



# Corporate Improvement Plan 2021-25

## Vision 2025

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

Published April 2021



In April 2018 we launched Vision 2025: Powys County Council's Corporate Improvement Plan which set out our seven-year vision for the county and our plans for how we would achieve it.

We review Vision 2025 annually, reflecting on the progress we have made and updating our plans to ensure that we are on track to deliver the commitments contained within it and to achieve the well-being objectives we set in 2018. In 2020, for the first time, we also incorporated our Strategic Equality Objectives into Vision 2025 to ensure they are fully embedded in our plans.

You can track our recent performance against Vision 2025 by looking at the performance management reports that go to Cabinet on a quarterly basis. We also publish an Annual Performance Report, which can be viewed here <https://en.powys.gov.uk/Vision2025/>

## Accessibility / Contacting Us

We are committed to making our services including our websites and applications accessible to all, removing barriers (where reasonable), and giving due regard to all groups when making decisions.

Please let us know what you think of this plan or about any problems you have experienced or are currently experiencing. We value your views and will use them to change and improve services in the future. Get in touch using our contact details below.

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

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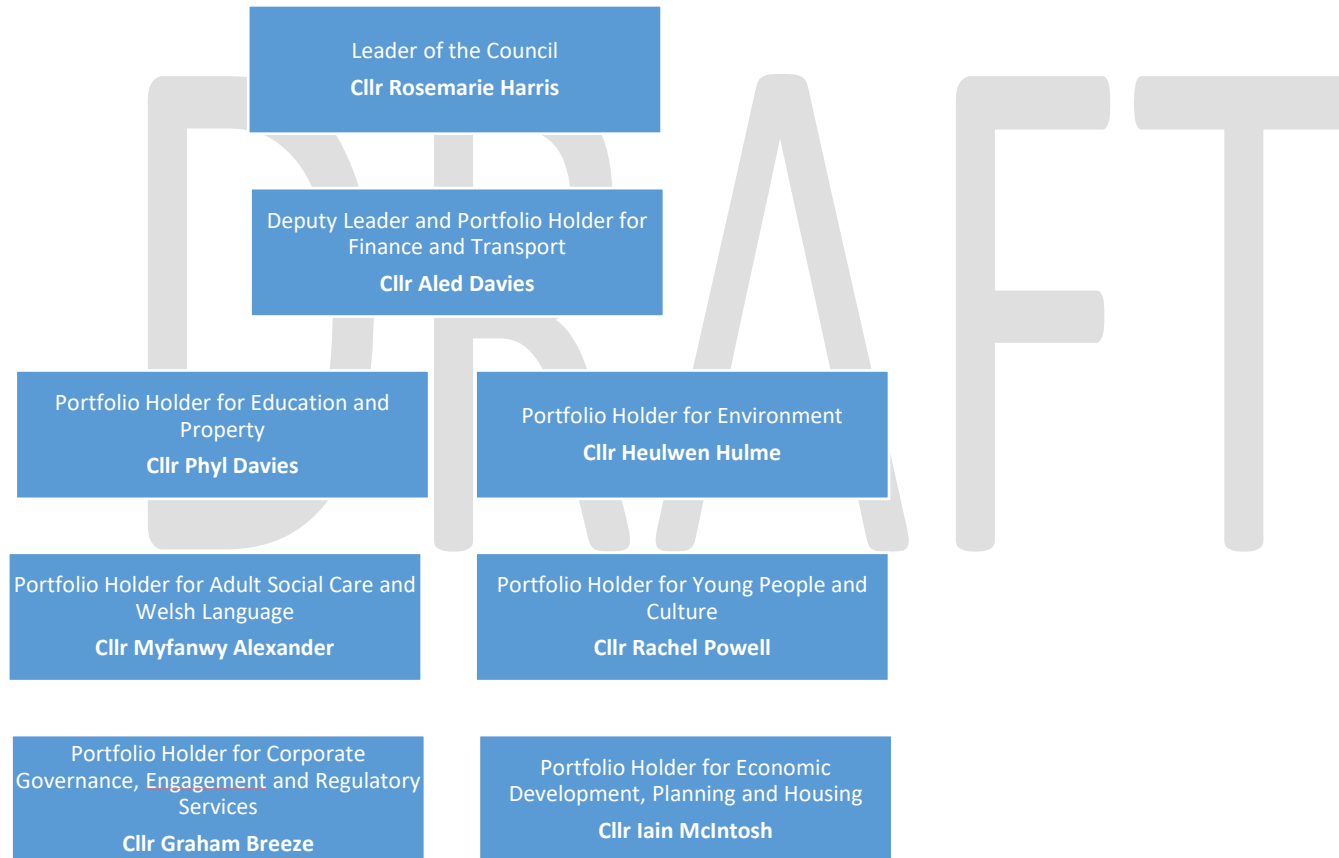
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## About Us

**The Cabinet:** Powys County Council's Cabinet is made up of the Leader of the Council and seven other county councillors, called Cabinet Members, who are appointed by the Leader. Each Cabinet Member looks after an individual area of responsibility, called a portfolio. They make decisions on how your money is spent and how services are delivered. The Cabinet drives forward Vision 2025: Our Corporate Improvement Plan and oversees its delivery. A full list of all Powys County Councillors, including information about how to find your local Councillor, is available on our website: <https://en.powys.gov.uk/findmycouncillor>



## Powys County Council

- We serve a population of 132,435 residents, 16% of which are 16 and under and 27% are over 65. Powys' projected population in 2039 is 133,516, an increase of 1%. 98% of the population of Powys are white (Wales: 94%). Powys also has a mix of other ethnicities, with the highest BME populations living in Brecon and Newtown. The predominant religion is Christianity (62%) but there are small areas where other religions are more represented. Although there is no Powys specific data for sexual orientation, a large majority of the population identify as Heterosexual (around 97%) and 1-2% of people identify as Gay/Lesbian or Bisexual. In Powys, we have more than triple the rate of people with a registered disability compared to Wales; in 2018, Powys' average rate per 1,000 population was 35.67 (Wales 9.17).
- There are 59,862 households in Powys, with 33% being one-person households.
- 25.5% of Powys residents are Welsh speakers. However, Welsh language proficiency varies widely across the county, for example 51% of residents in Glantwymyn lower super output area (LSOA\*) can speak, read and write in Welsh compared to 3% of people in Churchstoke LSOA.
- 'Ystradgynlais 1' LSOA ranks lowest in Powys on the Welsh index of multiple deprivation (WIMD) and there are known pockets of deprivation throughout Powys. In 2017-18 it was estimated that 17% of all households in Wales were fuel poor.
- The Council's gross annual revenue expenditure is approximately £269.44 million (for 2020/21). We employ around 5,750 staff including 2,900 school staff, all of whom provide a large range of services to meet the needs of local people. The Council has 73 elected Councillors representing 73 council wards with a male/female split of 69% / 31% respectively. County Councillors play a key role in determining future plans and representing the residents' voice. One of the key ways they do this is through scrutiny committees and working groups. As corporate parents all Councillors also have a collective responsibility to ensure that Children Looked After and care leavers can have the outcomes every good parent would want for their children.

\*Definition of a Lower Super Output Area (LSOA): An LSOA is a geographical area designed to improve the reporting of small area statistics. The minimum population is 1000 and the mean population is 1500 people. The Office for National Statistics produce output areas based on postcodes.

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## Section 1: Introduction

### Our vision:

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

### Our Well-being and Equality objectives:

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

## Our COVID-19 recovery priorities:

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

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

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

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

## Our Values:

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

**Positive:** We take a positive attitude in all we do

**Progressive:** We take a proactive and responsible approach to planning for the future

**Open:** We keep each other informed, share knowledge and act with honesty and integrity

**Collaborative:** We work constructively and willingly on joint initiatives

## Our approach:

We are an open and enterprising council:

- Working with communities, residents and businesses
- Willing to look at new ways of working and delivering services
- Focussing on solutions rather than problems

## Our Guiding Principles<sup>1</sup>

**Long-term** - Balancing short-term needs with the need to safeguard the ability to also meet long-term needs

**Prevention** - Putting resources into preventing problems occurring or getting worse

**Integration (cross-cutting)** - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies

**Collaboration** - Working together with other partners to deliver our priorities

**Involvement** (communications and engagement) - Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area

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<sup>1</sup> Our guiding principles are based on the Well-being of Future Generations (Wales) Act 2015 sustainable development principles



## A message from the Council Leader

Welcome to the 2021 update of our Corporate Improvement Plan, one of the Council's most important documents, which sets out our long-term vision for improving well-being in Powys:

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

As a council, we need to be at the heart of our communities, and we are confident that the well-being objectives set out in this plan will enable us to deliver better outcomes for Powys residents as well as contribute to the wider well-being goals for Wales. There are many positive ways in which we plan to make a difference, from supporting economic projects such as the Mid Wales Growth Deal, to making the county ready for the digital economy and helping our vulnerable residents and supporting businesses to get back on their feet.

As with communities up and down the country, the coronavirus pandemic (COVID-19) has hit Powys hard, and we now need to ensure that we prioritise helping our businesses and residents by giving them as much support as we can so they can recover from this unprecedented situation. Councils across Wales have been on the front line of the COVID-19 response, alongside our partners in the health board, police, and voluntary services. I am very proud of the resilience, responsiveness and flexibility of the Council's workforce during this time and want to build on the innovation that has been displayed to ensure we can continue to provide sustainable services that our residents rely on. In 2020, we had to deliver services very differently due to the global pandemic, focusing resources on providing essential services and protecting vulnerable residents. As an open and enterprising council, we have embraced new ways of working and delivering services and we are committed to work with communities, residents, businesses and partner organisations to future-proof Powys.

During 2020, we invoked the Council's Business Continuity Plan, which meant that we had to put aspects of our improvement plan (Vision 2025) on hold. We have since reviewed our Corporate Improvement Plan to check whether our current objectives are still relevant or whether we need to focus on new priorities until 2025. We have considered the impacts of COVID-19 and the challenges and opportunities that it may present, including working towards a sustainable recovery and incorporating new ways of working and delivering our services. As a council, our finances have been seriously affected. The estimated cost of responding to the pandemic in additional spend and lost income during the first six months of the 2020-21 financial year will be close to £10 million. Emergency funding has been needed, for example to care for older and vulnerable people, while at the same time income has been lost from many areas. We are currently running at a deficit which could create a funding gap as high as £0.75 million. We are also likely to need to make savings of at least £ 37.3 million over the next five years so that we can balance our budget in the medium term.

As part of our recovery, we remain committed to promoting equality and diversity and improving our services and employment practices to meet the different needs of our residents and employees. In doing so, we aim to contribute towards improving outcomes for those who experience disadvantages in life. During 2020 we focused on six key equality objectives which included: improving outcomes for children living in poverty,

preventing homelessness, enabling people with a disability to gain valued occupation, and improving the availability of accessible homes. 2021 sees the introduction of the Socio-Economic Duty across Wales to reduce the inequalities of outcome for people who suffer socio-economic disadvantage. To prepare for the introduction of the Duty and support its implementation within the Council we have integrated it within our impact assessment process.

Our plan is ambitious, but we have the commitment to achieve real change and believe in the spirit of partnership working and supporting each other to have a council everyone can be proud of. Since the start of our plan in 2018 we have:

- Received nearly a thousand independent living queries through AskSara (<https://asksara.dlf.org.uk/?auth=powys>). Ask Sara is an award-winning online self-help guide providing expert advice and information on products and equipment for carers, older and disabled adults.
- Prescribed technology enabled care to more than 1,500 unique individuals (between April 2018 to September 2020).
- Vacated Neuadd Maldwyn freeing up the building to provide much-needed extra care facilities as part of the North Powys Wellbeing Programme.
- Started work on 100 new Council owned homes, including 32 at Heol y Ffynon (Cradoc Close) in Brecon, 7 in Sarn, 26 at the Bowling Green site in Newtown, 22 on the site of the old cattle market in Llanidloes and 13 in Clyro.
- Made substantial progress from working with Care Inspectorate Wales over the last three years and enhanced monitoring arrangements are no longer required.
- Developed and approved a new Strategy for Transforming Education in Powys.
- Opened the county's first new build secondary school in Brecon with another £20 million+ investment.
- Developed Y Lanfa/The Wharf, which is the new co-located library and Powysland museum in Welshpool.
- Spent nearly £100 million with local businesses as part of our Powys Pound initiative
- Achieved £22.9 million cost reductions by becoming more efficient

Over the next year I am looking forward to continuing to work with my Cabinet, our dedicated workforce, and our partners to make further progress on our transformation and improvement journey. A decade of austerity has taken its toll on council services and our financial position. The Council will continue to balance its budget while at the same time investing in vital services, as we continue to ensure that our most vulnerable children and adults are safe.

We hope you find our plan inspiring and exciting and that you will work with us to achieve our shared vision for Powys in 2025. We would welcome your views about how we can deliver a plan that matters to you.

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

## Chief Executive's Introduction

2020-21 has been a uniquely challenging year, which saw the county face the COVID-19 pandemic with the rest of UK. However, it was reassuring to see how well communities, residents, and partners responded, and I am grateful for the collaborative relationships with the Council that have enabled our most vulnerable to be supported. Each year we look back and review our progress in the previous year to learn what has worked well and what could be improved. We listen to what our residents, members, regulators, and workforce are telling us, and we review our services and financial performance. The extraordinary challenges presented by COVID-19 forced the Council, residents, and businesses of Powys to adapt quickly and make significant changes to the way many of us worked and lived. In March 2020, the Council invoked its Business Continuity Plan, which meant that a range of services were either adapted, suspended or, in some instances, established for the first time.

To help us better understand the immediate and long-lasting impacts of the pandemic on our communities we undertook a COVID-19 Impact Assessment in July 2020. This told us that our economy would undoubtedly be affected, with an increase in people claiming Universal Credit, and a sizeable number of people within Powys being furloughed. It was also projected that the services sector, including accommodation and food, arts, entertainment, and recreation industries, would be particularly impacted by lockdowns and social distancing requirements. Unfortunately, the assessment indicated that we may see a rise in homelessness, in the need for additional community food bank support, and in the number of children that are eligible for free school meals. Throughout the pandemic the number of referrals to Adult Social Care have increased, and while there have been no significant increases in the number of Children Looked After or on the Child Protection Register, it is anticipated that this may increase in the long term due to the wider socio-economic impact of COVID-19.

During 2020 we also carried out engagement and consultation with residents and businesses in Powys to gather their views about the pandemic and what additional support may be needed. As a result of feedback received from our online business survey, conducted in June/July 2020, key actions provided additional support to the Powys economy, including processing over £50 million in grant support to local businesses, introducing free parking over the summer, free planning advice for tourism and hospitality businesses, and campaigns to #SupportLocalPowys and #DiscoverPowys. In December 2020 we launched our month-long engagement exercise 'Future-Proofing Powys', and welcomed feedback from residents that will help shape the longer-term vision for the Council.

COVID-19 has caused huge changes in the way we all work and, for some of us, the location from which we work. We used staff surveys to ask council staff to share how they felt about the situation, their well-being, the challenges, and the opportunities since they had started working from home and responding to the pandemic. The shift to a more digital way of working brought about huge changes throughout the Council, and we are using the feedback to ensure we can best support our staff and deliver our services in the future.

We have used the findings of the assessment together with surveys and resident feedback to help inform the annual review of our Corporate Improvement Plan. As a result of the review, we have changed some aspects of Vision 2025: Our Corporate Improvement Plan to ensure we remain on course to deliver our well-being and equality objectives within the resources that we expect to be available to us.

Looking forward, our key goals include effective budget planning in an uncertain economy, and key transformation and improvement objectives, with a focus on our five new outcomes, which are:

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

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

Vision 2025 is the overarching plan for the Council, setting out our vision for the future of Powys, the well-being and equality objectives we need to priorities and the activities we will take to get us there. It lets our stakeholders know where we plan to invest our resources and what improvements they can expect to see when our plans are delivered. It provides a vision for the workforce from which service plans and individual objectives can be drawn to ensure that as an organisation we are all working towards the same outcomes. And, it sets out our commitment to work with partners to deliver programmes and projects aligned to Vision 2025 through the Powys Public Service Board Well-being Plan (Towards 2040) and Regional Partnership Board's Health and Care Strategy (Healthy, Caring Powys).

Vision 2025 is supported by the Council's Medium-Term Financial Strategy and is underpinned by our workforce and digital strategies. The Plan is translated into service area operational integrated business plans for 2021-24. It does not include everything the Council does but focusses on the things that matter most to our residents and actions that we believe will have the greatest impact.

Informing you of our plans is important to us, as is ensuring that it shows how we will meet our duties under the following legislation:

- **Well-being of Future Generations (Wales) Act 2015** which requires the council to publish well-being objectives and a supporting statement by the beginning of each financial year to show how it will contribute to the seven national well-being goals set out in the Act. The council's four well-being objectives contribute to one or more of the well-being goals that will help us improve Powys now and over the long term. We must also demonstrate how we are adopting the 'sustainable development' principle in the way we plan and deliver our objectives.
- **Local Government and Elections (Wales) Bill provides for the establishment of a new and reformed legislative framework for local government elections, democracy, governance and performance. Under part 6 of the Bill, which relates to performance and governance, the Council must:**
  - keep its performance under review to the extent to which:
    - it is exercising its functions effectively

- it is using its resources economically, efficiently, and effectively
    - its governance is effective for securing the above
  - consult local people etc. on performance
  - report on its performance
  - arrange panel performance assessment
  - respond to report of panel performance assessment
  - respond to Auditor General’s recommendations
- **Equalities Act 2010 (including the Socio-Economic Duty)** which places a general duty on public sector organisations to have ‘due regard’ to the need to:
    - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act
    - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
    - Foster good relations between persons who share a relevant protected characteristic<sup>2</sup> and persons who do not share it
  - **The Specific Public Sector Equality Duties for Wales** which requires the council to: set equality objectives and publish a Strategic Equality Plan; engage with people in relation to the protected characteristics; collect and publish information relevant to compliance with the General Duty; carry out equality impact assessments and publish the results; annually publish employment monitoring information; promote knowledge and understanding of the General Duty amongst staff and provide training; set a gender pay equality objective where a gender pay difference is identified and establish relevant conditions to meet the general duty in procurement processes.

### ***Our transformation journey***

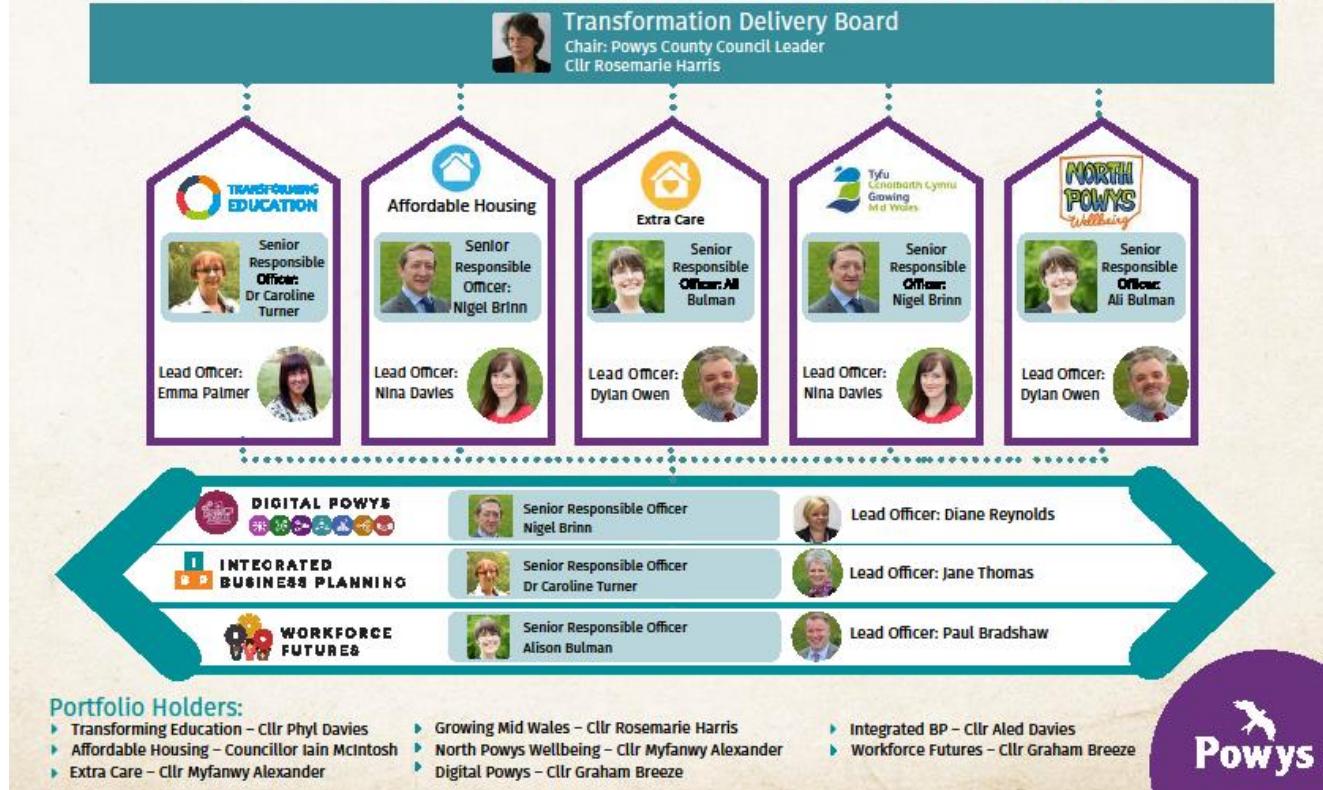
To successfully achieve the aspirations in Vision 2025, fundamental changes are needed in key areas. That’s why we have established a transformation programme which brings together nine key projects for transforming Powys.

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<sup>2</sup>Technically, everyone is protected under the Equality Act. However, the General and Specific Public Sector Equality Duties refer to people who have particular ‘protected characteristics’. This is the term used to identify the types of things that affect how people could be treated and the law is designed to protect people who are discriminated in relation to these characteristics: Sex – being male or female; Age – being a certain age; but often being younger or older; Disability – all disabled people, both physically and mentally; Race – being a particular colour, ethnic origin, national origin or nationality; Gender Reassignment – people who change their gender from the one assigned at birth; Religion or Belief – having a recognised religion or belief, or a lack of belief; Sexual Orientation – how people feel as well as act, in respect of people of the same sex, people of the opposite sex, or both sexes; Pregnancy and Maternity – woman who are pregnant or on maternity leave; and Marriage and Civil partnership – being in a marriage or civil partnership

# DELIVERING VISION 2025

## TRANSFORMING OUR COUNCIL - HOW WE WILL DO THIS



You will find more detail about each project in section 2 of this plan, as well as other activities we have planned to help achieve our vision.

With continuing financial pressures, there's no doubt that the council of the future will be smaller, more agile, with a greater emphasis on performance and delivery. It will be very different from the Council of the past, but I am confident we can deliver the outcomes our residents expect and deserve.

**Dr Caroline Turner, Chief Executive**

## Section 2: Our plans for 2021 onwards

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

*What outcome are we aiming to achieve?*

The Powys economy is thriving and sustainable

Strengthening the economy of Powys is at the heart of Vision 2025. A strong, vibrant, enterprising economy will provide high quality jobs, create and nurture our local companies, attract inward investment and encourage people of all ages to work and live in Powys.

**Between 2021 – 2025 we will:**

**Provide support for businesses to grow**

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
By 2022, we will develop business units at the Abermule business park for local businesses to establish and expand (subject to design measures).	By 2022, we will have developed nine business units at the Abermule Business Park (subject to design measures).	9 business units	Not Applicable	Not Applicable	Not Applicable
We will support businesses with recovery and the growth of new and established businesses.	Number of businesses assisted by the Council's Economic Development Team or referrals to partner organisations.	50 businesses	60 businesses	70 businesses	80 businesses
By 2025 we will ensure our policies and processes make it easier for local private and third sector companies to become suppliers to the council.	By March 2025 we will have increased in real terms the total amount spent with Powys based suppliers year on year from 2021 by 0.5% each year (this was 38% at the end of 2019-20).	0.5% increase on 2020-21 actual.  10% increase on	0.5% increase on 2021-22 actual.	0.5% increase on 2022-23 actual.	0.5% increase on 2023-24 actual.

	<p>By March 2025, we will have increased the number of local suppliers engaged in the council's procurement process (from 526 in 2019-20).</p> <p>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).</p>	<p>2019-20 actual.</p> <p>Baseline to be established.</p>	<p>5% increase on 2020-21 actual.</p> <p>To be agreed.</p>	<p>5% increase on 2021-22 actual.</p> <p>To be agreed.</p>	<p>5% increase on 2022-23 actual.</p> <p>To be agreed.</p>
<p>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.</p>	<p>By March 2022, a procurement strategy will be drafted, together with an action plan and indicators to measure progress against the strategy.</p>	<p>Strategy drafted.</p>	<p>Actions / indicators dependant on agreed strategy.</p>	<p>Actions / indicators dependant on agreed strategy.</p>	<p>Actions / indicators dependant on agreed strategy.</p>



## Transformation Project: Mid Wales Growth Deal

We will work in partnership with Ceredigion County Council, the private sector, Welsh Government, UK Government and other partners to develop a Mid Wales Growth Deal to help drive transformational economic growth in the region over the next decade.

This transformation will achieve:

- An investment programme over 10-15 years that delivers focused, transformational economic growth which is strategically aligned, innovative, additional and unique to the mid Wales region.

The proposed Growth Deal themes are:

- Agriculture, food and drink
- Advanced research and innovation
- Tourism
- Energy
- Supporting Enterprise
- Transport
- Skills and employment
- Digital

How we will know we are succeeding:

- By March 2022 we will have developed a Portfolio Business Case for regional submission to secure Final Deal Agreement.
- From March 2021, we will develop a series of initial Programme/Project Business Cases (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)
- 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)

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will support the development and promotion of Powys as a tourism destination.	Total number of visitor days to Powys for tourism purposes (as measured by STEAM annual survey)	4.5 million visitor days	5 million visitor days	5.5 million visitor days	5.8 million visitor days

### Improve the availability of affordable and sustainable housing

## Transformation Project: Affordable Housing

We will ensure there is an increased range of affordable housing, so people have greater variety of where to live and stay in their communities.

This transformation will achieve:

- Increased and better-quality output of affordable homes
- Increased housing that meets need at affordable, social rent levels
- Homes that make significant contributions to the lives and well-being of their occupants
- New homes will be energy efficient, and where possible, use locally sourced materials and locally based tradespeople in their construction

**\* This project also contributes to our Equality Objective 3.**

How we will know we are succeeding:

- By the end of 2025 we will have built 250 new council-owned homes (dependant on availability of WG grant funding) (50 during 2021-22, 50 during 2022-23, 75 during 2023-24, and 75 during 2024-25).
- The number of additional affordable housing units delivered per 10,000 households will be 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).

## Improve our infrastructure to support regeneration and attract investment

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options and improve road safety.	Secure £1 million in grant funding for transport infrastructure Capital projects, of which 95% will be spent annually.	95% Spend	95% Spend	95% Spend	95% Spend
We will secure, implement and claim grant revenue and capital funding for flood alleviation schemes.	Secure £500,000 in grant funding for flood alleviation Capital projects, of which 95% will be spent annually.	95% Spend	95% Spend	95% Spend	95% Spend
We will support the delivery of improved digital connectivity and encourage businesses and communities to take advantage of technology.	Number of communities and industrial estates supported to gain access to good quality reliable broadband.	4	2	6	7
We will look for opportunities to secure external grant funding to support economic development and regeneration initiatives.	Number of funding applications submitted to support Powys communities and the local economy.	5 applications	5 applications	5 applications	5 applications
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.	Measures to be determined once the strategy has been finalised.	Not applicable	Not applicable	Not applicable	Not applicable

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

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
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We will help support people into work and better paid employment opportunities.	Number of people progressing to employment as a result of taking part in employability activities.	50 people	50 people	50 people	50 people
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**Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment.**

**Why is this objective important and how will it support people with protected characteristics?**

- Disabled people’s employment rate is less than half that for non-disabled people and disabled people are less likely than non-disabled people to work in managerial or professional occupations, which tend to have higher pay.
- UK-wide research indicates that employment rates for disabled people vary considerably according to the type of disability or health condition, and that people with mental health conditions and those with learning difficulties have the lowest rates (Brown and Powell, 2018).
- Disabled people are more likely to live in poverty and experience severe material deprivation than non-disabled people. Median hourly earnings were higher in 2016/17 for non-disabled (£10.67) than for disabled (£9.72) employees, a disability pay gap of 8.9%.
- As well as helping disabled people to become independent, self-sufficient and feel valued, paid employment will provide social opportunities and support them to live full and productive lives.
- Findings from our regional engagement showed that the groups rated as having the worst experiences of work, compared with the population as a whole were disabled people and older people.

**What we will do**

By March 2022, we will explore commissioning options to ensure that people have optimum opportunity to gain employment.

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

By March 2022, we will create a work, leisure and learning partnership (including citizens and carers) to lead to the development of employment opportunities.

**How we will know we are succeeding**

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

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**Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap.**

**Why is this objective important and how will it support people with protected characteristics?**

- Women continue to earn less than men on average. The council’s mean gender pay gap in hourly pay for males is £13.34 and females £12.04, a difference of £1.31 (for full time relevant employees). The underlying reasons for this are often quite complex and not necessarily addressed through processes such as Job Evaluation which do promote like-for-like pay but do not address other issues such as part time and flexible working. According to the ‘Is Wales Fairer- The State of Equality and Human rights Report 2018’, seven out of 10 mothers in Wales have had a negative or possibly discriminatory experience during pregnancy or maternity leave, or on returning from maternity leave.
- The council believes in creating a diverse and gender balanced workforce which reflects the residents and communities we serve. We believe in job opportunities for everybody regardless of gender and will challenge ourselves to be more inclusive as a public organisation.
- Findings from our regional engagement showed that the groups rated as having the worst experiences of rates of pay than the population as a whole were younger people, disabled people, females and pregnant women or those who had recently given birth. Males and Welsh speakers are perceived to have better experiences of rates of pay in comparison to the wider population.

What we will do	How we will know we are succeeding
During 2021-2024, we will ensure that all interview panels have a member who is safer recruitment trained.	<ul style="list-style-type: none"> <li>• Monitor recruitment panels and ensure that at least one member of the panel has received safer recruitment training. (Recruitment Team will check interview paperwork to check the safer recruitment officer has signed paperwork and chaired the interview), (Baseline to be established in 2021-2022).</li> <li>• Each year we will continue to reduce the gender pay gap.</li> <li>• We will seek views and feedback from the Equality Workforce Forum on relevant equality and diversity issues, annually.</li> <li>• Having introduced leadership and management development programmes from ILM2 to ILM7 in 2020/2021 we are aiming to encourage 40 learners to start the programmes in 2021/2022</li> </ul>
During 2021-2024, we will continue to review the gender pay gap and action plan. The action plan can be found in Appendix B.	
During 2021-2024, we will collect and identify information about differences in pay and their causes between employees who have a protected characteristic and those who do not.	
By December 2021, we will establish an Equality workforce forum.	
By March 2022, we will promote Leadership and Development training for all staff.	
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.	
By March 2024, we will promote and advertise jobs to encourage all applicants, whether part-time, job-share or full-time.	

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|  | <ul style="list-style-type: none"><li>• An increasing number of staff being deployed in flexible working arrangements and / or working from home on a regular basis (Baseline to be established in 2021-2022).</li><li>• An increasing number of visible adverts and promotions of the availability of flexible working in the Council (Baseline to be established in 2021-2022).</li></ul> |
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## Well-being objective 2: We will lead the way in providing effective, integrated health and care in a rural environment

*What outcome are we aiming to achieve?*

Powys residents start well, live well and age well

*High quality health and care services are a priority for all of us and we are committed to working with our partners in the NHS and the third sector to provide seamless health and social care services at the right time and in the right place. We will continue to do all we can to provide as many caring services within the boundaries of Powys, whilst using a strengths-based approach to promote independence and self-care wherever possible.*

**During 2021 – 2025, we will:**

**Ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on**

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
Promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.	<ul style="list-style-type: none"> <li>70% of children, young people and their families will report that they achieve their family goal through accessing Early Help.</li> <li>75% of audits will demonstrate that the child's voice is evidenced in the child's plan.</li> <li>Feedback using the Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people.</li> </ul>	70%	70%	70%	70%
		75%	75%	75%	75%
		75%	75%	75%	75%



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

<p>diverse range of their needs and circumstances, keeping children as close to home as possible.</p>	<p>Fostering Agencies or residential placements will be lower than 2020-21.</p> <ul style="list-style-type: none"> <li>• There will be an increased number of Powys foster carers (as at the end of quarter 4 there were a total of XX full time foster carers).</li> <li>• Increase the proportion of 16+ young people in accommodation in county.</li> </ul>	<p>previous reporting period</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>previous reporting period</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>previous reporting period</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>previous reporting period</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>
<p>Achieve the best possible outcomes for those children in our care by providing good corporate parenting, specialist support and clearly planned journeys through care into adulthood</p>	<ul style="list-style-type: none"> <li>• 75% of audits will demonstrate that the child's voice is evidenced in the child's plan.</li> <li>• The number of Children Looked After who have had 3 or more placement moves during the year.</li> <li>• 90% of statutory visits for Children Looked After will be carried out on time.</li> <li>• Feedback using Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people.</li> </ul>	<p>75%</p> <p>10%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>10%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>10%</p> <p>90%</p> <p>75%</p>	<p>75%</p> <p>10%</p> <p>90%</p> <p>75%</p>
<p>Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant</p>	<ul style="list-style-type: none"> <li>• The number of qualified social worker vacancies will be lower (than the Q4 figure XX).</li> </ul>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>	<p>Target measured against previous reporting period</p>

<p>with the legislative framework and in line with best practice.</p>	<ul style="list-style-type: none"> <li>Percentage of Powys childcare providers offered business support by Childrens Commissioning Childcare Business Support Team.</li> <li>Grow our own: increase in the number of staff undertaking the social worker qualification (Open University Year 1 and Year 2 and the MA route).</li> <li>Audit: Increase the proportion of audits that are graded 'good'.</li> </ul>	<p>Baseline to be established</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>Baseline to be established</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>Baseline to be established</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>	<p>Baseline to be established</p> <p>Target measured against previous reporting period</p> <p>Baseline to be established</p>
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**Ensure that Powys adults are safe, resilient, fulfilled and have their voices heard, valued and acted on**

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
<p>Front Door – Adult Social Care operate an effective front door which provides information, advice and signposting which enables residents to make informed choices in relation to their care and well-being. A service which focuses on resolution at the earliest opportunity for the resident.</p>	<ul style="list-style-type: none"> <li>• We will establish the percentage of new contacts who are referred to or receive:                             <ul style="list-style-type: none"> <li>• Information and advice</li> </ul> </li> <li>• Percentage of adult safeguarding enquiries completed within statutory timescales.</li> </ul>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>	<p>To improve or maintain performance compared to the previous year’s actual performance.</p>
<p>Hospital - To work with NHS Partners to have in place a set of arrangements that allow for the speedy transfer of people home from hospital, to achieve the best possible outcomes for those people.</p>	<ul style="list-style-type: none"> <li>• The number of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment.</li> <li>• The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.</li> </ul>				
<p>Community - There is timely, targeted and effective use of reablement, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.</p>	<p>We will establish:</p> <ul style="list-style-type: none"> <li>• The percentage of adults who complete a period of reablement and have a reduced package of care and support six months later.</li> <li>• The percentage of adults who complete a period of reablement and have no package of care and support six months later.</li> </ul>				

<p>Long Term Care - People with long-term care needs have a care and support plan with a focus on achieving the maximum possible independence (as is realistic and possible for their individual circumstances) and delivers the desired outcome. Plans are regularly reviewed based on outcomes achieved.</p>	<ul style="list-style-type: none"> <li>• The number of unique adult clients supported in their own home through assistive technology will be higher. <i>(This measure also supports Equality Objective 6.)</i></li> <li>• The number of adults receiving direct payments.</li> </ul>				
<p>Workforce – The workforce is fully trained and supported to work with people needing social care which fits with the ethos and principles of the organisation.</p>	<ul style="list-style-type: none"> <li>• Number of staff supported by the Local Authority to commence a vocational health and social care qualification in Adult Services.</li> </ul>				

## Transformation Project: Extra Care

We will work with partner housing associations to secure the development of extra care housing schemes across the county

### What we will do.

This transformation will achieve:

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

### How we will know we are succeeding.

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

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**Work with our partners through the Regional Partnership Board and continue to play our part in delivering the priorities set out in the Joint Area Plan:**

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|---|---|---|
| <ul style="list-style-type: none"> <li>• <i>Focus on well-being</i></li> <li>• <i>Providing joined up Care</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>Develop a workforce for the future</i></li> <li>• <i>Innovative environments</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>Digital solutions</i></li> <li>• <i>Working in partnership</i></li> </ul> |
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## Transformation Project: North Powys Well-being Programme

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

What we will do.	How we will know we are succeeding.
<p>This transformation will achieve:</p> <ul style="list-style-type: none"> <li>• Acceleration of change to support pandemic and recovery response including:               <ol style="list-style-type: none"> <li>1. Well-being, early help and support and collaborative working for children and young people. Building on the success of existing projects Powys together (children’s first), Bach a lach, Repatriation of children looked after</li> <li>2. Development of an Integrated Community model to keep people out of hospital and in their own home whilst reducing the demand on long term service needs.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved accessibility to services and community infrastructure that meet the needs of the population.</li> <li>▪ Improved integration of services, partnership working and confidence in leadership.</li> <li>▪ Increased focus on prevention and health promotion.</li> <li>▪ Increased emotional and behavioral support for families, children and young people to build resilience and support transition into adulthood.</li> </ul>

<p>3. Rehabilitation - focus on pre-rehab and digital opportunities to promote self-care.</p> <p>4. Outpatients modernisation -enhance the use of virtual clinics and bring care closer to home with key focus on respiratory and ophthalmology.</p> <ul style="list-style-type: none"> <li>• Complete the detailed service design for the multiagency Wellbeing campus             <ol style="list-style-type: none"> <li>1. Service Demand, Capacity and Financial modelling.</li> <li>2. Health and Social pathway re-design.</li> <li>3. Service plans and evidence base.</li> <li>4. Revenue Business case.</li> </ol> </li> <li>• Capital Business Cases.             <ol style="list-style-type: none"> <li>1. Programme Business case.</li> <li>2. Strategic Outline Case, Outline Business case - Education, Health and Care, Infrastructure, Housing and Community.</li> </ol> </li> <li>• Underpinning whole system change             <ol style="list-style-type: none"> <li>1. Co-production with key stakeholders.</li> <li>2. Partnership arrangements</li> <li>3. Workforce, and organisational development.</li> <li>4. Programme Assurance, Benefits, Evaluation, Monitoring.</li> </ol> </li> <li>▪ PSB Step 11 Implement more effective structures and processes that enable multiagency community focused response to wellbeing, early help and support.</li> <li>▪ PSB Step 12 Develop our organisations' capacity to improve emotional health and well-being within all our communities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen peoples ability to manage their own health and wellbeing and make healthier choices.</li> <li>▪ Increased independence and participation within communities.</li> <li>▪ Improve the opportunity for people to access education, training and learning opportunities.</li> </ul>
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**Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations**

**Why is this objective important and how will it support people with protected characteristics?**

- Disabled people face a shortage of accessible and adaptable homes and long delays in making existing homes accessible.
- Powys is recording a high number of applicants that are in need of appropriate accommodation due to a medical need or a disability and whose existing home is not appropriate.
- The Equality and Human Rights recent housing inquiry showed that disabled people are demoralised and frustrated by the housing system and living in homes that do not meet their right to live independently.
- Disabled people can experience serious deterioration in their mental wellbeing due to living in unsuitable accommodation. Nearly three times as many disabled people report poor mental health than non-disabled people. By providing disabled people with suitable accommodation, we aim to reduce the number of disabled people reporting poor mental health.
- Findings from our regional engagement showed that the groups rated as having the worst experiences of accessing housing than the population as a whole were, younger people and disabled people. Other groups were seen to have an approximately neutral experience of housing.

What we will do	How we will know we are succeeding
Between 2021 and 2024, the 'Fit for Life' programme will improve access arrangements to 500 homes.	<ul style="list-style-type: none"> <li>• By March 2022, 168 homes will benefit from the Fit for Life programme, followed by 168 by March 2023, and 164 by March 2024.</li> </ul>
Between 2021 and 2024 the Disabled Facilities Grants programme will improve the quality of homes for 40 households each year.	<ul style="list-style-type: none"> <li>• We will deliver aids, adaptations and disabled facility grant funded works within 130 calendar days.</li> </ul>
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.	<ul style="list-style-type: none"> <li>• By the end of 2025 we will have built 250 new council-owned homes (dependant on availability of WG grant funding) (50 during 2021-22, 50 during 2022-23, 75 during 2023-24, and 75 during 2024-25). <i>(This measure also supports the Affordable Housing Transformation Project.)</i></li> </ul>



## Equality Objective 4: By 2024, we help people to get the support they need to prevent homelessness

### Why is this objective important and how will it support people with protected characteristics?

- Rough sleeping has increased, and levels of homelessness remain a concern. Between February 2019 and January 2020, 697 people across Powys have sought advice and assistance with regards to homelessness. 515 (74%) of these are age 25+ and 182 (26%) are aged 16-24.
- Anyone might be at risk of being homeless, however the young, single men, single females and single females with children are more likely to be in need. The top two reasons for being at risk of homelessness in Powys s were a breakdown in relationship, followed by parents no longer able, or willing to accommodate their children.
- Findings from regional engagement showed that the group rated as having the worst experience of accessing housing were younger people, reflecting the difficulties of young people finding affordable housing.

What we will do	How we will know we are succeeding
Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation.	<ul style="list-style-type: none"> <li>• Total number of people who received Housing Related Support in the quarter. <i>(This will be Housing Support Grant and Homelessness Prevention Grant funded activity).</i></li> <li>• Total number of service users no longer requiring support and/or who have moved on from their current support services.</li> <li>• Quarterly reports on the causes and incidence of homelessness, and the impact of work to prevent people becoming homeless.</li> </ul>
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).	<ul style="list-style-type: none"> <li>• Total number of service users no longer requiring support and/or who have moved on from their current support services.</li> </ul>
Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours impairment).	<ul style="list-style-type: none"> <li>• Total number of people who received Housing Related Support in the quarter. <i>(This will be Housing Support Grant and Homelessness Prevention Grant funded activity).</i></li> <li>• Total number of service users no longer requiring support and/or who have moved on from their current support services.</li> <li>• Quarterly reports on the causes and incidence of homelessness, and the impact of work to prevent people becoming homeless.</li> </ul>

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

*What outcome are we aiming to achieve?*

Powys residents are capable, confident and fulfilled.

Learning and skills is a cornerstone of our vision, providing high quality educational opportunities for all our learners. We need to embrace the challenges of being a large rural organisation and use technology to improve access for all.

**Objectives and measures marked with a star (\*) below may not be reported during 2021-22 due to the impact of the COVID-19 pandemic on normal educational assessments, for example exam results.**

During 2021 – 2025 we will:

**Improve educational attainment of all pupils**

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will improve pupil outcomes in secondary schools particularly Capped 9 scores and A-A*. (Not reportable during 2021-22)	<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). (Not reportable during 2021-22)</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. (Not reportable during 2021-22)</p>	Not reportable	>2019-20	70% >385 40% >400	Not applicable
		Not reportable	Not applicable	Not applicable	9 schools >20%, 8 schools >22%, 2 schools >25%

We will support all schools to improve pupil attendance rates.	Improve attendance rates in secondary schools from 94% (2018/19) to 95%^ and in primary schools from 95.1% (2018/19) to 95.5% by July 2023.	Not applicable	Not applicable	>95% (secondary) >95.5% (primary)	Not applicable
We will ensure that secondary school aged young people have access to high-quality counselling services to support their emotional health and wellbeing.	By March 2022, all young people are able to access a counselling service within 4 weeks of making contact.	100%	Not applicable	Not applicable	Not applicable



**Improve the evaluation, planning and coordination of provision for learners with special educational needs and other pupils who may require extra support**

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will implement a joined-up system for supporting children and young people with Special Educational Needs (SEN)/ Additional Learning Needs (ALN) to improve their experiences and outcomes by 2024.	<ul style="list-style-type: none"> <li>In 2021-22 a baseline will be established so that we can work to decrease reports of service dissatisfaction from the public.</li> <li>Increase head teacher satisfaction with the quality of guidance and support provided to schools by 2023-2024.</li> </ul>	Baseline to be established	>baseline	>baseline	Not applicable

## Improve our school's infrastructure

<b>Transformation Project: Transforming Education (21st Century Schools)</b>	
<b>What we will do.</b>	<b>How we will know we are succeeding.</b>
<p>We will improve learner entitlement and experience by:</p> <ul style="list-style-type: none"> <li>- Developing a network of all-age schools based around the 13 current secondary school locations.</li> <li>- Reconfiguring and rationalise primary provision.</li> </ul>	<ul style="list-style-type: none"> <li>• By March 2025, we will establish 8 new all-age schools in the county.</li> <li>• By March 2025, we will reduce the number of primary schools in the county by 20 schools.</li> </ul>
<p>We will improve learner entitlement and experience for post-16 learners by:</p> <ul style="list-style-type: none"> <li>- Implementing short-term improvements (outlined in the Cabinet report of 18th September 2019), including improved marketing, roll out of digital learning, and enhanced partnership working.</li> <li>- Reorganising sixth form provision across the county by developing sixth form centres that deliver a wide range of provision across all subject areas.</li> </ul>	<ul style="list-style-type: none"> <li>• By May 2021, we will develop and publish a new approach to sixth form provision in Powys.</li> <li>• By May 2021, we will engage with pupil representatives from all Powys sixth forms about our plans to transform post-16 education in Powys.</li> <li>• 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. <i>(100% of incoming year 12 learners will be able to apply for a laptop. Uptake of the offer will be measured).</i></li> </ul>
<p>We will implement our Strategy for Transforming Education in Powys 2020-30 by:</p> <ul style="list-style-type: none"> <li>- Improving access to Welsh-medium provision across all key stages.</li> <li>- Moving schools along the language continuum i.e., to provide more Welsh-medium provision.</li> <li>- Developing new primary and secondary school provisions</li> <li>- Working with Mudiad Meithrin to establish new early years provision.</li> </ul>	<ul style="list-style-type: none"> <li>• By March 2025, 6 schools will have moved along the language continuum.</li> <li>• By March 2025, we will have established 2 new Welsh Medium provisions.</li> <li>• The number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year.</li> </ul>

<p>- Developing immersion opportunities i.e., a model of education that supports children and young people who may not have any Welsh language abilities to develop a level of proficiency in the language.</p>	<ul style="list-style-type: none"> <li>• Year on year, the number of learners continuing from Year 11 into a Powys sixth form will increase by 2% (<i>the baseline is 44% average retention</i>).</li> </ul>
<p>We will implement our Strategy for Transforming Education in Powys 2020-30 by:</p> <ul style="list-style-type: none"> <li>- Improving the provision for learners with Special Educational Needs / Additional Learning Needs (SEN/ALN).</li> <li>- Developing a new county-wide network of specialist SEN/ALN provision, including post-16.</li> </ul>	<ul style="list-style-type: none"> <li>• By 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.</li> <li>• By May 2021, will have clear plans and feasibility studies to improve Pupil Referral Unit (PRU) accommodation.</li> <li>• By May 2021, we will have reviewed the current training offer and planned the training offer for 2021-2022 (academic year).</li> <li>• By July 2021, nurture programmes will have been piloted and evaluated in at least one geographical area.</li> <li>• By August 2021, we will have developed firm proposals for the future of the specialist centres.</li> <li>• By September 2021, we will have developed a satellite of one of the special schools.</li> <li>• By July 2022, schools will have begun converting all current Individual Educational Plans (IEPs) into Individual Development Plans (IDPs) using the electronic IDP system, and the Council will have begun converting all statements of Special Educational Need into IDPs using the electronic IDP system.</li> <li>• By August 2022, 14 teachers in Powys should have completed a post-graduate diploma in an area of SEN/ALN.</li> </ul>

<p>We will implement our Strategy for Transforming Education in Powys 2020-30 by:</p> <ul style="list-style-type: none"> <li>- Implementing a major capital investment programme in schools</li> </ul>	<ul style="list-style-type: none"> <li>• By March 2025, we will have increased the number of new school builds in Powys in 'condition A/B' by 8 schools.</li> <li>• By March 2025, we will have sought Welsh Government approval of another 4 Full Business Cases for new school builds</li> </ul>
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### Improve the skills and employability of young people and adults

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
<p>We will improve routes to employability into the Council through an apprenticeship scheme, promoted to schools and people who want to return to employment across the County, as part of this we will strengthen work based learning across the council and provide opportunities for work experience and employment / development in apprenticeship roles.</p>	<p>By March 2024, the Council will employ a further 27 apprentices as part of a new programme due to commence during 2021-22.</p>	<p>10 Apprentices employed</p>	<p>12 Apprentices employed (total of 22 apprentices in the Council)</p>	<p>15 Apprentices employed (total of 27 in the council. The 10 employed in 2021-22 will have completed their apprenticeship)</p>	<p>To be agreed.</p>
<p>We will support all schools to improve routes to employability and further education.</p>	<p>By March 2025, the percentage of 16 years olds who are NOT in education, employment or training will be maintained below 2% (this was 1.7% in 2018/19).</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.</p>	<p>&lt;2%</p> <p>&gt;70%</p>	<p>&lt;2%</p> <p>&gt;70%</p>	<p>&lt;2%</p> <p>&gt;70%</p>	<p>&lt;2%</p> <p>&gt;70%</p>

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

### Why is this objective important and how will it support people with protected characteristics?

- Poverty has increased and a quarter of adults and a third of children are now living in poverty in Wales. In 2015/16 one in three (34.1%) children in Wales was living in poverty.
- In 2016, 9% of households across Wales were classified as 'food insecure'. Evidence from food banks suggests their use continues to rise. In 2017/18, the Trussell Trust's network of food banks in Wales provided 98,350 three-day emergency food supplies to people in crisis compared with 85,656 in 2015/16, an increase of 13%
- A survey of Trussell Trust food bank users across Britain found that certain groups may be more affected by food poverty. Single male households were the most common household type (38%), followed by female lone parents with children (13%).
- Features of socio-economic disadvantage are complex and are often interlinked. Early adverse life experiences, such as community or family poverty, have a detrimental effect on young adults' social economy attainment, such as income, assets and job quality.
- As part of developing our equality objectives, targeted focus groups were run with some mother and toddler groups and feedback from these confirmed that this should be a priority area for the council.

### What we will do

During 2021 to 2024 we will support effective use of the Pupil Development Grant (PDG) to improve literacy and numeracy skills.

This will include:

- Working with our schools to appropriately target the PDG and undertake an annual evaluation of the effectiveness / impact.

### How we will know we are succeeding

- The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2023.
- The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2023.
- The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2023.
- The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2023.
- Between 2021 and 2025, an increased number of children that are entitled to Free School Meals will take up the service.
- Increased number of pupils using the School Holiday Enrichment Programme (SHEP) over the summer holidays

During 2021 to 2024 we will support schools to ensure all children in Powys are able to attend school without the associated financial costs, leading to equality of opportunity. This will include:

- During 2021-22, we will undertake an engagement exercise with schools and pupils about the establishment of a schools

savings scheme (and work to establish the scheme in 2022-23).

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

During 2021 to 2024 we will provide families with support and advice to help them reduce costs of living. This will include:

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

which benefits their health & wellbeing. *(This objective also supports Well-being Objective 4.)*

- Between 2021 and 2025, we will report on the value of Pupil Development Grant Access grants provided.

- Between 2021 and 2025, we will identify the number of families that receive financial (debt / budgeting / benefits) advice from the Council.



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

*What outcome are we aiming to achieve?*

Powys communities are vibrant, resourceful and connected.

We want communities to feel supported, have a say in what is provided for them locally and feel they play a key role in local service delivery, which is why this objective centres on engaging and working with our community and third sector partners to promote and strengthen community relationships, development and resilience.

**During 2021 – 2025 we will:**

**Strengthen community development and resilience**

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
By March 2025, we will improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the 'Love Where You Live' tenancy sustainability strategy.	In the 2021-2022 STAR survey, overall tenant satisfaction with the housing services provided by the Council will exceed 75%, and in the 2023-24 survey tenant satisfaction will increase to 81%.	75%	Not applicable as survey undertaken every other year.	81%	Not applicable as survey undertaken every other year.

## Strengthen our relationship with residents and communities

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
<p>We will work with partners and organisations to support and deliver a range of opportunities for culture and leisure throughout Powys, with a focus on the health and well-being agenda.</p>	<ul style="list-style-type: none"> <li>• At least 2% more people are physically active throughout Powys per year as a result of participating in the range of schemes on offer.</li> <li>• Attendance (footfall) at libraries and museums (includes virtual visits for libraries)</li> <li>• Participation in arts &amp; cultural events; activities; workshops</li> <li>• Attendance at arts and cultural events; performances; exhibitions (including virtual)</li> <li>• Increased number of pupils using the School Holiday Enrichment Programme (SHEP) programme over the summer holidays which benefits their health &amp; wellbeing.</li> </ul>	1,573,134	1,604,596	1,636,688	1,669,421
		200,000	210,000	220,000	230,000
		8,500	8,500	8,500	8,500
		Libraries: 1,000 Arts: 150,000	Libraries: 1,100 Arts: 150,000	Libraries: 1,200 Arts: 150,000	Libraries: 1,300 Arts: 150,000
		400 pupils (10 schools)	600 pupils (15 schools)	800 pupils (20 schools)	1,000 pupils (25 schools)

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

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will implement steps to actively maintain and enhance biodiversity when delivering our services, to comply with our duties under Section 6 of the Environment (Wales) Act 2016.	By March 2022, we will prepare a greenspace improvement strategy for Housing Services owned sites.	Strategy prepared	To be agreed	To be agreed	To be agreed
Meet Welsh Government recycling rates and contribute Towards Zero Waste outcomes; sustainable and prosperous society.	<ul style="list-style-type: none"> <li>The percentage of waste reused, recycled or composted, meeting the Welsh Government Statutory target.</li> </ul>	64%	64%	64%	70%
We will aim to become a zero carbon Council by 2030.	<ul style="list-style-type: none"> <li>% change in the Council's carbon emissions against baseline.</li> </ul>	% change in the Council's carbon emissions against baseline	To be agreed.	To be agreed.	To be agreed.

**Equality Objective 6: By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life.**

**Why is this objective important and how will it support people with protected characteristics?**

- Those who are considered “digitally excluded” are not able to enjoy the benefits of being online and use technology confidently to improve their day-to-day lives.
- Digital is unavoidable in our daily lives. Digitally excluded people miss out on the social and economic benefits the internet provides.
- With increasing digitalisation of services and communication, being older, a disabled person, having no qualifications, low income or living in social housing remain risk factors for digital exclusion, particularly in rural areas of Wales. The proportion of older people who use the internet was 22% in 2012/13 increasing to 40% in 2016/17. In 2016/17 they remained the age group with the lowest proportion of internet users.
- In Wales, households in social housing were less likely to have access to the internet in 2016/17 (72%) compared with those in privately rented or owner-occupied housing (88% and 87%).
- Findings from our regional engagement survey showed that the groups rated as having the worst experiences of access to information and digital services than the population as a whole were older People, disabled people and BME people. Younger people were perceived to have a much greater positive experience of accessing information and digital services.

What we will do	How we will know we are succeeding
Through the Hwb programme we will enable safe smart technology in schools and give pupils equitable access, through improved network infrastructure by March 2022.	<ul style="list-style-type: none"> <li>• By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.</li> </ul>
By March 2022, we will implement integrated telephony and web channels to improve accessibility and user experience when contacting the Council.	<ul style="list-style-type: none"> <li>• Measures to be determined.</li> </ul>

## How do our well-being objectives contribute to the Seven Well-being goals?

<b>A prosperous Wales</b>	<b>Economy</b>	Providing effective support and suitable premises will enable existing businesses to grow, generating wealth and jobs. Supporting vocational training and apprenticeships will provide opportunities for people to develop their skills and meet local business needs. Supporting the delivery of improved digital connectivity and helping businesses to take advantage of the technology will generate greater economic opportunities. Transport improvements is a key driver for the economy, especially in Mid-Wales which is a rural county with many Small and Medium-sized Enterprises (SMEs) across the county. Transport relies on good infrastructure and a high standard of frequent transport services.
	<b>Health and care</b>	Our health and care services will provide local job opportunities.  Children and young people will be supported to have the best start in life, laying the foundations for good qualifications and securing employment.
	<b>Learning and skills</b>	Providing effective learning interventions will support schools to improve and produce well-qualified individuals, more able to contribute to the prosperity of the county. Good education is a key driver in removing the negative impact of poverty on young people's life chances.
<b>A resilient Wales</b>	<b>Health and care</b>	Using new technology enabled care (telecare and telehealth) we aim to reduce the need for carers to travel, reducing the impact on the environment.
	<b>Learning and skills</b>	We are committed to modernising our schools to provide sustainable, low-carbon buildings with high quality educational environments fit for the 21 <sup>st</sup> Century.
	<b>Residents and communities</b>	Through implementation of our Section 6 Plan, we will look for opportunities to maintain and enhance biodiversity.
<b>A healthier Wales</b>	<b>Economy</b>	Using our influence to develop a healthy and enterprising economy with good quality job opportunities and good quality housing will be major contributors to improving social and mental well-being.
	<b>Health and care</b>	Working with our partners in Powys Teaching Health Board to provide an integrated approach to health and care will enable people to make healthier choices, feel supported and connected to health and care providers.
	<b>Learning and skills</b>	Through implementation of the new education curriculum, we will support improvement of good quality, targeted education which will allow individuals to make more informed healthy life choices throughout their lives.
<b>A more equal Wales</b>	<b>Economy</b>	Encouraging the growth of businesses and jobs in the county will provide better job opportunities and increased wage rates, which in turn will reduce deprivation and in-work poverty.
	<b>Health and care</b>	Providing integrated health and care will help to reduce health inequality and ensure services meet individual needs.

	<b>Learning and skills</b>	We are committed to ensuring our learners have equitable access to education provision regardless of their background or where they live.
	<b>Residents and communities</b>	Retaining valued local services such as culture and leisure facilities will ensure they are more accessible to the communities they serve.
<b>A Wales of cohesive communities</b>	<b>Economy</b>	Supporting local events and festivals will help to strengthen communities and bring cultures together.
	<b>Health and care</b>	Helping people to stay healthier for longer will enable them to contribute to their communities in a range of ways. Providing suitable accommodation will ensure that people can remain within their communities and stay connected to family and friends. Carers feel valued and supported as a vital part of their community.
	<b>Learning and skills</b>	Where possible, the council will work to ensure the co-location of council services and other services on school sites, as part of new build projects so that they are central to community life.
	<b>Residents and communities</b>	Working with communities will increase community engagement, capacity building and cohesion. As part of this work we will support our communities to develop the skills, capabilities and confidence necessary to be able to 'do things for themselves'. We will also support communities to have a voice and feel confident they are listened to.
<b>A Wales of vibrant culture and thriving Welsh language</b>	<b>Health and care</b>	We will improve the Welsh language offer across health and social care services to improve equity. We are committed through our early intervention and prevention approach to encourage participation in arts, sports and recreation.
	<b>Learning and skills</b>	Implementing our Welsh in Education Strategic Plan will improve equality of access to Welsh medium education and provide the best possible opportunities for our children and young people.
	<b>Residents and communities</b>	Building on the arts and cultural opportunities available will encourage participation by all and contribute to the local economy.
<b>A globally responsible Wales</b>	<b>Economy</b>	Better access to improved digital connectivity will provide global market opportunities for Powys businesses.
	<b>Residents and communities</b>	Through the Love Where You Live project, the council and Powys residents will be focused on looking after and maintaining their environment.

## Making it happen

*What outcome are we aiming to achieve?*

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

Our well-being and equality objectives set out how we plan to deliver our vision for Powys, but we recognise that in order to make our vision happen, there are key building blocks we must have in place to transform how we work, find innovative ways to improve and reduce our costs.

*To help make our plans happen, during 2021 – 2025 we will:*

### **Engage and communicate - Listen, share information and build trust with our residents, communities and staff**

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will ensure the reputation of the council is protected and enhanced by proactively providing positive professional communication, engagement, and Welsh Language information in support of the council's Vision 2025 and transformational projects.	<ul style="list-style-type: none"> <li>Number of positive news stories published in appropriate local media as result of proactive news release.</li> <li>Percentage of media enquiries responded to within deadline.</li> <li>Number of engagement and consultation activities undertaken to engage residents and staff - (30 done in 2019/20 and 23 in 2020-21 (up to Dec 2020)).</li> </ul>	320 media releases	330 media releases	To be agreed	To be agreed
		96%	97%	97% or above	97% or above
		30 or more	30 or more	30 or more	30 or more
We will promote and increase the use of services provided in Welsh by the Council and ensure the Welsh language is considered in Council decisions.	<ul style="list-style-type: none"> <li>Increase in the percentage of staff able to provide a service in Welsh, to help facilitate providing the Active Offer (10.9% as at December 2020).</li> </ul>	6.3%	7%	8%	8%

	<ul style="list-style-type: none"> <li>• Increase the number of staff undertaking Welsh language training courses, to develop their Welsh language skills for the workplace (the provisional figure for 2020-21 is 92 people having completed or enrolled on a course).</li> </ul>	60 or above	60 or above	60 or above	To be agreed
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**Strengthen leadership and governance - *Our staff and members work together with our partners, using the right systems and information to make sure the council is well-run***

## Transformation Project: Workforce Futures

### This transformation will:

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

### How we will know we are succeeding:

- Improved number of employees who are proud to work for Powys County Council (this was 77% in 2019).
- Improved number of employees who feel valued by the Council and their team (84% felt valued by their teams and 81% felt valued by the council in 2019).
- Increased number of staff who report they know why they did what they did (this was 78% in 2019).
- Increased number of staff who report they enjoy their job (this was 79% in 2019).
- Reduction in the total number of working days/shifts per full time equivalent employee lost due to sickness absence (12-month cumulative). (this was 8.7 days at the end of October 2020).

**Change how we work – *Make best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county's residents and communities***

What we will do	How we will know we are succeeding	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target
We will review and re-design our services to ensure that they are more efficient and focus on our customers' requirements, including re-designing via digital solutions.	<ul style="list-style-type: none"> <li>• By March 2023, the value of efficiencies identified through reviewing and re-designing our services, including through digital solutions will be greater than or equal to £783,000 by 2021-22 and £633,000 by 2022/23.</li> </ul>	£783,000	£633,000	To be agreed	To be agreed

	<ul style="list-style-type: none"> <li>By March 2023, customer satisfaction will improve in the services we have reviewed and re-designed through digital solutions.</li> </ul>	Increased satisfaction rates after re-design of services, compared to before.	Increased satisfaction rates after re-design of services, compared to before.	Increased satisfaction rates after re-design of services, compared to before.	Increased satisfaction rates after re-design of services, compared to before.
We will continue to embed a Performance Management and Quality Assurance Framework to ensure we have a robust and timely way of monitoring and measuring performance against our strategic plans.	<ul style="list-style-type: none"> <li>An increase in the percentage of CIP objectives delivered to plan.</li> <li>Number of staff successfully completing the Strategic Planning and Performance Management Online Training.</li> <li>Increase the number of report views within the Power BI Service (a tool used by the council to report and assess data).</li> </ul>	57%	60%	65%	To be agreed
		Baseline to be established	To be agreed	To be agreed	To be agreed
		Baseline to be established	To be agreed	To be agreed	To be agreed
We will implement and oversee an effective Appraisal and Mandatory Training process for all staff to ensure they are meeting expected objectives and outcomes, are able to carry out their roles safely and effectively; are working according to the council's values and behaviours and are supporting the council to become high performing and well run.	<ul style="list-style-type: none"> <li>% of Staff Annual appraisals completed, including a discussion on values and behaviours.</li> <li>Number of posts completing Mandatory Training as part of their role will increase to 80% by 2022.</li> <li>The cumulative average days sickness per full time equivalent employee will be 9 days or less (end October 8.7 days).</li> </ul>	90%	>90%	>90%	>90%
		80%	90%	90%	100%
		<9 days	<9 days	<9 days	<9 days

	<ul style="list-style-type: none"> <li>Year on year reduction in the number of corporate complaints the council receives (in 2019/20 there were 575 complaints and between April and November 2020 there were 205).</li> </ul>	Decrease on 2020-21 actual	Decrease on 2021-22 actual	Decrease on 2022-23 actual	Decrease on 2023-24 actual
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## Transformation Project: Digital Powys

- We will implement our Digital Powys strategy, which includes ambitious projects to ensure residents can access council services using multi channels (including face to face and telephony) and those that have a broadband or mobile signal can access information and services 24 hours a day. Our projects are focussed on delivering:
  - A digital workforce
  - Digital infrastructure and systems
  - Customer Centred; Digital Solutions - **Under this workstream we will develop digital solutions to promote independent living, which is an activity that will also support our equality objective 5.**
  - Information Excellence
  - Digital Places – **Under this workstream we will support communities to gain digital skills, which is an activity that will also support our equality objective 5.**

### This transformation will:

- Ensure our processes and interactions are designed around our customers and what they need through their preferred method (e.g., digital, face to face or on the telephone)
- Develop our capability and capacity - creating leaders that are digitally focussed and developing the digital capability in our workforce and our communities
- Provide a fit, robust and safe infrastructure to support digital capability and an agile workplace
- Use digital capabilities in decision making to enable value-driven choices, working closer with our partners, and making our information open and accessible wherever possible
- Create location-specific digital services across Powys to connect and support businesses, communities and individuals
- Maximise joint digital opportunities and improve data sharing capacity and capability for the benefit of our businesses, communities and citizens.

### How we will know we are succeeding:

- By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.
- By March 2022, we will improve open access to data regularly sought through Freedom of Information requests by improving our Powys Well-being Information Bank from our current 36 dashboards (2019) to 100.
- The number of automated processes available to our customers will have increased from 17 to 73 by March 2022 and 93 by March 2023.
- The number of residents with a My Powys Account will have increased from 28,000 to 45,000 by March 2022 and 50,000 by March 2023.
- By March 2023, the percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%.
- By March 2023, we will create the capability to share data with our partners where this can improve customer outcomes.
- By March 2025, broadband take-up for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) will improve from 53% to 67% by March 2022, 70% by March 2023, 73% by March 2024 and 75% by March 2025.

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## Transformation Project: Integrated Business Planning

- We will make evidence-based decisions underpinned by accurate information; focus our service, financial and workforce planning on the outcomes the Council has committed to achieve instead of activity; and make the best use of resources by improving productivity and continually improving customer satisfaction.

### This transformation will:

- Develop a single plan that connects the council's Corporate Improvement Plan/statutory obligations to service area operational plans, budget and workforce plans
- Develop and implement a model using Outcomes Based Budgeting to allocate resources to achieve the council's key priorities
- Make best use of the Council's financial and workforce resources by investing available funding and staff time in activities that will have the greatest impact on the outcomes we are seeking to achieve while also delivering our statutory obligation
- 
- How we will know we are succeeding:
- By March 2022, the Council will have integrated performance, finance and workforce ICT systems using Power BI
- By March 2024, the Council will have set an outcome-based budget for the whole council for the year 2024/25. For each of the next three years we will introduce a phased approach and introduce outcome based budgets using pilot schemes with services, until the whole Council budget is set as an outcome based approach

## Section 3: Financial Strategy (*NOTE: updated information won't be available until February 2021*)

### **Background**

The Council sets out how it will develop its financial plans and manage its finances over the short to medium term in its Medium-Term Financial Strategy. This is supported by an approach that allocates resources as part of the Integrated Business Planning process. This ensures that limited resources are prioritised on securing outcomes that matter most to our residents and informs the overall Council's Budget Plan, defining the key vision and objectives of each service and highlights its key roles and responsibilities in supporting the Councils Vision 2025. There is also a significant transformation programme, with over £2 million committed to delivering change and improvement that will bring substantive benefits to citizens and communities as well as to the way the council works.

The financial year of 2020-21 has been unprecedented, and the pandemic has created a significant impact on the financial position of the Council. Without additional support from the Welsh Government the Council would have been able to remain financially sustainable for the current financial year.

The Council continues to respond to the ongoing demands of the pandemic as they arise, some services continue to deal with the specific challenges of the pandemic, others have continued with varying degrees of service delivery and many are now planning for further restrictions over the coming weeks. The need to review and reassess the council's finances in line with the changes imposed is critical to understand and manage the impact on our budget and to consider what action may be needed to protect our financial position.

Even with Welsh Government support the Council is facing a deficit and corrective action has been taken with an aim to balance the budget at year end, utilising it effectively, limiting the use of reserves, and importantly reducing the financial pressure on future years to ensure the sustainability of the Council. Our Medium Term Financial Strategy is already extremely challenging with significant budget gaps over the next 4 years. We can only expect this challenge to be greater as future financial settlements come under more pressure as a result of Government spending to support the pandemic

There is a need to plan carefully in challenging and uncertain times, and for the first time in a decade Powys has received a much welcome improvement in the funding that it receives from Welsh Government. This will go some way to ease the pressure on council services. However, the Council's budget remains under significant pressure as service demand, our costs and investment requirements continue to rise.

### **Revenue Budget**

*Figures and narrative to be provided a.s.a.p.*

**The Chart below allocates the revenue budget across the Vision 2025 priorities (*to be provided a.s.a.p.*)**

## Capital Budget

*Figures and narrative to be provided a.s.a.p.*

Table 2

**The chart below allocates the capital budget across the Vision 2025 priorities *(to be provided a.s.a.p.)***

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## Section 4: Planning, Monitoring and Review

### How we set our objectives

To help us set our well-being objectives we used the information from the [Powys Public Services Board's Well-being Assessment](#) which gave us a clear picture of our assets, opportunities and challenges. Key findings included:

- Powys has a high proportion of micro businesses, but they don't tend to develop into larger ones. Those that do grow often move out of county
- Powys is the 6th most expensive local authority in Wales to buy a house, based on a ratio of full-time earnings compared to Land Registry house prices.
- Older people want to live independently for as long as possible and need a good choice of accommodation options. At the moment, provision is available but not necessarily in the right place
- There is not enough consistency in the quality and breadth of provision across our High Schools making it difficult for some pupils to achieve their full potential.
- Powys has one of the most challenging remits in Wales in terms of access to services, in particular access to areas by foot or public transport is poor.

We listen to feedback from residents through an ongoing programme of engagement and consultation. We also act on feedback from our key regulators and work in partnership with them to ensure our plans and objectives focus on the required service improvements. We also use information in the Welsh Government's Future Trends report to inform whether our well-being objectives need to be refined.

Similarly, our equality objectives were developed using evidence from research conducted by the Equality and Human Rights Commission (EHRC), published in their 2018 report called "is Wales Fairer?". This looked at people's experiences of important areas of life such as health, education, work, justice and individuals' role in society. Where possible, we also captured Powys level data to identify areas of greatest need. We used feedback received from residents via a partnership survey conducted with colleagues from councils, health boards, the police and fire service across Powys, Ceredigion, Carmarthenshire and Pembrokeshire. Views were sought on whether certain groups of people were likely to receive a better or worse outcome in key service areas like education, housing and social care. The survey also asked about employment and community cohesion. Powys residents who responded to the survey told us that in their view:

- disabled and older people had a worse experience in trying to gain employment than the other groups listed in the survey.
- young, old and single people had much more difficulty in obtaining suitable housing
- the increase in the digital information channels excludes certain sections of society and the biggest division relates to age and disability.



We also asked for resident's views on our draft equality objectives through an online survey and a series of face-to-face engagement sessions, targeting groups who may be affected by the proposals.

The survey helped to clarify and check if residents supported the draft equality objectives, and actions being put forward or if they had any concerns or alternative ideas. Objective two is an internal objective for the council and as such was not featured in the public consultation. The findings told us:

- Most respondents were supportive of all objectives. There were slightly more respondents agreeing strongly with Objective 4 and 5.
- Fewer respondents felt strongly about Objective 6 but overall, all five were supported. One or two residents disagreed with each of the objectives however after considering all the engagement feedback the council feels these are the right priorities.
- 84% of respondents agreed that **“improving the availability of accessible homes”** should be a priority.
- 91% of respondents felt similarly regarding the objective to **“improve outcomes for children living in poverty.”**
- 93% of respondents agreed that **“preventing homelessness”** should be a priority.
- 73% of respondents felt that **“enabling communities in Powys to become more digitally inclusive”** was an important objective.
- 87% of respondents agreed that **providing disabled residents with paid employment** was a priority objective.
- Some supporting actions were altered as a result of the engagement and a new one created.

We have not taken the approach of setting an individual objective for each protected characteristic but have set overarching objectives based on the needs and issues that people with protected characteristics face. Where a specific protected characteristic is particularly disadvantaged, we have recorded this in the ‘Why is this objective important and how will it support people with protected characteristics?’ The issue of ‘equality’ as a whole is now much more focused on fairness for people and communities, rather than individual ‘equality strands’. The table below shows which of our objectives aims to positively impact which protected characteristics.

Objective	Sex	Age	Disability	Race	Gender reassignment	Religion/Belief	Sexual Orientation	Pregnancy and Maternity	Marriage & civil partnership
1			✓						
2		✓	✓						
3	✓	✓							
4		✓							
5		✓	✓						
6	✓	✓	✓	✓	✓	✓	✓	✓	✓

Impact Assessments are also an important tool we use to determine how our planned objectives, services and policies impact upon different types of people. Before key decisions are made the impact assessment process requires us to consider potential negative and positive impacts including equalities, Socio-economic disadvantage, Welsh language, the Well Being of Future Generations (Wales) Act, sustainable development principles, communication and engagement.

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

The purpose of this Strategy is to develop and build on this work, and to establish an infrastructure that will ensure that more people are able to speak Welsh; to make it easier and normal for people to use the Welsh language; and to provide more opportunities to use the Welsh language. We will ensure the Welsh language is considered fully in the development of policies and services and that people are aware of their rights to receive services through the medium of Welsh, and that they can have confidence in the services provided through the medium of Welsh. The council appreciates the importance of the maintenance of Welsh as a community language and will work to support the areas linguistic status.

The diagram below shows the key steps in the council's annual business planning cycle, which is used to set and review our objectives.

# INTEGRATED BUSINESS PLANNING CYCLE

## OUR ANNUAL ROAD TRIP



## How will we work more sustainably?

The Well-being of Future Generations (Wales) Act 2015 places a duty on local councils to consider how it can work more sustainably to achieve the seven well-being goals. This means, thinking more about the **long term, collaborating** better with people, partners and communities, **involving** people and other stakeholders in decision making, trying to **prevent** problems occurring or getting worse, and taking a more **integrated** approach. The council made a commitment to adopt these five ways of working as its overarching guiding principles and continues to look for opportunities to be more innovative and forward thinking.

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

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

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

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

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

What are our key equality principles?

### **Gathering data and sharing information**

We aim to collect effective quantitative and qualitative equality data and information to inform our decision making and service delivery, as it is important that our plans are based on sound evidence. To determine where inequality exists over time, we need to continually gather relevant equality information and data for analysis. This means services need to ensure systems are in place to capture, analyse and share appropriate data and decide how best to use that information to design and deliver services to meet users' needs. We will continue collecting workforce data to embed equality-related evidence into our employment policies and practices. The well-being of our future generations needs to be considered in the design of our services. To enable this our data must look at trends over time along with information from our service users to understand future requirements. This will enable us to plan for future scenarios to meet the needs of our service users in the future.

### **Publishing information**

To ensure that we are treating people fairly and fulfilling the requirements of the General Duty in our employment practices, we will conduct equalities monitoring and analysis of staff, and those who apply for positions. We will publish an employment information report at the end of each financial year based on the figures as of the 31 March which can be found on our website: [www.powys.gov.uk/equalities](http://www.powys.gov.uk/equalities).

### **Promoting knowledge, awareness and training**

It is important that all our staff and elected members are aware of the general and specific duties of the Equalities Act and its impact on their work, considering equalities when setting strategic direction and policy, reviewing performance and ensuring good governance. In order to achieve this, we need to communicate our equality objectives throughout the organisation and ensure that learning and development resources are targeted towards enabling individuals to fulfil their roles. Learning and development opportunities are available to all with equality and diversity being a core part of corporate learning and development and e-learning.



## How we monitor and scrutinise our performance

In order to know whether we are achieving the outcomes and objectives set out in this plan, we must have a robust and timely way of monitoring and measuring performance against them.

We have in place a [Performance Management and Quality Assurance Framework](#) under which we operate a regular reviewing cycle that effectively monitors our performance and helps us to learn from what is working, and what is not. Self-evaluation is an important part of our performance framework. It allows us to effectively evaluate our work and provides assurance to our regulators and residents that we are doing the right thing. Performance information allows us to direct resources to the right areas to improve outcomes.

To ensure we give sufficient challenge to service improvement we also have in place scrutiny arrangements that:

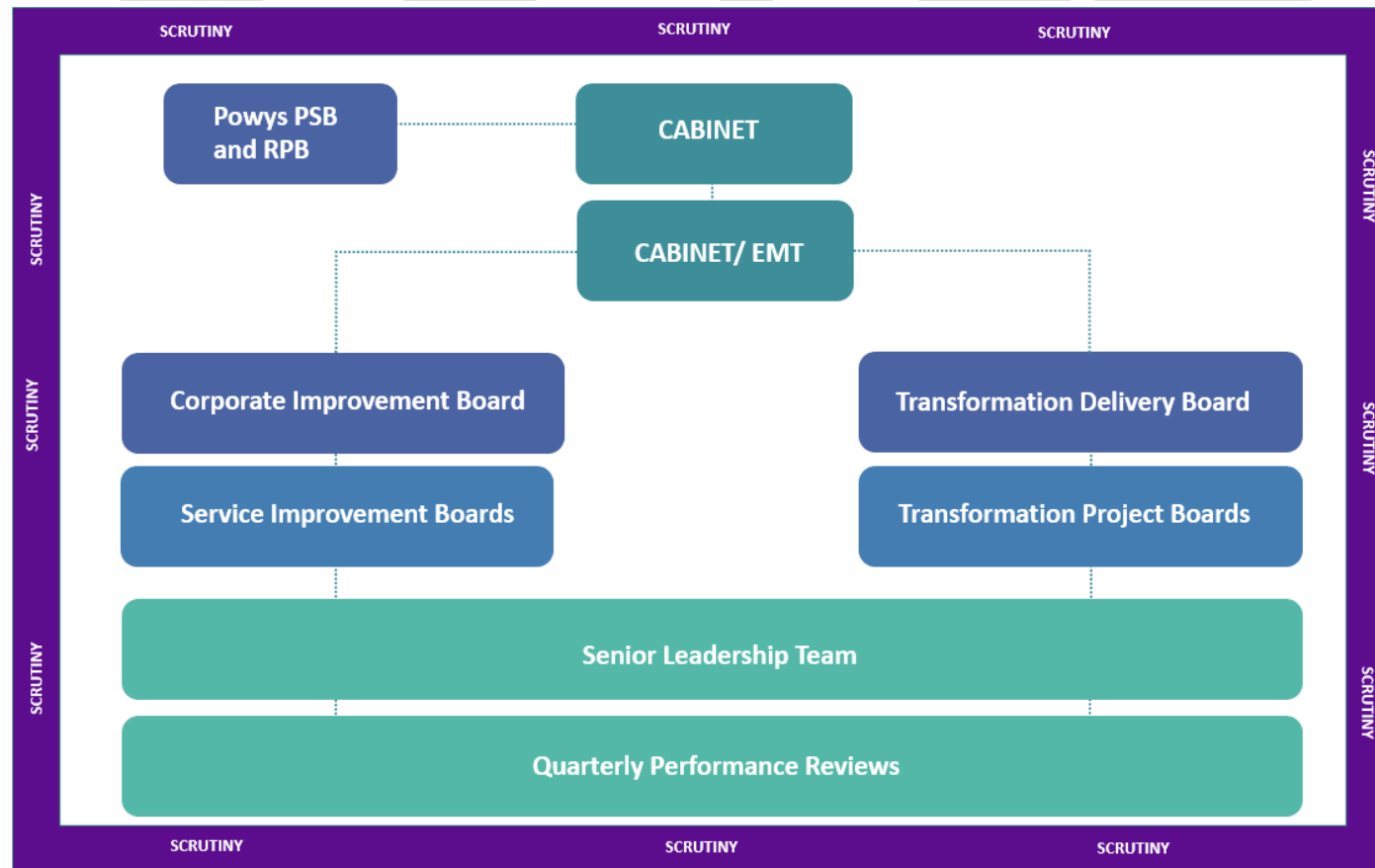
- continuously ask whether we are doing what we set out to do, and whether we are doing it well
- Are member-led, including the views of the public, partners and regulators
- Balance community concerns with issues of strategic risk and importance
- Are well communicated allowing the voice of citizens to be heard in the decision-making process



## How we govern the delivery of our plan

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

During 2020, we have strengthened our governance arrangements to ensure a more robust framework for managing delivery of our Transformation Programme and key Service Improvements in Social Services, Education, Housing and Highways, Transport & Recycling. The diagram below sets out the different boards that we currently have in place to manage delivery of key objectives and to improve performance.



- **Powys Public Services Board (PSB):** This is the statutory partnership body required under the Well-being of Future Generations (Wales) Act 2015. The PSB is responsible for developing the Well-being plan for Powys in response to the well-being assessment. The council is accountable for delivery of steps within the Well-being Plan.
- **Regional Partnership Board (RPB):** This is the statutory partnership required under the Social Services and Well-being (Wales) Act 2014 whose role is to manage and develop services to secure strategic planning and partnership working between local authorities and local health boards and to ensure effective services, care and support are in place to best meet the needs of their respective population.
- **Cabinet:** The Cabinet is accountable for delivery of Vision 2025 and receives quarterly overview of performance information to provide assurance against its delivery. The Cabinet is responsible for making strategic decisions to manage delivery of agreed outcomes.
- **Transformation Delivery Board:** This board will manage the delivery of cross cutting transformation projects within Vision 2025 to ensure the outcomes identified are realised.
- **Transformation Project Boards:** Each transformation project within the overarching programme has its own board, who's responsibility is to manage the day to day running of the project and ensure the agreed outputs and outcomes are delivered to timescale. Each project has a Project Lead and Senior Responsible Owner. The projects report into the overarching Transformation Delivery Board.
- **Corporate Improvement Board (CIB):** The CIB is responsible for providing leadership as a lever for improvement, with focus on the Council's improvement plans (Social Services, Education, Housing and Highways, Transport and Recycling). The role of the Corporate Improvement Board is to engage in strategic dialogue, to progress issues and opportunities regarding collective impact.
- **Service Improvement Board:** The council currently has four service improvement boards responsible for the four key improvement plans (Social Services, Education, Housing and Highways, Transport and Recycling). The role of the boards is to assist the organisation in driving forward the required change and improvement needed within the services with effective Corporate support.
- **Senior Leadership Team:** This is a team made up of the councils Chief Executive Officer, Corporate Directors and Heads of Service, who are accountable for ensuring effective action plans and resources are put in place to deliver the council's well-being objectives. They are also responsible for evaluating and challenging the performance of their individual teams' performance against delivery of strategic outcomes.
- **Quarterly Service Performance Reviews:** Each quarter, all council services hold a review meeting. The meetings are attended by the Head of Service, Corporate Director and Portfolio Holder(s) who's role is to evaluate performance and quality assurance against the services agreed standards and objectives, to ensure activities and performance improvement is on track.

## How we work in partnership

### **Powys Public Service Boards Vision 2040**

The council is a key partner of the Powys Public Service Board – a partnership responsible for delivering improvements for local people and communities by combining their knowledge and resources.

PSB partners have made a commitment to work together to deliver 'Towards 2040 – The Powys we want'. This identifies long term well-being objectives for improving the social, economic, environmental and cultural well-being of Powys:

- People in Powys will experience a stable and thriving economy
- People in Powys will enjoy a sustainable and productive environment
- People in Powys will be healthy, socially motivated and responsible
- People in Powys will be connected by strong communities and a vibrant culture

The council is currently leading on delivery of four out of the 12 PSB well-being steps, which are aligned to the activities in this plan. More detail can be found in [Towards 2040, The Powys Well-being Plan](#).

### **Powys Regional Partnership Board**

The council is also a key partner of the Powys Regional Partnership Board - its key role is to identify key areas of improvement for care and support services in Powys. The Board has also been legally tasked with identifying integration opportunities between Social Care and Health.

We will continue to play our part in delivering the priorities set out in the RPB Joint Area Plan. More detail about these priorities can be found here <https://en.powys.gov.uk/article/1741/Powys-Regional-Partnership-Board>

We have ensured that our own well-being objectives are aligned to achieving our shared long-term vision for Powys. The Golden Thread below shows how our plans fit together.

# The Golden Thread

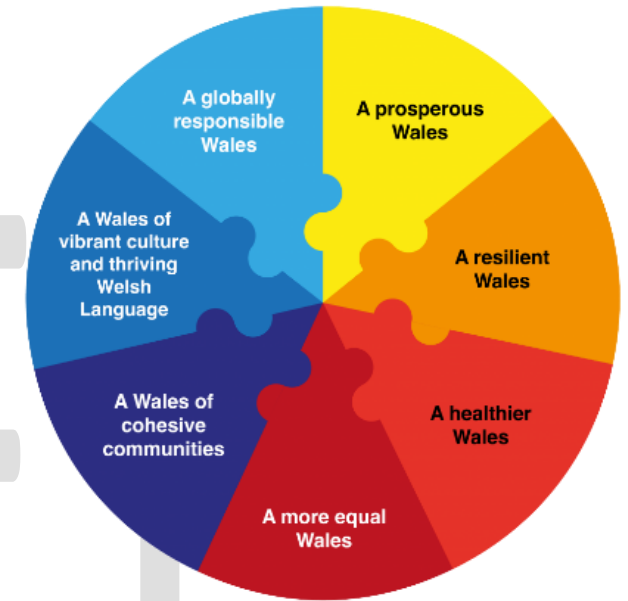


## Appendix A

### The Well-being of Future Generations (Wales) Act 2015

#### Seven Well-being goals:

- A prosperous Wales - An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
- A resilient Wales - A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
- A healthier Wales - A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
- A more equal Wales - A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio- economic background and circumstances).
- A Wales of cohesive communities - Attractive, viable, safe and well-connected communities.
- A Wales of vibrant culture and thriving Welsh language - A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
- A globally responsible Wales - A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.



## Appendix B

### Powys County Council - Gender Pay Action Plan 2021 / 2022

	Issue	Action	Status / Outcome / Achievement	Success criteria / measurement	Lead officer	Delivery date
<b>Recruitment</b>	Ensure that PCC is an attractive place for all employees to work and appeals equally to all genders.	Ensure all job adverts are free from bias (gender neutral)	Reviewed, discussions taken place with communications, and all job adverts are free from bias	Nil complaints	Recruitment Manager - Organisation Design and Development	Ongoing. Constant check per recruitment advert / campaign.
		Write case studies and publish on the jobs pages that will appeal gender, where roles are currently dominated by one gender.	Case studies have been completed – need to ensure they are continually updated and published	Publish Case studies online. Positive news stories in press. Declaring gender is not mandatory on application form, therefore cannot accurately set KPI.	Recruitment Manager - Organisation Design and Development	Ongoing. Constant review and ensure case studies are updated.
		Promotion at Career Fairs using examples of all employees given the opportunity to flourish in a typically gender dominated areas. e.g., HTR female apprenticeship gaining permanent roles	Constant review and ensure case studies are updated.	Increase in school leaver applications, attracting female/males to dominated roles. Gender nor date of birth is not mandatory on application form, therefore cannot accurately set KPI	Recruitment Manager - Organisation Design and Development	March 2022
		Introduce work experience / Apprenticeships programmes to attract to ensure all roles are attractive, regardless of gender	Work with Service Area to identify roles where apprenticeships / work experiences are possible. New apprenticeship programmes launched – apprenticeship pool where all apprentices are given the same opportunity to apply for a job role, regardless of gender.	Increase in number of apprenticeships	Training & Skills Business Development Manager	March 2024

		Review exit questionnaires, with particular focus on understanding reasons why employees leave PCC.	Leavers (excluding dismissals) are sent exit questionnaires to complete.  Now been reviewed and are available as an electronic document	Retention of staff, skills – less job turnover etc.  Staff survey for Perception of working for Council increases.  Staff feeling valued	HR & Recruitment – Employee Relations Case Worker & Recruitment Advisor	Ongoing review as exit interviews are completed.
<b>Career Progression</b>	Need to understand barriers to career progression	Explore our employment data and the experience of staff through appropriate surveys to identify if and what barriers may exist.	Evaluating the results of the survey and to revisit the actions and measure in light of this.	Understand barriers to ensure retention of staff.	Head of Workforce and Organisation	March 2022
	Increase the proportion of internal promotion opportunities	Correlating the TNA and workforce planning information to identify internal succession planning opportunities	We are currently evaluating this from the current IBP / WP process and in particular reviewing the succession planning activities in each.	An increasing number of staff being recruited to / promoted form within the Council.	Organisational Design and Development Manager	December 2020 - annual Cycle.  (TNA completed July 2019; Workforce Plans November 2019; IBP September 2019)
<b>Retention</b>	Support part-time and flexible working	Ensure part- time and flexible working is built into all posts (where possible) and advertised accordingly.  Encourage managers to consider flexible working / job share posts.	We challenge managers when all jobs are advertised (is it hard to fill, would they consider job share) and have secured staff in more flexible roles over the past year.	Staff survey, employee satisfaction	Recruitment Manager - Organisation Design and Development	June 2021
	Support all returners to PCC	Enable returners to register for refresher training e.g., former teachers/social workers	Continue to raise at HoS level, forms part of some Service Area recruitment strategies.	Increase numbers of returners in their professions	Organisational Design and Development Manager	August 2021



		<p>Offering work shadowing opportunities in areas of interest</p> <p>Audit and review training available in the workplace – professional areas for refresher training</p>	<p>Being discussed at CSC meetings but needs to be discussed wider in the authority.</p> <p>The response to the pandemic has encouraged ex health and social care workers to undertake refresher training and to return to service during the crisis.</p>			
	<p>Review Family Friendly and Work-life balance policies to ensure best opportunities</p>	<p>Continual policy review to ensure policies encourage best practice.</p>	<p>Policy Schedule of Work to ensure policies are continually reviewed or created where required – reported through Achievements, Issues and Actions.</p>	<p>Link to policy review re: Agile Working</p> <p>Pulse surveys – increase</p> <p>Reduction in staff turnover</p> <p>Reduction in absence levels</p> <p>Exit questionnaires</p>	<p>Professional Lead - Human Resources Management and Development</p>	<p>December 2021</p>

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