

**APPENDIX A – Recommended changes/ additions to Vision 2025: Our Corporate Improvement Plan for April 2019 onwards.**

**1. Recommendations**

<b>Vision 2025 Priority</b>	<b>Current CIP activity or performance measure</b>	<b>Proposed change and reason for change</b>	<b>Proposed by</b>
1. Economy	We will review and improve marketing opportunities for Powys and build a comprehensive marketing programme by 2018/19.	Revise wording to better reflect the approach regarding better branding and development of an Events Strategy: <b>We will agree and implement an events strategy and rebrand the current Mid Wales My Way tourism marketing programme, to ensure that Powys is recognised as a destination that people want to visit.</b>	Lisa Griffiths
2. Economy	Through the Growing Mid Wales Partnership, we will lobby Welsh Government for a Mid Wales growth deal, encouraging businesses to stay and invest here. By the end of 2019 we will complete a review of growth opportunities across the Mid Wales region to inform the development of suitable projects.	Revise wording as we are working with WG not lobbying them: <b>We will work with partners to secure a growth deal potentially worth in the region of £200m, in order to maximise the economic benefit for Mid Wales and encourage businesses to stay and invest here.</b>	Lisa Griffiths
3. Economy	By 2019/20 we will develop an inward investment strategy and action plan to attract new and relocating business.	Remove as there is already an investment Strategy in place which Members are signed up to. Implementation of the strategy is part of the regeneration team's day to day business. Work involves advising businesses on potential sites etc, but the Council cannot influence business investment without significant resource. The focus is therefore on the Growth Deal and the potential that this may bring.	Lisa Griffiths
4. Economy	We will continue to invest in and protect the natural, built and historic environment to support business growth and tourism	Remove as being done through a partnership approach as part of the Public Service Board Well-being Plan. Towards 2040 – Step 8: Develop a sustainable environment strategy Towards 2040 – Step 9: Undertake market research and establish an effective infrastructure to support active enjoyment of the environment and adventure tourism	Lisa Griffiths

5. Economy	Support the development of place plans/local area plans for regeneration	Remove as duplicates activity under the 'Residents and Communities' priority.	Lisa Griffiths
7. Economy	We will host 12 business breakfast networking meetings and 12 workshop meetings for micro businesses per year.	Change target to 6 business network meetings (not 12) for 2019/20, as this is more realistic.	Lisa Griffiths
8. Economy	We will help support the roll out of superfast broadband by Welsh Government and community solutions.	Revise this measure as it is an activity not a measure and replace with: <b>Increased number of communities supported through advice and assistance regarding community broadband solutions. (3 communities supported during 2018-19).</b>	Lisa Griffiths
9. Economy	Ensure provision of year-round cultural, leisure and art for Powys residents to encourage them to stay in the county	Remove as unsustainable in line with savings proposals for arts, libraries and museums services.	Stuart Mackintosh
10. Economy	We will become the provider of Heart of Wales Business Solutions (HWBS) for up to 10 new business clients per year	Remove as it is now business as usual rather than transformational or significant improvement.	Nicola Williams
11. Economy	Develop 250 new affordable homes across the county and support our housing association partners to develop a similar number of new affordable homes	Remove this activity as it duplicates the activity outlined below and there is already a performance measure and target to develop 250 new affordable homes: <b>Ensure there is a greater choice of affordable housing and extra care provision so people have a choice of where to live and stay in their communities</b>	Simon Inkson
12. Economy	Achievement of the Welsh Government Welsh Housing Quality Standard by December 2018	Remove as completed in 2018. Ongoing improvement works will become incorporated as business as usual.	Simon Inkson
13. Economy	Fully refurbished office accommodation will be made available at Ladywell House in Newtown, by the end of April 2019	Change completion date to end of September 2019.	Ken Yorston
14. Economy	We will develop proposals to improve our transport infrastructure and connectivity to help support the local economy, for example current schemes include the Newtown Active Travel Routes (£400k) and the T6 Bus infrastructure improvements (£600k)	Revise wording to better reflect planned projects: <b>We will aim to improve transport provision and connectivity by competing for grant funding opportunities that will allow us to deliver infrastructure projects, for active travel, transport and safety.</b>	Adrian Jervis

15.Economy	Investment in excess of £8million of Capital into our transport infrastructure using the Freight Strategy and Active Travel Plan priorities to inform investment	Remove and replace with the following more appropriate measure: <b>By 2020 we will complete the brief, design or construction phases on the following projects:</b> <ul style="list-style-type: none"> <li>• <b>Transport Interchange Improvements at Machynlleth, Welshpool and Llandrindod</b></li> <li>• <b>Pedestrian and Cycle Links Crickhowell to Llangattock, Knighton to Train Station, Presteigne, Newtown Severn Crossing and Link.</b></li> </ul>	Adrian Jervis
16.Economy	By 2020 we will ensure our policies and processes make it easier for local companies to supply to the council	No change to this activity, but propose adding a new measure to provide a better picture of whether improvement is being made to encourage local businesses to tender for contracts. <b>New measure: Engagement of local suppliers in the council's procurement process</b> <b>2017-18 baseline: 336 local companies invited to tender from a total 1309. 96 of the 336 responded and 26 ITT awarded.</b>	Vince Hanley
17.Health and Care (Live Well/ Age Well)	Primary Care - Working within the GP clusters and third sector we will develop a population based approach to planning and delivering health and social care. We will further integrate primary care with community based services and the proposed model of care to improve accessibility via Well-being Community Hubs	Remove as predominantly a Health board outcome.	Dylan Owen
18.Health and Care (Live Well/ Age Well)	Care Co-ordination - Build on the success of the two Integrated Team pilot sites in South Powys and further develop across the county in line with the Regional Centres and Community Hubs	Revise wording to reflect further improvement needed: <b>To develop integrated /co-located multi-disciplinary teams in line with the Regional Centres and community hubs.</b>	Dylan Owen
19.Health and Care (Live Well/ Age Well)	New model of care for Llandrindod – Regional Rural Centre - Build on the Welsh Government investment of £6.5m to reconfigure the layout of Llandrindod War Memorial Hospital and further assess current service provision, as well as working with the community to further develop a potential for the Regional Rural Centre to deliver integrated health and care for the population of the Llandrindod Wells area	Remove as predominantly a Health board outcome.	Dylan Owen

20. Health and Care (Live Well/ Age Well)	New model of care for Machynlleth – Community Hub - Establish Bro Ddyfi Hospital as a Well-being Community Hub for the local community to provide a base for health, local authority and third sector teams, encouraging integration and efficiency to improve access to health and social care, well-being, prevention and health promotion facilities	Remove, as predominantly a Health board outcome.	Dylan Owen
21. Health and Care (Live Well/ Age Well)	Telecare and Telehealth - We will promote and rollout telecare and telehealth to enable people to self-care and remain independent in their own homes	Revise wording to ensure a Social Services/ Council emphasis as opposed to Health emphasis: <b>Technology Enabled Independence and Care - We will continue to develop and implement technology enabled care.</b>	Dylan Owen
22. Health and Care (Live Well/ Age Well)	Access and Transport: Miles Matter - Review of non-emergency patient transport and voluntary transport schemes to ensure future provision of community transport	Remove, as predominantly a Health board outcome.	Dylan Owen
23. Health and Care (Live Well/ Age Well)	Welsh Language - We will improve the Welsh language offer across health and social care services to improve equity	Revise wording to make it more meaningful for capturing of data from an Adult Services/Local Authority perspective as unable to measure health: <b>Welsh Language - We will improve the Active Offer across social care services to improve equity</b>	Dylan Owen
24. Health and Care (Live Well/ Age Well)	A year on year increase in the number of staff providing people with integrated social and health care services (this was 10.5 full time equivalents in 2017)	Change to the following measure as Health staffing figures are not being made available to the Local Authority, but Adult Services are able to provide statistics for their own staff: <b>A year on year increase in the number of social services staff providing people with integrated/co-located social and health care services</b>	Dylan Owen
25. Health and Care (Live Well/ Age Well)	The number of service users with Learning Disabilities receiving residential care or supported tenancies outside of Powys will reduce by 5 by 2023	The original measure opposite has been redefined to capture more detailed reporting information for the I&A Board: <b>Number of service users with a learning disabilities progressed from a residential care setting to a more independent and flexible community support options (not in Powys and within Powys)</b>	Dylan Owen

<p>26. Health and Care (Start Well)</p>	<p>Children's Improvement Plan priorities (as set out in current CIP):          In Children's Services, we will:</p> <ol style="list-style-type: none"> <li>1. Support families to stay together and reduce the need for children to be looked after, by focusing on services which provide timely help, build on family's strengths and prevent greater problems arising</li> <li>2. Manage risk confidently and effectively when providing support to families where children and young people need to be safeguarded or they are judged to be on the 'edge of care' by making sure that their needs are accurately assessed and met effectively, with positive outcomes for them</li> <li>3. Provide and commission a flexible and affordable mix of high quality placements for children who are looked after to meet the diverse range of their needs and circumstances</li> <li>4. Give children and young people clearly planned journeys through care and into adulthood</li> </ol>	<p>Replace with objectives from the updated Childrens Improvement Plan:</p> <ol style="list-style-type: none"> <li>1. 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. Intervene at the earliest opportunity to ensure that children and young people do not suffer harm.</li> <li>2. Provide good parenting and specialist support. Working with families rather than doing to. Work with children, young people and their families to co-produce plans which will bring about the changes children need as quickly as possible.</li> <li>3. Providing and commissioning a flexible and affordable mix of high quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.</li> <li>4. Achieve the best possible outcomes for those children in our care giving them clearly planned journeys through care into adulthood</li> </ol>	<p>Jan Coles</p>
<p>27. Health and Care (Start Well)</p>	<ul style="list-style-type: none"> <li>• Reduced numbers of First Time Entrants (FTE) to the Youth Justice System from 18 to 15</li> <li>• A safe reduction in the number of children living away from their families, especially in placements outside the county from 204 (in Feb 2018) to 180 by 2018/19</li> <li>o A reduction in the percentage of placement breakdown</li> <li>• Increased number of children finding permanent homes, including adoption</li> <li>• Percentage of initial health assessments completed within 20 days from 67% to 100% by 2018/19</li> <li>• Percentage of review health assessments completed within 6 months (under 5 years)/ 12 months (over 5 years) from 97% to 100% by 2018/19</li> </ul>	<p>Remove measures opposite as they either cannot be collected or are health board led. Add in the following two measure in line with updated Childrens Improvement Plan priorities:</p> <ul style="list-style-type: none"> <li>• New measure: Increase in the percentage of contacts to children services referred to early help (13% December 2018)</li> <li>• New measure: Reduction in the percentage of assessments completed with an outcome of no further action (72% October 2018)</li> </ul>	<p>Jan Coles</p>

28. Health and Care (Start Well)		<p>Start Well will contribute to the following Regional Partnership Board priorities (others which are health board led should be removed from the council's CIP):</p> <ul style="list-style-type: none"> <li>• Supporting Unpaid Carers</li> <li>• Mental Health</li> <li>• Staff and Partner Engagement</li> <li>• Information, Advice and Assistance (IAA)</li> <li>• Safeguarding</li> <li>• Welsh Language</li> </ul>	Jan Coles
29. Health and Care (Start Well)	<p>Increased parental confidence following parental support programmes (in 2017/18, 89% reduced frequency of behavioural problems and 84% reduced number of problem behaviours)</p> <p>Improved emotional and mental well-being amongst children and young people (baseline to be established)</p>	<p>Remove the first measure opposite.</p> <p>Reword the second measure opposite so that it is clear what is being measured: Improved emotional and mental well-being amongst children and young people <b>who access our counselling services</b> (baseline to be established)</p>	Jan Coles
30. Learning and Skills	We will implement a joined-up system for supporting children and young people with additional learning needs to improve their experiences and outcomes by 2020	Change end date from 2020 to 2023. WG have extended the timescales and are expecting a phased approach.	Alec Clark
31. Learning and Skills	We will work with partners to ensure that all children, young people and families have access to advice and information about relevant early support to build coping skills, improve well-being and address any problems before these become entrenched. We will continue to provide support to young people and their families through our multi-agency Team Around the Family approach	Remove as duplicates the activity under Health and Care relating to IAA and measure around TAF/Early help services	Jan Coles
32. Learning and Skills	Our school buildings will be transformed through delivery of a £114m capital investment scheme. We will ensure that our new and re-furbished schools provide modern environments that are fully equipped for 21st century learning and are central to community life. We will complete the first round of capital investment by 2020 (Band A)	Revise wording to add in reference to Band B at the end of this activity. We will complete the first round of capital investment by 2020 (Band A) and second round (Band B) by 2025.	Alec Clark

33.Learning and Skills	We will improve routes to employability by: Promoting the development of enterprise and work readiness skills in young people	Remove as it duplicates the activity relating to the roll out of the new education curriculum.	Alec Clark
34.Learning and Skills	We will develop a highly skilled workforce, where skills match the needs of the local economy, by: · Taking action to develop a new county-wide sixth form delivery model with an attractive and broad ranging academic and vocational curriculum by 2020	Remove as it duplicates the activity relating to implementation of the Schools Organisation policy and Delivery Plan.	Alec Clark
35.Learning and Skills	Increase in the proportion of schools with a Green or Yellow categorisation in the National School Categorisation System from 61% to 80% by 2021	Change Target in line with Targets in Schools Improvement Plan. 75% by 2022.	Alec Clark
36.Learning and Skills	The number of pupils permanently excluded per 1,000 pupils in primary and secondary schools will reduce from 0.51 (primary) and 1.35 (secondary) to 0.10 (primary) and 1.01 (secondary) by 2025	Change Target in line with Targets in Schools Improvement Plan. The number of pupils permanently excluded per 1,000 pupils in primary and secondary schools will reduce from 0.3 to 0 for primary and from 1.21 to 1.01 for secondary by 2025	Alec Clark
37.Learning and Skills	8a. Increase the percentage of Looked After pupils attaining Foundation Phase Indicator from 66.7% to 90% by 2025 8b. Increase the percentage of Looked After pupils attaining the Core Subject Indicator at Key Stage 2 from 77.8% to 90% by 2025 8c. Increase the percentage of Looked After pupils attaining the Core Subject Indicator at Key Stage 3 from 58.3% to 89% by 2025 8d. Increase the percentage attendance of Looked After pupils in primary schools from 97.6% to 98% and in secondary schools from 94.6% to 98% by 2020 8e. Increase the percentage of Looked After pupils with Personal Education Plan's completed from 77% to 95% by 2020 8f. Improved Average Capped Points Score for Looked After pupils from 248 to 350 by 2025	Remove Measures 8a, 8c and 8d (LAC already included in broader attendance measure and cohort of LAC too small to provide meaningful data). Retain measures 8a and 8f (this ensures one measure for Primary and one for Secondary at the end of each phase), but change the targets so that they are more realistic: Increase the %age of LAC pupils attaining the Core Subject Indicator at Key stage 2 from 77.8% to 85% by 2025; Improved average capped points score for LAC pupils from 248 to 320 by 2025	Alec Clark

38.Learning and Skills	Increase in the uptake of early years services from 873 children to 1000 children by end December 2020	Change Target date in line with roll out of 30 hrs free childcare offer for Wales. 1000 children by 2021.	Alec Clark
39.Learning and Skills	Reduce surplus places to 14% in primary (Baseline 16.7%) and 21% in secondary (Baseline 24%) by 2020	Change Target in line with School Improvement Plan. Reduce surplus places to 16% in primary (Baseline 16.7%) and 24% in secondary (Baseline 24%) by 2020	Alec Clark
40.Learning and Skills	Reduction in the number of our school buildings with an overall condition standard of C or D from 132 to 120 by 2025	Change measure to show more positive increase in A and B condition. <b>Increase the percentage of our schools building blocks with an overall condition standard of A or B from 59.15% (200 out of total 338 number of blocks – 1/01/2019) to 74.87% by August 2021</b>	Alec Clark
41.Learning and Skills	Increase the percentage of pupils assessed in Welsh (first language) in Year 2 from 19% in 2016/17 to 20.5% by 2021	Change to more appropriate measure: <b>Increase the percentage of pupils assessed in Welsh at the end of the Foundation Phase (Yr.2) from 19.1% in 2016/17 to 22.5% in 2021</b>	Alec Clark
42.Learning and Skills	Increase in the number of apprentices employed by the council and its partners from 41 to 65 apprentices for Powys County Council by 2020.	Change Baseline as was recorded wrong in original document. Baseline was 35 not 41.	Alec Clark
43.Residents and Communities	We will work with communities to support the development of local Place Based Plans, enabling communities to have an active role in the design and delivery of the services and amenities they need locally to improve their communities	Revise wording to make reference to the Tri Towns approach and merge volunteering into this activity: <b>We will enable communities to have an active role in the design and delivery of their local services and amenities by supporting them with the development of Place Based Plans, the Tri Town initiative and opportunities for volunteering.</b>	Lisa Griffiths
44.Residents and Communities	We will encourage and support more people of all ages to volunteer and contribute to the well-being of their communities, enabling the growth of community initiatives, community resilience and embedding a community spirit	Remove as a separate activity. Volunteering will be part of the Tri Town initiative and Place based plans.	Lisa Griffiths
45.Residents and Communities	By 2019 we will review the passenger transport offer for our communities and working with residents we will provide a service that is fit for purpose.	Remove this activity and associated performance measure as the review has been completed and service re-tendered. Implementation is now incorporated within business as usual.	Adrian Jervis

	By 2019 we will review the community transport offer for our communities. Within 24 months of the review findings we will deliver a community transport service that meets the needs of our residents and is fit for purpose		
46.Residents and Communities	By 2020 we will develop a 'Community Pledge' which sets out the responsibilities and actions the council and our residents will sign up to. The pledge will be an informal agreement that enables us to develop thriving, connected and healthy communities and an economically prosperous and environmentally friendly county	Remove as there is no buy in for this approach from Portfolio Holders.	Lisa Griffiths
47.Residents and Communities	Agreement by all county councillors to promote the Community Pledge in their local constituencies by 2021	Remove as no buy in from Portfolio Holders.	Lisa Griffiths
48.Residents and Communities	We will support the rationalisation of Town and Community Councils following the Welsh Governments review of Community Councils in July 2018 when new structures/models will be proposed	Revise wording to better reflect the approach being taken: <b>We will support the review of Town and Community Councils based on the Welsh Government proposals.</b>	Lisa Griffiths
49.Residents and Communities	Partnership with Town and Community Councils in line with new arrangements, as a result of the recommendations from the Welsh Government review.	Remove as this is an activity, not a measure and it duplicates activity 46 (above).	Lisa Griffiths
50.Residents and Communities	We will continue to carry out improvements to the council's housing stock, ensuring all our tenants live in fit for purpose homes	Remove this activity as the significant WHQS work will be completed by December 2018 and ongoing improvement works will become incorporated as business as usual. Replace with following <b>NEW ACTIVITY: Continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the Love Where You Live tenancy sustainability strategy.</b> Add new measures to monitor progress of Love Where you Live Project: <ul style="list-style-type: none"> <li>• Increased levels of tenant satisfaction with the quality of their neighbourhood (baseline to be established)</li> <li>• Increased level of housing tenants engagement (baseline to be established)</li> </ul>	Simon Inkson

51.Residents and Communities	We will work with our residents to enable them to have an opportunity to influence the local delivery requirements of our council run services and we will clearly define the standard of services delivered by the council	Remove, as Community Pledge has been rejected and the introduction of a new engagement platform which is only a small element of delivering this objective, is also reported under Making it Happen.	Lisa/ Anya
52.Residents and Communities		As part of the Environment Act, the council has a duty to produce a Plan by Dec 2019 showing how it will maintain biodiversity. The Annual Strategic Review also recognises that the current CIP is weak in terms of contribution to the 'Resilient Wales' goal. For this reason, EMT should consider adding in the following aim and activity to the 'Residents and Communities' priority of Vision 2025: <b>New Aim: Safeguard and enhance the natural environment for residents and communities</b> <b>New Activity: By December 2019, we will develop steps to show how we will actively maintain and enhance biodiversity when delivering our services and comply with our duties under Section 6 of the Environment (Wales) Act 2016.</b>	Stuart Mackintosh
53.Making it Happen	We will ensure residents are heard through ongoing communication and dialogue We will ensure communities are engaged in a timely and meaningful manner which informs decision making	Merge the two existing activities into the following single activity, as they are very similar: <b>We will develop tools to enable residents to be heard, and engage in ongoing communication and dialogue with our communities to inform decision making.</b>  Add the following performance measures to monitor success: <ul style="list-style-type: none"> <li>• Implementation of new engagement platform by ?</li> <li>• Establishment of the Powys Citizens Panel on the My Powys Account by ?</li> <li>• Completion of the Residents Survey by ?</li> </ul>	Anya Richards
54.Making it Happen	We will be open and transparent and communicate in plain Welsh and English	Remove as this duplicates the council's values and is not a project of work.	Anya Richards
55.Making it Happen	We will ensure county and community councillors are well informed and actively engage with residents	Remove as this is business as usual not significant improvement of transformation work.	Wyn Richards

56.Making it Happen	We will develop an agile and flexible workforce to deliver services	Remove as this is an outcome/ approach and not a project of work.	Nicola Williams
57.Making it Happen	We will be an organisation that demonstrates good practice	Remove as this is an outcome and not a project of work.	
58.Making it Happen	<p>We will recruit and grow our own talent through apprenticeships and trainees.</p> <p>We will develop capacity to grow our professional expertise and have access to a skilled social care workforce.</p> <p>We will have the right skills, attitude, behaviours and experience to be innovative.</p> <p>We will be an attractive employer.</p>	<p>Replace the existing activities opposite, with the two activities below, to ensure clear alignment with the direction set out in the Organisational Transformation paper.</p> <p><b>We will re-model the council's staffing structure to embed changes in organisational culture, while making significant financial savings.</b></p> <p><b>We will equip the workforce with the right skills, attitude, behaviours and experience and develop our own talent through apprenticeships and training, to enable them to reach their potential.</b></p> <p>Add the following measures to the CIP to support the activities above (these were already reported to the MiH Board):</p> <ul style="list-style-type: none"> <li>• <b>Reduction in pay bill</b></li> <li>• <b>Reduction in Head Count</b></li> <li>• <b>Staff Survey questions- temperature check Net Consent</b></li> <li>• <b>Number of successful candidates recruited internally/matched to roles**</b></li> <li>• <b>Staff Appraisal compliance data</b></li> <li>• <b>Sickness absence data</b></li> </ul>	John Bevan
59.Making it Happen	We will promote strong partnership working	Remove as this duplicates the council's values and is not a project of work.	
60.Making it Happen	We will prioritise residents and communities	Remove as this duplicates the council's values and is not a project of work.	
61.Making it Happen	We will be pro-active and forward thinking	Remove as this duplicates the council's values and is not a project of work.	

62.Making it Happen	We will have seamless and efficient processes to get things 'right' first time	Revise wording: <b>We will review and re-design our services to ensure that they are more efficient and focus on our customers' requirements.</b>	Emma Palmer
63.Making it Happen	We will make evidence based decisions underpinned by accurate information	Revise wording: <b>We will review and embed a Performance Management and Quality Assurance Framework to ensure our decisions are underpinned by accurate information which are aligned to the council's vision and priorities.</b>	Emma Palmer
64.Making it Happen	We will focus on outcomes instead of activity	Remove as this duplicates the council's values and is not a project of work.	Emma Palmer
65.Making it Happen	We will make best use of resources and improve productivity continually improving customer satisfaction	Remove and replace with: <b>We will explore the benefits of establishing a Local Authority Trading Company to improve opportunities for greater income generation as well as a significant drive to reduce Council expenditure.</b>	Emma Palmer
66.Making it Happen		<p>As recognised in the Organisational Transformation paper published in August 2018, the 'Making it Happen' priority needs to be strengthened, therefore it is proposed to add in the following new activities for April 2019 onwards, to compliment the changes already outlined above:</p> <ul style="list-style-type: none"> <li>• <b>To design and implement our digital transformation, setting the map for how the Council will take advantage of digital technologies to transform service delivery through the way we work, how we use information, support our customers, improve resident opportunities and help our businesses to compete.</b></li> <li>• <b>We will continue to embed the council's values and guiding principles (5 ways of working) into strategic and service planning and staff appraisals to encourage staff to think differently, act differently and therefore deliver differently.</b></li> </ul>	