adult placement service is provided, or
 - a hospital;
- personal assistant agencies who introduce individuals who provide a domiciliary support service to individuals who may wish to receive it but has no ongoing role in the direction or control of the care and support provided;
- the provision of support only;
- the provision of care and support to four or fewer individuals at any one time;
- care and support for an adult in the course of a family or personal relationship, and for no commercial consideration;
- care and support for a child by a parent, relative or foster parent;
- arrangements for the supply of carers to a service provider by an undertaking acting as an employment agency or employment business;
- where care and support are provided by a person managing a prison or other similar custodial establishment.

Appendix 3: Further data sources

Social Care Wales Research & Data - <https://socialcare.wales/research-and-data>

Social Care Wales Workforce Reports - <https://socialcare.wales/research-and-data/workforce-reports>

Social Care Wales Population Projections Platform - <http://www.daffodilcymru.org.uk/>

CIW Inspection Reports - <https://careinspectorate.wales/service-directory>

Data Cymru - <https://www.data.cymru/data>

WG Stats Wales <https://statswales.gov.wales/Catalogue/Health-and-Social-Care>

- Health and Social Care Research, Innovation and Improvement Landscape (Powys) – November 2021



Tom Howson RII
Mapping Presentator

- Powys Population Needs Assessment – March 2022 [Population Needs Assessment \(powysrpb.org\)](https://powysrpb.org)
- Powys Wellbeing Assessment [Full Well-being assessment analysis - Powys County Council](#)
- A Place to Call Home' Older People's Commissioner Wales



A-Place-to-Call-Home
-A-Review-into-the-Qu

- Assessment of the demand for specialist housing and accommodation for older people in Wales – Welsh Government 2020 [Independent report on accommodation for older people \(gov.wales\)](#)
- Older People's Accommodation Market Position Statement
<https://app.powerbi.com/groups/me/reports/6c8080da-9079-4c0c-ac46-36a5b397a701/ReportSection8460ba9428621b1f3c9f?ctid=c01d9ee1-0eb0-4754-99ae-03ae8a732b50>

Data Wales data sets: [Regulated Services](#) | [Themes](#) | [Home - Social Care Wales Data Observatory \(socialcaredata.wales\)](#)

[Care services and places regulated by the Care Inspectorate Wales \(CIW\) \(gov.wales\)](#)

Other documents

Childcare sufficiency assessment



Childcare%20Sufficiency%20Assessment%

Play Sufficiency Assessment



Play Sufficiency
Report App 4_Data Ar

Wellbeing Assessment Survey



Living in Powys -
Informing our Wellbei

Live Well Grants



PCC%20Livewell%20
CVS%20Grants%20Re

Engage to Change in Mental Health Report



MHPDPB Annual
Report 2020 -21 FINA

Dealing with provider quality concerns (Joint Interagency Monitoring Panel)



JIMP%20-%20Protoc
ol%20for%20Managir

General Resource - [Our Strategies and Plans on a Page - Powys County Council](#) which includes

- [Carers Plan on a page](#)
- [Care and Support at Home plan on a page](#)
- [Technology Enabled Care](#)

Powys Advocacy Service Specification



Powys Independent
Advocacy Service Spe

Powys County Council Income Management and Service Cost Recovery Policy (Charging Policy)



Powys%20Income%2
0Policy%20v9.docx

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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.**

Service Area	Children's And Adults Commissioning	Head of Service	Huw Dylan Owen	Cabinet Member	Cllr Sian Cox Cllr Sandra Davies Cllr Susan McNicholas
Proposal	To take note of this EIA and the associated Market Stability Report				
Outline Summary / Description of Proposal					
This assessment relates to the Market Stability Report 2022. The report outlines the supply and demand of regulated and unregulated services available in Powys, identifying strengths and weaknesses and any actions which have to be taken to remedy any challenges in the supply of services for Powys residents.					

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1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Martin Heuter	Senior Strategic Commissioning Manager	June 2022

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£n/a	£ n/a	£ n/a	£ n/a	£ n/a	£ n/a

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	This document has been developed in consultation with colleagues in PCC commissioning, Care Management, Finance, Powys Teaching Health Boards and third sector provides and community services (via PAVO)
Partner Consultation required	Third Sector and Powys Teaching Health Board

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Impact Assessment (IA)

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety and Corporate Parenting?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Adult Services	<input checked="" type="checkbox"/>	Education	<input type="checkbox"/>	Legal and Democratic Services	<input type="checkbox"/>
Children's Services	<input checked="" type="checkbox"/>	Finance	<input checked="" type="checkbox"/>	Property, Planning and Public Protection	<input type="checkbox"/>
Commissioning	<input checked="" type="checkbox"/>	Highways, Transportation and Recycling	<input type="checkbox"/>	Transformation and Communications	<input type="checkbox"/>
Digital Services	<input type="checkbox"/>	Housing and Community Development	<input checked="" type="checkbox"/>	Workforce and OD	<input checked="" type="checkbox"/>

Data Protection Impact Assessment

Will the proposal involve processing the personal details of individuals? Yes No
 Is Powys County Council the data controller? Yes No n/a

If you have answered yes to either of the above you will be required to complete, as a minimum, the screening questions on the data protection impact assessment.
 For further advice please contact the Data Compliance Team.

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Geographical Locations

What geographical area(s) will be impacted by the proposal? (Chose all those applicable)

Powys	<input checked="" type="checkbox"/>	Brecon	<input type="checkbox"/>	Llandrindod and Rhayader	<input type="checkbox"/>	Machynlleth	<input type="checkbox"/>
		Builth and Llanwrtyd	<input type="checkbox"/>	Llanfair Caereinion	<input type="checkbox"/>	Newtown	<input type="checkbox"/>
North	<input type="checkbox"/>	Crickhowell	<input type="checkbox"/>	Llanfyllin	<input type="checkbox"/>	Welshpool and Montgomery	<input type="checkbox"/>
Mid	<input type="checkbox"/>	Hay and Talgarth	<input type="checkbox"/>	Llanidloes	<input type="checkbox"/>	Ystradgynlais	<input type="checkbox"/>
South	<input type="checkbox"/>	Knighton and Presteigne	<input type="checkbox"/>				

5. How does your proposal impact on Vision 2025?

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Council's Well-being Objective	How does the proposal impact on this Well-being Objective?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	The proposed report describes supply and demand within the health and care sector, current and future challenges and opportunities.	Neutral	Identifying challenges and clarifying expectations will help to better manage supply, demand and costs in the care home market.	Good
Health and Care We will lead the way in providing effective, integrated health and care in a rural environment	The proposed report describes supply and demand within the health and care sector, current and future challenges and opportunities.	Neutral	The proposed report describes supply and demand within the health and care sector, current and future challenges and opportunities.	Good
Learning and skills We will strengthen learning and skills	The proposed report describes supply and demand within the health and care sector, current and future challenges and opportunities.	Neutral	The proposed report describes supply and demand within the health and care sector, current and future challenges and opportunities.	Good
Residents and Communities We will support our residents and communities	The proposed is designed to describe supply and demand within the care sector, current and future challenges and opportunities.	Neutral	The proposed report describes supply and demand within the health and care sector, current and future challenges and opportunities.	Good

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Source of Outline Evidence to support judgements

Social Services and Well Being Act (2014);
Powys Health and Care Strategy
Powys Population Needs Assessment 2022
Powys Well Being Assessment
Joint Commissioning Strategy and Plan for older people in Powys 2016-2021
Assessment of the demand for specialist housing and accommodation for older people in Wales – Welsh Government 2020
Powys Childcare Sufficiency Assessment 2021
Powys County Council Children’s Services Children Looked After Strategic Framework 2018 – 2023
Powys Play Sufficiency Assessment 2016
Powys Engage to Change Mental Health Report 2022
Powys Carers Plan on a page
Powys Care and Support at Home plan on a page
Powys Technology Enabled Care plan on a page
Powys Well Being Information Bank
Powys County Council Children’s Services Children Looked After Strategic Framework 2018 – 2023
Joint Commissioning Strategy: Adults with Learning Disabilities in Powys (2015-2020)
Powys Commissioning and Commercial Strategy (2017-2020)

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6. How does your proposal impact on the Welsh Government’s well-being goals?

This Market Stability Report is a requirement set by the Welsh Government. It contributes to localities determine goals and actions to impact positively on the Welsh Government's Well Being goals.

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>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.</p>	<p>Introduction of the Grow Our Own initiative and Health and Social Care Academy will offer incentives for local people to enter the market.</p>	<p>Good</p>	<p>Introduction of the Grow Our Own initiative and Health and Social Care Academy will offer incentives for local people to enter the market.</p>	<p>Good</p>
<p>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).</p>	<p>The report provides the basis for future commissioning of services, leading to a more resilient health and social care sector.</p>	<p>Good</p>	<p>The report will support future commissioning intentions and delivery plans by commissioners and providers in Health and Social Care</p>	<p>Good</p>
<p>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. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The report provides the basis for future commissioning of services, leading to a more resilient health and social care sector.</p>	<p>Good</p>	<p>The report will support future commissioning intentions and delivery plans by commissioners and providers in Health and Social Care</p>	<p>Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>The report will support future commissioning intentions and delivery plans by commissioners and providers in Health and Social Care. It will address not only commissioned services but also community services in local communities.</p>	<p>Good</p>	<p>The report will support future commissioning intentions and delivery plans by commissioners and providers in Health and Social Care. It will address not only commissioned services but also community services in local communities.</p>	<p>Good</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	n/a	Choose an item.	n/a	Choose an item.
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. <i>Incorporating requirements under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards</i>				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	Identifying gaps in Welsh language provision will lead to further efforts to improve Welsh language provision by all providers.	Good	More provision will be available in Welsh and English	Good
Opportunities to promote the Welsh language	Identifying gaps in Welsh language provision will lead to further efforts to improve Welsh language provision by all providers.	Good	More provision will be available in Welsh and English	Good
People are encouraged to do sport, art and recreation.	n/a	Neutral	n/a	Neutral
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). <i>Incorporating requirements under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and the Social Economic duty (2020).</i>				
Age	The proposed actions will positively impact on older people requiring care and support.	Good	The proposed actions will positively impact on older people requiring care and support.	Good
Disability	The proposed actions will positively impact on people with disabilities requiring care and support.	Good	The proposed actions will positively impact on people with disabilities requiring care and support.	Good
Gender reassignment	n/a	Neutral	n/a	Neutral

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Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Marriage or civil partnership</i>	n/a	Neutral	n/a	Neutral
<i>Race</i>	n/a	Neutral	n/a	Neutral
<i>Religion or belief</i>	n/a	Neutral	n/a	Neutral
<i>Sex</i>	n/a	Neutral	n/a	Neutral
<i>Sexual Orientation</i>	n/a	Neutral	n/a	Neutral
<i>Pregnancy and Maternity</i>	n/a	Neutral	n/a	Neutral
<i>Socio-economic duty</i>	Identifying recruitment and retention challenges in the Health and Social Care Sector will form the basis of addressing economic inequalities in Powys	Good	Identifying recruitment and retention challenges in the Health and Social Care Sector will form the basis of addressing economic inequalities in Powys	Good

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Source of Outline Evidence to support judgements
Please see source documents at the beginning of this assessment

7. How does your proposal impact on the council's other key guiding principles?

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 a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The report will influence long term commissioning intentions	Good	Commissioning intentions will take note and build on the analyses in this report.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The report will influence long term commissioning intentions and build on existing engagement mechanisms.	Good	The report will influence long term commissioning intentions and build on existing engagement and co-production mechanisms.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them including: Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	The report will influence long term commissioning intentions and build on existing engagement mechanisms.	Good	The report will influence long term commissioning intentions and build on existing engagement mechanisms.	Good
Prevention: Understanding the root causes of issues to prevent them from occurring including: Safeguarding: 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 report has identified causes of will influence long term commissioning intentions	Good	The report will influence long term commissioning intentions and build on existing engagement mechanisms.	Good

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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 a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The report will influence long term commissioning intentions. It identifies how integrated working can influence better practice	good	The report will influence long term commissioning intentions. It identifies how integrated working can influence better practice	Good
Powys County Council Workforce: What Impact will this change have on the Workforce?	n/a	Neutral	n/a	Neutral
Payroll: How will this impact salary, any overtime/enhanced payments etc? Does this affect any particular group of employees? E.g. Male/Female dominated workforce. Does this proposal comply with the Councils Single Status Terms and Conditions?	n/a	Neutral	n/a	Neutral
Welsh Language impact on staff	n/a	Neutral	n/a	Neutral
Apprenticeships: Has consideration been given to whether this change impacts negatively, or positively on Apprenticeships within the service?	n/a	Neutral	n/a	Neutral
Source of Outline Evidence to support judgements				
Please see source documents at the beginning of this assessment				

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8. What is the impact of this proposal on our communities?

Communities	How does the proposal impact on residents and community?	IMPACT See impact definitions in guidance document	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION See impact definitions in guidance document	Source of Outline Evidence to support judgement
<i>Communities have been identified as a source of additional positive impact on providing support to local people</i>	<i>Communities have been identified as a source of additional positive impact on providing support to local people</i>	Moderate	<i>Communities have been identified as a source of additional positive impact on providing support to local people</i>	Moderate	<i>Social value forum feedback</i>

9. What are the risks to service delivery or the council following implementation of this proposal?

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Description of risks			
Risk Identified	Inherent Risk Rating Impact X Likelihood (See Risk Matrix in guidance document)	Mitigation	Residual Risk Rating Impact X Likelihood (See Risk Matrix in guidance document)
This is a statutory report and requires agreement by all parties		Discussion and agreement achieved by Council, Powys Teaching Health Board and third sector partners	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The analyses contained in the various sections of the Market Stability Report and the EIA suggests that the outcomes will be positive for Powys people over the next five years.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
no

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Impact Assessment (IA)

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12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Market Stability report to be reviewed based on Welsh Government guidance (currently five years).
Please state when this Impact Assessment will be reviewed.
June 2027

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Martin Heuter		22 June 2022
Head of Service:	Dylan Owen		22 June 2022
Cabinet Members	Cllr Sian Cox Cllr Sandra Davies Cllr Susan McNicholas		

14. Governance

Decision to be made by	Council	Date required	
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FORM ENDS

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

5th July 2022

REPORT AUTHOR: County Councillor Sian Cox
Portfolio Holder for a Caring Powys

REPORT TITLE: Clean Me – Case for Domiciliary Care Agencies to use electric vehicles

REPORT FOR: Decision

1. Purpose

1.1 The Minister for Finance and Local Government has outlined in a letter to Council Leaders (15 March 2022), the availability of £400,000 “unhypothecated” [sic] funding to Powys County Council, which is intended to enable local authorities to increase their domiciliary support service capacity through funding driving lessons and providing access to electric vehicles for domiciliary care workers. It is expected that this would largely be through the purchase of electric fleet vehicles for use by staff in the local authority and commissioned services, see appendix 1 and link to the Welsh Government’s press release below.

[£10 million funding boost for domiciliary care in Wales | GOV.WALES](#)

1.2 The purpose of this report is to seek approval to use this unhypothecated funding as described appendix 2 and discussed below in 2.1., which has been transferred into a specific reserve at 31st March 2022.

1.3 It is also worth noting that the current lead in time for electric vehicles is estimated to be 18 months. Therefore, this funding will need to be utilised over two financial years - 2022/23 and 2023/24.

1.4 The intention is for the electric vehicles to be given to external providers who express interest in the scheme on the basis that existing contractual financial commitment will reduce, thus allowing ongoing funding to be reinvested to purchase new electric vehicles in the future, rather than

reverting to petrol or diesel vehicles. The Council's existing in-house domiciliary care service depreciation budget for two vehicles will also be diverted into this replacement reserve. The purchase and replacement of the electric vehicles will be managed by the Council's corporate Fleet Transport section. The newly established working group will develop the detail around this proposal.

2. Background

2.1 The following extracts are taken from the 'Suggested Grant Opportunity' section of the report in appendix 2. All costs and numbers are approximate, and a fully costed proposal will be developed by the working group in due course.

2.2 The Welsh Government's £400,000 to Powys County Council provides a unique opportunity for the Authority to deliver upon its strategic promise to "provide opportunities for the electrification of transport" by providing domiciliary care provider agencies access to electric vehicles:

- Powys County Council purchase 10 electric vehicles for private agency care staff usage. There are currently 15 private agencies working in Powys, three of these agencies deliver in excess of 1000 hours per week of care and support, with a further three agencies delivering around 650 hours per week. It is envisaged that car(s) will be allocated according to market share, if the provider wishes to explore this option. Small internal combustion engine vehicle purchase of the type often obtained by care agencies cost approximately £17,000. The cheapest small electric vehicles range from £20,000 to £30,000 (after including the £2,500 UK Government's plug-in car grant). **Total cost = £250,000.**
- Purchase electric vehicles for in-house care staff usage. Offering £50,000 to the in-house domiciliary care service towards the purchase of 2 electric vehicles would enable their procurement and use. This will be a replacement for two current in-house vehicles, so that running costs and replacement schedule will be cost neutral. **Total cost = £50,000.**

- Servicing costs for 10 cars over 5 years. **Total cost £30,000** (£600 per vehicle although this is dependent on make and model). Whether funding will be used to pay for servicing costs will be ascertained by the working group.
- Support installation of charge points. Installing charge points costs approximately £750. Offering £500 towards the installation of charge points at Care Agencies' premises would support greater uptake and usage of electric vehicles. It is suggested that the Council could offer grant funding for 50 charge points for domiciliary care agencies. The provider would own and be responsible for the charging unit. **Total cost = £25,000.**
- Purchase e-bikes for use in towns, offering up to £1000 grant to purchase a minimum of 15 e-bikes, which will be offered to each agency. Adequate insurance will need to be purchased by the provider if external or the Local Authority if in-house. **Total cost = £15,000.**
- Offer a grant of £1000 towards driving lessons to care staff both for the in-house domiciliary care service and for external providers would enable more flexibility and effective working routes and patterns. Driving lessons cost approximately £50 per hour, with the average number of hours needed to pass a driving test being 35. To offer 20 lessons to 20 learner drivers would cost. **Total cost = £20,000.**

2.3 The funding would come with Terms and Conditions that the private agencies and in-house care staff would need to sign up to. For example, electric vehicles would remain the property of the council and be written off over five years or longer depending on the make and model. If a private agency stopped providing care through a commissioned service within the agreed period, all vehicles would be returned. 10 driving lessons would be paid in advance and up to a further 10 lessons paid on passing a driving test and probationary period with the domiciliary care provider. Adequate insurance and electricity charges would be paid for by the domiciliary care provider agency.

2.4 The total cost of the elements discussed above is £390,000. The final **£10,000** would fund the administration of the grant funding within the Social Services Commissioning Team. **Total = £400,000.**

2.5 Powys County Council's climate strategy "A strategy for Climate change - Net positive Powys 2021-2030" commits to "*provide opportunities for the electrification of transport*" [pp.13]. Encouraging use of electric fleet vehicles is part of the Council's wider ambitions around reducing direct and indirect carbon emissions to net zero.

2.6 Opportunities will be explored to link with the Mobility and Transport workstream of the Climate Action Strategy to deliver a co-ordinated approach.

2.7 Electric vehicles support significantly reduced emissions (compared to internal combustion engine vehicles) over their lifecycle when accounting for production, use, and recycling. They are three to five times more efficient and eliminate particulate pollution, so improving air quality. For organisations that wish to be recognised for reducing overall energy consumption, this will be an important consideration and will positively impact upon the environment and meet current and expected future regulations relating to carbon emissions and reporting.

2.8 Electric cars are more sustainable than petrol and diesel internal combustion engine vehicles, generating around half the emissions.

2.9 Polluted air has been shown to cause or worsen a range of lung and heart conditions including asthma, chronic bronchitis, chronic heart disease (CHD), and stroke. In 2018, a committee of health experts brought together by the Government estimated that at least 28,000 people die prematurely in the UK every year because of poor air quality.

2.10 Electric vehicles reduce noise pollution also. Electric vehicles moving at low speeds are noticeably quieter than those powered by internal combustion engines. For those living close to busy roads the change could

be significant with research suggesting that noise levels reduced by 3dB can also lower reports of public annoyance by 30%.

2.11 Please see the report in appendix 2 for further information.

3. Advice

3.1 A working group have been established which includes representation from Corporate Fleet and Transport, Finance and Adult Social Care Commissioning

3.2 The working group will develop the 'Suggested Grant Opportunity' section of the report in appendix 2 and as discussed in section 2, to produce a final set of recommendations. This will include:

- The feasibility of domiciliary care providers agreeing to reduce their existing contractual financial commitment.
- Whether this funding should be used to pay for servicing costs.
- The feasibility of members of the public using charging points.

3.3 The intention is for the electric vehicles to be given to external providers who express interest in the scheme on the basis that existing contractual financial commitment will reduce.

3.4 Governance and sign off of the final set of recommendations, or any subsequent changes, will be via the Head of Service for Highways, Transport and Recycling and Head of Commissioning & Partnerships (Social Services).

4. Resource Implications

4.1 As discussed under 2.4, £10,000 of the funding would be used for the administration of the project within the Social Services Commissioning Team.

4.2 As with all vehicle purchases to ensure best value for money a Lease v Buy comparison will be carried out and most appropriate option used to fund these vehicles.

4.3 The additional funding provided by Welsh Government was unhypothecated but came with the intention that it would be utilised in this way. The funding was received at the end of the last financial year, and has been set aside in a specific reserve to support this project. The reserve can be drawn down over the 2 financial years as the costs are incurred. If any costs exceed the estimates set out in this report, spend on the project will need to be realigned to the funding available. Replacement costs are catered for in the proposal with a revenue transfer to the vehicle replacement reserve, this will need to be reviewed to ensure that contributions cover the future costs of replacing the vehicles.

4.4 The Head of Finance (Section 151 Officer) notes the content of the report and that the proposals are fully funded. A further assessment will be needed to establish if the actual cost reductions in the existing contractual arrangement are sufficient to meet the future replacement costs of the vehicles. The options appraisal prior to procuring the vehicles will provide assurance on value for money.

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 proposal does not involve the processing of personal data.

7. Comment from local member(s)

The scheme will run across the county and therefore will not impact on any specific local members.

8. Impact Assessment

8.1 All impacts are considered to be very positive and an Impact Assessment is not required.

9. Recommendation

9.1 For Cabinet to approve the proposed spend and governance arrangements of the unhypothecated Welsh Government funding for the purposes identified in this report.

9.2 That a virement is approved to draw down the £400,000 funding from the specific reserve.

9.3 That a report is brought back to Cabinet to review the outcome of the project and if it has achieved the intended outcomes.

Contact Officer:	Sally Beech
Tel:	01597 826811
Email:	sally.beech@powys.gov.uk
Head of Service:	Dylan Owen
Corporate Director:	Alison Bulman

CABINET REPORT NEW TEMPLATE VERSION 3

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Julie Morgan AS/MS
Y Dirprwy Weinidog Gwasanaethau Cymdeithasol
Deputy Minister for Social Services



Llywodraeth Cymru
Welsh Government

30 March 2022

Dear Colleagues

I am writing further to correspondence which you have received from the Minister for Finance and Local Government regarding the Revenue Support Grant for 2021-22.

A consistent message we have received from providers of domiciliary support services is that domiciliary care workers' inability to drive limits what their service can deliver and is a barrier to recruitment.

I intend to publish shortly a Written Statement that will highlight the additional £10m of funding we have provided to local authorities through the second supplementary budget. This funding is available to support your ambitions to increase domiciliary support service capacity through funding driving lessons and to purchase and provide access to electric vehicles for domiciliary care workers. It was also announced by the Minister for Finance and Local Government in the Senedd on 8 March 2022. The Written Statement will be published on 5 April and will be available here: [Announcements | GOV.WALES](#)

Yours sincerely

Julie Morgan AS/MS
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CLEAN ME!

Case for a grant to Domiciliary Care Agencies to use electric vehicles



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Introduction

Delivering domiciliary care services in a county like Powys has unique geographical challenges. With only 26 people per square km of Powys in comparison to an average of 150 per km in Wales, Powys is the most sparsely populated county in Wales, covering a quarter of Wales' landmass. With a population of approximately 133,000 people, it is the second most sparsely populated county in the UK.

Powys is predominantly rural, with over half of its residents living in villages, hamlets, or dispersed settlements (58.7%, in comparison to Wales' 17.1%, 2011). The Council maintain 5,077 km of roads (nearly 2000km more than the second highest ranking Council in Wales).

Research has shown that domiciliary care services have more cost pressures associated with them due to rurality (Ranasinghe, 2011). Supplying domiciliary care services to a dispersed and small population is expensive and results in greater transport and staffing costs due to high travel downtime. Some research has suggested that the costs of providing care in a rural county can be up to 20% higher than in an urban setting. The Nuffield Trust research report, Rural health care: A rapid review of the impact of rurality on the costs of delivering health care (Palmer, Appleby and Spencer 2019) found that gross current expenditure on care services in rural areas was 20% greater than urban areas, with the average hourly rate for domiciliary care 11% greater in rural areas than urban areas. This was acknowledged nationally when the Townsend Review (2001) introduced an adjustment for Councils in Wales to accommodate rurality, which is applied to community services expenditure (7.5% of the total).

In Powys, domiciliary care workers travel approximately 1.8m miles every year.

Domiciliary Care Provision in Powys

As at 1st February 2022, Powys County Council provides/commissions approximately 9,500 hours of domiciliary care per week to almost 700 individuals across the county, from private care agencies and 3rd sector organisations. In addition, there are 8 individuals who receive live-in care (over 1,000 hours per week) and 25 individuals who receive 129 hours per week of home-based respite care.

The in-house domiciliary care service delivers approximately 1,500 hours of care and support per week.

The Powys Pledge has resulted in care staff being paid 35p per mile for their travel between service users. This amount no longer enables sustainable service provision in the context of increasing fuel costs.

Domiciliary Care Travel and Economics

The increasing costs of transport fuel is challenging to domiciliary care providers. The 1.8m miles travelled by domiciliary care staff annually in Powys equates to approximately £800k of travel expenses. Several providers have purchased a fleet of vehicles to enable low paid care staff to attend to people in their own homes. This is an expensive solution but enables the service to be provided in an efficient manner.

The increasing fuel costs need to be seen in a context of an overall increase in daily living costs (utilities/food/fuel) etc which disproportionately impacts upon care workers who are on a lower income. In turn, care workers may become reluctant to travel into more rural communities.

Many care providers have considered the purchase of electric vehicles, but have found the initial cost of purchase prohibitive, as well as the limited availability of charging points in rural Powys. It is noted, however, that charging points are growing in number in the main towns of Powys, with recent press stories published on planning permission being given by the Local Authority to supply charging points in more rural areas.

The UK Situation

It was reported in April 2022 that only 13% of councils in Wales have a plan to move towards electric vehicles, although the UK Government encourages them to do so ([Golwg360](#)). Only 28% of UK councils have published plans, with a further 23% in the process of developing electric vehicle fleet plans. In Wales, only 13% of Councils have published plans.

The Department for Transport's Westminster Infrastructure Strategy, published in March 2022, aims that the Government will "transform" the situation by forcing local authorities, through consultation, to develop and deliver local strategies to secure charging points. The strategy says local leadership is "essential" to create new investment opportunities and build confidence in electric cars.

From 2030, it will be illegal to sell petrol and diesel cars and vans, and the public change is happening with more than one in six new cars registered last year an electric vehicle.

Welsh Government Support

The Minister for Finance and Local Government has outlined in a letter to Council Leaders (15 March), the availability of £400,000 “unhypothecated” [*sic*] funding to Powys County Council, which is intended to enable local authorities to increase their domiciliary support service capacity through funding driving lessons and providing access to electric vehicles for domiciliary care workers. It is expected that this would largely be through the purchase of electric fleet vehicles for use by staff in the local authority and commissioned services. This will also contribute to the decarbonisation agenda.

In addition, Welsh Government has secured agreement from the Driver and Vehicle Standards Authority (DVSA) for the prioritisation for domiciliary care workers for driving test dates. Along with the potential for funding driving lessons and improving access to vehicles, it is hoped that this will result in adding capacity to existing local authority and commissioned services.

Electric Vehicles - Benefits

There are several benefits to electric vehicles in comparison to petrol or diesel combustion engine vehicles:

1. Financial

Electric vehicle use is potentially cost-saving, within a mid-to-long-term timeframe. It can lower operating spend by reducing energy costs by 2-3 times as electricity is cheaper than petrol and diesel per mile, and their maintenance can cost 70% less compared to internal combustion engine vehicles, as they are mechanically simpler and more reliable and need less servicing.

However, electric vehicle purchase prices are higher than those for traditional internal combustion engine alternatives.

Some magazines and websites have compared running costs for electric vehicles and internal combustion engine vehicles. One such example can be found [here](#). In summary, the following assumptions were made:

- Ownership over four years

- Annual mileage of 10,000 miles
- 30-year-old married male driver living in Cardiff, no children, working as a teacher
- Cheapest non-black-box policy
- Petrol price of 142.9p/litre, off-peak electricity price of 7.5p/kWh

	Peugeot e-208 Electric 50kWh Allure Premium : Power 136hp : Gearbox automatic : Efficiency 3.9 mi/kW : Insurance group 27E	Peugeot 208 PureTech 130 Allure Premium EAT8 : Power 130hp : Gearbox automatic : Efficiency 51.9mpg : Insurance group 24E
Total Insurance Cost	£2,408.40	£2,160.04
Total Fuel Cost	£769.24	£5,000.12
Total Servicing Cost	£418	£1,046
Total Tax Cost	£0	£545
Overall Cost	£3,595.84	£8,851.12

It is clear that the running costs of an electric vehicle is more economical than an internal combustion engine vehicle.

2. Environmental

Powys County Council's climate strategy "A strategy for Climate change - Net positive Powys 2021-2030" commits to "*provide opportunities for the electrification of transport*" [pp.13]. Encouraging use of electric fleet vehicles is part of the Council's wider ambitions around reducing direct and indirect carbon emissions to net zero.

Electric vehicles support significantly reduced emissions (compared to internal combustion engine vehicles) over their lifecycle when accounting for production, use, and recycling. They are three to five times more efficient and eliminate particulate pollution, so improving air quality. For organisations that wish to be recognised for reducing overall energy consumption, this will be an important consideration and will positively impact upon the environment and meet current and expected future regulations relating to carbon emissions and reporting.

Electric cars are more sustainable than petrol and diesel internal combustion engine vehicles, generating around half the emissions.

Polluted air has been shown to cause or worsen a range of lung and heart conditions including asthma, chronic bronchitis, chronic heart disease (CHD), and stroke. In 2018, a committee of health experts

brought together by the Government estimated that at least 28,000 people die prematurely in the UK every year because of poor air quality.

Electric vehicles reduce noise pollution also. Electric vehicles moving at low speeds are noticeably quieter than those powered by internal combustion engines. For those living close to busy roads the change could be significant with research suggesting that noise levels reduced by 3dB can also lower reports of public annoyance by 30%.

3. Health and Safety

Fewer components allow for more flexibility in vehicle design, and the position of the battery pack on the bottom of an electric vehicle provides more crumple zone space. The lower centre of gravity due to the battery position also improves handling and can help to prevent rollover accidents.

The World Health Organisation estimates rising CO2 levels plays a part in 250,000 more deaths a year. Using transport which reduces such negative effects is essential and a corporate responsibility.

4. Reputational

Public concern about the threat of climate change suggests that while regulatory compliance matters, electric vehicles provide the opportunity to become environmental leaders and influence public behaviour. The public may expect care agencies working for the Council to show evidence of carbon emissions reduction now and in the future.

The UK Government undertook a social attitude survey to consider the views of motorists on electric vehicles. The key issues of concern for those taking part were the cost of initial purchase of electric vehicles and their ability to travel long distances on a single charge, where there were limited charging points.

5. Motivational

More than a nice-to-have feelgood factor, Powys County Council, along with care agencies, want to attract talent, and motivate existing employees. Employees and the public in general can take pride in their Local Authority who undertake visible progressive and forward-thinking actions, such as buying electric fleet vehicles.

Working for Powys County Council or for a commissioned care provider, who use electric vehicles and demonstrate pride in their working tools and in protecting the environment will increase potential for recruitment and occupational pride.

Charging Infrastructure

Charging electric vehicles usually requires a base for charging overnight if the car has travelled a significant distance previously. For electric vehicles to meet business needs and be convenient and cost-effective to drive, installation of proper charging infrastructure is essential.

To install charge points, off-street parking will be needed at the domiciliary care agencies' workplaces. This is not as simple as it sounds, as grid capacity can reduce the number of vehicles able to rapidly charge at the same time.

It is also possible to install charge points at employees' homes, which could overcome grid constraints at several depots. However, this could have an impact upon care staff's taxable allowances for 'company car use'.

Some Authorities have made grant funding available to help organisations install electric vehicle charging infrastructure on their premises.

Suggested Grant Opportunity

The Welsh Government's £400,000 to Powys County Council provides a unique opportunity for the Authority to deliver upon its strategic promise to "provide opportunities for the electrification of transport" by providing domiciliary care provider agencies access to electric vehicles. The proposed spend is as follows, although all costings and numbers are subject to change depending on need:

- Powys County Council purchase 10 electric vehicles for private agency care staff usage. Small internal combustion engine vehicle purchase of the type often obtained by care agencies cost approximately £17,000. The cheapest small electric vehicles range from £20,000 to £30,000. **Total cost = £250,000.**
- Purchase electric vehicles for in-house care staff usage. Offering £25,000 to the in-house domiciliary care service towards the purchase of 2 electric vehicles would enable their procurement and use. **Total cost = £50,000.**

- Servicing costs for 12 cars over 5 years. Whether funding will be used to pay for servicing costs will be ascertained by the working group. **Total cost £30,000.**
- Support installation of charge points. Installing charge points costs approximately £750. Offering £500 towards the installation of charge points at Care Agencies' premises would support greater uptake and usage of electric vehicles. It is suggested that the Council could offer grant funding for 50 charge points for domiciliary care agencies. The provider would own and be responsible for the charging unit. **Total cost = £25,000.**
- Purchase e-bikes for use in towns, offering up to £1000 to purchase a minimum of 15 e-bikes **Total cost = £15,000.**
- Offering free driving lessons to care staff both for the in-house domiciliary care service and for external providers would enable more flexibility and effective working routes and patterns. Driving lessons cost approximately £50 per hour, with the average number of hours needed to pass a driving test being 35. To offer 20 lessons to 20 learner drivers would cost. **Total cost = £20,000.**

The funding would come with Terms and Conditions that the private agencies and in-house care staff would need to sign up to. For example, electric vehicles would remain the property of the council and be written off over five years or longer depending on the make and model. Vehicles would be sold at the end of this period and funds reinvested for future purchase of electric vehicles for the domiciliary care workforce. If a private agency stopped providing care through a commissioned service within the agreed time frame, all vehicles would be returned. 10 driving lessons would be paid in advance and up to a further 10 lessons paid on passing a driving test and probationary period with the domiciliary care provider. Insurance and electricity charges would be paid for by the domiciliary care provider agency.

Opportunities will also be explored to link with other electric vehicle strategies being developed across the Council to deliver a more co-ordinated approach.

The total cost of the grant funding available would, therefore, be £390,000. The final **£10,000** would fund the administration of the grant funding within the Social Services Commissioning Team. **Total Welsh Government fund needed = £400,000.**

Recommendations

For Powys County Council to use the Welsh Government funding made available to provide domiciliary care provider agencies access to electric vehicles and offer grant funding as set out in the Suggested Grant Opportunity section above.

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

5 July 2022

REPORT AUTHOR: County Councillor Pete Roberts
Cabinet Member for a Learning Powys

REPORT TITLE: Llanfihangel Rhydithon C.P. School

REPORT FOR: Decision

1. Purpose

- 1.1 The aim of this paper to seek Cabinet approval to delay implementation of the proposal to close Llanfihangel Rhydithon C.P. School from the 31st August 2022 to the 31st August 2023.

2. Background

- 2.1 On the 8th February 2022, Cabinet considered an Objection Report in respect of a proposal to close Llanfihangel Rhydithon C.P. School.

- 2.2 Having considered the Objection Report, Cabinet approved the following recommendation:

'To approve the proposal to close Llanfihangel Rhydithon C.P. School from the 31st August 2022, with pupils to attend their nearest alternative schools.'

- 2.3 However, the new Cabinet has raised concerns about the possible impact the implementation of the proposal would have on the community, as outlined in the community impact assessment carried out as part of the process.
- 2.4 It is therefore recommended that implementation of the proposal is delayed by a year to 31st August 2023 to further consider the impact on the community and to identify steps that the Council could take to mitigate the impact of closure of the school on the community. This could potentially include the transfer of the school building to the community to be utilised for community use. It would also provide an opportunity to explore the viability of establishing a Welsh-medium primary school in Dolau.

3. Advice

- 3.1 The School Organisation Code (2018) states the following in respect of implementation of proposals:

'Where a proposal has been determined by the local authority under section 53 of the 2013 Act the local authority itself may determine to delay, bring forward or abandon the proposal.'

- 3.2 It is therefore advised that the proposal to close Llanfihangel Rhydithon C.P. School is delayed by a period of 12 months to the 31st August 2023.
- 3.3 The delay in implementation of the proposal will provide an opportunity to identify steps the Council could take to mitigate the impact of closure of the school on the community, which could include the transfer of the school building to the community to be utilised for community use. It will also provide an opportunity to explore the viability of establishing a Welsh-medium primary school in Dolau.
- 3.4 Delaying implementation would also provide additional time to make arrangements to ensure effective transition to alternative schools for pupils currently attending the school.
- 3.5 If agreed by Cabinet, stakeholders will be notified of this change in the implementation date in accordance with the requirements of the School Organisation Code.
- 3.6 The Council is also considering possible transformation of Ysgol Calon Cymru. Following Cabinet approval last year, informal engagement on these future plans, which aim to address issues with Ysgol Calon Cymru's current operating model, took place earlier this year. As outlined in the paper considered by Cabinet in June 2021, this is Phase 1 of the Ysgol Calon Cymru catchment transformation programme.
- 3.7 Phase 2 of the Ysgol Calon Cymru catchment transformation programme will focus on reviewing primary and early years provision in the area. However, this will not commence until there is a clear direction for Phase 1.

4. Resource Implications

- 4.1 The amount of funding provided to schools is driven by the funding formula. Any change to the formula funding provided will impact on the Council's revenue budget. When the proposal to close Llanfihangel Rhydithon CP school was first considered, it was estimated that the Council's revenue budget would benefit from a saving of around £59,000 per annum (£52,000 from formula funding plus £6,600 from catering cost savings). Changes in pupil numbers across all schools affected and the phasing in of a new funding formula mean that these savings estimates will have changed.
- 4.2 Due to the decision to close Llanfihangel Rhydithon CP school the individual school budget share allocated was for the period 1 April to 31

August 2022 only. The saving generated from the closure was retained within the overall Schools Delegated budget to be reinvested across all schools as part of the formula allocation. Delaying the closure of the school to 31 August 2023 means that further funding will need to be provided to the school for the additional year. Additional funding of **£76,800** will be required in the current financial year for the seven months to the 31 March 2023 (£73,000 for the delegated schools budget and £3,800 for catering). With a further **£32,300** estimated to be required in the 2023-24 financial year for the five months to 31st August 2023.

- 4.3 There is funding available this year for the £76,800 on a non-recurrent basis within the delegated school contingency budget, which is held centrally for unforeseen issues that arise during the year (including helping schools to manage the net costs of maternity cover, any required recalculations of formula funding and so on). Any balance at the end of the financial year is distributed across all schools. The £32,300 for the five months in 2023-24 will be factored into the formula for next financial year and funded from of the overall schools delegated budget. **The primary phase formula changes and school closures were expected to redistribute funding from small schools to larger primaries and to secondary phase schools. This proposal will limit the ability to move funding as originally planned.**
- 4.4 There may also be additional costs to ensure that the school building can remain operational for a further 12 months. The existing subterranean boiler room has on-going asbestos management remedial works and will require further works to maintain a safe environment to servicing and maintaining the boiler. The estimated cost of this work is £6,000. If there is further deterioration of the asbestos where it becomes unsafe, then consideration may have to be given to providing a new boiler and enclosure at ground level, estimated costs £40,000. These works would have to be funded from the Schools Major Improvements Programme 2023/24.
- 4.5 In addition, delaying implementation of the proposal would mean that there would be a delay in declaring the property surplus, and therefore a delay in realising any capital receipt following any sale of the property.
- 4.6 The Head of Finance (Section 151 Officer) notes the resource implications set out above of the recommendation to delay the closure implementation by 12 months. The use of the contingency budget to reinstate funding to Llanfihangel Rhydithon CP School will limit the ability of the schools service to manage unforeseen issues that arise during the year and carries an element of risk. The allocation required for 2023-24 will be drawn from the delegated formula budget, which will affect funding for all other schools. The Schools Major Improvement Programme is already under significant pressure, redirecting these funds if required will limit the other projects that can be delivered.

- 4.5 If agreed by Cabinet, Human Resources colleagues will work closely with the School Governors, management and staff to ensure that the appropriate employment processes are followed and that the staffing levels are retained at the most suitable level.

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 N/A

7. Comment from local member(s)

- 7.1 Cllr Deb Edwards (Llangunllo with Norton):

'Llanfihangel Rhydithon C.P School is the beating heart of the wonderful Community more widely known as Dolau, the community have literally climb mountains in their efforts to keep their School. I think it's imperative that we have long term education at this facility, to ensure that future generations are able to learn with in this Community, and take in to account the effect it will have on the community, I therefore wholehearted support any action which means the continuation of education with in this community.'

8. Impact Assessment

- 8.1 Impact assessments were considered by Cabinet at each stage of the process. These were updated at each stage to reflect the issues raised.

9. Recommendation

- To delay implementation of the proposal to close Llanfihangel Rhydithon C.P School for 12 months to the 31st August 2023.
- To identify the steps that the Council could take to mitigate the impact of the closure on the community.
- To explore the viability of establishing a Welsh-medium primary school at Llanfihangel Rhydithon.

- A virement from delegated school contingency budget for £76,800 is approved to balance the budgets in this financial year. Noting in 2023-24 that the additional £32,300 requirement will be contained within the overall schools delegated budget.

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CABINET REPORT NEW TEMPLATE VERSION 3

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CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

5 July 2022

REPORT AUTHOR: County Councillor Pete Roberts
Cabinet Member for a Learning Powys

REPORT TITLE: Llanbedr C. in W. School

REPORT FOR: Decision

1. Purpose

1.1 The aim of this paper to seek Cabinet approval to delay implementation of the proposal to close Llanbedr C. in W. School from the 31st August 2022 to the 31st August 2023, and to commence an area review of the Crickhowell catchment.

1.2 This paper is supported by the following appendix:

- **Appendix A** – Additional information – Llanbedr C. in W. School (Confidential)

2. Background

2.1 On the 8th March 2022, Cabinet considered an Objection Report in respect of a proposal to close Llanbedr C. in W. School.

2.2 Having considered the Objection Report, Cabinet approved the following recommendation:

'To approve the proposal to close Llanbedr C. in W. School from the 31st August 2022, with pupils to attend their nearest alternative schools.'

2.3 As Llanbedr C. in W. School is a Church in Wales Voluntary Aided school, the School Organisation Code includes provision for the decision to close the school to be referred to Welsh Ministers for review within 28 days of the decision.

2.4 As it was expected that the decision would be referred to the Welsh Ministers, and that implementation would need to be delayed whilst the review took place, no action was taken to commence implementation of the decision immediately following Cabinet's decision. However, the decision was not referred to the Welsh Ministers within 28 days.

- 2.5 Because of this, the necessary processes which would need to be undertaken to implement the proposal from the 31st August 2022 have not been carried out.
- 2.6 It is therefore recommended that closure of the school is delayed for a period of 12 months.
- 2.7 It is also recommended that an area review of the Crickhowell catchment is undertaken, to identify a preferred way forward for the whole catchment.

3. Advice

- 3.1 The School Organisation Code (2018) states the following in respect of implementation of proposals:

‘Where a proposal has been determined by the local authority under section 53 of the 2013 Act the local authority itself may determine to delay, bring forward or abandon the proposal.’

- 3.2 It is therefore advised that the proposal to close Llanbedr C. in W. School is delayed by a period of 12 months to the 31st August 2023.
- 3.3 If agreed by Cabinet, stakeholders will be notified of this change in accordance with the requirements of the School Organisation Code.
- 3.4 The Council will also commence an area review of the Crickhowell catchment to identify a preferred way forward for the whole catchment. A further paper outlining the proposed way forward for the Crickhowell catchment will be brought back to a future Cabinet meeting.

4. Resource Implications

- 4.1 The amount of funding provided to schools is driven by the funding formula. Any change to the formula funding provided will impact on the Council's revenue budget. When the proposal to close Llanbedr C. in W. school was first considered, it was estimated that the Council's revenue budget would benefit from a saving of around £101,000 per annum (£153,500 from formula funding plus £9,000 from catering cost savings, reduced by estimated additional transport costs of £43,700 and a potential loss of funding for pupils that may attend schools out of county of £17,700). Changes in pupil numbers across all schools affected and the phasing in of a new funding formula mean that these savings estimates will have changed.
- 4.2 When school budget allocations were issued, Llanbedr C. in W. School received a full year's funding for 2022-23 and indicative allocations through to 2024-25. After the decision was taken by the previous Cabinet to close the school on 8th March 2022, this was changed to provide a funding allocation for the five months to 31st August 2022

only, with the balance for 2022-23 being retained within the schools delegated budget. Delaying the closure of the school to 31st August 2023 will mean reinstating the full year budget, requiring **£59,000** funding in 2022-23 (£79,200 formula funding and £5,300 catering funding reduced by £25,500 additional transport funding no longer required). In addition to this, it is estimated that a further **£39,500** will be required in the 2023-24 financial year for the five months to 31st August 2023. The potential loss of revenue support grant (RSG) funding as a result of pupils attending schools outside of the county (estimated at £17,700 per annum) will also be delayed by a year.

- 4.3 Funding is available for the £59,000 within the delegated school contingency budget, which is held centrally for unforeseen issues that arise during the year (including helping schools to manage the net costs of maternity cover, any required recalculations of formula funding and so on). Any balance at the end of the financial year is distributed to all schools. The additional £39,500 for 2023-24 will have to be factored into the formula for next financial year and funded from of the overall schools delegated budget. The primary phase formula changes and school closures were expected to redistribute funding from small schools to larger primaries and to secondary phase schools. This proposal will limit the ability to move funding as originally planned.
- 4.4 There may also be a financial impact associated with work needed in respect of the school building. Further information is provided in Appendix A. This would have to be funded from the Schools Major Improvements Programme 2023/24.
- 4.5 The Head of Finance (Section 151 Officer) I note the resource implications set out above of the recommendation to delay the closure implementation by 12 months. The use of the contingency budget to reinstate funding to Llanbedr C in W School will limit the ability of the Schools Service to manage unforeseen issues that arise during the year and carries an element of risk. The allocation required for 2023-24 will be drawn from the delegated formula budget, which will affect funding for all other schools. The Schools Major Improvement Programme is already under significant pressure, redirecting these funds if required will limit the other projects that can be delivered.
- 4.6 If agreed by Cabinet, Human Resources colleagues will work closely with the school governors, management and staff to ensure that the appropriate employment processes are followed and that the staffing levels are retained at the most suitable level.

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 N/A

7. Comment from local member(s)

- 7.1 Cllr Matt Beecham (Crickhowell with Cwmdru and Tretower):

‘Cllr. Sarah-Jane and I have always been vehemently opposed to the closure of Llanbedr and we welcome the proposed stay of execution pending a review of the Crickhowell catchment area. The majority of parents and supporters of the school are realistic to the fact that the status quo cannot be maintained, and a different method must be found to genuinely transform education within Powys. However, the proposal to close a strong local primary school remains unacceptable to the community. The community of Llanbedr would be catastrophically impacted if the school was to close. The school, along with the church, is very much integrated within the local community and does a lot to support many of the older and more vulnerable members of the Llanbedr community. The community, parents, teachers, and governors are tired by the uncertainty that has hung over the school since the announcement stating the intention to close was made public in February 2021. It is unfair to allow this uncertainty to continue. Many of the children who attend Llanbedr have joined from the other larger, local schools. Often these children have joined Llanbedr due to difficulties with their previous school setting whether that be bullying or unhappiness over the standards of education and opportunities provided. Therefore, closing Llanbedr would force many of the pupils to move school for a second, and in some cases, a third time before they leave the primary education phase. This is unacceptable. We have no way of measuring the impact that such a decision will have on their mental health and wellbeing especially off the back of the Covid pandemic.

Cllr. Sarah-Jane and I would strongly request that Cabinet end the uncertainty surrounding the school. As stated under s.53 of the 2013 Act, the local authority itself may determine to delay, bring forward or abandon the proposal. We would argue that given the change of administration, and the commitment to carry out an area catchment review, with the likely result being the clustering of the Crickhowell schools, that any existing proposal to close Llanbedr should be abandoned. This would provide a clear statement of intent and end the uncertainty to all those connected to Llanbedr Church in Wales School.’

8. Impact Assessment

8.1 Impact assessments were considered by Cabinet at each stage of the process. These were updated at each stage to reflect the issues raised.

9. **Recommendations**

- To delay implementation of the proposal to close Llanbedr C. in W. School by 12 months to the 31st August 2023.
- To commence an area review of the Crickhowell catchment.
- To bring a further paper outlining the proposed way forward for the Crickhowell catchment to a future Cabinet meeting.
- A virement from delegated school contingency budget for £59,000 is approved to balance the budgets in this financial year. Noting in 2023-24 that the additional £41,000 requirement will be contained within the overall schools delegated budget.

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