

# Stronger, Fairer, Greener

Our Corporate and Strategic Equality Plan

2023-2027

**STRONGER**  
— fairer —  
**GREENER**

*Mae'r ddogfen hon hefyd ar gael yn Gymraeg*



  
**Powys**

## What is this document?

This document is the Council's Corporate and Strategic Equality Plan, which sets out our well-being objectives, and what action we need to take to deliver them.

The purpose of this Corporate and Strategic Equality Plan is to present the well-being priorities for Powys County Council for the years 2023 to 2027.

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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.

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

## How was this plan developed?

To develop this plan, we used information to make sure that our plans are based on the evidence of what is needed, and what matters most to people in different communities in Powys. This helped us to better understand the situation so that we could prioritise what we plan to do.

We were able to use a lot of the information from the recent [Powys Well-being Assessment](#), the [Well-being Information Bank](#), and the [Population Needs Assessment](#). Alongside this, we also undertake a [self-assessment](#) annually, which informs our future direction. We asked the people of Powys for their thoughts using an online engagement survey, which was available between Monday 28 November and Friday 23 December 2022. The consultation was published on Monday 28 November 2022, and was promoted through social media and circulated to a number of stakeholders representing people with protected characteristics. All responses to the consultation were then considered when finalising the content of this Plan. The results of the survey are available [here in the Corporate Plan Survey](#).

**We would like to hear from you.** 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. If you would like to tell us how you think we are doing or to share your thoughts about our plan or any of our other work, please contact us using the details above, or use our online engagement tool called [Have Your Say](#).

## Key facts about Powys County Council

- Powys County Council covers Powys, which is the largest county in Wales geographically (5,200 km<sup>2</sup>) and has a population of 133,200 people (2021 Census, ONS).
- About the people of Powys (Census 2021, ONS):
  - 50.7% female, 49.3% male
  - 16% are aged 0-15, 57% aged 16-64 and 28% aged 65 and over
  - 55.8% of people aged 16+ are economically active, including 53.9% in employment and 1.9% unemployed. 43.1% are economically inactive, including 29.5% retired, 3.6% homemakers and 4.3% long term sick or disabled.
  - 16% are Welsh speakers.
  - 50.7% of people are religious, with 48.9% identifying as Christian, 0.4% as Buddhist and 0.3% as Muslim
  - 2.3% of people are Black, Asian and minority ethnic (*Asian, Asian British or Asian Welsh, Black, Black British, Black Welsh, Caribbean or African, Mixed or Multiple ethnic groups or other ethnic groups*). 97.7% are white.

- 4.2% of people were born in EU countries or other countries, 95.7% were born in the UK.
- 2.3% of people are Gay or Lesbian, Bisexual, or other sexual orientation, 89% are straight/heterosexual (8.7% did not answer the census question)
- 0.3% of people's gender identity is different from their sex registered at birth, 92.7% of people's gender is the same as their sex registered at birth
- There are 60,184 households with an average household size of 2.2 people
- 34.7% of households are not connected to the gas network and heat their homes through oil, wood, solid fuel or tank/bottled gas
- 45% of people volunteer (National Survey for Wales, Welsh Gov, 2022)
- 9% of people feel lonely (National Survey for Wales, Welsh Gov, 2022)
- 9% of people are in material deprivation (National Survey for Wales, Welsh Gov, 2022)
- The county consists of 13 localities, with the largest population living within Welshpool and Montgomery locality (18,438), and the smallest population living within Llanfair Caereinion locality (6,216) (2021 Mid-year estimates, ONS).
- Powys covers a quarter of Wales' landmass and with a small population and large geographical cover, the average population density is only 26 people per square kilometre (Welsh average 153 km<sup>2</sup>). To put this in perspective, Cardiff's population density is 2,620 people per km<sup>2</sup>, and London has a population density of 5,727 people per km<sup>2</sup>. Powys is the most sparsely populated local authority in all Wales and England.
- Powys County Council has 68 elected Councillors representing 60 wards. They are from a range of political parties, including Welsh Liberal Democrats, Welsh Conservatives, Welsh Labour, Independents, Independent's for Powys, Plaid Cymru, Green Party, and several who are non-aligned. Of these councillors, 68% are male, 31% are female and 1% are non-binary. (30/09/2022)
- Powys County Council has a large workforce, with 3,288 people/2,488 full-time equivalent (FTE) (5,968 people/4,564 FTE including school staff) on 31<sup>st</sup> December 2022. This consists of 2,165 females and 1,120 males (5,963 females/1,756 males including school staff). These staff support the organisation in delivering a range of statutory and non-statutory services to the people of Powys.
- Annually, the Council has a budget of £x to deliver its services, with a forecast spend of £x for 2022-23 (on 31<sup>st</sup> December 2022). This budget is generated from Welsh Government, Council Tax income and other opportunities.

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## Our Council

### About Us

The diagram below shows Powys County Council's Cabinet. At each local government election, the majority political party nominates one of its members to be the Leader of the party and of the Council. The last elections were held in May 2022, and at the Council's Annual General Meeting on 26 May 2022, Councillor James Gibson-Watt was elected Leader. The Cabinet is made up of a group of councillors that are chosen by the Leader of the Council in consultation with other political groups. The members of the Cabinet are each responsible for specific areas of the Council's work, called a portfolio, and so members of the Cabinet are also called Portfolio Holders. The members of the Cabinet are responsible for the activities and policies within their portfolio, and they are key decision makers for the Council. They make decisions about how your money is spent and how services are delivered. The Cabinet is responsible for making sure that Council activities help to meet the Council's plans, including overseeing the delivery of this plan – our Corporate and Strategic Equality Plan. A full list of all Powys County Councillors, including information about how to find your local Councillor, is available on our website by visiting

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



**Leader and Cabinet Member for an Open and Transparent Powys:**  
Cllr James Gibson-Watt



**Deputy Leader and Cabinet Member for a Fairer Powys:**  
Cllr Matthew Dorrance



**Cabinet Member for a More Prosperous Powys:**  
Cllr David Selby



**Cabinet Member for Finance and Corporate Transformation:**  
Cllr David Thomas



**Cabinet Member for a Caring Powys:**  
Cllr Sian Cox



**Cabinet Member for a Safer Powys:**  
Cllr Richard Church



**Cabinet Member for a Learning Powys:**  
Cllr Pete Roberts



**Cabinet Member for a Greener Powys:**  
Cllr Jackie Charlton



**Cabinet Member for Future Generations:**  
Cllr Susan McNicholas /  
Cllr Sandra Davies



**Cabinet Member for a Connected Powys:**  
Cllr Jake Berriman

## Leader and Chief Executive Joint Introduction

We are pleased to present the 2023-2027 Corporate and Strategic Equality Plan for Powys County Council.

Following the Local Government Elections in May 2022, this is the first Corporate Plan published in support of our new ambition to 'Build a stronger, fairer, greener Powys'. Over recent years, the environment in which we all live and work has changed significantly and has created additional hardship for people and organisations alike. Our fellow Councillors and staff fully recognise that the disruption of the COVID-19 pandemic has been compounded by further challenges, including the cost-of-living crisis and increased fuel poverty. Our Plan provides an overview of the key areas that we, your elected Councillors and the wider Council workforce, will be prioritising over the coming months and years. We have great ambitions for the future of Powys, which were detailed in the [priorities](#) in the [Progressive Partnership for Powys](#), and see this plan as our way to deliver against these priorities. We know that we must plan realistically to meet our aims and provide the support that is needed. Our plan will develop over time, and we are committed to being proactive and to respond to changes as they happen so that we can continue to provide the best possible public service.

However, we know that there are challenges ahead. For many years Powys County Council has been negatively impacted by budget restraints. Our [Rural Cost Analysis](#) detailed how providing sustainable services within a large rural county like Powys is challenging. This is why we have committed to begin re-imagining the Council to ensure that it remains sustainable beyond the life of this plan, by looking at what, how, why, and where we are providing facilities and supporting service delivery.

It is our priority that all people in Powys are engaged in the discussions about how the Council works, the decisions it makes, and how we invest our resources. This is why we are committed to being an open and transparent Council that involves people and communities at all stages of our work. We would like to encourage you to help us by sharing your thoughts and suggestions (please see page 1 for details of how to get in touch).

We want to create an environment that is fair, healthy, enjoyable, and sustainable. Powys is a rural county of iconic landscapes, with many wonderful towns and villages. We will protect and develop our physical environment so that the county is both beautiful and prosperous. We are continuing to develop ways of reducing our negative impact on the climate and nature, including decarbonising our work, buildings, and vehicles, becoming a Net Zero Council by 2030, and promoting and protecting biodiversity and habitats. The Council has a significant role to play in

creating a greener future for our county. This work is so important that we have dedicated resources, specialist officers, and focused projects separate to our Corporate and Strategic Equality Plan.

People are the heart of Powys. Our objectives, which are detailed in this Plan, focus on areas that we can improve or develop to make people's lives better, both as individuals and as communities. We will continue to promote equity, equality, and diversity in everything we do, whether that is as an employer or a public service. Your Council is dedicated to supporting all members of our diverse communities so that, together, we can **'Build a stronger, fairer, greener Powys'**.

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## Our Objectives

### Stronger, Fairer, Greener Powys

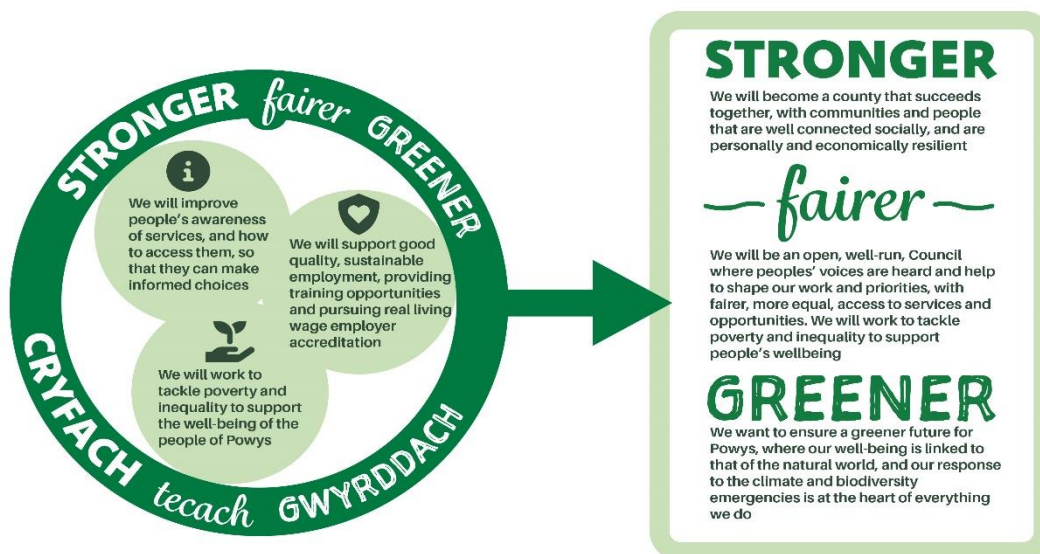
Our ambition is that by 2027, we will be:

- **Stronger** - We will become a county that succeeds together, with communities and people that are well connected socially, and are personally and economically resilient.
- **Fairer** - We will be an open, well-run, Council where people's voices are heard and help to shape our work and priorities, with fairer, more equal, access to services and opportunities. We will work to tackle poverty and inequality to support the well-being of the people of Powys.
- **Greener** - We want to ensure a greener future for Powys, where our well-being is linked to that of the natural world, and our response to the climate and nature emergencies is at the heart of everything we do.

### What do we need to do to get there?

To achieve our ambition, we have set the three objectives below that are the core aims of this Corporate and Strategic Equality Plan:

1. We will improve people's awareness of services, and how to access them, so that they can make informed choices.
2. We will support good quality, sustainable, employment, providing training opportunities, and pursuing real living wage employer accreditation.
3. We will work to tackle poverty and inequality to support the well-being of the people of Powys.



However, it is important to note that not all activities outlined in the Council form part of this Corporate and Strategic Equality Plan. Some activities that will help us achieve our ambition and key aims are already underway, managed by different Council services, and these will be improving continuously. Some form part of our Integrated Business Planning process and others form part of the Council's Transformation Portfolio.

### How do our well-being objectives support the seven Well-being Goals for Wales?

In developing the well-being objectives for the Council, we considered the seven important Goals that have been identified for Wales as part of the Well-being of Future Generations (Wales) Act 2015, and how our objectives will help to achieve the national Goals. This is shown below:



More information about these areas is available on our website [HERE](#). Further details of how this supports those with protected characteristics is available in [Appendix A](#) and in the Impact Assessment. The Impact Assessment assesses how each objective might impact upon different types of people and communities, considering the seven well-being goals, five ways of working, protected characteristics, socioeconomic disadvantage and the climate and nature emergencies. It can be viewed by visiting [Impact Assessment – Corporate Plan](#).

## What other areas do we need to consider throughout the plan?

### Climate and Nature: Tackling the Climate and Nature Emergency

To support the Council's declaration of a [Climate Emergency](#) in September 2020, and [Nature Emergency](#) in October 2022, we are working to become a net-zero Council by 2030 and will support Powys to become a net-zero County by 2050, and a national leader in protecting and enhancing nature. To achieve this, we have the following dedicated plans in place:

- [Nature Recovery Action Plan \(Biodiversity and Resilience of Eco-Systems Duty - Section 6, Environment \(Wales\) Act 2016\)](#)

The Powys Nature Recovery Action Plan (PNRAP) has been developed in consultation with the Powys Nature Partnership, a group of organisations and individuals committed to reversing the declines in biodiversity across Powys. The PNRAP is intended to guide the work of the Partnership, to stimulate project ideas, to direct conservation efforts, and to provide a rationale for local action.

- [Climate Strategy](#)

This is a strategy that is "fair to all" meaning outcomes will be fair, transformative, evidence-based, collaborative, and able to evolve in line with emerging technologies, changing individual and community behaviours, and new scientific findings. All people in the County will be involved in the delivery of climate action. The action plans which will support the delivery of this Strategy and its outcomes will enable a transition for the county that is accessible and possible for all.

We understand the importance of the environment, as Powys is a large, rural county with a range of green and blue spaces, like woodland, national parks, rivers and lakes. We are committed to increasing our focus on climate and nature. As part of this, we are working to include these important areas as part of our [impact assessment](#) process by introducing a Climate and Nature Decision Wheel. It is expected that this will improve our decision-making so that evidence is used to help us fully think through the wider implications of our decisions, for both the people of Powys and the Council.

We recognise these are shared issues that affect all people and communities within Powys, as documented in the environment chapter of our [well-being assessment](#). We are working with our key partner organisations as part of the [Powys Public Service Board](#) to take collective action to make a positive difference to improve the climate and nature approach in Powys and the thriving natural world that we all depend on for life. More information about how we plan to do this is in the [Powys Well-being Plan](#).

## Equalities

We continue to make improvements to our services and employment practices to meet the diverse needs of the people of Powys. This includes removing barriers and helping to improve the lives and experiences of those who are disadvantaged. Fairness is central to everything we do as a Council, and we are on a mission to tackle inequality and create better opportunities for all people in Powys.

## Developing Prosperous Towns and Villages: The Local Development Plan

We are creating our new [Local Development Plan](#), which will support the aims of this Corporate and Strategic Equality Plan. It will shape the future of Powys as it will outline opportunities for future development and land use in the county. It considers a variety of topics, including making sure that decisions consider the impact to the planet, that housing is built in the areas where people need or want to live, and that services are provided in the places where they are needed.

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## How do we plan to deliver this?

### Objective 1 - We will improve people's awareness of services, and how to access them, so that they can make informed choices

We are committed to running an open and democratic Council that regularly engages with people and communities. We will work to ensure that the people of Powys understand what services the Council provides. We want to make information easy to access, so that people can find what they need in ways that best suit their needs. We will monitor our services and our communications so that we are confident that we are sharing information with people quickly and effectively. We will support communities, whether it be our large towns or rural hamlets, to help them co-produce solutions to meet their own needs where possible.

#### What do we know?

- The Cultural and Community chapter of our [Well-being Assessment](#) considers how many elements of communities come together to improve their well-being; including topics such as volunteering, food banks, participation in cultural life and anti-social behaviour. An engagement activity, [Living In Powys](#), that was undertaken as part of our well-being assessment identified how communities coming together, re-connecting people and places, and supporting independence were amongst the most important areas to improve well-being.
- The [Population Needs Assessment](#) reflects upon the situation for children and young people, older people, carers, and those with physical and learning disabilities in Powys (on a locality basis where possible) and how they interact with Services
- [Future Proofing Powys](#) identified that 51% of people believe that it is very important that we “continue to develop innovative ways of working which will ensure long term sustainability of support”, with 24% supporting the need to “develop and promote more online services” for the future.
- The [Development of Community Hubs in Powys libraries](#) consultation highlighted how residents felt the “lack of places where I can get face to face support” as the largest barrier to accessing services, with many seeing the cost of broadband and coverage as the main barriers to accessing services digitally.

#### What are we already doing?

- We keep reviewing how effective our work is in helping people to access the advice and support they need from us. This includes finding out how easy people feel it is to find what

they need, and how quickly they can access support, through work such as our ongoing public survey, [Have Your Say](#), alongside our [complaints, compliments, and comments](#) process.

- We are working to make sure that people access our services at the earliest possible time, to either stop something before it happens (prevention) or to provide help quickly once something has happened (intervention).
- We are constantly adding new information to our website so that people can search for what they need or want. This includes introducing tools that help to make it easier to use, like better search options, and more accessible options for people who use screen readers or British Sign Language.
- We have welcomed the opportunity for the public to participate in Council meetings and have been looking at ways that we can do this better.
- We have reviewed our Asset Management Strategy which outlines how our assets are utilised in a sustainable way to meet the existing and projected needs of the Council without impacting on future generations and, where possible, supporting the social, economic, and environmental well-being of the communities it represents.

#### **What will we do?**

- By March 2024, we will make it easier for people to understand what they can expect from the Council when they contact us, including guidance on waiting and response times.
- By March 2025, we will have evaluated the leisure provision within Powys and will have developed an updated plan for our service offering and facilities, and how people access them.
- By March 2026, we will have reviewed the ways that people can access Council services and will consider what options may be available to make our services more accessible to people within our communities.
- We will be undertaking Social Services Transformation across adult social care and children's social care to review and re-design our services to support people to meet their needs.

## How will we measure performance against this objective?

| Measure Type            | Measure   |
|-------------------------|---|
| <b>How much?</b>        | <p>Number of contacts to Powys County Council (Number of times people have contacted the Council)</p> <p>Number of people in Powys with access to preventative digital solutions</p> <p>Number of contacts to social services (ASSIST and Front Door)</p> <p>Number of people accessing leisure facilities</p>  |
| <b>How well?</b>        | <p>Percentage of customers satisfied with their responses when contacting the Council</p> <p>Percentage of leisure users who are satisfied or more than satisfied with the service</p> <p>Percentage of council tenants satisfied with satisfied with the service provided by the Council's Housing Services (bi-annual survey as part of the All-Wales STAR survey – next survey is due in 2023-2024)</p> <p>Number of contacts to social services (ASSIST and Front Door) receiving information and advice</p> <p>Percentage increase in user (active) participation</p> <p>Percentage of children, young people and their families report that they achieve their family goal through accessing Early Help</p> <p>Percentage of young people who use the Intervention and Prevention services demonstrate positive progression</p> |
| <b>What difference?</b> | <p>Percentage of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely</p> <p>The percentage of people accessing leisure facilities who report positive well-being.</p> <p>The percentage of people satisfied with the local area as a place to live (a high number is better)</p>   |

As well as the measures that show how well things are going by using numbers, we will also use information about the quality of our activities that support this objective. This type of information includes case studies and is known as 'qualitative' measurement.

## Objective 2 - We will support good quality, sustainable, employment, providing training opportunities, and pursuing real living wage employer accreditation

We understand the importance of running a Council that is efficient so that it can deliver its services to the people of Powys in an effective way. We are committed to creating a workplace that provides worthwhile work and sustainable careers. We will ensure that the Council is a fair employer, and that we seek to become an accredited real living wage employer to help ensure that we support as many people as possible to meet the basic costs of living, whilst supporting the wider economy.

### What do we know?

- The Economy chapter of our [Well-being Assessment](#) considers many areas where economy impacts such as jobs and wages, tourism, businesses and connectivity, and what the current situation is for Powys. An engagement activity, [Living In Powys](#), that was undertaken as part of our well-being assessment identified how jobs and wages and businesses were amongst the most important areas to improve well-being.
- The [Population Needs Assessment](#) reflects upon the situation for children and young people, older people, carers, and those with physical and learning disabilities in Powys (on a locality basis where possible) and how there is a need to build the future workforce to be able to support people of Powys.
- An [Employment and Skills](#) survey highlighted how recruitment is the most significant challenges affecting businesses, alongside the geographical location and type of work being the most significant challenge to retention.
- The 2022 staff survey highlighted how 80% of employees felt proud to work for Powys County Council, and 71% feel valued as someone who provides a service that benefits Powys residents.
- [Child Poverty In Powys](#) identified that 96% of people felt that the Council needs to do more to attract local, well-paid jobs, whilst 93% felt that the Council needs to do more to provide skills and training opportunities.

### What are we already doing?

- We continue to provide apprenticeship opportunities for people to develop the skills needed for the roles within the Council. These are advertised on our main [recruitment](#) website.
- We offer staff relevant development opportunities, including leadership development, short courses, and qualifications so that Council staff can maintain their continuous professional development and provide an effective and efficient service.



- We provide specific training schemes for jobs that we find it difficult to recruit to, like the 'Grow Our Own Social Worker' project, which focuses on providing training for staff that wish to become qualified Social Workers.
- The Council completes comprehensive workforce planning each year to ensure that it has the right staff in place with the right skills and experience. A corporate learning and developing plan will be delivered to meet the identified needs.
- The Council already pays the Real Living Wage to all staff and from April 2023 to its Apprentices.
- We provide offer the 'Care First' employee assistance programme, which is a 24-hour confidential support service that is available for staff to access voluntarily. It provides advice, guidance, and counselling services, as well as tips to help staff improve their general well-being.
- [Communities for Work Plus](#) continues to support people to get into work.
- We continue to provide support to adults with disabilities to seek employment or volunteering opportunities.
- The [Mid Wales Regional Skills Partnership](#) continue to develop workforce skills based upon local need.
- Young people are being supported to develop their education and skills through the [Transforming Education](#) programme.

### What will we do?

- By December 2023, we will have further improved the Council's recruitment processes and practices so that it is easier for people to apply for jobs with the Council.
- By March 2024, we will have implemented a range of initiatives to attract more people with the right skills to apply for jobs with the Council.
- By March 2024, we will guarantee interviews for Armed Forces veterans.
- By March 2026, we will establish a fair pay commission that will set out how the Council will become a fully accredited living wage employer. We will do this in consultation with trade unions and our partners.

## How will we measure performance against this objective?

| Measure Type            | Measure  |
|-------------------------|--|
| <b>How much?</b>        | <ul style="list-style-type: none"> <li>Number of apprentices within the Council</li> <li>Number of learners enrolled in local authority community learning per 1,000 population (a high number is better)</li> <li>Percentage of individuals paid through contractors being paid the real living wage</li> </ul>   |
| <b>How well?</b>        | <ul style="list-style-type: none"> <li>Number of vacancies</li> <li>Staff turnover rate</li> <li>Sickness absence rate</li> <li>Percentage of recruitment exercises leading to a successful appointment on first advertisement of the role</li> <li>Number of guaranteed interviews offered to Armed Forces veterans who meet the criteria</li> </ul>  |
| <b>What difference?</b> | <ul style="list-style-type: none"> <li>Percentage of staff who feel valued/highly valued as someone who provides a service that benefits Powys residents</li> <li>Percentage of staff who feel proud/very proud to work for the Council</li> <li>Percentage of staff who report good/excellent well-being</li> <li>The equality and diversity of the workforce better compares to the demographics of the people of Powys (a high number is better)</li> <li>The applicants and staff appointed [to jobs] reflect (generally) the equality and diversity of the people of Powys (a high number is better)</li> </ul> |

As well as the measures that show how well things are going by using numbers, we will also use information about the quality of our activities that support this objective. This type of information includes case studies and is known as 'qualitative' measurement.

### Objective 3 - We will work to tackle poverty and inequality to support the well-being of the people of Powys

We understand the importance of our role in tackling the cost-of-living crisis, absolute income poverty (where income falls below a point to support to someone to meet their basic needs), and the housing emergency. We will focus on giving people the best possible quality of life and will provide post-16 education opportunities within Powys so that young people have access to more choices without leaving the county. We will also work to ensure that children's rights to play, be safe, to have an education, to be healthy and be happy are upheld. We will encourage well-connected communities within Powys that support vulnerable people and will provide activities to increase our communities' access to more affordable energy, food, and transport, supported by the community's use of Council assets. We will also aim to make Council homes warmer and greener to help them become more energy efficient with lower energy costs.

#### What do we know?

- The Social chapter of our [Well-being Assessment](#) considers the importance of home life, independent living, education, and health and lifestyle to the people of Powys, and the current situation across the county. The Economy chapter of our [Well-being Assessment](#) considers poverty, and how this is experienced by the people of Powys. An engagement activity, [Living In Powys](#), that was undertaken as part of our well-being assessment identified how home life, educating our children and tackling poverty and deprivation were amongst the most important areas to improve well-being.
- The [Population Needs Assessment](#) reflects upon the situation for children and young people, older people, carers, and those with physical and learning disabilities in Powys (on a locality basis, where possible) and how they experience inequalities based on their situation, and how everything done by the Council needs to ensure they are considered equitably.
- [Child Poverty in Powys](#) highlighted that 87% of people were worried about child poverty increasing in the next 5 years, and the key areas identified by the people of Powys where they felt that the Council can tackle child poverty were access to education, job security, housing and the use of community events and groups.
- The [Rural Cost Analysis](#) highlights challenges facing the county due to its rural nature including areas such as travel costs, and the additional buildings needed to support a large county.

## What are we already doing in this area?

- We have a Staff Equality Network, which is a group of staff from across the Council that meet to discuss ways that we can make our organisation and the services we offer more equal. They also discuss policies and national guidance so that we can apply it effectively throughout the Council.
- We have published our asset strategy, which outlines how we will review these based upon criteria such as community, social and cultural value.
- We publish a Gender Pay Action Plan each year on our website. We use the action plan to monitor whether people of different genders are being paid equitably, and to show what work we will be doing to make sure that everyone is being paid fairly.
- Our [Climate Strategy](#) is based on the principle of “fair for all”, meaning the areas of climate action will support the county in securing wider benefits of social, economic, and environmental equality.
- In 2022, we became a ‘Proud Council’. We were the first rural local authority in Wales to join the partnership, which actively champions LGBTQ+ rights and inclusion.
- We provide a free and confidential [money advice service](#), which is available to all people in Powys. The team help people to access welfare benefits, manage fuel costs, manage debts, and to create a personal budget that will help them to keep track of their money.
- We will continue to expand [Flying Start](#) within Powys to more communities to provide support for parents and families.
- We will continue to develop our [Cost of Living Hub](#), which signposts to areas of information, advice of support for the people of Powys with areas such as household energy advice.
- In 2022, the Cabinet created a Child Poverty Task force, which works with partner organisations to help to reduce poverty within Powys.
- The [Transforming Education](#) programme is working to improve learner entitlement and experience across the county.

## What will we do?

- By March 2024, we will have developed a child poverty action plan that is informed by the work and evidence of our Child Poverty Taskforce that enables us to take targeted action to reduce poverty for children and families in Powys. This taskforce will focus upon:
  - Priority 1: Share Provision Effectively
  - Priority 2: Review, Revise and Expand Current Provision to Support Children and their Families

- Priority 3: Review and Provide Increased Support for Children and Families in Schools
- Priority 4: Engagement and Recognition
- We will work to mitigate the impacts of the cost-of-living crisis and use the Council's resources and partnerships to support residents and businesses, collaborating as partners to ensure effective shared data and insight to be able to provide support to people.
- We will work to develop community enterprises across the county that provide support to households and businesses through various projects, based upon sustainable energy, technology and building community initiatives.
- The Where People Live Programme will, as part of the Transformation Portfolio, help improve where people of Powys live, such as supporting homelessness, accommodation for vulnerable people and social housing.

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## How will we measure performance against this objective?

| Measure Type            | Measure  |
|-------------------------|--|
| <b>How much?</b>        | <p>Complete 350 new council homes for social rent between 2025 to 2031 (subject to availability of land, securing planning consents and resolution of phosphate management).</p> <p>Acquire ten homes per year, for letting by the Council, at social rents on secure contracts.</p> <p>The amount and percentage of rental income lost through the Council's unoccupied housing (known as housing voids)</p> <p>Number of new homes created by bringing empty properties back into use (a high number is better)</p> <p>Carbon Accounts status</p>  |
| <b>How well?</b>        | <p>Number of households registered with 'Homes in Powys' for an affordable and secure home (a low number is better)</p> <p>Number of households who are living in temporary accommodation (a low number is better)</p>   |
| <b>What difference?</b> | <p>A reduction in the child poverty rate</p> <p>Number of families with children who are living in absolute poverty in Powys</p> <p>Number of people who are homeless (a low number is better)</p> <p>Number of rough sleepers (a low number is better)</p> <p>The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75%</p> <p>The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75%</p> <p>The average capped 9 point score of pupils in receipt of Free School Meals will be 340 points</p> |

As well as the measures that show how well things are going by using numbers, we will also use information about the quality of our activities that support this objective. This type of information includes case studies and is known as 'qualitative' measurement.

## How do we support equalities within Powys?

This plan sets out our objectives for the next five years, with action plans for making Powys a fairer place to live where people can achieve their potential, thrive, and prosper. It focuses on four things: improving people's awareness of services and how to access them, improving our communities, and making our organisation a better place to work and access to training, and improving equality (for example, housing, education) and socio-economic disadvantage (for example, poverty) for the people of Powys. We have placed Climate and Nature at the heart of the Plan and everything we do as a Council, as we know these areas will adversely impact those who experience inequalities. This plan demonstrates how the Council will play its part in helping eliminate discrimination, advance equality of opportunity and foster good relations. The objectives set out in this plan provide an overview of the approach we will take to achieve these ambitions and we also detail how we will measure our success in delivering them.

The overall aim is to deliver better outcomes for those who experience inequality and socio-economic disadvantage. Our approach ensures that one single form of inequality is not isolated from one another (so that it is intersectional) and recognises the way that inequality that is created by for example gender, race, sexuality, disability, class, age and faith interact with each other. By addressing inequality as a part of the objectives we aim to create a Powys that enables people to fulfil their potential no matter what their background or circumstances.

We already do things that help more people to use our services, and some examples of this are:

- We are proud of our country's language and we ensure that the Welsh and English languages are both treated with equal importance. We work to ensure we comply with our statutory obligations under the Welsh Language Standards. This means that we design services which are easy to use, accessible, and do not treat Welsh any less favourably than English, and we are working to be more proactive in the services we offer through the medium of Welsh. We also consider how, when formulating a policy or revising an existing policy, what affects, whether positive or negative, this would have upon opportunities to use the Welsh language. We also help [promote the Welsh Language](#) through various initiatives.
- We use [Wales Interpretation and Translation Service](#), to provide face-to-face interpretation services for languages other than Welsh or English. This enables the Council to communicate with those people whose use of the Welsh or English language may not be proficient enough to easily access our services in a seamless and professional manner.
- We work to ensure our work is both accessible and inclusive. We've designed our website with features that make it easier to use by everyone, including those with visual, auditory,

physical, speech, cognitive, or neurological disabilities. You can access our accessibility statement [here](#).

- Working with other councils to form a '[Proud councils](#)' partnership which aims to create a unified and collaborative approach to LGBTQ+ inclusion across Wales, supporting member local authorities with their commitment towards creating equal, diverse, and inclusive workplaces and communities, where the LGBTQ+ community can be free from discrimination or prejudice.
- All Councillors and members of staff are required to undertake mandatory training surrounding Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASW) to understand the role we play in safeguarding women and girls, and we play a key role in supporting this through our role as a partner with [Mid and West Wales Safeguarding Board](#). We are also committed to ending violence from men towards women by our commitment to becoming a [White Ribbon](#) accredited Council.
- We welcome the breadth and diversity of tradition, belief, and culture of the community. The Council is committed to a policy of equal opportunities in employment and service delivery. Individuals are selected and treated based on their relevant merits and abilities and are given fair and equal opportunities within the Council.
- We will work to champion anti-racism, diversity, and inclusion within all we do as a Council, and within our communities, as we want to make sure Powys is a good example as to how we can live together regardless of where we came from, or the colour of your skin. This will be achieved through the implementation of the [Anti-Racist Wales Action Plan](#).
- We work with schools, Careers Wales, Further and Higher Education providers and our own service areas to ensure that we can maximise opportunities for apprenticeship placements within the authority. We have created an [Apprenticeship Talent Pool](#) (ATP) which people can apply to online to be notified directly when opportunities that match their areas of interest arise. ATP members are also offered support to complete application forms and coaching in interview technique.

We believe this plan will assist in helping those who experience disadvantage, contributing to the social, economic, and emotional well-being of our workplaces and the local communities.



How will money be spent to support the plan?

To follow

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## What other plans and strategies do we have in place to support these objectives?

This plan has considered the following legislation during the process:

- Well-being of Future Generations (Wales) Act 2015
- Local Government and Elections (Wales) Act 2021
- Equality Act (2010) (including the Public Sector Equality Duty in Wales (PSED) and Socio-economic Duty 2021
- Social Services and Well-being (Wales) Act 2014

This plan does not contain detail about all the Council's work, as it focuses on delivering our well-being priorities. It is important that this plan should be read alongside the rest of the Council's work, including the large-scale change priorities that are detailed in the Transformation [Portfolio](#) (see page 26 for more detail), and the other plans and strategies, and day-to-day activities of the Council (which we call 'Business as Usual'). We have some focused strategies and plans that are already directing work within the Council that will influence or support the delivery of our well-being objectives. Existing strategies and plans will continue to be monitored as part of their own processes and will not be duplicated within this plan. These include (but are not limited to):

- [Climate Change strategy](#)
- [Nature Recovery Action Plan](#)
- [Welsh Language Standards Action Plan](#)
- [Anti-Racist Wales Action Plan](#)
- [Health and Care strategy \(Regional Partnership Board\)](#)
- [Well-being Plan \(Public Service Board\)](#)
- [Procurement strategy](#)
- [Mid-Wales Regional Skills Partnerships \(Mid Wales Growth Deal\)](#)
- [Start Well, Live Well, Age Well \(Social Care\) Strategies](#)
- [Growing Mid Wales](#)
- Affordable Housing Programme Delivery Plan Prospectus
- Housing Revenue Account Thirty Year Business Plan Narrative
- Powys Housing Support Programme Strategy 2022-26
- Powys Asset Strategy

# Our Transformation Portfolio



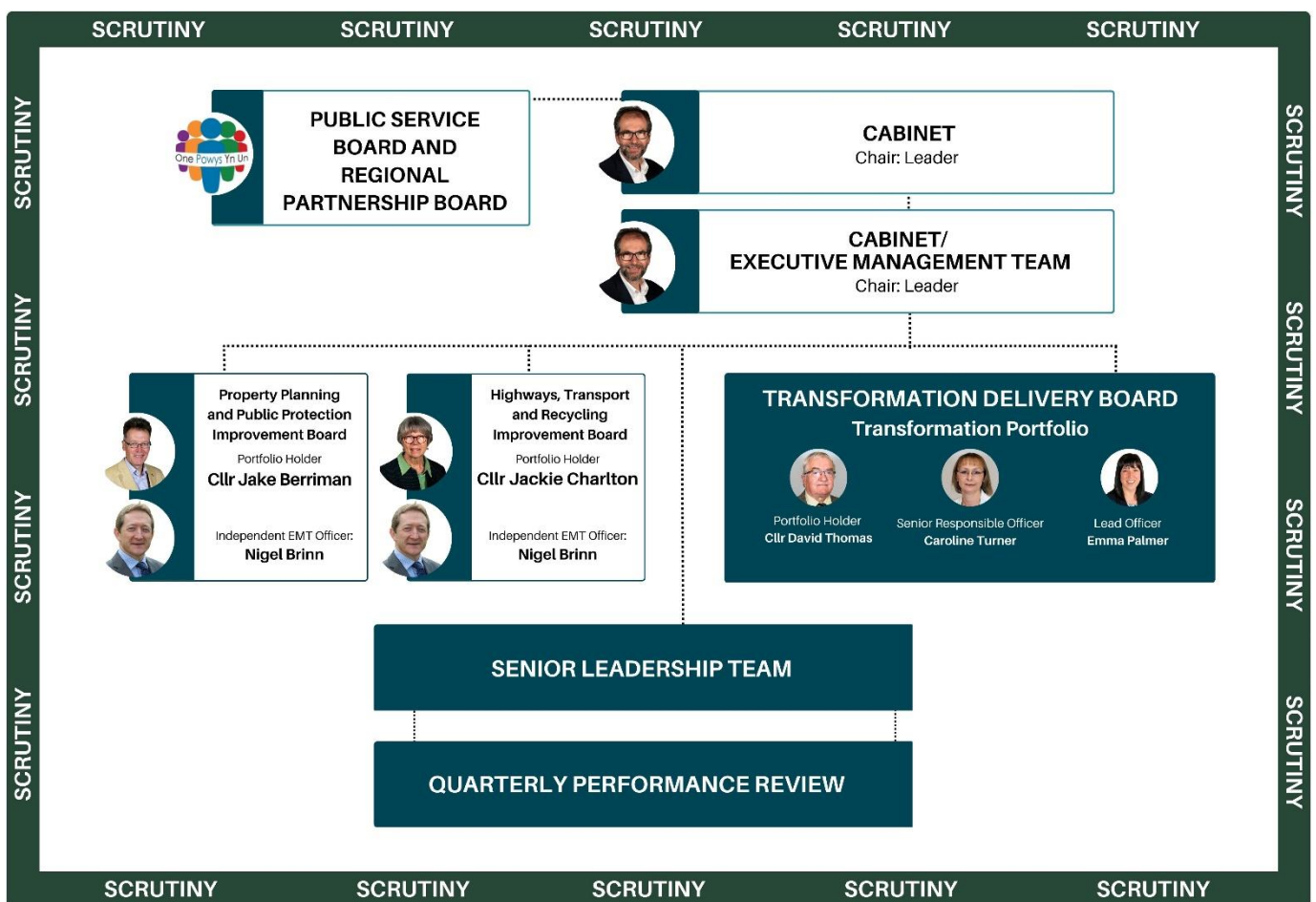
Our Transformation Portfolio is still developing, so the information and diagram provided within this plan are subject to change.

## Reviewing the plan

We will review the plan every year to so that we are sure that it focuses on what matters most, including making any changes to our corporate focus or how we plan to meet our objectives. The updated plan will be available on our website at the beginning of April each year.

## An Open and Democratic Council: Governance and Performance

We are committed to sharing clear information about what we are doing to achieve our plan, and how well things are going. To do this, we have a governance framework for implementing, monitoring, and reporting against our plan. It shows which people and groups within the Council are responsible for making sure we achieve our well-being objectives, the Transformation Programme, and the day-to-day activities of the Council.



To check that we are doing the things that we said we would do, and that they are going to plan, we use a [Performance Management and Quality Assurance Framework](#). The framework makes sure that we have a consistent way of reviewing our performance so that we can understand what is working well and what is not, and what we need to learn so that we can improve things in the future.

We use self-evaluation to think about our work, and to show the people of Powys, our partners, and our regulators if we are doing the right thing in the right way. This information about our performance helps us to make sure that we are investing our time, effort, and money in the right things to make good changes that support our well-being objectives and other work.

The Council has three Scrutiny Committees, which are groups of people that are responsible for asking questions about the Council's performance by looking at what work is being done, and if it is being done well. They act on behalf of the people of Powys, our partners, and regulators to make sure that their views are included in the Council's decision-making and help Council services to better consider what community concerns, issues, or risks may impact the Council's work.



There are also other scrutiny activities that help the Council to review and develop its performance, proposals, policies, and decision making. For example, there is a Finance Panel, a Governance and Audit Committee, a Public Service Board Scrutiny Committee, and a Growing Mid Wales Joint Scrutiny Committee (with Ceredigion County Council).

## Appendix

### Appendix A

| Protected Characteristics     | Objective 1 | Objective 2 | Objective 3 |
|-------------------------------|-------------|-------------|-------------|
| Age                           | Yes         | Yes         | Yes         |
| Disability                    | Yes         | Yes         | Yes         |
| Gender re-assignment          | Yes         | Yes         | Yes         |
| Marriage or Civil Partnership | Yes         | Yes         | Yes         |
| Pregnancy and Maternity       | Yes         | Yes         | Yes         |
| Race                          | Yes         | Yes         | Yes         |
| Religion or Belief            | Yes         | Yes         | Yes         |
| Sex                           | Yes         | Yes         | Yes         |
| Sexual Orientation            | Yes         | Yes         | Yes         |

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