

	Powys County Council			
	2021 UPDATE to Vision 2025: Our Corporate Improvement Plan (2018-2023)			
	<b>Outlined below are proposed changes to the CIP Activities and Measures for April 2021 onwards.</b>			
<b>The Economy: We will develop a vibrant economy</b>				
<b>What difference do we plan to make? (Outcomes)</b>				
• The Powys economy is thriving and sustainable				
Responsible Service	REFERENCE	CIP Activity	Proposal	Reason for proposed changes
<b>Provide support for businesses to grow:</b>				
PPPP		<del>We will develop business units at the Abermule business park for local businesses to establish and expand.</del> By 2022 we will develop business units at the Abermule business park for local businesses to establish and expand (subject to design measures).	Change	To provide clarification on the target date number of units.
Digital		<del>We will continue to provide a signposting and advice service to support new and established businesses in the county.</del> We will support businesses with recovery and the growth of new and established businesses.	Change	Amended to reflect the support that will be offered.
Finance		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.	Change	End date of the objective has been changed from 2020 to 2025 to show continuation of this objective.
Finance		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.	New	It is proposed to add in a new objective around development of a procurement strategy to meet the expectations of the WBFG Act.
Digital		We will take all opportunities to work with neighbouring Local Authorities on regionally important economic development projects and programmes.	Remove	This has been superseded by the focus on the Mid Wales Growth Deal and other work - HoS to confirm.
<b>Promote Powys as a place to live, visit and do business:</b>				
Nigel Brinn, Corporate Director (Economy and Environment)		<del>Transformation Project: 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.</del> 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.	Change	Amended to better reflect the long-term commitment and scope.
Digital		We will support the development and promotion of Powys as a tourism destination	New	To promote a sustainable recovery
<b>Improve the availability of affordable and sustainable housing:</b>				
HCD		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.	Continue	
<b>Improve our infrastructure to support regeneration and attract investment:</b>				
HTR		<del>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, road safety and flood alleviation.</del> 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.	Change	Updated to expand and clarify (flood alleviation has been removed)
		We will support the delivery of improved digital connectivity and encourage businesses and communities to take advantage of technology.	Continue	Addition of 'communities' in the objective.
Digital		<del>We will look for opportunities to secure external grant funding to support investment in economic development and community regeneration projects.</del> We will look for opportunities to secure external grant funding to support economic development and regeneration initiatives.	Change	Updated to better reflect the aim.
HTR		We will secure, implement and claim grant revenue and capital funding for flood alleviation schemes.	New	New measure to ensure flood alleviation activity is visible.
Digital / Nigel Brinn		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.	New	
<b>Improve skills and support people to get good quality jobs:</b>				
HCD		<del>Help address barriers to employment by supporting people into work and better paid opportunities.</del> We will help support people into work and better paid employment opportunities	Change	Revised wording to clarify that support is being offered.
<b>SEP OBJECTIVE 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment.</b>				
Adults		<del>Explore commissioning options to ensure that people have optimum opportunity to gain employment.</del> By March 2022, we will explore commissioning options to ensure that people have optimum opportunity to gain employment	Change	Amended to include the timescale.
Adults		<del>Use strengths-based approaches to ensure that supported employment converts to independent employment where possible.</del> By March 2023, we will use strengths-based approaches to ensure that supported employment converts to independent employment where possible.	Change	Amended to include the timescale.
Adults		Create a work, leisure and learning partnership (including citizens and carers) to lead to the development of employment opportunities.	Change	Amended to include the timescale.
<b>SEP OBJECTIVE 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap.</b>				
WOD		<del>Ensure that all interview panels are equality and diversity trained.</del> During 2021-2024, we will ensure that all interview panels have a member who is safer recruitment trained.	Change	Amended to include the timescale and define the intention.
WOD		<del>Continue to review the gender pay gap and action plan. The action plan can be found in Appendix B.</del> During 2021-2024, we will continue to review the gender pay gap and action plan. The action plan can be found in Appendix B.	Change	Updated to include the timescale.

WOD		<del>Collect and identify information about differences in pay and their causes between employees who have a protected characteristic and those who do not.</del> 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.	Change	Clarify wording and timescales.
WOD		<del>To promote Leadership and Development training for all staff.</del> By March 2022, we will promote Leadership and Development training for all staff.	Change	Updated to include the timescale.
WOD		<del>Explore developing/establishing a range of workforce forums, e.g. women's, disability, LGBT.</del> By December 2021, we will establish an Equality workforce forum.	Change	Amended to move from exploring to establishing.
WOD		<del>Identify and promote return-to-work opportunities, ensure that the recruitment processes are returner friendly.</del>	Remove	
WOD		<del>Identify funded training opportunities to encourage returners.</del>	Remove	
WOD		Maintain and develop a range of workplace flexibilities 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.	Change	Expanded to better reflect the intention.
WOD		<del>Promote and advertise jobs to encourage all applicants, whether part-time, job-share or full-time.</del> By March 2024, we will promote and advertise jobs to encourage all applicants, whether part-time, job-share or full-time.	Change	Updated to reflect the timescale.
WOD		<del>Ensure our Senior Leadership Team role model flexible working.</del>	Remove	This measure is superseded by the objective '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.'
<b>Responsible Service</b>	<b>REFERENCE</b>	<b>CIP Measures</b>		
		<del>By March 2021 working in partnership with key agencies we will have engaged with and informed at least 400 businesses across the county.</del>	Remove	The objective has been reviewed and this measure is no longer relevant.
Digital		Number of businesses assisted by the Council's Economic Development Team or referrals to partner organisations	New	New measure to support the revised objective of: We will support the growth of new and established businesses.
PPPP		By 2022 we will have developed at least two business units at the Abermule Business Park By 2022 we will have developed nine business units at the Abermule Business Park (subject to design measures)	Change	Increased the number of units in support of the revised objective: By 2022 we will develop business units at the Abermule business park for local businesses to establish and expand (subject to design measures)
Finance		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	Continue	
Finance		By March 2025, we will have increased the number of local suppliers engaged in the council's procurement process (from 526 in 2019-20). and will increase the number of tenders awarded to local suppliers	Change	Is is proposed to remove the second part of the measure which monitors number of tenders awarded, as the council is unable to directly influence this. However, as part of reporting, this figure will still be made available.
Finance		We will monitor the number of Community Benefits and social value targets set and included in contracts worth more than £2m (this will be reliant on the number of capital projects and other procurement being taken forward in any one year).	New	It is proposed to add this new measure to support the objective on increasing local spend.
Finance		By March 2022 a procurement strategy will be drafted, together with an action plan and indicators to measure progress against the strategy.	New	This is a new measure/ milestone to support the new objective above re: Development of a Procurement Strategy.
Nigel Brinn		<del>In 2020-21 we will have secured a Mid-Wales Growth Deal</del>	Remove	To be replaced with a new, more relevant measure
Nigel Brinn		<del>By 2030 we will have increased Gross Value Added* across the Mid-Wales</del>	Remove	To be replaced with a new, more relevant measure
Nigel Brinn		By March 2022, we will have developed a Portfolio Business Case for regional submission to secure Final Deal Agreement.	New	Introduced to better reflect the upcoming Growth Deal work
Nigel Brinn		From March 2021, on 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).	New	Introduced to better reflect the upcoming Growth Deal work
Nigel Brinn		Following Final Deal Agreement in March 2022 we will start to deliver interventions, as identified (This will be implemented as a rolling programme over the next 15 years and dates will be added when the Council is in position to do so).	New	Introduced to better reflect the upcoming Growth Deal work
HCD		<del>By the end of 2023 we will have built 250 new council homes, let at social rents on secure tenancies, in areas where they are most needed across the county.</del> 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). (This is being used to report against our SEP Objective 3 - See Health and Care)	Change	Updated to reflect the new timeline and that the measure supports reporting against SEP Objective 3. Supports the Transformation Project: Affordable Housing - We will ensure there is an increased range of affordable housing so people have a greater variety of where to live and stay in their communities.
HCD		The number of additional affordable housing units delivered per 10,000 households will be 29 in 2021-22, 23 in 2022-23, 46 in 2023-24, and 36 in 2024-25 (at the end of 2019-20 this was 12.4).	New	Introduce 'PAM/036 'Number of additional affordable housing units delivered per 10,000 households' to support the Affordable Housing Transformation Project. Note: future targets are 29 in 2021-22, 23 in 2022-23, 46 in 2023-24, and 36 in 2024-25.
HTR		By March 2021 we will have completed the brief, design or construction phases for the: @ Transport Interchange Improvements at Machynlleth, and Welshpool @ Pedestrian and Cycle Links from Crickhowell to Llangattock and at Newtown-Severn Crossing	Remove	New, more relevant, measures have been included.
Digital		By March 2021 we will have supported more than three communities through advice and assistance regarding community broadband solutions. (three communities were supported during 2018-19 and two communities have been supported during April to December 2019).  Number of communities and industrial estates supported to gain access to good quality reliable broadband	Change	Reworded to better reflect the aim. Supports the objective: We will support the delivery of improved digital connectivity and encourage businesses to take advantage of technology.
Digital		By March 2021 we will have supported the submission of at least ten relevant funding applications to support Powys Communities and the economy (we supported eight applications in 2018/19)  Number of funding applications submitted to support Powys communities and the local economy	Change	Updated to support the amended objective: We will look for opportunities to secure external grant funding to support economic development and regeneration initiatives.

WOD		By 2022, more than 150 people will have progressed to employment as a result of taking part in employability activities (34 were supported into work in 2018/19 and a further 20 from April to December 2019)  Number of people progressing to employment as a result of taking part in employability activities	Change	Updated to better supported the amended objective: We will help support people into work and better paid employment opportunities
Digital		% change in the Council's carbon emissions against baseline	New	To support the new objective: We will aim to become a zero carbon Council by 2030.
Digital		Total number of visitor days to Powys for tourism purposes (as measured by STEAM annual survey)	New	To support the new objective: We will support the development and promotion of Powys as a tourism destination
HTR		Secure £1 million in grant funding for transport infrastructure Capital projects, of which 95% will be spent annually.	New	This supports the revised objective: We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support suitable transport options and improve road safety. variety of where to live and stay in their communities. <b>The target is 95% spend each year.</b>
HTR		Secure £500,000 in grant funding for flood alleviation Capital projects, of which 95% will be spent annually.	New	This supports the new objective: We will secure, implement and claim grant revenue and capital funding for flood alleviation schemes. The target is 95% spend each year.
Digital / Nigel Brinn		Measures to be determined once the strategy has been finalised.	New	(Mid Wales Energy Strategy)
		<b>SEP 1 MEASURES (By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment.)</b>		
Adults		Each year we will see an increase in the number of people with disabilities in paid employment in the county  Number of Adults with a disability being supported to undertake employment	Amend	Amend: Number of Adults with a disability being supported to undertake employment
Adults		Each year we will see an increase in the number of people receiving social-service support to access employment	Remove	The new measure combines both metrics and in county is not seen as wholly relevant
		<b>SEP 2 MEASURES (By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap.)</b>		
WOD		By March 2021, we will have increased the number of people who have been trained in equality and diversity (e-learning).	Remove	This measure will have been achieved by March 2021.
WOD		Each year we will continue to reduce the gender pay gap (this was 8.25% in 2018-19)	Continue	
WOD		Each year we will obtain feedback from staff in relation to this objective, from survey(s) and/ or focus group(s).  We will seek views and feedback from the Equality Workforce Forum on relevant equality and diversity issues, annually	Change	Amend to reflect representatives and timescales.
WOD		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	New	Included to monitor the new training programmes.
WOD		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).	New	Included to monitor safer recruitment.

	Powys County Council		
	2021 UPDATE to Vision 2025: Our Corporate Improvement Plan (2018-2023)		
	<b>Outlined below are proposed changes to the CIP Activities and Measures for April 2021 onwards.</b>		
Health and Care: We will lead the way in providing effective, integrated health and			
What difference do we plan to make? (Outcomes)			
Service	REFERENCE	CIP Activities	Proposal Reason for proposed changes
<b>Ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on</b>			
Children's		Promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.	Continue
Children's		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.	Continue
Children's		'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.	Continue
Children's		Provide and commission a flexible and affordable mix of high quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.	Continue
Children's		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	Change Updated to include 'corporate' parenting.
Children's		Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant with the legislative framework and in line with best practice.	Continue
<b>Ensure that Powys adults are safe, resilient, fulfilled and have their voices heard, valued acted on</b>			
Adults		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.	Continue
Adults		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.	Continue
Adults		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.	Continue
Adults		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.	Continue
Adults		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.	Continue
Adults		Transformation Project - Extra Care: We will work with partner housing associations to secure the development of EXTRA CARE HOUSING SCHEMES across the county	Continue
Adults		Transformation Project - North Powys Well-being Programme: We are looking at the options for developing a RURAL REGIONAL CENTRE in Newtown to address the issues around older buildings, ensuring we support future population needs and provide services in north Powys. Aim to transform Health and Wellbeing services through a new integrated model of Care and Wellbeing along with further progressing the development of a Rural Regional Centre and Community Wellbeing Hub	Change Change the wording of the activity to reflect progress being made and better align to current plans.
<b>SEP 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</b>			
HCD		During 2020 to 2022 we will be on site in six locations developing new council dwellings. During 2020 to 2022 we will be on site in six locations developing new council dwellings.	Remove
HCD		Through our Housing Revenue Account, we will invest £9,650,000 in our Fit for Purpose Housing Programme during 2020-2024. Through our Housing Revenue Account, we will invest £7,000,000 in our Fit for Purpose Housing Programme during 2021-22 through to 2024-25.	Remove
HCD		Between 2021 and 2024, the 'Fit for Life' programme will improve access arrangements to 500 homes.	New
HCD		We will allocate £1.3 million for the disabled facility grant. We will allocate £1.3 million for the disabled facility grant on an annual basis.	Remove
HCD		Between 2021 and 2024, the Disabled Facilities Grants programme will improve the quality of homes for 40 households each year.	New
HCD		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.	New To support the affordable housing project.
<b>SEP OBJECTIVE 4: By 2024, we will help people to get the support they need to prevent homelessness</b>			
Adults		Develop a system of continuous learning and improve the effectiveness of locality-based support in preventing homelessness and social isolation. Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation	Change The wording has been amended to better reflect the aim of expanding prevention and to include locality based demand (incorporating 3 other separate measure, which will be removed).
Adults		Increase the number of localities where support is based to be accessible to people according to demand.	Remove This has been included within the 'homelessness and isolation' measure, which has been revised.
Adults		Develop a system of support to prevent the risk of eviction of people who hoard. Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours.	Change The measure wording has been developed to reflect the move to improvement (from development).
Adults		Develop housing options for young people (including a Housing First project) and people experiencing domestic abuse. 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).	Change The measure wording clarifies the depth and breadth of housing option support by merging multiple measures.
Adults		Learning and improving the housing and support options for people with learning disabilities.	Remove This measure is included within the revised measure: 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).
Adults		Improve the access to services for people with disabilities and sensory impairment.	Remove This measure is included within the revised measure: 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).
Adults		Develop intelligence and partnership working across localities for the prevention of homelessness.	Remove This measure is included within the revised measure: Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation.
Adults		Develop a Housing First approach.	Remove This measure is included within the revised measure: Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation.
Responsible Service	REFERENCE	CIP Measures	

Children's		By March 2021: The number of Children Looked After per 10,000 population will be lower than the number in 2019/20 and the Wales average (this was 99 at the end of 2018/19 year compared to the Wales average of 109 and was 97.37 at the end of December 2019).	Remove	Removal of this measure as it is not wholly relevant in understanding performance, as if a child is at risk, we have a duty to provide care, irrespective of qualifying a performance measure. Also, due to the impact of Covid-19 and delays in national data being released, attempting to appropriately target this would be impossible.
Children's		By March 2021: The number of children subject to child protection plans per 10,000 population will be lower than the Wales average (this was 58 at the end of 2018/19 year compared to the Wales average of 45 and was 47.84 at the end of December 2019)	Remove	Removal of this measure as it is not wholly relevant in understanding performance, as if a child is at risk, we have a duty to provide care, irrespective of qualifying a performance measure. Also, due to the impact of Covid-19 and delays in national data being released, attempting to appropriately target this would be impossible.
Children's		By March 2021: The number of children subject to child protection plans per 10,000 population will be lower than the Wales average (this was 58 at the end of 2018/19 year compared to the Wales average of 45 and was 47.84 at the end of December 2019)  85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely.	Change	New measure: "85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely" This considers the wider work of I&P Service
Children's		There will be an increased number of children at Edge of Care who do not become a Child Looked After (from June 2019 to the end of Dec 2019 the Edge of Care Service worked with 239 children. Of these, 131 were at Edge of Care, 12 of these became looked after and 119 were prevented from coming into care).	Remove	New measure: "85% of children who the Intervention and Prevention Service work with around family breakdowns will remain with their families safely" This considers the wider work of I&P Service
Children's		The number of qualified social worker vacancies will be lower (as at 01-01-2020 there were 32 qualified social worker vacancies)  The number of qualified social worker vacancies will be lower.	Change	Remove baseline figure. Looking to measure trend rather than target.
Children's		The number of children out of county, placed with Independent Fostering Agencies or residential placements will be lower than the number in 2019/20 (as at 5-02-2020, there are 54 out of county placements)  Percentage of Children Looked After placed out of County, with Independent Fostering Agencies or residential placements will be lower than the 2020-21 figure of x%	Change	New measure: "Percentage of Children Looked After placed out of County, with Independent Fostering Agencies or residential placements will be lower than the 2020-21 figure of x%" Repositioning of metric to allow for variance in terms of CLA numbers as a result of Covid.
Children's		70% of children, young people and their families will report that they achieve their family goal through accessing Early Help	Continue	
Children's		75% of audits will demonstrate that the child's voice is evidenced in the child's plan.	Continue	
Children's		There will be an increased number of Powys foster carers (as at the end of January 2020 there were a total of 75 full time foster carers)	Change	Figure to be amended to latest available figure. Looking to measure trend rather than target.
Children's		90% of statutory visits for Children Looked After will be carried out on time (this was 89% at the end of 2018/19 year and 96% at the end of December 2019)  90% of statutory visits for Children Looked After will be carried out on time	Change	Amendment: 90% of statutory visits for Children Looked After will be carried out on time
Children's		Feedback from 75% of young people demonstrates satisfaction with the service for children and young people  Feedback using the Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people.	Change	New measure: Feedback using Distance Travel Tool from 75% young people demonstrates satisfaction with the service for children and young people
Children's		75% of young people who used the Intervention and Prevention services demonstrate positive progression	New	A new measure to provide distinction from satisfaction monitored using the Distance Travel Tool, and which focuses on prevention.
Children's		Increase the proportion of 16+ young people in accommodation in county	New	Links to commissioning objective and supporting care leavers corporate parenting metric, and evidence by numerous projects.
Children's		The number of Children Looked After who have had 3 or more placement moves during the year	New	Used to evidence stability and permanence for CLA, also evidences the quality of the commissioning service in placement matching.
Children's		Percentage of Powys child care providers offered business support by Childrens Commissioning Childcare Business Support Team	New	New measure to monitor the offer of support.
Children's		Grow our own: increase in the number of staff undertaking the social worker qualification (Open University Year 1 and Year 2 and the MA route).	New	To monitor 'Grow our own'.
Children's		Audit: Increase the proportion of audits that are graded 'good'.	New	To monitor audits.
Children's		The proportion of young people using the Child Exploitation Service that are stepped out because of improved outcomes	New	To monitor Child Exploitation outcomes.
Adults		During 2020-2021 we will establish the percentage of new contacts who are referred to or receive: - Information and advice - Community Connector support  We will establish the percentage of new contacts who are referred to or receive: - Information and advice	Change	Amend to remove the 2020-21 element
Adults		By March 2021 100% of adult safeguarding enquiries will be completed within statutory timescales (this was 97.2% at the end of December 2019)  Percentage of adult safeguarding enquiries completed within statutory timescales.	Change	Amend: Percentage of adult safeguarding enquiries will be completed within statutory timescales MG has removed target element as more interested in trend as previously discussed.
Adults		By March 2021, 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 will be lower than in 2019/20 (this was 1.36 at the end of December 2019)  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.	Change	Amend: 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
Adults		By March 2021, the rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over will be lower than in 2019/20 (this was 1.13 at the end of December 2019)  The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Change	Amend: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over
Adults		During 2020-2021 we will establish: The percentage of adults who complete a period of reablement and have a reduced package of care and support six months later  The percentage of adults who complete a period of reablement and have a reduced package of care and support six months later.	Change	Amend to be remove the 2020-21 element
Adults		During 2020-2021 we will establish: The percentage of adults who complete a period of reablement and have no package of care and support six months later  The percentage of adults who complete a period of reablement and have no package of care and support six months later.	Change	Amend to be remove the 2020-21 element
Adults		By March 2021, the number of adult clients supported in their own home through assistive technology will be higher than in 2019/20 (from April 2019 to December 2019, 510 individuals were supported) (This measure will also be used to report progress against our Equality Objective 6).  The number of unique adult clients supported in their own home through assistive technology will be higher.	Change	Amend: The number of unique adult clients supported in their own home through assistive technology will be higher

Adults		By March 2021, the number of adults receiving direct payments will increase (this was 472 at the end of December 2019)	Change	Amend: The number of adults receiving direct payments
Adults		The number of adults receiving direct payments.		
Adults		During 2020-2021 we will establish the number of social workers/Occupational Therapists who have qualified as a result of training supported by the local authority within the financial year	Change	Amend: Number of staff supported by the Local Authority to commence a vocational health and social care qualification in Adult Services Rationale: This also considers apprenticeships
Adults		Number of staff supported by the Local Authority to commence a vocational health and New extra care facilities are open and utilised by the end of 2022 with 60+ additional apartments in use	Remove	Remove as will not be reportable until 2022.
Adults		Reduction in admissions into residential care Number of New Admissions to Residential Care.	Change	Amend: Number of New Admissions to Residential Care Whilst this is an important one to monitor, it is a proxy measure and a reduction in admissions is not reflective of an aging population. <b>This measure is used to measure Equality Objective 3.</b>
Adults		Delayed admissions into residential care (increasing average age on admission)	Remove	Remove as there are a number of factors outside of control of Service.
Children's		Improved health outcomes and reduced health inequalities for children in deprived communities in north Powys	Remove	Remove and replace with more appropriate measures outlined in row 73.
Adults		Reduced out of county travel through more integrated pathways and greater utilisation of digital	Remove	Remove and replace with more appropriate measures outlined in row 73.
Adults		More people remaining at home and a reduction in unnecessary admissions to hospital or care.	Remove	Remove and replace with more appropriate measures outlined in row 73.
Adults		More information on anticipated activity changes can be found in the North Powys Well-being Programme Draft Model of Care Narrative.	Remove	Remove and replace with more appropriate measures outlined in row 73.
Adults		North Powys Well-being Programme Success Measures: Improved accessibility to services and community infrastructure that meet the needs of the population. Improved integration of services, partnership working and confidence in leadership. Increased focus on prevention and health promotion. Increased emotional and behavioral support for families, children and young people to build resilience and support transition into adulthood. Strengthen peoples ability to manage their own health and wellbeing and make healthier choices. Increased independence and participation within communities. Improve the opportunity for people to access education, training and learning opportunities	New	New measures to better align with current plans.
<b>Responsible Service</b>	<b>REFERENCE</b>	<b>SEP 3 MEASURES (By 2024, we will improve the availability of accessible homes, adaptable homes, and life-time homes, that provide suitable and sustainable accommodation for future</b>		
HCD		We will deliver adaptations within 130 calendar days (at the end of December 2019, the average number of calendar days to deliver adaptations was 136 days)	Change	Specifies the works that will be completed within 130 days.
		We will deliver aids, adaptations and disabled facility grant funded works within 130 calendar days		
HCD		<b>SEE ECONOMY - this measure is being used to report against SEP Objective 3: By the end of 2025 we will have built 250 new council homes, let at social rents on secure tenancies, in areas where they are most needed across the county (dependant on availability of Welsh Government grant funding).</b>  <b>SEE ECONOMY - this measure is being used to report against SEP Objective 3: 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).</b>	Change	Updated the date to reflect the timeline of 2025. Supports the objectives: During 2020 to 2022 we will be on site in six locations developing new council dwellings and Through our Housing Revenue Account, we will invest £7,000,000 in our Fit for Purpose Housing Programme during 2021-22 through to 2024-25.
HCD		The measures for our Affordable Housing and Extra-Care Transformation projects will also be used to monitor progress of this equality objective	Remove	Remove this statement in favour of inputting the actual detail of the measures
HCD		By March 2022, 168 homes will benefit from the Fit for Life programme, followed by 168 by March 2023, and 164 by March 2024.	New	
<b>Responsible Service</b>	<b>REFERENCE</b>	<b>SEP 4 MEASURES (By 2024, we will help people to get the support they need to prevent homelessness)</b>		
Adults		During 2020-21, we will establish baselines for the following success measures: Number of people supported directly and indirectly	Remove	New measures have been introduced to support the revised objectives for 2021-22 onwards.
Adults		During 2020-21, we will establish baselines for the following success measures: Percentage of times people are on an even keel at the end of each support session	Remove	New measures have been introduced to support the revised objectives for 2021-22 onwards.
Adults		During 2020-21, we will establish baselines for the following success measures: The amount of demand	Remove	New measures have been introduced to support the revised objectives for 2021-22 onwards.
Adults		During 2020-21, we will establish baselines for the following success measures: The amount / percentage of failure demand	Remove	New measures have been introduced to support the revised objectives for 2021-22 onwards.
Adults		During 2020-21, we will establish baselines for the following success measures: During 2020-21, we will establish baselines for the following success measures: Barriers to preventing homelessness / social isolation are removed successfully	Remove	New measures have been introduced to support the revised objectives for 2021-22 onwards.
HCD		Total number of people who received Housing Related Support in the quarter. (This will be Housing Support Grant and Homelessness Prevention Grant funded activity).	New	Supports the revised objectives: Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation and Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours impairment).
Adults		Total number of service users no longer requiring support and/or who have moved on from their current support services.	New	Supports the revised objectives: Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation and 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 and Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours
HCD		Number of Homelessness status at the start of the quarter, and number of Homelessness status at the end of the quarter	New	Supports the revised objectives: Improve services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours. impairment and Expand and improve the effectiveness of locality-based support to help prevent homelessness and social isolation

	Powys County Council			
	2021 UPDATE to Vision 2025: Our Corporate Improvement Plan (2018-2023)			
	<b>Outlined below are proposed changes to the CIP Activities and Measures for April 2021 onwards.</b>			
<b>Learning and Skills: We will strengthen learning and skills</b>				
<b>What difference do we plan to make? (Outcomes)</b> • Powys residents are capable, confident and fulfilled				
Responsible Service	REFERENCE	CIP Activity	Proposal	Reason for proposed changes
<b>Improve educational attainment of all pupils:</b>				
Education		We will improve pupil outcomes in secondary schools particularly Capped 9 scores and 5A*-A GCSEs.	Continue	This aligns with PAM/032, so retain existing wording
Education		We will support all schools to improve pupil attendance rates.	Continue	This aligns with PAM/007 & PAM/008, so retain existing wording.
Education		We will develop a new Welsh in Education Strategic Plan, and ensure that proposals are brought forward at pace to deliver the priorities in that plan	Remove	This objective has been removed, as the supporting measure best sits under the 'Transforming Education' Transformation Project.
Education		We will ensure that secondary school aged young people have access to high-quality counselling services to support their emotional health and wellbeing	New	New wellbeing measure to support the emotional health young people.
<b>Improve the evaluation, planning and coordination of provision for learners with special educational needs and other pupils who may require extra support:</b>				
Education		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 2023.  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.	Change	The objective achievement date has been revised to reflect that it is targeted for the 2023/24 year.
<b>Support Children and Families to have the best start in life:</b>				
Education		We will ensure that the planning of provision for early years settings meets the needs of the children and their families.	Remove	The provision of early years settings is now business as usual.
Children's Services		We will work with partners to support parents by building a strong bond / attachment with their children and promote social, emotional and academic development, and to support children to transition effectively into school	Remove	It is no longer appropriate to measure this school readiness indicator in this way due to the Powys school intake moving from 3 times a year to once every Sept. The Incredible Years programme continues to run but the training programme has been revised to reflect this change in process.
<b>Improve our schools infrastructure:</b>				
Education		<del>Transformation Project – Schools Transformation (21st Century Schools): We will implement our new School Organisation Policy and Delivery Plan to develop a more efficient schools' network, with a greater focus on working in partnership with schools and the communities they serve. The Delivery Plan will focus on improving primary, secondary, post-16 and Welsh-medium language provision.</del>	Remove	The objective has been replaced by new Transforming Education and 21st Century Schools objective that better aligns to the Schools Transformation Strategy and four strategic aims.
Education		<del>Transformation Project – Schools Transformation (21st Century Schools): Our school buildings will be transformed through delivery of a £114m capital investment scheme. We will ensure that our new and re-furnished 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) and second round (Band B) by 2025.</del>	Remove	The objective has been replaced by new Transforming Education and 21st Century Schools objective that better aligns to the Schools Transformation Strategy and four strategic aims.
Education		Transformation Project - Transforming Education: We will improve learner entitlement and experience by: - Developing a network of all-age schools based around the 13 current secondary school locations. - Reconfiguring and rationalise primary provision.	New	This objective is one of five new objectives that support the Transforming Education and 21st Century Schools transformation project to better align to the strategy and aims.
Education		Transformation Project - Transforming Education: We will improve learner entitlement and experience for post-16 learners by: - 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. - Reorganising sixth form provision across the county by developing sixth form centres that deliver a wide range of provision across all subject areas.	New	This objective is one of five new objectives that support the Transforming Education and 21st Century Schools transformation project to better align to the strategy and aims.
Education		Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by: - Improving access to Welsh-medium provision across all key stages. - Moving schools along the language continuum i.e to provide more Welsh-medium provision. - Developing new primary and secondary school provisions - Working with Mudiad Meithrin to establish new early years provision. - 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.	New	This objective is one of five new objectives that support the Transforming Education and 21st Century Schools transformation project to better align to the strategy and aims.
Education		Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by: - Improving the provision for learners with Special Educational Needs / Additional Learning Needs (SEN/ALN). - Developing a new county-wide network of special SEN/ALN provision, including post-16.	New	This objective is one of five new objectives that support the Transforming Education and 21st Century Schools transformation project to better align to the strategy and aims.
Education		Transformation Project - Transforming Education: (21st Century Schools): We will implement our Strategy for Transforming Education in Powys 2020-30 by: - Implementing a major capital investment programme in schools	New	This objective is one of five new objectives that support the Transforming Education and 21st Century Schools transformation project to better align to the strategy and aims.
<b>Improve the skills and employability of young people and adults:</b>				
WOD		We will improve routes to employability by: Strengthening work-based learning across the council, providing opportunities that encompass a diversity of formal, non-formal and informal arrangements including apprenticeships, work experience and informal learning on the job for all age groups by 2025.		
Education		We will improve routes to employability by: <del>Working with our partners to provide high quality careers advice and guidance on further / higher education, to support students with their future career pathways / Working with our partners to deliver adult community learning activities. Continued identification and planned roll out of short term improvements for post-16 provision.</del>  We will support all schools to improve routes to employability and further education.	Change	This objective has been merged with the 'employability and further education' objective.. The wording of the objective has been updated to reflect current circumstances and the skills agenda, as Post-16 sits under the Transforming Education Programme, and Adult and Community Learning and careers advice is not led by the Council. The NEET measure (which is a PAM) will be included against this objective.

Education		By 2020 we will ensure that we have effective systems in place to improve the identification and support for young people who are at risk of disengagement	Remove	This objective is no longer standalone, and the supporting measure has been included within the 'Improving Employability' measure.
<b>SEP OBJECTIVE 5: By 2024, we will improve opportunities and outcomes for children living in poverty:</b>				
Education		Appropriately target the Pupil Deprivation Grant grant and annual evaluation of the effectiveness / impact.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Housing and Community Development		We will deliver the School Holiday Enrichment Programme (SHEP).	Remove	New objective aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Education		Ensure that the Welsh Government's Period Dignity programme is fully supported in all of our schools.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Education		Ensure that Governing Bodies give due consideration to the statutory guidance from Welsh Government on school uniform as affordability and financial impact on families is a key element.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Education		Our Income and Awards department will identify children who are entitled to free school meals and target advice in order to encourage take up.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Housing and Community Development		Our Schools Service and Catering department will raise awareness of Free School Meal entitlement and provide information to parents through Parent Pay and parents evenings.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will provide clothing grants for children at the start of primary and secondary school education.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will support families who are 'in work' poverty in individual cases through; debt / budgeting / benefits maximisation and fuel support.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will undertake a fuel poverty take up exercise with NEST (Welsh Government energy efficiency scheme).	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will look at the provision of additional support by reducing council tax for foster carers.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will complete additional support for reducing council tax for care leavers.	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will provide Financial Hardship support through a Council Tax Scheme	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Finance		We will provide Housing Support through a Discretionary Housing Payment Scheme	Remove	A new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Education		Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills	New	This new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Education		All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity.	New	This new objective has been introduced, which is aligned to the key focus of the report by the Children's Commissioner - A Charter for Change: Protecting Welsh Children from the Impact of Poverty.
Responsible Service	REFERENCE	CIP Measures		
Education		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).	Continue	
Education		Through increased challenge and support from the council, nine secondary schools will have above 20% of pupils with 5A* - A GCSEs (this was four schools in 2019), eight secondary schools above 22% pupils with 5A* - A GCSEs  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.	Change	Amendment to the achievement date, which is required as a result of COVID-19.
Education		By July 2021, attendance rates in secondary schools will increase from 94% (2018/19) to 95% and will increase in primary schools from 95.1% (2018/19) to 95.5%  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.	Change	Slight amendment to the wording and a change of date to reflect the impact of COVID-19.
Education		By July 2021, the number of pupils educated through the medium of Welsh in Year 1 will increase by 1% (2020/21). The total number of Year 1 Powys pupils in 2019/20 is 1293, of these 270 pupils in Year 1 are educated through the medium of Welsh (20.89%).  The number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year.	Change	Wording amended to reflect that the number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year. This measure will now support a 'Transforming Education' Transformation Project objective.
Education		By March 2022, all young people are able to access a counselling service within 4 weeks of making contact.	New	
Education		During 2020-2021 we will establish the satisfaction level of Head Teachers, regarding the ALN service. By September 2021 we improve the satisfaction level  In 2021-22 a baseline will be established so that we can work to decrease reports of service dissatisfaction from the public.	Change	This measure has been replaced to reflect the revised timeline for establishing a baseline and a new measure has been added to target improving satisfaction.
Education		Increase head teacher satisfaction with the quality of guidance and support provided to schools by March 2024	New	This measure clarifies the intention to improve head teacher satisfaction once a baseline (separate measure) has been established.
Education		By March 2021, all early years children will have access to 10 hours funded education in an Early Years setting within their cluster through a medium of their choice.	Remove	The provision of early years settings is now business as usual.
Children's Services		By March 2021, the number of families accessing the Incredible Years programme will increase from 50 in 2018/19 to 160	Remove	It is no longer appropriate to measure this school readiness indicator in this way due to the Powys school intake moving from 3 times a year to once every Sept. The Incredible Years programme continues to run but the training programme has been revised to reflect this change in process.
Education		By March 2021, the number of primary schools that are categorised as an overall condition standard of A and B will increase from 46 in 2019/20 to 49	Continue	
Education		By March 2021, 100% of Powys schools will have the digital infrastructure in place to enable learners, teachers and staff to embrace the digital learning options that improved Wi-Fi, broadband and improved speeds bring. (This measure will also be used to report progress against our Equality Objective 6).	Remove	This measure is targeted for achievement by 31 March 2021.
Education		By March 2021, the curriculum offer available to learners through the medium of English in Year 12 in Powys school sixth forms will improve. In 2019/2020 there were 177 courses across the county. Our target is 275 (based on the legislative requirement for all learners under the Learning and Skills Measure 2009).	Remove	This measure has been superseded by an update to Transforming Education.
Education		By March 2021, the curriculum offer available through the medium of Welsh to learners in Year 12 in Powys schools will improve. In 2019/2020 there were 18 courses across the county. Our target is 48 (based on a core offer of eight subjects)	Remove	This measure has been superseded by an update to Transforming Education.

WOD		By March 2021, the number of apprentices employed by the council will increase to 65 (at the end of 2018/19 the number of apprentices employed totalled 51).		
Education		<del>By March 2021, we will establish the perceptions of students on the quality of careers advice they receive and will aim to increase satisfaction thereafter.</del>	Remove	New measures will be introduced to better reflect post-March 2021 targets.
Education		<del>By March 2021, the percentage of all learning activities through the Powys Adult Community Learning Partnership will be maintained at 94% or above. (During 2018/19, 1460 learners benefitted from adult learning programmes)</del>	Remove	New measures will be introduced to better reflect post-March 2021 targets.
Education		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.	New	New measure introduced to demonstrate further education outcomes for Powys pupils.
Education		<del>By March 2021, the percentage of 16 years olds who are NOT in education, employment or training will be maintained below 2%.</del> By March 2025, the percentage of 16 years olds who are NOT in education, employment or training will be maintained below 2%.	Change	This measure has been moved to align to the new objective about routes to employability and further education, and the target date has been amended.
Education		By March 2025, we will establish 8 new all-age schools in the county.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience by:
Education		By March 2025, we will reduce the number of primary schools in the county by 20	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience by:
Education		By March 2022, all learners in Powys sixth forms will be offered a laptop to ensure they are digitally equipped to carry out their studies. (100% of incoming year 12 learners will be able to apply for a laptop. Uptake of the offer will be measured).	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience for post-16 learners by:
Education		Year on year, the number of learners continuing from year 11 into a Powys sixth form will increase by 2% (the baseline is 44% average retention).	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience for post-16 learners by:
Education		By May 2021, we will develop and <del>present</del> publish a new approach to sixth form provision in Powys.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience for post-16 learners by:
Education		By May 2021, we will engage with representatives from all Powys sixth forms about our plans to transform post-16 education in Powys.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve learner entitlement and experience for post-16 learners by:
Education		By March 2025, 6 schools will have moved along the language continuum	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve access to Welsh-medium provision across all key stages
Education		By March 2025, we will have established 2 new Welsh Medium provisions	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve access to Welsh-medium provision across all key stages
Education		The number of pupils educated through the medium of Welsh in Year 1 will increase by 1% year on year	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will improve access to Welsh-medium provision across all key stages
Education		By May 2021, the newly developed Early Intervention model will be well established across Powys and draft proposals will have been developed for the future of the four pre-school centres..	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By July 2021, nurture programmes will have been piloted and evaluated in at least one geographical area.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By May 2021, will have clear plans and feasibility studies to improve Pupil Referral Unit (PRU) accommodation.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By September 2021, we will have developed a satellite of one of the special schools.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By August 2021, we will have developed firm proposals for the future of the specialist centres.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By May 2021, we will have reviewed the current training offer and planned the training offer for 2021-2022 (academic year).	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By August 2022, 14 teachers in Powys should have completed a post-graduate diploma in an area of SEN/ALN.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By July 2022, schools will have begun converting all current Individual Educational Plans (IEPs) into Individual Development Plans (IDPs) using the electronic IDP system, and the Council will have begun converting all statements of Special Educational Need into IDPs using the electronic IDP system.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By March 2025, we will have increased the number of new school builds in 'condition A/B' in Powys by 8 schools.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: (21st Century Schools): We will implement our Strategy for Transforming Education in Powys 2020-30 by:
Education		By March 2025, we will have sought Welsh Government approval of another 4 Full Business Cases for new school builds.	New	This new measure supports the revised objective for: Transformation Project - Transforming Education: (21st Century Schools): We will implement our Strategy for Transforming Education in Powys 2020-30 by:
<b>Responsible Service</b>	<b>REFERENCE</b>	<b>SEP 5 Measures (By 2024, we will improve opportunities and outcomes for children living in poverty)</b>		
Education		<del>The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2020.</del> The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2023.	Change	Date amended to better reflect realistic target. This measure now supports the new objective 'Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills'.
Education		<del>The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2020.</del> The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2023.	Change	Date amended to better reflect realistic target. This measure now supports the new objective 'Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills'.
Education		<del>The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2020.</del> The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2023.	Change	Date amended to better reflect realistic target. This measure now supports the new objective 'Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills'.
Education		<del>The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2020.</del> The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2023.	Change	Date amended to better reflect realistic target. This measure now supports the new objective 'Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills'.
Education		By 2024, we will work with our schools to appropriately target the PDG and undertake an annual evaluation of the effectiveness / impact	New	Measure aligned to new objective (Effective use of the Pupil Development Grant (PDG) will result in improved literacy and numeracy skills).
Education		By March 2022, we will trial a programme of youth outreach and virtual support	New	New measure, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.

HCD		By 2024 we will increase the number of schools that participate in the School Holiday Enrichment Programme (SHEP)	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
HCD		Our Schools Service and Catering department will raise awareness of Free School Meal entitlement and provide information to parents through Parent Pay and engagement with parents.	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Education		By March 2023 we will ensure that the Welsh Government's Period Dignity programme is fully supported in all of our schools	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Education		By March 2023, we will ensure that our Governing Bodies give due consideration to the Statutory Guidance from Welsh Government on school uniform as affordability and financial impact on families is a key element	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		By March 2024, our Income and Awards department will identify children who are entitled to free school meals and target advice in order to encourage take up.	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		We will continue to provide PDG 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) *equipment for activities within the curriculum such as design and technology.	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		We will support families who are 'in work' poverty in individual cases through debt / budgeting / benefits optimisation and fuel support	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		We will undertake a fuel poverty take up exercise with NEST by March 2024	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		We will explore providing additional support by reducing council tax for foster carers	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		By March 2022, we will provide Financial Hardship support through a Council Tax scheme	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Finance		By 2022, we will provide Housing Support through a Discretionary Housing Payment Scheme	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Education		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)	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.
Education		By March 2022, we will trial a programme of youth outreach and virtual support	New	New measure, formerly an objective, aligned to new objective 'All children in Powys are able to attend school without the cost of attending leading to inequality of opportunity'.

	Powys County Council			
	2021 UPDATE to Vision 2025: Our Corporate Improvement Plan (2018-2023)			
	<b>Outlined below are proposed changes to the CIP Activities and Measures for April 2021 onwards.</b>			
<b>Residents and Communities: We will support our residents and communities</b>				
<b>What difference do we plan to make? (Outcomes)</b> • Powys communities are vibrant, resourceful and connected				
Responsible Service	REFERENCE	CIP Activity	Proposal	Reason for proposed changes
<b>Strengthen community development and resilience</b>				
HCD		<p>We will continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the 'Love Where You Live' tenancy sustainability strategy.</p> <p>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.</p>	Change	Amended wording to include the target date for improvement.
<b>Strengthen our relationship with residents and communities</b>				
HCD		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.	Continue	
<b>Safeguard and enhance the natural environment for residents and communities</b>				
HTR		<p>We will develop steps to actively maintain and enhance biodiversity when delivering our services and comply with our duties under Section 6 of the Environment (Wales) Act 2016.</p> <p>We will implement steps to actively maintain and enhance biodiversity when delivering our services, to comply with our duties under Section 6 of the Environment (Wales) Act 2016.</p>	Change	We have moved on from the stage 'Developing' to 'Implementing'
HTR		Meet Welsh Government recycling rates and contribute Towards Zero Waste outcomes; sustainable and prosperous society.	New	To reflect recycling as a priority
Digital		We will aim to become a zero carbon Council by 2030.	New	To support the Council's declaration of a Climate Emergency
<b>SEP OBJECTIVE 6 (By 2024, we will improve opportunities for our residents and communities to become more digitally including, enabling them to easily access the services they need and participate fully in everyday life.</b>				
Digital		Improve accessibility for our residents by providing training to our staff in how to make information more accessible and easier to view on our website	Remove	Objective achieved in 2020-21
Digital		Promote Powys's version of 'Ask Sara', an online self-help guide providing expert advice and information on products and equipment for older and disabled adults and children.	Remove	This objective has become business as usual.
Digital		Through the Hwb programme enable safe smart technology in schools and give pupils equitable access, through improved network infrastructure.	Continue	
Digital		<p>Inspire and encourage our local digital economy to use the transformative power of technology and encourage engineers and developers to build the next wave of inclusive technology for people with disabilities.</p> <p>By 2024, we will understand how to inspire and encourage our local digital economy to use the transformative power of technology and encourage engineers and developers to build the next wave of inclusive technology for people with disabilities, by research to understand the gap in provision.</p>	Change	The objective has been changed to be more specific around what will be achieved by 2024.
Digital		By March 2022, we will implement integrated telephony and web channels to improve accessibility and user experience when contacting the Council.	New	This is a new objective, to reflect the next steps following the engagement with residents (see row below).
Digital		Engage with our residents to understand how contact with the Council could be improved for those with accessibility issues where digital could be a barrier.	Remove	Objective achieved in 2020-21
Responsible Service	REFERENCE	CIP Measure	Proposal	Reason for proposed changes
HCD		<p>By March 2022, the levels of tenant satisfaction with the quality of their neighbourhood will be higher than in 2019/20. (Overall, 66% of respondents to the STAR survey were satisfied with services provided by the council's Housing Services).</p> <p>In the 2021-2022 STAR survey, overall tenant satisfaction with the housing services provided by the Council will exceed 75%, and in the 2023-24 survey the tenant satisfaction will increase to 81%.</p>	Change	To reflect the targeted satisfaction levels for the next survey.
HCD		<p>By March 2021: At least 2% more people will be physically active throughout Powys as a result of participating in the range of schemes on offer (there was an increase of 2% in 2018/19)</p> <p>At least 2% more people are physically active throughout Powys per year as a result of participating in the range of schemes on offer</p>	Change	Updated wording to better reflect yearly targets.
HCD		<p>By March 2021: Attendance at arts and cultural events; performances; exhibitions will be higher than in 2019/20 (this was 260,303 in 2018/19)</p> <p>Attendance at arts and cultural events; performances; exhibitions (including virtual)</p>	Change	Updated to better reflect the impact of COVID-19 and to target past 2021.
HCD		<p>By March 2021: Attendance (footfall) at libraries and museums (includes virtual visits for libraries) will be higher than in 2019/20.</p> <p>Attendance (footfall) at libraries and museums (includes virtual visits for libraries)</p>	Change	Updated to better reflect the impact of COVID-19 and to target past 2021.
HCD		<p>By March 2021: Participation in arts and cultural events; activities; workshops will be higher than in 2019/20 (this was 39,155 in 2018/19)</p> <p>Participation in arts &amp; cultural events; activities; workshops</p>	Change	Updated to better reflect the impact of COVID-19 and to target past 2021.

HCD		<del>By March 2021: Attendance at events and activities held in libraries, museums, festivals will be higher than in 2019/20 (this was 20,286 in 2018/19)</del>	Remove	Removed due to COVID-19 impacts.
HCD		<del>By March 2021: The percentage of pupils using the SHEP programme over the summer holidays will increase, benefiting their health and well-being (average attendance in the 2019 summer holidays was 64.6%</del> Increased number of pupils using the School Holiday Enrichment Programme (SHEP ) programme over the summer holidays which benefits their health & wellbeing	Change	Amended to target an increasing % past 2021.
PPPP		<del>By July 2020, council, partner and community needs will be identified.</del>	Remove	A decision has been made to remove the Brecon Place Based Project from the Transformation Programme and CIP.
PPPP		<del>By July 2020, office and front-line service accommodation requirements will be clearly defined.</del>	Remove	
PPPP		<del>By July 2020, a delivery programme will be prepared</del>	Remove	
HTR		By March 2022, we will prepare a greenspace improvement strategy for Housing Services owned sites.	New	Measure to support objective: 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). <b>(Replaces placeholder measure 'Our success measures will be developed as part of developing the Section 6 Plan.)</b>
HTR		The percentage of waste reused, recycled or composted, meeting the Welsh Government Statutory target.	New	New measure to support the new objective: Meet Welsh Government recycling rates and contribute Towards Zero Waste outcomes; sustainable and prosperous society.
<b>SEP MEASURES 6 (By 2024, we will improve opportunities for our residents and communities to become more digitally including, enabling them to easily access the services they need and participate fully in everyday life.</b>				
Digital		<del>By March 2021, 100% of Powys schools will have the digital infrastructure in place to enable learners, teachers and staff to embrace the digital learning options that improved Wi-Fi, broadband and improved speeds bring.</del> By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.	Change	The measure has been updated to reflect that the original measure will have been achieved by March 2021.
Adults		<del>The number of unique adult clients supported in their own home through assistive technology will be higher.</del>	Remove	The objective that this supported has been removed, as it is now business as usual.

	Powys County Council			
	2021 UPDATE to Vision 2025: Our Corporate Improvement Plan (2018-2023)			
	<b>Outlined below are proposed changes to the CIP Activities and Measures for April 2021 onwards.</b>			
<b>Making it Happen</b>				
<b>What difference do we plan to make? (Outcomes)</b> • Powys County Council is high performing and well run				
Responsible Service	REFERENCE	CIP Activity	Proposal	Reason for proposed changes
<b>Engagement and communication</b>				
T&C		We will implement our new digital engagement platform to enable residents to be heard and engage in ongoing communication and dialogue with our communities to inform decision making.  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.	Change	The New engagement platform has now been implemented, therefore the objective has been updated to better reflect the council's approach moving forward.
T&C		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.	New	
<b>Leadership and governance/ workforce</b>				
WOD		We will remodel our staffing structure to embed changes in culture. Workforce Futures: 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.	Change	Change the objective to better reflect the objectives in the Workforce Futures Project Plan.
<b>Changing how we work</b>				
Digital		We will review and re-design our services to ensure that they are more efficient and focus on our customers' requirements.  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.	Change	Change the wording of the objective to better align with the workstreams of the Digital Powys Strategy.
T&C		We will continue to embed a Performance Management and Quality Assurance Framework to ensure our decisions are underpinned by accurate information which is aligned to the council's vision and priorities.  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.	Change	Change the wording of the objective to better reflect the outcomes being sought.
T&C		The Local Authority Trading Company will explore the opportunities for greater income generation as well as a significant drive to reduce council expenditure on a case by case basis.	Remove	It is proposed that the Objective regarding the LATC is removed for April 2021 onwards as the company remains dormant at this time.
WOD		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.  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.	Change	Change the objective to align with the council's priorities around improving corporate health of the organisation.
Digital		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.	Continue	
Finance		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.	Continue	
Responsible Service	REFERENCE	CIP Measures	Proposal	Reason for proposed changes
T&C		By March 2021, the Powys Citizens Panel will be established on the 'My Powys Account'.	Remove	Measure achieved.
T&C		By March 2024, we will have undertaken a Residents Survey.	Remove	No current plans to undertake a residents survey, therefore recommend this is removed.
T&C		Number of engagement and consultation activities undertaken to engage residents and staff will be maintained.	Continue	
T&C		By March 2021, Microsoft Office 365 Welsh translation will be widely used by services as the main source for internal translation and first draft external translation.	Remove	Measure achieved.
T&C		By March 2021 we will have engaged residents and third sector partners using existing networks facilitated by Powys Association of Voluntary Organisations.	Remove	Measure achieved.
T&C		Number of positive news stories published in appropriate local media as result of proactive news release	New	
T&C		Percentage of media enquiries responded to within deadline	New	
WOD		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)	New	To support the new objective.
WOD		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)	New	To support the new objective.
WOD		Improvement in the number of employees who are proud to work for Powys County Council.	Continue	
WOD		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)	New	
WOD		Increased number of staff who report they know why they did what they did (this was 78% in 2019)	New	
WOD		Increased number of staff who report they enjoy their job (this was 79% in 2019)	New	
WOD		Reduction in the total number of working days/shifts per full time equivalent employee lost due to sickness absence (12-month cumulative).	Continue	

WOD		Increase in the percentage of staff who have completed an annual appraisal and the percentage of staff that have completed a 6-month review (at the end of December 2019, 51% of staff had completed an annual appraisal).  % of Staff Annual appraisals completed, including a discussion on values and behaviours	Change	Amended to focus on the percentage of completions.
WOD		Number of posts completing Mandatory Training as part of their role will increase to 80% by 2022.	New	
WOD		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).	New	
T&C		<del>By March 2021, the value of efficiencies identified through reviewing and re-designing our services will be greater than or equal to £250k.</del>  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 £783k by 2021/22 and £633k by 2022/23	Change	Amended to reflect the revised date and targets.
T&C		<del>By March 2021, customer satisfaction will improve in the services we have reviewed and re-designed.</del>  By March 2023, customer satisfaction will improve in the services we have reviewed and re-designed through digital solutions	Change	Amendment to the date.
Finance		<del>By March 2021, all council services will have a 3-year integrated business plan</del>	Remove	
		<del>By March 2021, there will be an increase in the proportion of positive assessments we receive from our external regulators (during 2018/19, 25 recommendations or proposals for improvement were received)</del>	Remove	
T&C		An increase in the percentage of CIP objectives delivered to plan	New	
T&C		Number of staff successfully completing the Strategic Planning and Performance Management Online Training.	New	
T&C		Increase the number of report views within the Power BI Service (a tool used by the council to report and assess data)	New	
T&C		By March 2021, the Local Authority Trading Company will have considered a minimum of four business cases, for potential development (e.g. housing) of council owned land.	Remove	It is proposed that the measure regarding the LATC is removed for April 2021 onwards as the company remains dormant at this time.
WOD		<del>By 31 May 2020 at least 80% of staff will have had an annual appraisal including a discussion on values and behaviours</del>	Remove	This measure was duplicated in the current plan.
WOD		<del>By 31 March 2021 a new behaviour competency framework will have been developed and will be used to evaluate staff performance in 2020-21.</del>	Remove	Measure achieved.
Digital		By March 2023, the number of automated processes available to our customers will have increased from 17 to 93.	Continue	
Digital		<del>By March 2023, the number of residents with a My Powys Account will have increased from 28,000 to 50,000.</del>	Continue	
Digital		By March 2023, the number of staff attaining digital core skills (bronze level) will reach 100%.	Remove	
Digital		By March 2023, the percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%.	Continue	
T&C		<del>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 to 72.</del>  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	Change	Increase the target as current target already achieved.
T&C		By March 2023, we will create the capability to share data with our partners where this can improve customer outcomes	Continue	
Digital		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 75%.	Continue	
Digital		By March 2022, all schools will have an environment to deliver blended learning (classroom and home based together) through digital technology.	New	
Finance		<del>By March 2021, the Council will be able to explain how much of the Council's net revenue budget is supporting the forty outcomes included in this plan</del>	Remove	
Finance		By March 2022, the Council will have integrated performance, finance and workforce ICT systems using Power BI	Continue	
Finance		By March 2023 the Council will have set an outcome-based budget for 2023-24  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	Change	