

Audit Committee

Meeting Venue
**Committee Room A - County Hall,
Llandrindod Wells, Powys**

Meeting Date
Friday, 2 February 2018

Meeting Time
10.00 am

For further information please contact
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County Hall
Llandrindod Wells
Powys
LD1 5LG

26 January 2018

AGENDA

1.	APOLOGIES
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To receive apologies for absence.

2.	DECLARATIONS OF INTEREST
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To receive declarations of interest from Members.

3.	DISCLOSURE OF PARTY WHIPS
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To receive disclosures of prohibited party whips which a Member has been given in relation to the meeting in accordance with Section 78(3) of the Local Government Measure 2011.

(NB: Members are reminded that under Section 78 Members having been given a prohibited party whip cannot vote on a matter before the Committee.)

4.	MINUTES
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To authorise the Chair to sign the minutes of the previous meeting.
(Pages 5 - 16)

5.	WAO GOVERNANCE REVIEW
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To consider progress against the Management Response to the WAO Governance Review.
(Pages 17 - 20)

6.	WAO - EDUCATION FINANCE - ACTION PLAN
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To consider the report of the Head of Financial Services.
(Pages 21 - 30)

7.	RISK REGISTER
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To consider the report of the Business Continuity and Risk Management Officer.
(Pages 31 - 52)

8.	CORPORATE TRACKER
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To consider the report of the Portfolio Holder for Finance.
(Pages 53 - 60)

9.	CAPITAL REPORT
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To consider the report of the Portfolio Holder for Finance.
(Pages 61 - 66)

10.	INTERNAL AUDIT
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To consider the Q3 Internal Audit Activity report.
(Pages 67 - 82)

11.	CLOSURE OF ACCOUNTS
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To consider the report of the Head of Financial Services.
(Pages 83 - 84)

12.	FSP SUMMARY REPORT
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To consider a scrutiny summary report.
(Pages 85 - 86)

13.	TREASURY MANAGEMENT
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To consider the responses to comments received from Members to the Treasury Management Q3 report which had been circulated to Members, prior to its consideration by Cabinet on 30 January 2018.
(Pages 87 - 88)

14.	JOINT CHAIRS AND VICE CHAIRS STEERING GROUP
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To receive the notes of meetings of the Joint Chairs and Vice Chairs Steering Group held on 10 October, 7 November, 5 December 2017 and 9 January 2018.
(Pages 89 - 110)

15.	SCRUTINY WORK PROGRAMME
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To consider the scrutiny work programme and whether any items should be considered for inclusion.

(Pages 111 - 114)

16.	CORRESPONDENCE
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To consider any items of correspondence which, in the opinion of the Chair, are of sufficient urgency to warrant consideration.

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MINUTES OF A MEETING OF THE AUDIT COMMITTEE HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON FRIDAY, 3 NOVEMBER 2017

PRESENT

County Councillors JG Morris (Chair), M Barnes, B Baynham, Mr J Brautigam, J Charlton, H Hulme K Laurie-Parry, M J Jones, WD Powell, R G Thomas, T J Van-Rees, A Williams, S L Williams and Mr J Brautigam

In attendance: County Councillors J M Williams, Vice Chair of Employment and Appeals Committee

Cabinet Portfolio Holders In Attendance: County Councillor A W Davies, Portfolio Holder for Finance

Officers: Jane Thomas, Head of Financial Services, Greg Thomas, Business Continuity and Risk Management Officer and Lorna Simpson, Acting Professional Lead – Human Resources Management and Development

Other Officers In Attendance: Messrs Phil Pugh and Anthony Veale, WAO and Mr Ian Halstead, Assistant Director, SWAP

1.	APOLOGIES
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Apologies for absence were received from County Councillors L George and GD Price.

The Chair extended the Committee's sympathies to the community of Llangammarch Wells following a devastating fire in which several members of one family lost their lives. The local County Councillor, County Councillor Van Rees paid tribute to the emergency services and staff of the County Council for their support during the emergency and its aftermath.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest.

3.	DECLARATIONS OF PARTY WHIPS
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There were no declarations of party whips

4.	MINUTES
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The Chair was authorised to sign the minutes of the last meeting, held on 22 September 2017, as a correct record.

Arising thereon:

It was noted that an error had been identified shortly after the meeting which required the Statement of Accounts to be changed. A valuation was found to be wrong and had been overstated by £1.8M. A review was undertaken and the Chair informed. The amount was not considered to be material and an adjustment was made. The WAO believed it to be a one off issue and sufficient checks were in place. The Letter of Representation will have to be revised to include a reference to an unadjusted misstatement.

The Committee had been advised that there had been a question raised by a local elector and that the WAO were in communication with that elector, but no response had been received at the time of the last meeting. Correspondence did continue and is ongoing. An opinion has been given but it has not been possible to certify the Accounts at 28 September as had been envisaged. The WAO are now seeking to conclude the matter and to certify the Accounts. However the Committee will need to reapprove the Statement of Accounts. The Committee were invited to consider whether they wished to reconvene or delegate authority to the Chair and Section 151 Officer to re-sign the accounts provided there were no further adjustments.

RESOLVED that the Chair and Section 151 Officer be given delegated authority to re-sign the Statement of Accounts provided there were no further adjustments.

5. BUDGET RECOVERY PLAN

Documents:

- Deficit Recovery Plan – Report of the Head of Financial Services

Discussion:

- Monthly monitoring reports are submitted to Cabinet which indicate projections at year end
- Savings are not accounted for until they have been achieved
- As the year progresses there is an expectation that the projected deficit will reduce as savings are achieved
- Increased overspends on Adult Social Care and, more recently, Children's Services have led to an increased projected overspend amounting to £6.3M at year end
- Unachieved savings account for 52% of this figure
- It is unlikely that all savings will be achieved. Some risk is inherent in savings and early monitoring is essential.

Funding the Gap

- A Management of Change Budget is in place to support transformational change. Within this budget, £600K is currently uncommitted. Whilst this balance could be frozen, it is necessary to assess whether this funding may be needed to ensure future savings delivery.
- Technical adjustments could be made. This may include using the capitalization directive to capitalize some transformational costs but this can only be achieved if there are sufficient capital receipts available within the year. During the current year, this amounts to

£329K but may rise to £700K by year end. Further investigations are ongoing.

- Management must prioritize delivery of savings
- Consideration must also be given to delaying spend (for example use Skype rather than travel, delay filling vacancies etc)
- The Minimum Reserves Policy (MRP) could provide one off savings but it would need to be demonstrated that this was prudent and sustainable going forward and in line with the requirements of the Future Generations and Wellbeing Act
- The Housing Revenue Account (HRA) balance is being reviewed – there must be no cross subsidisation with the General Fund, but it must also be affordable. The Portfolio Holder for Finance informed the Committee that this work would have been undertaken as a matter of course and it was essential that future savings are not put in jeopardy.
- Reserves – the use and projected use of reserves is to be reviewed
- Cabinet will be advised of ongoing work through the monthly budget monitoring report
- The Committee noted that the report indicated that Adult Social Care (ASC) was expected to deliver savings but were concerned that, given the track record of achieving savings in that service, that this was not realistic. The Head of Financial Services acknowledged that savings within Reablement amounting to £600K were at risk but others should be achieved. Unachieved savings currently amount to £900K.
- It was further noted that the service was running a projected £1.2M overspend and the Committee asked if this was continuing. The figure was based on commitments on the system and were liable to change particularly with winter approaching.
- If all savings identified with green or amber status within the sensitivity analysis were achieved, only £600K would be achieved. The majority of savings were identified as red and the Committee were concerned that these would not be achieved.
- The Committee considered that the Authority must take a firmer stance on savings targets
- Impact Assessments were currently being finalised as part of the budget process – the Portfolio Holder for Finance indicated that there would be more emphasis on deliverability and would welcome scrutiny by the Finance Scrutiny Panel. The system has continued to improve and it was disappointing that it was realised early in the financial year that some savings were not achievable.
- Members commented that the Improvement Plan for Children's Services had not been costed – the report was written at a time when costs had not been identified. The Head of Financial Services informed the Committee that a position on costs had now been established and would be presented to Cabinet when the Improvement Plan was due to be signed off on 14 November 2017. The Committee questioned whether the costs could be absorbed – costs in the current year are included in the Budget Recovery Plan but the position regarding the current deficit was not clear. The impact next year is likely to require an additional budget.
- The Portfolio Holder for Finance was asked how the reported £4M additional budget had been determined – he responded that this was an initial estimate but funding would be profiled over a number of

years. It was expected that costs would rise in the short term but be brought into control in the longer term. Looked After Children (LACs) showed the highest costs in Wales. It was his opinion that the main issue had been a lack of management and a focus on outcomes for children. Additional recruitment was needed but this was unlikely to occur before the final quarter.

- Concern was expressed that reserves could fall as low as £1.65M which was considerably less than a prudent level
- Reserves are not ring-fenced but projects have been identified. Political decisions will be required going forward
- The Committee were of the opinion that services must take ownership of their budgets and sought assurance that action would be taken. There was very little difference between the July and September reports to Cabinet and it was thought action was not being taken quickly enough.
- It was noted that full year packages for children were now included in the projections which had impacted upon the final figure. To date, only packages for six months had been included.
- The Committee had been concerned by the overspend during the previous financial year and noted that a Recovery Plan had been produced. Members asked what effect that Plan had had and whether it had been implemented. It was likely that ASC would be subject to an inspection early in the New Year. Work is currently ongoing to see what additional resources are required to enable the service to prepare for the inspection.
- A joint report had been produced by Audit Committee and the Adult Social Care Working Group earlier in the year which identified that one of the main drivers for the overspend had been on learning disabilities which was considerably higher than the Welsh average. A further investigation was to be carried out in the spring but the Committee were unaware of any findings. No savings were allocated to that area but there was the potential to save up to £9M if the Authority limited its expenditure in this area to the Welsh average. It was noted that it was difficult to unwind packages that were already in place.
- There was further concern that the projected overspend did not include recovery for Children's Services
- A report on absenteeism was to be considered later on the agenda but Members were concerned at the rising costs of absenteeism. A further concern was the cost of backfilling of posts in the absence of the Chief Executive.
- Scrutiny Chairs now attend the Strategic Overview Board and it is essential that Portfolio Holders are aware of the challenges and how to challenge their service areas. The Finance Scrutiny Panel has attempted to interview a number of Portfolio Holders, but to date, has not been wholly successful. However, the Portfolio Holder for Finance has attended regularly and robust discussions have taken place.
- Members were frustrated that whilst the document was well intended, action was needed. Greater clarity around monitoring was also requested.
- A Member asked whether monitoring of the situation should fall to SWAP but was advised that it was a management responsibility. The role of Internal Audit was to support and challenge the Council by

setting out a work plan which has been agreed by the Audit Committee. Work is about to start on auditing the ASC Recovery Plan.

- Members also raised the issue of capital projects being overspent but the Head of Financial Services explained that the capital budget was separate to the revenue budget. Costs for the running of the Brecon Cultural Hub, for example, were included in the revenue budget, but the overspend on the project was not.
- Members remained concerned regarding accountability and responsibility and agreed that a statement highlighting their concerns be sent to the Cabinet

(The Committee adjourned whilst a form of words for the statement be prepared for consideration by the Committee)

- There was to be a seminar at the end of November regarding budget plans
- Savings were becoming more difficult to achieve
- The Committee continue to press for a true understanding of the costs of running each service and that budgets should be reset accordingly

Outcome:

- **The following statement was agreed and would be sent to Cabinet for consideration alongside the Budget Recovery Plan on Tuesday 7 November 2017:**

The Audit Committee views with acute concern the Budget Recovery Plan to go before Cabinet on Tuesday 7 November. We call upon all Portfolio Holders to accept full responsibility for their department and exercise full control of departmental spending and identify all necessary savings in time to be considered by Members of the Council at the budget seminar at the end of November. All Portfolio Holders must agree to take full control of their departmental expenditure and immediately identify savings. The Audit Committee cannot accept that the level of general reserves should fall to the figure suggested in the paper under comment. We remain concerned that the Cabinet are not fully committed to achieving all possible savings.

The Audit Committee are of the view that an improving picture will not emerge in future papers and that it is essential that individual Portfolio Holders and the Leader accept the importance of implementing immediate measures and monitoring to reverse the critical situation that the Council is now in.

6.	ABSENTEEISM
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Documents:

- Report of the Acting Professional Lead – Human Resources Management and Development

Discussion:

- The Authority was in the top performing quartile in Wales for absenteeism
- Different organisations use different data in compiling their statistics and caution was urged when comparing data
- The Committee were concerned to note that the People Directorate had already reached 96% of the 2016/17 absenteeism rate, Resources directorate, 107% and there were significant increases in absenteeism in Schools
- Interventions were outlined in the report
- More detail is required and specific strategies developed. This would include an analysis of long and short term absences
- The Committee questioned whether policies in place were the correct ones and what was being done about significant increases in absences across the Council. It was noted that absenteeism had quadrupled in two years in Adult Social Care. Initially an in depth analysis will need to take place followed by a plan of action. HR was not resourced sufficiently to intensively monitor line managers' actions. Information would be shared with service areas in order to get the message across and emphasise that sickness absence must be managed. Costs will also need to be identified. Further training for managers would be needed.
- The Committee was informed that the Joint Director Workforce and Organisational Development would be returning to work with the Health Board and management of the HR service would fall to the Acting Strategic Director, Resources.
- The Chair and Vice Chair of the Employment Committee had been invited to attend Audit Committee for discussion of this item. The Chair informed Audit Committee that he had met with resistance from the department to engage with the Employment Committee and he requested that the department use the Employment Committee to help deal with this issue.
- Solutions need to be found and positive thinking encouraged to improve staff morale. The brunt of cutbacks had been felt at lower levels and it was recognised that staff need to feel valued.
- It was suggested that good practice could be shared with other organisations such as Dyfed Powys Police, who were also tackling an absenteeism issue, as well as with other authorities which have lower absenteeism rates.
- A considerable amount of work had been undertaken with regard to organisational culture but there remained more work that could be done. Children's Services would be one of the first areas to be tackled to improve leadership and management. The service were willing to work and liaise with any group or organisation, but constitutional issues would need to be considered
- The Chair reminded Members that the Audit Committee's main concern was the cost of absenteeism and he agreed to write to the Portfolio Holder and Acting Strategic Director to express concern at the dramatic increase in absenteeism. Employment Committee could perhaps establish a working group to consider the issue – the Constitution could be revised if this was necessary. It was further suggested that the Chair of Employment Committee should attend the Joint Chairs and Vice Chairs Steering Group.

County Councillor T Van Rees left the meeting at 12.35.

Outcomes:

- **The Chair to write to the Portfolio Holder for HR and Acting Strategic Director, Resources regarding the increase in absenteeism**
- **The Chair to pursue the matter of attendance by the Chair of Employment Committee at Joint Chairs and Vice Chairs Steering Group**

7. INTERNAL AUDIT

Documents:

- Internal Audit Activity 2017/18 – Q2

Discussion:

- The work programme had been based around core priorities which may need to be amended in light of the Cabinet's 2025 Vision
- 60% of work is either in draft or completed
- 40% contact has been initiated
- The Assistant Director reported that the client did not appear to be fully aware of the new relationship with SWAP
- A number of pieces of work have been stopped as positions have changed by the client. This will result in more work being compressed into the later part of the year.
- The Head of Financial Services informed the Committee that managers did not fully understand the role of SWAP
- Members asked whether the school inspection cycle influenced SWAP's work programme – this has been co-ordinated in the past but advance notice is required

Outcomes:

- **The report was noted**

8. CLOSURE OF ACCOUNTS

Documents:

- Report of the Head of Financial Services

Discussion:

- Preparation is underway for the closure of this year's accounts, bearing in mind the outcomes of the closure of last year's accounts
- The same approach will be taken
- Seminars regarding early closing are being held
- The WAO confirmed that they will continue to liaise with the Finance Team and workshops will be arranged between the two teams

Outcomes:

- **The report was noted**

9. TREASURY MANAGEMENT

Documents:

- Report of the Portfolio Holder for Finance

Discussion:

- A strategy is in place and the report, for information, detailed the current position

Outcome:

- **The report was noted**

10. RISK MANAGEMENT

Documents:

- Report of the Business Continuity and Risk Management Officer
- Heat Map
- Summary
- Risk Register
- Risk Assessment Matrix

Discussion:

- There were no major changes to the Risk Register
- Children's Services would be added following the inspection
- It was noted that the handover of landfill sites had now been reduced to a medium category following mitigation
- The Brecon Cultural Hub had been escalated following concerns over the budget
- Further training would be provided to Finance Scrutiny Panel Members on Impact Assessments
- Investigations into different software were taking place – this would allow Members to look at risks in real time
- Members were concerned that risks in Children's Services had not been picked up prior to the Inspection. This would be highlighted with all Heads of Service and Portfolio Holders
- The risks of the impact of Brexit were lower following controls being put in place for monitoring by Cabinet and Management Team
- The roll out of Universal Credit had been reduced to medium, but Members questioned whether this was correct given that roll out would not be complete until 2018 – the risk had been reduced due to recruitment of additional staff and more training
- The Chair noted that Children's Services had previously been reported as green and sought assurance that risks were being reported in other areas. How could evidence behind the risk rating be assessed?
- The Portfolio Holder was of the opinion that officers must be open embrace challenges and be aware of the risks

Outcomes:

- **The report was noted**

11. FINANCE SCRUTINY PANEL

Documents:

- Scrutiny Summary Report

Discussion:

- The Chair reported a delay in the budget being available for scrutiny
- The Portfolio Holder indicated that a Finance Resource Model (FRM) for each service was currently being prepared.
- The budget would be available by the end of the month for consideration

Outcome:

- **The summary was noted**

12. WORKING GROUPS

The Committee adjourned from 13.10 to 13.30

13. INTERNAL AUDIT WORKING GROUP

Documents;

- Scrutiny summary report

Discussion:

- Direct Payments had been considered by the Group on a number of occasions but assurances had been given that improvements were in place
- Business cases had not always been in place to support voluntary severances but new policies had been introduced
- There had been a lack of substance in determining some savings included within the MTFs – new protocols were in operation
- The Assistant Director was asked how items were included for consideration by the Group – any internal audit which was given a low or partial assurance would be considered by the Group

Outcome:

- **The summary report was noted**

26.1. Joint Working Group - Financial Viability of Schools

Documents:

- Interim report on the financial viability of schools

Discussion:

- The joint working group between Audit Committee and Education Scrutiny Group had finalised the report and sought Audit Committee's comments and approval to submit the report to Cabinet

- The Group had commenced work following receipt of the WAO review and had discussed issues with a wide range of parties
- The report was an interim one until such time as the direction of travel was clarified
- It was unlikely that total funding would be increased and the Group were of the opinion that structural change was the only option
- The Group criticized the unwillingness to intervene in schools with consistent, large deficits
- Despite there being more challenge to schools, some were not improving
- A new Director was in post and was seen to be dealing more actively with schools and more control was likely
- There would be no alternative but to replace governors in some instances
- Some schools were finding difficulty in forward planning
- The Funding Formula is key – a fundamental review had been promised but it was disappointing that this had been delayed
- Some schools had made difficult decisions and are critical of those which have not
- It was noted that a policy was going to Cabinet on 7 November but Members were of the opinion that a more radical approach was required – the paper submitted did not meet the issues raised by the WAO review
- The Authority has submitted a bid for Bursar Support

Outcomes:

- **The report be submitted to Cabinet**

14. JOINT CHAIRS AND VICE CHAIRS STEERING GROUP
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Documents

- Notes of a meeting of the Joint Chairs and Vice Chair's Steering Group held on 19 September 2017

Discussion:

- A revised work programme had been discussed
- It was noted that an issue had been raised which was to be reported to the Public Service Board. However, Members had been denied access to those documents and it was unclear whether the issue had been raised. The Leader had also been contacted and no response received.
- The Committee believed scrutiny was inadequate
- There was a lack of communication between Portfolio Holders and Councillors

Outcomes:

- **The notes be received**

15. WORK PROGRAMME

16.	CORRESPONDENCE
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A copy of a letter from the Minister for Education regarding schools' reserves was circulated to the Committee.

County Councillor JG Morris (Chair)

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WAO Review of Governance Action Plan 20/10/2017

Ref	Proposal for Improvement	Intended outcome / benefit	High priority (yes/no)	Accepted (yes/no)	Actions identified (Management response)	Start date	Completion date	Action Owner (Responsible officer)	Dependencies	Notes on actions taken	BRAG status
P1	Reviewing the current remit and role of the Cabinet to enable it to focus on the Council's key priorities and significant service changes.	Cabinet is more efficient in focusing on the key priority areas of the Council. <i>G3 The agenda for cabinet meetings focuses on the strategic issues facing the Council and the supporting reports contain scrutiny recommendations thus negating the need for Scrutiny Chairs and Group Leaders to address the cabinet. This will create a more effective governance process at Cabinet meetings.</i>	Yes	Yes	<i>G3 Amend Council Constitution to support strategic decision making by Cabinet and Pre-Scrutiny</i>	01/02/2017	07/03/2017	<i>Democratic Services Committee / Cabinet / Joint Chairs (Clive Pinney / Steve Boyd / Wyn Richards)</i>		The Constitution was changed on 7 th March 2017 to remove the right of group leaders and scrutiny chairs to speak on all matters on a Cabinet Agenda. In future group leaders have no right to speak, and scrutiny chairs can only speak if their scrutiny committee has actually scrutinised the matter.  Cabinet.pdf Chairs of Scrutiny Panels A and B appointed and both have held their first meetings. Training provided 19/06/2017.	Blue
		<i>G6 Elected members understand their respective executive and scrutiny roles with cabinet portfolio holders understanding their remit and relationship with officers of the Council. Officers of the Council fully understand the role of the cabinet as a strategic decision making body and the need for objective pre-scrutiny of key decisions and objective enquiry and challenge of performance and decision making. Elected members understand and respect their respective roles, the roles of officers and the chairing of meetings</i>			<i>G6 Produce and implement a development programme to improve strategic decision making, scrutiny and inter-member working.</i>	18/05/2017	Autumn 2017	<i>Jeremy Patterson / Clive Pinney</i>	Political willingness	Member Development is required to focus the new cabinet on their need to focus on key priorities and significant service changes. Discussions have already taken place with Hay for the delivery of such training. The training will also focus on the relationship between Cabinet and scrutiny. Induction processes started. Will need to continuously monitor as we go through the process, to identify any developmental needs.	
		<i>The authority is able to measure the impact of delegated decisions on cabinet capacity through KPIs (Number of reports received / Number of reports that went to delegated decision / Number of reports that went through Cabinet)</i>			<i>Monthly report to be presented to Management team outlining the number of reports for delegated decision.</i>	01/03/2017	Ongoing	Clive Pinney	Political willingness	Increased emphasis on the use of delegated decisions instead of cabinet reports for relatively unimportant matters. First report to be presented in July, capturing the previous 12 months to provide a baseline.	Green
		<i>G5 Cabinet working groups are informed by and consider comment and feedback from scrutiny and audit.</i>			<i>G5 Cabinet and Joint Chairs to review working and terms of reference of Strategic Overview Board.</i>		28/02/2017	<i>Cabinet / Joint Chairs (David Powell / Clive Pinney)</i>			Blue
		<i>G5 Cabinet and Joint Chairs to review working and terms of reference of</i>			Autumn 2017	<i>Cabinet / Joint Chairs</i>		Report to be produced and submitted to C&P Board for decision on 26 th September 2017.	Green		

Ref	Proposal for Improvement	Intended outcome / benefit	High priority (yes/no)	Accepted (yes/no)	Actions identified (Management response)	Start date	Completion date	Action Owner (Responsible officer)	Dependencies	Notes on actions taken	BRAG status
					<i>Corporate Commissioning and Procurement Board.</i>			<i>(David Powell / Clive Pinney)</i>			
P2	Clarifying and strengthening the role of scrutiny committees in considering service change.	Scrutiny Committees have a clearly defined role and an opportunity to challenge and scrutinise service change proposals. <i>G4 Ensure that there is objective pre-scrutiny of the commissioning decisions relating to Highways, Transport and Recycling</i>	Yes	Yes	<i>G4 Pre-Scrutiny of major decisions – increase the use of pre-scrutiny, particularly on strategic items. To be identified by Joint Chairs in consultation with Senior Officers.</i>	01/03/2017	Review January 2018	<i>Chair of Place Scrutiny Committee / Clive Pinney</i>	Full and updated Cabinet Forward Work Programme.	Increased emphasis on pre-scrutiny beginning to take shape. Engagement with HoS. Review success of this in January 2018. At Joint Chairs they are considering the Cabinet work programme and the delegated decision work programme, and deciding which items require pre-scrutiny. Where there is insufficient capacity, scrutiny will decide what remains on the programme / what takes priority.	
		<i>See G6</i>			<i>Access scrutiny expertise from other organisations where required, and use this as a learning process. Identify Scrutiny topics where external support would be useful.</i>	01/03/2017	Ongoing requirement	<i>Wyn Richards</i>	Availability of additional resource	Consideration of additional external support for scrutiny committees in complex areas / matters. Initial discussions held with CfPS. Completed once (HTR Project). Feedback from Scrutiny Members was excellent.	
		<i>G7 The Council is informed as to the resources and capabilities required to ensure effective decision making, and to develop scrutiny so that it makes an effective contribution to corporate governance.</i>			<i>See G6</i>	18/05/2017	Autumn 2017	<i>Jeremy Patterson / Clive Pinney</i>		Member Development is required to focus Scrutiny Members of their role and their relationship with Cabinet. Discussions have already taken place with Hay for the delivery of such training.	
					<i>G7 Review the current resources and capabilities supporting scrutiny, democratic services and performance management.</i>	01/04/2017	21/07/2017	<i>Wyn Richards</i>		Research into best practice elsewhere. Have made contact with CfPS. Visit to another LA. Review completed in September 2017. Awaiting formal decision on funding to recruit additional scrutiny resource.	
P3	Aligning Cabinet and Scrutiny work programmes to include details of forthcoming service change proposals and making them easily accessible on the Council's website.	To maximise the role of Cabinet and Scrutiny committees and to improve transparency. <i>G2 The Cabinet Work Programme contains sufficient detail and clarity that enables the Organisation to meet the principles of good governance by demonstrating robust scrutiny of key decisions.</i>	Yes	Yes	<i>G2a Review and develop the Cabinet Work Programme</i>	01/03/2017	Ongoing	<i>Clive Pinney / Steve Boyd / Wyn Richards</i>		The need for at least a Cabinet forward work programme is constantly being re-emphasised by officers and the Leader. Portfolio Holders are prompted at every meeting to keep the work programme up to date. Scrutiny Manager attending DMT meetings to keep their work programmes up to date.	
					<i>G2b Review and develop the Scrutiny Work Programme</i>	01/03/2017	Complete			Joint Chairs of Scrutiny now meet once a month to consider the cabinet Forward Work programme and to decide the matters that need to be scrutinised. Reviewed for new Council. Will be developed on an ongoing basis.	
					The scrutiny work programme will be placed on the website asap	01/04/2017	31/08/2017			To be published on the public website by the end of August.	
P4	Improving the quality of information and options appraisals provided to Members to enable them to consider the strategic implications of the proposed service changes.	Members make informed decisions based on availability of comprehensive options appraisals.	Yes	Yes	Improve the quality of the data provided to ensure well-informed business cases and robust options appraisals, by the provision of additional training for Finance Business Partners and relevant BPU and BI staff.		TBC	<i>Jane Thomas / Mark Evans / Andrew Durant</i>			
					Identify a provider for Data Analysis Training, and arrange training		September 2017	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	
					Improve Project Management Training – further element required to enable analysis of the data for use in Business Cases.		March 2018	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	
					Identify a provider to deliver training to HoS on Options Appraisals		September 2017	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	
					Provide training sessions on Options Appraisals		December 2017	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	
					Develop clear guidance and Project Management Methodology and Toolkit which is easily accessible on the Intranet.		TBC	Yvonne Owen-Newns		Commissioning Toolkit available on the Intranet. Transformation Office Strategic Development Plan currently being produced which incorporates this action.	

Ref	Proposal for Improvement	Intended outcome / benefit	High priority (yes/no)	Accepted (yes/no)	Actions identified (Management response)	Start date	Completion date	Action Owner (Responsible officer)	Dependencies	Notes on actions taken	BRAG status
					Greater emphasis on the need for information and options appraisals to be written in language that can be more easily understood. Adoption of Executive Summaries where it is appropriate to do so.						
					Improve Member understanding at both decision making level and Scrutiny level, to understand and challenge the appraisal methodology and the evidence provided.		March 2018	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	
					Improve the pre-scrutiny of robust option appraisals - see G4	01/03/2017	Ongoing requirement				
		<i>F1 Medium Term Financial Strategy is supported by effective planning and project management.</i>			<i>F1 Effective savings plans for all MTFS commitments.</i>		In place	David Powell / Jane Thomas			
P5	Clarify delegated authorities, particularly for significant service changes so that decisions are transparent and accountability for them is clear.	To improve transparency and accountability.	Yes	Yes	A review of the current system of delegation and the recording of decision is being undertaken and thereafter a new / amended regime will be put in place with a view to ensuring greater transparency.	01/02/2017	October December 2017	Clive Pinney / Debby Jones		Review of priorities means that this will be delivered later than anticipated.	
					The need to provide a written record of each decision (and the reason for the decision) in matters where there is significant service provision change is being re-emphasised.		Ongoing	Clive Pinney		Review of priorities means that this will be delivered later than anticipated.	
P6	Strengthening arrangements for monitoring the impact of service changes including explicitly setting out at the point of decision what will be monitored, where this will be monitored and who will be responsible for doing so.	To strengthen and improve the transparency of impact monitoring arrangements to facilitate a greater understanding of the impact of service changes.	Yes	Yes	This is aligned with the actions under P4 above. A new report template is being developed to indicate where scrutiny of a report has been undertaken and an additional section will be added to the template to ensure that the issue of monitoring the impact of service changes and identify is addressed on the face of reports and to identify the person responsible for undertaking the monitoring and the timescale in which such monitoring should take place. The agreed monitoring regime will automatically feed into the cabinet forward work programme.	01/02/2017	30/06/2017	Steve Boyd		Cabinet report template reviewed and updated. Need to update template again to include review date.	
							30/06/2017	Steve Boyd		Review date tracker to be created.	

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CYNGOR SIR POWYS COUNTY COUNCIL.

AUDIT COMMITTEE

2nd February 2018

REPORT AUTHOR: Jane Thomas, Acting S151 and Head of Financial Services

SUBJECT: WAO Review of Education Finance Update

REPORT FOR: Information

1. Summary

1.1 In May 2017, Wales Audit Office presented their findings on an audit on that set out to answer the question:

‘Is the availability and quality of advice adequate to support the Council and its schools in managing education budgets?’

1.2 This report provides an update on the action plan that was completed on the conclusion of the review.

2. Action Plan Update

2.1 The review concluded that schools and councillors receive improved advice and support about the management of schools’ budgets, but the Council faces challenges in achieving the pace to deliver an affordable, sustainable education service. The conclusions were reached because:

- the monitoring of schools’ delegated budgets, and the support and challenge provided to schools when setting their budgets, are improving in most respects;
- But the Council faces major challenges in achieving the pace that will deliver an affordable and sustainable education service and halt the projected substantial decline in schools’ financial health.

2.2 The action plan update at Appendix A confirms many actions are in progress and on track, but due to the Schools Finance Manager vacancy we have not had sufficient resource to progress some actions as far as expected. That said, in recent weeks we have appointed a part time lead to undertake the Schools Formula Review. This will ensure that the review is completed on plan with full engagement from all stakeholders.

2.3 Quarterly reports will be provided to provide assurance that these items are being delivered.

Appendix A – Action Plan Update

WAO Proposal		Responsible Officer	Actions		Deadline for Action	Updates	RAG and Update
P1	In order to provide the necessary challenge to secondary schools with regard to their financial planning, the Council should ensure that it has the capacity to analyse and evaluate schools' curricular planning.	Head of Schools / Secondary Challenge Advisors / Schools Finance Team	A1a	To develop and agree a curriculum planning model to be used in each sector	31/12/2017 This action will now concluded in 2 stages – May 18 (for budgets) and December 18 for the formula	A Formula Funding expert is working two days a week to ensure a new formula is implemented for the next financial year, curriculum planning and need will be built into this review, and engagement with secondary's conducted alongside. In addition 2018/19 budget discussions about ensuring balance budgets are due to take place with Finance, schools and education leads in February	
P2	The Council should work with schools to explore means of improving the efficiency and effectiveness with which schools procure goods and services.	Interim Professional Lead Commercial Services and Head of Education	A2a	Analyse the spend data we have for 2016/17 to identify high expenditure areas. Look for buying patterns so that expenditure can be aggregated. Look for significant spend with a supplier. E.g. Supply Teacher Insurance	31/12/2017	Supply Teacher Insurance - Project set up to work with Pembrokeshire and use the insurance scheme they manage. Data analysis – discussions taking place to have this proposal in place for the new financial year	Stage 2 27/7/18

		Interim Professional Lead Commercial Services	A2b	Encourage the use of existing Corporate Contracts	On going	Encouraged use of Corporate Purchase cards to reduce overheads associated with purchase orders, finance have attended many schools to support the introduction of the cards	
		Interim Professional Lead Commercial Services	A2c	Improve Contract Management – a Schools Service Contract Manager is being recruited.	31/10/2017	The post of contract monitoring officer has now been filled	
		Interim Professional Lead Commercial Services	A2d	Review Contract options	31/03/2018	Further work on contract analysis needed with the monitoring officer	
		Interim Professional Lead Commercial Services	A2e	Establish Corporate contracts where none exist.	On going	Range of contracts in place but CST currently exploring additional contracts matched to spend data	
		Interim Professional Lead Commercial Services	A2f	Provide support and training for schools including strategic forward planning for purchasing e.g. ICT	31/03/2018	Schools ICT Governance meet regularly, the group includes representatives from ICT, Schools Service and CST.	

P3	In order to further embed resource management as a key component of school improvement, the Council should agree with schools: a consistent template for recording key financial information within School Development Plans; and a system whereby schools' financial health might be assessed and reported annually.	School Finance Manager / Senior Challenge Advisors	A3a	Schools finance to meet with challenge advisors to review current information recorded in School Development Plans and develop a new template for recording key financial information which is consistent across all schools	31/01/2018	Meeting to be held with Senior Challenge Advisors to review February Half Term	28/02/2018
		School Finance Manager / Senior Challenge Advisors	A3b	Communicate with schools to ensure they are aware of the new template and the requirements for completion and inclusion within the school development plans	30/05/2018	Follows on from 3a	
		School Finance Manager / Senior	A3c	Implement requirement for all schools to include new financial template within their	01/09/2018	Follows on 3a	

		Challenge Advisors		School Development Plans			
		School Finance Manager	A3d	Review current reporting of school balances to allow comparison of individual schools planned and actual balances to enable an assessment of financial health	31/12/2017	Clawback to be reviewed each year. School balances to be presented to Schools Service Management team in order to escalate school balance changes. But needs to be a more timely approach established so we have a clear flowchart and schools understand the implications.	Revised deadline to improve processes 31/3/18
		School Finance Manager / Senior Challenge Advisors / Schools HR	A3e	Termly meeting with Schools Finance Team, Challenge Advisors and Schools HR Team to discuss and review schools. Monthly one to one meetings with HR Team and Finance Team to discuss individual schools	01/09/2017	First meeting held in Autumn Term. Next meeting 8th March after financial meetings taken place	
		School Finance Manager	A3f	Secondary school benchmarking has been carried out and will enable schools to draw comparisons on spend with other similar schools across Powys and Wales	31/10/2017	Secondary schools now have access to this completed benchmarking, but this information and analysis needs to be circulated to a wider audience	

		School Finance Manager	A3g	Further develop the benchmarking of primary schools financial information to enable schools to draw comparisons on spend with other similar schools across Powys	31/02/2018	The schools finance manager vacancy has meant a delay in delivering this action	
		School Finance Manager	A3h	Further develop the benchmarking of primary schools financial information to enable schools to draw comparisons on spend with other similar schools across Wales	31/10/2018	Discuss at ADEW finance in line with secondary system in place across wales	
P4	In order to improve its clarity and transparency, the Council should review its Service Level Agreement with schools for Financial Services, ensuring that the optional element includes only those services that are not statutory functions of the Council.	Schools Finance Manager	A4a	Review the current Service Level Agreement that is in place that was developed with schools and make necessary changes to ensure that statutory functions are not included in the optional elements of the Service Level Agreement	30/11/2017 Revised date agreed by schools and officers	Review to start during 2018/19 with a view to implement from April 19. Current SLA's carried forward 12 months.	30/11/2018

		Schools Finance Manager	A4b	Consult with Schools on changes to the Service Level Agreement	31/01/2018	n/a yet	31/01/2019
		Schools Finance Manager	A4c	Implement new Service Level Agreement	31/03/2018	n/a yet	01/04/2019
P5	In order to ensure a common understanding of financial data, the Council should ensure that data reported to members is consistent with that reported to Welsh Government, and that any necessary variance between the two sets is fully explained.	School Finance Manager	A5a	Review data presented to Cabinet in Finance Reports in respect of reporting loans to ensure that figures presented in reports can be easily reconciled and understood compared to figures reported to Welsh Government	30/11/2017	Actioned - The reports circulated to Schools Service senior management team and Cabinet include the breakdown of the tables showing the schools delegated balances with loans/other items listed also underneath which is consistent with the overall reporting tables used in the summary of the report. This ensures a more consistent approach.	

P6	<p>In order to achieve an affordable and adequately resourced school system, the Council should increase the pace and scale of change in implementing its Schools Organisation Policy, 'Planning Education Provision'. In particular, the Council should work with partners inside and outside Wales to ensure that learners aged 16-19 are able to access a suitable curriculum in the language of their choice.</p>	<p>Director of Education / Head of Schools / Senior Manager Schools Transformation</p>	A6a	<p>To undertake a Transformation seminar with Cabinet to agree work programme, to review options for the recommissioning of post 16 education and to implement a work programme arising from A1a</p>	12/10/2017	<p>A seminar took place with Cabinet in October to outline the issues facing education in Powys. A new draft Schools Policy has been developed – Plans for Powys Schools – Vision 2025 – and this was approved by Cabinet in November. It is currently out for public consultation until the January 31st 2018. A final version of the Policy along with consultation comments will be considered by Cabinet in March, and, if approved, the Policy will be implemented from 1st April 2018.</p>	Revised completion date
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		Director of Education / Head of Schools / Senior Manager Schools Transformation	A6b	Commence planning and implementation	01/11/2017	A Work Programme will also be considered by Cabinet in March which will outline the key projects for developing the schools infrastructure for the next 3 years. A Post-16 Review has been underway, with head teachers and officers considering alternative funding and partnership models. This Review will conclude in the spring, for implementation from September 2019.	Revised target dates agreed
		Director of Education / Head of Schools / Senior Manager Schools Transformation	A6c	Commence new delivery model	01/08/2018	n/a yet	

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CYNGOR SIR POWYS COUNTY COUNCIL

AUDIT COMMITTEE

2nd February 2018

REPORT AUTHOR: Greg Thomas, Business Continuity & Risk Management Officer

SUBJECT: Update Report on Risk Management (Quarter 2 2017/18)

REPORT FOR: Information

1.0 Summary

1.1 An update has been requested by the Audit Committee on Risk Management and Business Continuity within the Council, following a report to the Committee on 3rd November 2017.

1.2 This report outlines the position statement for Risk Management and Business Continuity within the Council, and progress made since the last committee.

2.0 Background

2.1 The Council is in a process of continuously improving and updating its approach to risk management, to help better understand and manage the risks which it is facing, and to increase the likelihood of achieving objectives. Risk management is a core management discipline that supports organisational delivery. The risks that the organisation faces are changing all the time, so the art of good risk management is to combine planning for what we know might happen, with preparation for unknown situations, and to safeguard the organisation and in turn make it more resilient.

2.2 A process of implementing risk management in service and directorate management teams has been implemented over the last three years, to review and update service and corporate risks, and to ensure that control measures are identified. The risk registers are now reviewed and updated quarterly to ensure that they are dynamic and remain up-to-date. Risk registers are regularly reported to Portfolio Holders, Management Team and Strategic Overview Board.

3.0 Risk Management

3.1 Progress

3.1.1 The Cabinet continues to view the corporate risk register on a quarterly basis via the Strategic Overview Board, and the Leader is updated on the progress of risk management on a monthly basis, as part of her role as Portfolio Holder

for Risk Management. Risk Management is now a recognised component of the decision making process.

- 3.1.2 Since the last reporting period Greg Thomas has been appointed to the role of Business Continuity and Risk Management Officer, whilst Caroline Evans is on secondment.
- 3.1.3 South West Audit Partnership (SWAP) are currently undertaking an internal audit into risk management arrangements in Powys County Council. Recommendations from this audit will be taken on board in order to further develop the approach of Powys County Council to risk management.
- 3.1.4 Following the publication of the final report from SWAP an action plan will be produced to renew risk management in Powys County Council. Subject to the recommendations of the audit, it is anticipated that an integrated toolkit approach to risk management will be adopted (similar to what is used in other local authorities).
- 3.1.5 Alongside this change in strategy, it is hoped that Powys County Council will procure JCAD Core (an electronic risk management system). This will be more efficient, allow for easier escalation of risk, and reduce the possibility of human error. Furthermore reporting will be more efficient, allowing members to and officers to access up to date, live information at the touch of a button.

3.2 **Current Position**

- 3.2.1 The following changes have been made to the Corporate Risk Register in the current reporting period: -
 - i. **CR16 – The impact on the Council as a result of Brexit.**
Following the recommendation of Audit Committee and discussion with the Leader, given the continuing uncertainty of Britain’s future relationship with the European Union, the residual risk has been raised to high.
- 3.2.2 The following have been removed from the Corporate Risk Register in the current reporting period: -
 - i. **CR4 – Failure to deliver on the One Powys Plan.**
Due to the One Powys Plan coming to an end of its lifecycle, the risk has been closed on the ICT and Programme Office Service Risk Register and therefore has been removed on the Corporate Risk Register.
 - ii. **SS1 – Non delivery of the Schools Transformation Programme, risk of legal challenge to consultation process which will impact on the 21st Century Capital Programme.**
Given the progress of this project, the risk of legal challenge has diminished, and the risk closed on the Schools Service Risk Register. Therefore it has also been removed on the Corporate Risk Register.
- 3.2.3 The following risks have been added/raised to the Corporate Risk Register in the current reporting period: -

- i. **CR18 – (1) Ability of Adult Social Care to meet the £2.2m savings target for 2017/18 (2) Addressing the Adult Social Care deficit in the FRM for 2018/19.** Given the potential implications to the authority of a budget overspend, this has been raised to the Corporate Risk Register.
- ii. **HTR4 – To provide safe highways assets and structures as far as reasonably practical.** Due to the potential of breaching statutory duties, financial, and reputational risk, Cllr Fitzpatrick has asked for this to be raised to the Corporate Risk Register.
- iii. **CS4 – Develop structure to respond to CSSIW report.** Owing to the impact that the response to the CSSIW report is likely to have on the wider Authority this has been placed on the Children’s Service Risk Register and Corporate Risk Level Risk Register.
- iv. **CS5 – Not having sufficient foster or respite placements.** As a result of the CSSIW report, this has been identified as a key risk to Children’s Services, and therefore the wider authority. As such it has been raised to the Corporate Risk Register.

3.2.4 Full detail of the risks and the mitigation identified to control the risks is included in the attached Heat Map, Risk Summary, and Risk Register.

3.3 Further Work

3.3.1 Engagement with SMTs and DMTs will continue, to further embed the risk management process throughout the Council. Services will review their risks ongoing on a quarterly basis, and will report this information at the Quarterly Performance Review meetings, as well as to Strategic Overview Board.

3.3.2 The Business Continuity & Risk Management Officer will continue to meet with the Leader on a monthly basis to ensure that the corporate risk register remains up-to-date with the appropriate mitigating controls identified.

3.3.3 Risk Management training will be developed following the conclusion of the audit by SWAP and will be delivered to Members, with initial focus on Cabinet and Audit Committee.

4.0 Business Continuity Management (BCM)

4.1 Current Position

4.1.1 The BCM Group has been established having not met since January 2017. The Group is a forum which enables BCM Champions to interact and share knowledge, as well as identifying any inter-dependencies.

4.1.2 The inclement weather event of December 2017 identified a number of business continuity issues, which are now being addressed.

4.1.3 All Service Areas have been asked to review their plans by Friday 30th March 2018.

4.2 Further Work

4.2.1 Discussions are underway with the Schools Service to develop a framework for business continuity for individual schools. This is not a statutory obligation, but is considered best practice by many local authorities.

4.2.2 A quality assurance is to be developed for Service Business Continuity Plans.

4.2.3 The possibility of a public facing webpage will be investigated to ensure that we are meeting all aspects of the Civil Contingencies Act (2004).

4.2.4 The Corporate Business Continuity Plan is to be fully reviewed.

5.0 **Impact Assessments**

5.1 As the budget setting process is coming to its conclusion, the Impact Assessment process will be reviewed, it is likely that the process will be changed to streamline the review process, and to include a new online, cloud based form using Sharepoint.

5.2 Following the 2017/18 budget setting process the IA Project Team reviewed the IA template and made changes according to the latest legislation, as well as user feedback. One of the changes made was to incorporate the Savings Delivery Plan Template, which was introduced at last year's budget. This removed any unnecessary duplication and reduced workload for the services, as well as ensuring that the required information in respect of each saving is received from services.

Statutory Officers

7.1 The Strategic Director, Resources (S151 Officer) has made the following comment:

7.2 The Solicitor to the Council (Monitoring Officer) has commented as follows:

8.0 **Future Status of the Report**

8.1 Not applicable

Recommendation:	Reason for Recommendation:
That the Audit Committee notes the progress being made by the Business Continuity & Risk Management Officer in increasing awareness of Risk Management and BCM throughout the organisation.	To ensure the adequate management of risk, and safeguard the Council.

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	Not Applicable
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Person(s) To Implement Decision:	
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Date By When Decision To Be Implemented:	
---	--

Contact Officer Name:	Tel:	Fax:	Email:
Greg Thomas	01597 82 6149		greg.thomas2@powys.gov.uk

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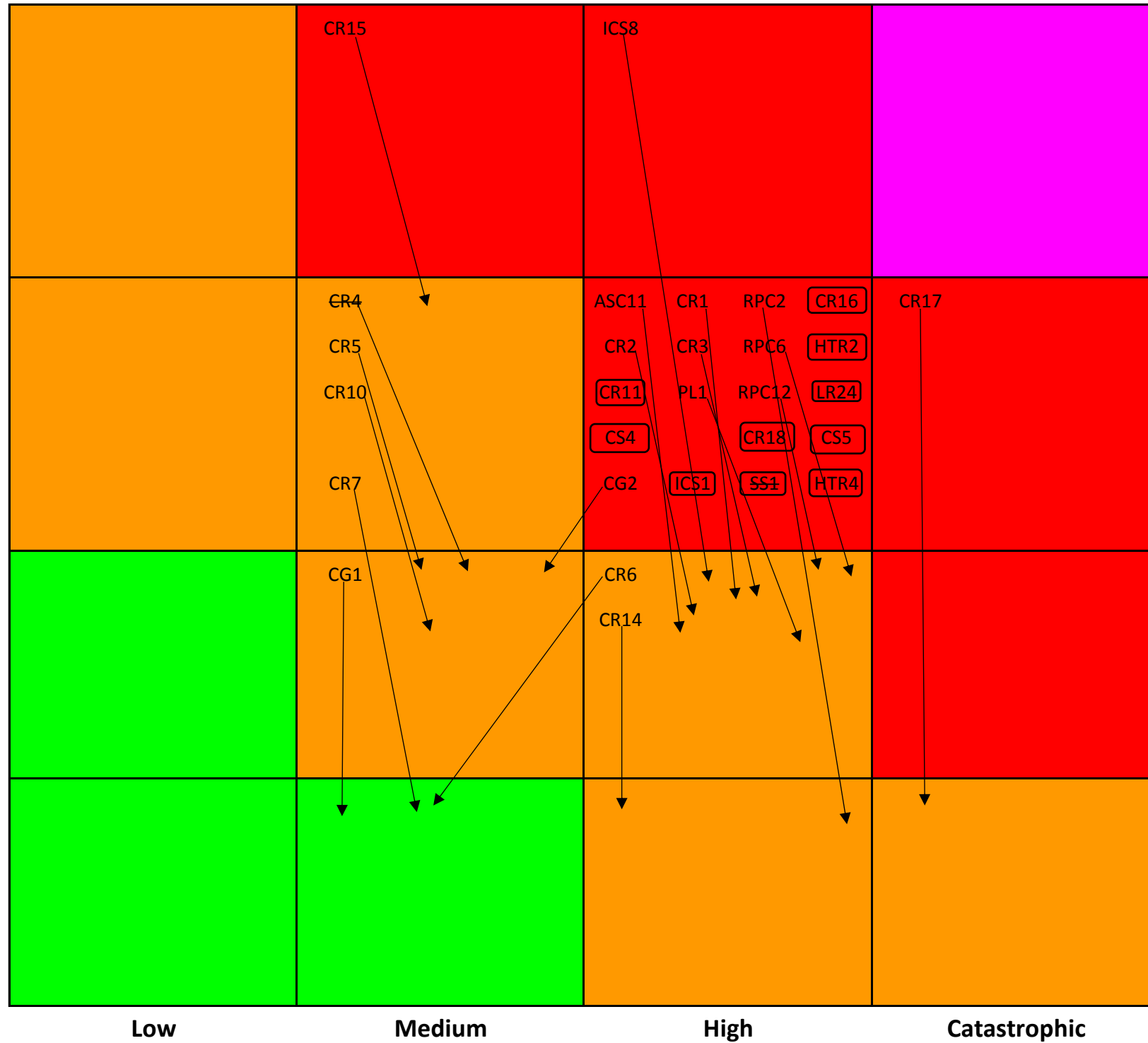
Probability

Very High

High

Medium

Low



The risk reference identifies the level of inherent risk to the Council before mitigating controls are applied (Inherent Risk).

The arrows from each risk point to the level to which the risk will reduce as a result of the mitigating controls being implemented (Residual Risk).

Those risks with around them do not change their level of risk with mitigation.

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Ref	Trend	Corporate Priority	Risk Identified	Risk Owner	Portfolio Holder
ASC8	↔	Services delivered for less Supporting people in the community	The Council's ability to recommission the Domiciliary Care Service by April 2018, at the end of the current framework period.	Phil Evans	Cllr Stephen Hayes
CR2	↔	Services delivered for less Supporting people in the community Developing the economy Learning	Inability to recruit the level and scale of staff required to vacant posts across the organisation due to inability to attract and/or an unsustainable employable local demographic.	Sarah Powell	Cllr James Evans
CR17	↔	Services delivered for less Supporting people in the community	Living wage and increased pension requirements are resulting in increased financial pressure.	David Powell	Cllr Aled Davies
CR11	↔	Supporting people in the community	Continuity of provision of WCCIS (DRAIG replacement)	Phil Evans	Cllr Stephen Hayes
CG1	↔	Services delivered for less	Failure of governance.	David Powell	Cllr Aled Davies
CG2	↔	Services delivered for less	Data Protection Breaches	Phil Evans	Cllr James Evans
CR1	↔	Services delivered for less	The Council is unable to manage the level of financial cuts required by the Welsh Government and the relatively poor funding position	Jane Thomas	Cllr Aled Davies
CR3	↔	Services delivered for less Supporting people in the community Developing the economy Learning	Inadequate Corporate Governance arrangements for shared services and partnerships	David Powell	Cllr Rosemarie Harris
CR4	↔	Services delivered for less Supporting people in the community Developing the economy Learning	Failure to deliver on the One Powys Plan (OPP) / CIP	David Powell	Cllr Rosemarie Harris
CR5	↔	Services delivered for less Supporting people in the community	Lack of a clear definition and structure to support the organisation's commissioning and commercial vision.	Mark Evans	Cllr Aled Davies
CR6	↔	Services delivered for less Supporting people in the community Developing the economy Learning	Lack of adequate resilience planning	Mark Evans	Cllr Aled Davies
CR10	↔	Services delivered for less	Failure to monitor and protect Council assets	Mark Evans	Cllr James Evans
PL1	↔	Services delivered for less	The authority doesn't have a sufficiently robust risk assessment process for the management of Health & Safety (H&S) across the organisation. In addition to this, due to nature of the work carried out in HTR, considerable reliance is placed on the workforce to deliver services safely, in the interests of both staff and public.	Paul Griffiths	Cllr James Evans
ICS1	↔	Services delivered for less Supporting people in the community Developing the economy Learning	Current systems are not covered by a fully resilient DR Solution (Infrastructure and Policies/processes).	Mark Evans	Cllr James Evans
RPC2	↔	Services delivered for less	a) Legal challenge to PCC's intention to hand back responsibility of privately owned closed landfill sites back to the landowners; b) Liabilities arising from PCC owned closed landfill site portfolio	Paul Griffiths	Cllr Jonathan Wilkinson
RPC6	↔	Services delivered for less Developing the economy	Failure to adopt the LDP	Paul Griffiths	Cllr Martin Weale
RPC12	↔	Services delivered for less	We have identified €1M of urgent health and safety works (electricals, sewerage systems, asbestos etc.) that need to be undertaken on the 139 Farm Houses in our estate.	Paul Griffiths	Cllr Jonathan Wilkinson
SS1	↔	Services delivered for less Learning	Non-delivery of the Schools Transformation Programme: Risk of legal challenge to consultation process which will impact on 21st-Century Capital programme.	Jeremy Patterson	Cllr Myfanwy Alexander
CR14	↔	Services delivered for less Learning	Condition and security of buildings and premises.	David Powell	Cllr Phyl Davies
CR15	↔	Services delivered for less Supporting people in the community	The welfare reform programme and roll out of Universal Credit has likelihood of large impact on Powys citizens, in addition to HRA income.	Mark Evans	Cllr Aled Davies
CR16	↑	Services delivered for less Developing the economy	The impact on the Council as a result of Brexit	Mark Evans	Cllr Aled Davies
CR7	↔	Services delivered for less	Transition post-election of the Pensions Committee	Mark Evans	Cllr Aled Davies
ICS8	↔	Services delivered for less Supporting people in the community Developing the economy Learning	Failure to control and secure ICT systems and data against unauthorised access including Cyber-crime attack.	Mark Evans	Cllr James Evans
HTR2	↔	Services delivered for less	Meeting the requirement of the MTFs, including achievement of savings and income generation targets.	Paul Griffiths	Cllr Liam Fitzpatrick / Cllr Phyl Davies

LR24	←→	Services delivered for less Supporting people in the community Developing the economy Learning	Brecon Cultural Hub cost plan under continual pressure due to inflationary increases, complexity of design programme and other factors. Potential over-run beyond agreed budget.	Paul Griffiths	Cllr Rachel Powell
CR18	NEW	Supporting people in the community	1. Ability of Adult Social Care to meet the £2.2m savings target for 2017/18. 2. Addressing the Adult Social Care deficit in the FRM for 2018/19	Phil Evans	Cllr Stephen Hayes
HTR4	NEW	Services delivered for less	To provide safe highways assets and structures as far as reasonably practical.	Paul Griffiths	Cllr Liam Fitzpatrick
CS4	NEW	Supporting people in the community	Develop structure to respond to CSSIW report (August 2017).	Phil Evans	Cllr Rachel Powell
CS5	NEW	Supporting people in the community	Not having sufficient foster or respite placements.	Phil Evans	Cllr Rachel Powell

Risk Ref	Corporate Priority	Date Identified	Source	Service Area	Risk Identified	Potential Consequence	Inherent Risk		Risk Rating	Current Controls	Risk Owner	Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		Notes			
							P	I						P	I		Risk Rating		
ASC8	Services delivered for less Supporting people in the community	15/07/2015	SIP	Adult Social Care	The Council's ability to recommission the Domiciliary Care Service by April 2018, at the end of the current framework period.	Domiciliary Care Service fails, leaving service users at risk. Reputational and financial impact / damage. The Council would not be providing domiciliary care services according to procurement regulations.	M	C	High	8	Implement approved provider list (Dynamic Purchasing System). Progressive rollout. Engagement with providers via contract management process. Action Plan & Accountability Framework. Action within SIP. Portfolio Holder delegated decision report was agreed for Domiciliary Care Framework Options (July 2017). Market position statement will lead into a Domiciliary Care Strategy.	Phil Evans	Cllr Stephen Hayes	Improved working arrangements with PAVO to support and build capacity in the 3rd sector; Move from traditional provider / commissioner relationship to co-production with stakeholders; Develop outcome based commissioning. Integrated approach with PTHB to design a joint domiciliary service model.	I	H	Medium	3	
CR2	Services delivered for less Supporting people in the community Developing the economy Learning	15/07/2015	HoS	Organisational Development	Inability to recruit the level and scale of staff required to vacant posts across the organisation due to inability to attract and/or an unsustainable employable local demographic.	Insufficient staff to meet service demands; Inability to progress service development. Financial implication of using agency staff/contractors.	H	H	High	9	- Powys County Council Recruitment Campaign.	Sarah Powell	Cllr James Evans	Develop workforce plans looking at workforce demographics over next 5-10 years, skills and workforce training; Recruitment of Workforce Planner within PTHB will be able to support an element of the ASC workforce planning. Move to a new approach of values based recruitment process. RROOTS Project (Recruiting & Retaining Our Own Talent and Skills). Work with PCC/Heath Board to understand new skill mix required. Conversations held with WG re: new Qualification Framework. Grown Your Own / Career Graded Apprenticeship Approach.	M	H	Medium	6	
CR17	Services delivered for less Supporting people in the community	22/01/2016	SMT	Corporate	Living wage and increased pension requirements are resulting in increased financial pressure.	Additional financial implications; Some ASC providers may remove provision; Inability to meet statutory requirements; Unaffordable within current budget.	H	C	High	12	Working with ASC providers to understand increased cost pressures; Funding identified for 2017/18 in the budget process. Identify capacity issues. All change projects allocated a project manager. Regular budget monitoring. ICF money from WG to engage with Work undertaken with Vanguard.	David Powell	Cllr Aled Davies	Continuation of existing controls.	L	C	Medium	4	
CR11	Supporting people in the community	14/09/2015	CEO	Social Care	Implementation of Continuity of provision of WCCIS (DRAIG replacement). Financial model has not been implemented.	Loss of data resulting in officers being unable to access client files. Continuity of reporting; Loss of data.	H	H	High	9	Ongoing support from ICT: - SIP Objective 2017 - ICT1 Support post implementation benefit release of the National WCCIS system. Some data will become available beginning of November enabling reporting and practice.	Phil Evans	Cllr Stephen Hayes	Delivery plan for the proposed WCCIS finance model.	H	H	High	9	WCCIS went live 24th April 2017.

Risk Ref	Corporate Priority	Date Identified	Source	Service Area	Risk Identified	Potential Consequence	Inherent Risk			Current Controls	Risk Owner	Portfolio Holder	Proposed Further Actions / Controls	Residual Risk			Notes	
							P	I	Risk Rating					P	I	Risk Rating		
CG1	Services delivered for less	Prior to 2014	SIP.LV 2	Legal	Failure of governance.	Council acts ultra vires; Contravenes finance regulations and EU procurement regulations. Failure to distribute	M	M	Medium	4	All work is report based and there is a mechanism in place by which appropriate checks are made - two checks are made by Finance and two checks by Legal (Section 151 Officer and Monitoring Officer).	David Powell Cllr Aled Davies	ModernGov Phase 2 to be completed by end of April 2018 . Input required from company to provide training. Will be piloted with one service initially. This will insist on timely provision of reports and will send reminder emails to the appropriate officers; Programme Governance Action Plan - spot audits of Programme Boards; Audit of Programme Board governance; Regulatory Reports	L	M	Low	2	The software is extensively used by WG and automatically sends reminder emails to officers.
CG2	Services delivered for less	21/11/2012	Risk Register 21/11/12 12.11	Corporate	Data Protection Breaches	Information Commissioners Intervention. Financial Penalties	H	H	High	9	<ul style="list-style-type: none"> Information Governance Plan supported by the Corporate Information Governance Group which meets on a quarterly basis; Ensure we comply with corporate training requirements and quality assure our processes; IT equipment encrypted; Policies and procedures in place; Staff training; Printer security controls; Data transmission controls (secure email). 	Phil Evans Cllr James Evans	Introduction of information asset owners; Information Asset Register; Information Risk Assessments.	M	M	Medium	4	
CR42	Services delivered for less	21/11/2012	Risk Register 21/11/12 12.100	Corporate	The Council is unable to manage the level of financial cuts required by the Welsh Government and the relatively poor funding position	The Council incurs significant overspend. Projected budget will suffer an overspend. Penalties and fines may be imposed Council reputation damaged	H	H	High	9	Medium Term Financial Plan; Cost Recovery work; 3rd party spend reduction; Income Generation; Monthly reports to cabinet and Management Team on budget progress and progress on savings; Budget Challenge Events; Moved to a 3 year balanced budget; Budget Management Reserve; Impact Assessments; Resource Delivery Plan.	Jane Thomas Cllr Aled Davies	Re-establishment of the Income & Cost Improvement Board.	M	H	Medium	6	
CR3	Services delivered for less Supporting people in the community Developing the economy Learning	21/11/2012	Risk Register 21/11/12 12.92	Corporate	Inadequate Corporate Governance arrangements for shared services and partnerships	Failure to effectively deliver services	H	H	High	9	A number of Section 33 Agreements are in place and are overseen by Joint Partnership Board.	David Powell Cllr Rosemarie Harris	A new model template is currently being developed for 2017/18 which will make signing off of future Section 33 Agreements much easier.	M	H	Medium	6	WAO report to AC 22/4/15 identified that S.33 agreement has improved service resilience and reduced IT risk, and S.33 arrangements provide a good basis for integrated working.

Risk Ref	Corporate Priority	Date Identified	Source	Service Area	Risk Identified	Potential Consequence	Inherent Risk				Current Controls	Risk Owner	Portfolio Holder	Proposed Further Actions / Controls	Residual Risk				Notes
							P	I	Risk Rating						P	I	Risk Rating		
CR4	Services delivered for less Supporting people in the community Developing the economy Learning	21/11/2012	Risk Register 21/11/12-102	Corporate	Failure to deliver on the One Powys Plan (OPP) / Corporate Improvement Plan (CIP)	Failure to deliver the aims and objectives outlined within Council Plans.	H	M	Medium	6	Programme Managers lead on each of the programmes within the OPP and CIP. Programme Boards meet bi-monthly and monitor progress of projects. This is then reported to the Transformational Board and PSB. Programme Office adopted corporate risk assessment methodology. Scrutiny challenge and feedback sessions using Performance Evaluation Grids. Greater transparency of the reporting process. Clearer lines of accountability and responsibility. Sharing learning and knowledge between PCC and PTHB Programme Office. Resource Hub established.	David Powell Cllr Rosemarie Harris	Continue to monitor progress on the programmes. Regular meetings between Programme Sponsors and Programme Managers to identify and unblock any issues that arise.	M	M	Medium	4	Risk closed 31/3/2017.	
CR5	Services delivered for less Supporting people in the community	21/11/2012	Risk Register 21/11/12-102	Corporate	Lack of a clear definition and structure to support the organisation's commissioning and commercial vision.	Commissioned services not delivered in accordance with the Council's vision and priorities.	H	M	Medium	6	Commercial Services Team implemented; E-Learning; Gateway process; Contract Management; CS involved in all Strategic Commissioning Projects; CS rep at DMTs/SMTs. Commissioning Toolkit embedded into the organisation and the new CCPS and staff trained across directorates. A Commissioning Commercial and Procurement Strategy (CCPS) has been drafted and is currently being consulted on (close 10th August) this will then be tabled to the Cabinet for approval. Contract Management Training has been undertaken between May and July and a further enhanced course will be run in September. Consultation closed and published, report being prepared for portfolio holder to sign off (November 2017).	David Powell Cllr Aled Davies	Key messages around Commissioning communicated to all employees; Visibility of the contracts register; Introduction of Commissioning Toolkit; Understand how services initiate the commissioning process; Commissioning Training; Commercial & Commissioning Strategy being drafted; Contract Management Training. Further training to be undertaken within Commercial services to enhance public procurement skills. Work also to be undertaken to enhance tendering for community/voluntary sector organisations working with Business Wales/Powys Association of Voluntary Organisations. Introduction of new structure and staff members into the service.	M	M	Medium	4		

Risk Ref	Corporate Priority	Date Identified	Source	Service Area	Risk Identified	Potential Consequence	Inherent Risk			Current Controls	Risk Owner	Portfolio Holder	Proposed Further Actions / Controls	Residual Risk			Notes		
							P	I	Risk Rating					P	I	Risk Rating			
CR6	Services delivered for less Supporting people in the community Developing the economy Learning	21/11/2012	Risk Register 21/11/12 12.90	Corporate	Lack of adequate resilience planning	Non-compliance with Civil Contingencies Act (CCA) 2004; Failure to deliver critical services in the event of a declared emergency or event.	M	H	Medium	6	Education and training programme; Business Continuity Management (BCM) Group established; Services supported to produce their own Business Continuity Plans (BCPs); Self-evaluation of BCM incorporated into SIP process; PCC representation on Dyfed Powys Local Resilience Forum (LRF); 24/7 Duty Emergency Planning Officer to facilitate PCC response.	David Powell	Cllr Aled Davies	Continual engagement with BCM Champions via quarterly Business Continuity Group; Services to continue to develop and test their BCPs; External Education and Training with LRF Partners to ensure Integrated Emergency Management (IEM); Recent audit undertaken by Internal Audit team, resulting in an Action Plan.	L	M	Low	2	
CR10	Services delivered for less	21/11/2012	Risk Register 21/11/12 12.07	Corporate	Failure to monitor and protect Council assets	Theft and abuse of Council property	H	M	Medium	6	Each service should have its own asset register; All ICT equipment should be recorded on the ICT central asset register.	Mark Evans	Cllr James Evans	Ensure that all services have their own asset registers in place; Incorporate into Starters and Leavers process.	M	M	Medium	4	
PL1	Services delivered for less Page 44	Prior to 2014	SIP	Place Directorate	The authority doesn't have a sufficiently robust risk assessment process for the management of Health & Safety (H&S) across the organisation. In addition to this, due to nature of the work carried out in HTR, considerable reliance is placed on the workforce to deliver services safely, in the interests of both staff and public.	Injury to individuals and risk to the Authority; People could be seriously or fatally injured; Exposure to litigation.	H	H	High	9	Health and Safety meetings, revenues, training and audit; Public liability insurance; Procurement - external contractors risk statements - monitoring. Promotional campaign for risk assessment for staff across the authority completed w/e 26/05/2017; Staff bulletin issued; Management Team (MT) briefing cascaded to ensure learning is understood by all staff responsible for H&S;	Paul Griffiths	Cllr James Evans	Continually review robust site supervision and monitoring processes internally and externally with contractors; Full review of risk assessments to be undertaken by all Service Areas - Risk assessment audit process currently being reviewed by H&S team; H&S to be included within IPRs; MT considering sufficiency of current mechanism for managing H&S;	M	H	Medium	6	
ICS1	Services delivered for less Supporting people in the community Developing the economy Learning	Prior to 2014	SIP.ICT.?	ICT and Programmes	Current systems are not covered by a fully resilient DR Solution (Infrastructure and Policies/processes)	Failure to maintain key ICT services in the event of a major incident.	H	H	High	9	Close working with Microsoft and Platform Consultancy to explore utilising the latest cloud services. This will provide both a backup solution and disaster recovery solution. This will provide PCC with the ability to instantly power up all replicated servers in the cloud. Microsoft Data Protection Manager will perform nightly backups to on-site storage, this will then be replicated into Azure blob storage as an off-site back for long-term storage.	Mark Evans	Cllr James Evans	Replacement of existing systems; Fire prevention for server rooms; Second link from a second site within the North of the County to replicate systems; New systems which are purchased require cloud hosting capability; DR and BC within 2017/18 SIP; SLA discussions will also impact the solutions; Engagement with external provider to identify and provide a suitable BC solution.	H	H	High	9	

Risk Ref	Corporate Priority	Date Identified	Source	Service Area	Risk Identified	Potential Consequence	Inherent Risk			Current Controls	Risk Owner	Portfolio Holder	Proposed Further Actions / Controls	Residual Risk			Notes	
							P	I	Risk Rating					P	I	Risk Rating		
RPC2	Services delivered for less	Updated 19th April 2016	SIP.PPP.V1	Regeneration, Property & Commissioning - Environmental Health	a) Legal challenge to PCC's intention to hand back responsibility of privately owned closed landfill sites back to the landowners; b) Liabilities arising from PCC owned closed landfill site portfolio.	a) Costs arising from legal challenge and future liabilities. b) Potential legal action by NRW should an incident occur.	H	H	High	9	a) QC advice sought at the outset, and supporting the Council's stance. b) We have two specialist Contaminated Land Officers who will seek external legal advice when appropriate, and work closely with Natural Resources Wales. c) Appeal heard June 2017, currently awaiting result.	Paul Griffiths Cllr Jonathon Wilkinson	PCC won appeal at the High Court, however the aggrieved party is seeking permission to appeal this decision.	L	H	Medium	3	
RPC6	Services delivered for less Developing the economy	Prior to 2014 Risk updated 05/04/2016	SBP 2014/17	Regeneration, Property & Commissioning - Spatial Planning	Failure to adopt the LDP	Reputational damage to the Council and a period when the Council would determine planning applications without an adopted LDP. Financial implications due to increased costs to produce LDP.	H	H	High	9	There has been close working relationships with WG officers. Examination process of re-submitted LDP has been completed, it went well. But currently awaiting response from Planning Inspector.	Paul Griffiths Cllr Martin Weale	Currently awaiting response from the Planning Inspector.	M	H	Medium	6	
RPC12	Services delivered for less	11/12/2015	HoS	Regeneration, Property & Commissioning	We have identified C£1M of urgent health and safety works (electricals, sewerage systems, asbestos etc.) that need to be undertaken on the 139 Farm Houses in our estate.	Financial and reputation risk to the Council if the remedial works are not undertaken.	H	H	High	9	A further £500k capital identified to undertake work in 2017/2018.	Paul Griffiths Cllr Jonathon Wilkinson	Rolling programme of works. Funding for the urgent works has been dealt with as part of the Council's overall budget setting process. £500k capital works (urgent works) has been completed. Programme developed for the next 2 years to address the highest priority cases.	M	H	Medium	6	
SS1	Services delivered for less Learning	13/01/2015	SMT	Schools-Service	Non-delivery of the Schools Transformation Programme Risk of legal challenge to consultation process which will impact on 21st Century Capital programme Political dimension with a motion that all decision-making in respect of school reorganisation is made by full Council.	infrastructure which is not contributing to the Authority's efficiency agenda, and leading to poor educational outcomes. Delay in delivery of programme due to political dimension and potential loss of WG funding.	H	H	High	9	Primary Schools Welshpool—temporary Governing Body in place and staffing processes near completion. Gwernyfed—work commenced on the building of the 5 new Primary Schools. Temporary Governing Body established for Ysgol y Mynydd-Du and staffing process near completion. Secondary Schools Mid Powys—temporary Governing Body established for the new mid Powys Secondary School and Head teacher appointed. South Powys—OBC approved for new build in Brecon and investment in Gwernyfed. North Powys—Business case	Ian Budd Cllr Myfanwy Alexander	Secondary Schools Meeting with Cabinet planned for the commencement of the Autumn term to establish the transformation priorities for the term of the current Council.	H	H	High	9	Risk closed 07/11/2017.

Risk Ref	Corporate Priority	Date Identified	Source	Service Area	Risk Identified	Potential Consequence	Inherent Risk		Risk Rating	Current Controls	Risk Owner	Portfolio Holder	Residual Risk				Notes		
							P	I					P	I	Risk Rating				
CR14	Services delivered for less Learning	13/01/2015	SMT	Corporate	Condition and security of buildings, premises and sites.	<ul style="list-style-type: none"> Breach of Equalities legislation; Failure to comply with H&S legislation; Failure to be able to provide services in a suitable way to the public, and accommodation which is suitable for staff. 	M	H	Medium	6	Strategic review of office accommodation in progress. Schools Review of Special Schools; 21st Century Schools Programme (prioritised according to pupil vulnerability); A new Schools Service Major Improvement Programme Scoring and Prioritisation criteria was agreed by Cabinet 3/3/15, and it was also agreed a spend of £1m per year for the next three years.	David Powell	Cllr Phyl Davies	Strategic Outline Plan for 21st Century Schools and Capital Investment Programme; Revision of Schools Service Asset Management Plan including: - <ul style="list-style-type: none"> Revision of SLAs as part of JVC (incorporating Property Plus); Defined Client side role; Develop robust SLA with clearly defined roles; Develop a commissioning model; Understanding of how work is commissioned. Health & Safety Officer carrying out a rolling programme of audits. Further guidance to be issued to schools in September relating to Health & Safety and Safeguarding.	L	H	Medium	3	
CR15	Services delivered for less Supporting people in the community	25/01/2016	PCC Welfare Reform Advisory Group	Business Services	The welfare reform programme and roll out of Universal Credit has likelihood of large impact on Powys citizens, in addition to HRA income. Access to IT equipment Resourcing issue, particularly in Libraries	Customers having less income and requiring support to adjust; Resilience of service to continue to provide additional service as UC increases; In subsidy audit potential penalty imposed; Rent collection rates drop, resulting in a loss of income for the HRA.	V	M	High	8	Provide financial advice. Administer discretionary housing payments (DHP) to people who are unable to manage their housing costs (WG allocated fund); Steering Group chaired by Portfolio Holder; Communication and money advice to support people; Financial advisers employed. Digital support being provided (training to staff). Establishment of Operational Group within Powys to co-ordinate activities of joint communications plan, joint training plan. Support from DWP - training, help with launches (Joint Powys & DWP introductions).	Mark Evans	Cllr Aled Davies	Financial profiling of tenants; Using Shire meetings to notify members; Discussions around working with Credit Unions to mitigate potential loss of income. Lessons learned via UC LA Group. Training provided to all support staff within Council.	H	M	Medium	6	Universal Credit will be rolled out in Powys by June 2018.
CR16	Services delivered for less Developing the economy	07/07/2016	Audit Committee		The impact on the Council as a result of Brexit	Interest rates, negative impact on investments and the pension fund, wider economic impact, exchange rates, European funding grants.	H	H	High	9	Close monitoring; Cabinet briefed; Advice from pension advisers; Continue to work with WEFO.	Mark Evans	Cllr Aled Davies	Continue to monitor economic indicators. Ongoing dialogue with external advisers.	H	H	High	9	Residual risk rating increased following Audit Committee (2/11/2017).
CR7	Services delivered for less	04/11/2016	Audit Committee	Corporate	Transition post-election of the Pensions Committee	Insufficient skills to oversee the Pension fund	H	M	Medium	6	The Pensions Board is fully trained and holds a great amount of training and expertise. This Board is available to provide assistance to the Pensions Committee if required.	Mark Evans	Cllr Aled Davies	Implement training plan previously developed for the Pensions Board, to develop members of the Pensions Committee where required.	L	M	Low	2	

Risk Ref	Corporate Priority	Date Identified	Source	Service Area	Risk Identified	Potential Consequence	Inherent Risk			Current Controls	Risk Owner	Portfolio Holder	Proposed Further Actions / Controls	Residual Risk			Notes		
							P	I	Risk Rating					P	I	Risk Rating			
ICS8	Services delivered for less Supporting people in the community Developing the economy Learning	13/01/2016 (Revised 03/04/2017)	ICT SMT	ICT and Programmes	Failure to control and secure ICT systems and data against unauthorised access including Cyber-crime attack.	Corrupt data resulting in data loss. Corrupt machines resulting in system down time. Loss of internet access resulting in reputational damage. Financial consequences if we were held to ransom.	V	H	High	12	Anti-virus software. Anti-malware software. Anti-spam software on email system. Firewalls. Security controls in place and continuously reviewed. Secure copies of data kept in the cloud to allow restoration of systems. Staff awareness of ICT security via e-learning.	Mark Evans	Cllr James Evans	ICT Governance reviewed and has directed a new BC to be authorised based on the results of field testing conducted on 3 products. Currently evaluating a product. Resilient systems to be implemented to allow delivery of ICT systems if main site compromised. Review to be undertaken of the NCSC 10 Steps to Cyber Security, to include: - 1. Risk Management Regime; 2. Network Security; 3. User education and awareness; 4. Malware prevention; 5. Removable media controls; 6. Secure configuration; 7. Managing user privileges; 8. Incident management; 9. Monitoring; 10. Home and mobile working. Patching (updating software to ensure they have no vulnerabilities). Implementation of Government Cyber	M	H	Medium	6	
HTR2	Services delivered for less	2014	SIP	Highways, Transport & Recycling	Meeting the requirement of the MTFS, including achievement of savings and income generation targets.	Financial implications for the Authority - budget will suffer an overspend. Impact on other services / functions.	H	H	High	9	Regular review through the MTFS and corporate governance; Programme and Project Boards; Finance report to Cabinet	Paul Griffiths	Cllr Liam Fitzpatrick / Cllr Phyl Davies	Monitoring and reporting through corporate systems	H	H	High	9	Potential overspend of £168 in 17/18 (Period 6 forecast). Note also 18/19 MTFS target of £1.7m for Commissioning and £200k of further savings on the HWRCs.
LR24	Services delivered for less Supporting people in the community Developing the economy Learning	2016	LR SIP 2016-19 Objective LR10	Leisure & Recreation	Brecon Cultural Hub cost plan under continual pressure due to inflationary increases, complexity of design programme and other factors. Potential over-run beyond agreed budget.	Breaches in financial and project plans, resulting in project having to stop, or further funds having to be sought from Council .	H	H	High	9	Sourcing additional external funding (partially successful and ongoing). Continued working detailed design spec/materials and tender packages to determine detailed costings. Raising awareness internally and with responsible Portfolio holders, Strategic Director and senior officers, along with partners and Stakeholders. Raise concerns at early stages, and raise through Programme Board and Project Board. Project Manager in place who has building and project management experience and knowledge.	Paul Griffiths	Cllr Rachel Powell	Continuation and expansion of project development activity including cost engineering reduction exercise and design refinements and acquisition of accurate tender prices and costings	H	H	High	9	

Risk Ref	Corporate Priority	Date Identified	Source	Service Area	Risk Identified	Potential Consequence	Inherent Risk				Current Controls	Risk Owner	Portfolio Holder	Proposed Further Actions / Controls	Residual Risk				Notes
							P	I	Risk Rating						P	I	Risk Rating		
CR18	Supporting people in the community	13/11/2017	HoS	Adult Social Care	1. Ability to meet the £2.2m savings target for 2017/18. 2. Addressing the deficit in the FRM for 2018/2019.	Financial implications for the Authority - budget will suffer an overspend. Impact on other services / functions.	H	H	High	9	- Regular budget monitoring and reviewing of the savings tracker. - Creative use of grant opportunities. - Practice development to support independence within a resilient community with service provision as a last resort. - Transformation plan agreed which is input into the budget review. - Review currently being undertaken by finance.	Phil Evans Cllr Stephen Hayes	- Further resource to support the work is being negotiated. - Review of readiness assessment. - One of the tracked savings under reablement is being re-profiled across 3 years, therefore the £2.2m savings target is reduced. - Income generation ideas being explored.	H	H	High	9		
HTR4	Services delivered for less	16/11/2017	SIP	Highways, Transport & Recycling	To provide safe highways assets and structures as far as reasonably practical	Breach of statutory duties and subsequent financial and reputational demand, e.g. third party claims.	H	H	High	9	Careful prioritisation of work and resource allocation (Capital budget). Revenue budget (cleaning, sweeping, winter maintenance).	Paul Griffiths Cllr Liam Fitzpatrick	Capital investment in highway network, road safety grants; Revise and update Highways Asset Management Plan; Determine future levels of service; Improve operational delivery.	H	H	High	9		
CS4	Supporting people in the community	14/11/2017	SMT	Children's Services	Develop structure to respond to CSSIW report (August 2017).	- Meeting regulatory and legislative duties. - Managing demand on the service. - Risk to children. - Recruitment and retention of staff. - Staff morale. - Reputational damage.	H	H	High	9	- Improvement Board. - Partnership Board (with other agencies). - Increase number of qualified social workers. - Communications strategy (internal/external). - Monitoring by CSSIW. - Report to Minister/CSSIW every 90 days. - Improved monitoring structures with Elected Members. - Updated and implemented supervision programme. - Monitoring of timeliness of assessment.	Phil Evans Cllr Rachel Powell	- Continuation of current controls.	H	H	High	9		

Risk Ref	Corporate Priority	Date Identified	Source	Service Area	Risk Identified	Potential Consequence	Inherent Risk				Current Controls	Risk Owner	Portfolio Holder	Proposed Further Actions / Controls	Residual Risk				Notes
							P	I	Risk Rating						P	I	Risk Rating		
CS5	Supporting people in the community	14/11/2017	SMT	Children's Services	Not having sufficient foster or respite placements.	- Children at risk. - Children placed greater distance from families. - Children in residential placements as no alternative available. - Children not having needs met.	H	H	High	9	- Fostering marketing and recruitment campaign developed. - Increased scrutiny of corporate parenting from Elected Members. - Part of Improvement Plan. - Active monitoring of children's placements and associated budgets. - All out of county (high cost) placements monitored through a multi-agency improvement panel.	Phil Evans	Cllr Rachel Powell	- Develop in-house provision to generate income to create efficiencies. - Increase in house capacity. - Increase early intervention to ensure families stay together. - Development of Edge of Care services. - CYPP to develop services for children across all agencies in Powys (prevent). - Develop provision for respite across the county. - MAAP process needs to be reviewed. - Strong communications links for recruitment for carers.	H	H	High	9	

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Risk Assessment Matrix

1. Impact:

RISK CATEGORY	RISK TYPE	RISK IMPACT (Severity)			
		Low	Medium	High	Catastrophic
FINANCIAL	Financial				
	Reinstatement following loss / compensation & costs / economic losses / bad lending / VAT errors / fraud / fines	<£250,000	£250 - £750k	£750k - £2m	>£2m
HAZARD	Casualty	Minor Injuries / temporary ill-health	Ill health / disabling injuries	Single fatality	Multiple fatalities
	Employee &/or Public Injury / ill-health				
	Environmental	< 1 week	1 week – 1 month	1 - 12 months	> 1 year / recovery impossible
	Recovery/remediation time				
	Hazard	Low	Medium	High	Catastrophic
Maladministration / Improvement notice / legal proceedings					
OPERATIONAL	Operational	Low	Medium	High	Catastrophic
	Prevention of service efficiency				
	Procurement / Contract / Project Failure	Greater of 5% or £250k	Greater of 5-25% or £250- £70k	Greater of 25 - 50% or £70k - £2m	Greater of 50 – 100% or > £2m
	Additional costs / cost over-run / delays to completion				
	Service Provision (Interruption)	1- 6 days < 1 month	1 week–1month 1-3 months	1 – 6 months 3 - 12 months	> 6 months > 1 year
	Health / Education / Key Service				
Support / Administration / Leisure					
STRATEGIC	Reputation	Ward/Village	Local Media	Welsh Media	National Media
	Adverse / critical comment / Ombudsman Investigation / ICO Investigation				
	Prosecution/punishments			Disqualification	Imprisonment
	Strategic	Low	Medium	High	Catastrophic
	Failure to achieve corporate objectives				

2. Probability:

PROBABILITY	Definition
Low	Not likely to happen or may happen once every 20 years
Medium	Possible or may happen within 10 years
High	Likely or may happen once a year
Very High	Certain or happens several times a year

3. Risk Profile:

PROBABILITY	Very High (4)	Medium (4)	High (8)	High (12)	Very High (16)
	High (3)	Medium (3)	Medium (6)	High (9)	High (12)
	Medium (2)	Low (2)	Medium (4)	Medium (6)	High (8)
	Low (1)	Low (1)	Low (2)	Medium (3)	Medium (4)
	Low (1)	Medium (2)	High (3)	Catastrophic (4)	
IMPACT					

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CYNGOR SIR POWYS COUNTY COUNCIL.

**Audit Committee
2nd February 2018**

**REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance**

SUBJECT: Regulatory Tracker Update QTR2 17/18

REPORT FOR: Information & Decision

Summary

1. Regulatory Tracker

- 1.1 This overview report summarises progress with regards to recommendations received from the Council's regulators, predominantly Wales Audit Office (WAO), Estyn and Care & Social Services Inspectorate (CSSIW). In considering the report and appendices, the council should be satisfied that:
- Appropriate action is being taken in response to recommendations received.
 - Where actions are complete and desired outcomes achieved or embedded as required, recommendations may be archived in the tracker with approval from Strategic Overview Board and Management Team with evaluation from Audit Committee.
 - New recommendations are appropriate for inclusion in the tracker.
- 1.2 The Tracker will be a fixed agenda item on both Management Team and Strategic Overview board. The tracker will be referred to Audit Committee for review to provide challenge and for evaluation.

2. Overview of Regulatory Tracker

At end of QTR2 2017/18, the overview of the tracker provides the following view of progress against National and Local recommendations received.

Status	Description	Recommendations	National Studies	National Studies %	Local Studies	Local Studies %	Combined Total %
1	Total Number of Recommendations.	66	41	62%	25	38%	100%
2	Recommendations were planned, action is complete and ready for sign off by Audit Committee	3	3	100%	0	0%	100%
3	Actions on track	50	28	56%	22	44%	100%
4	Actions mainly on track – some minor issues	12	10	83%	2	17%	100%
5	Actions not on track – with major issues or no planned action undertaken to date.	1	0	0%	1	100%	100%

The table above positively reflects the Councils continuous effort to respond and implement recommendations made by our regulators where applicable.

Of the **66** recommendations made in Local and National studies the Council have currently implemented **3** (3 National and 0 Local) with a subsequent **62** (38 National

and 24 Local) recommendations on track to implementation this equates to **94%** of the total recommendations.

Of the **64** recommendations **1** (0 National and 1 Local) are not on track or have major issues or no planned action undertaken to date this equates to **1.5%** of the total recommendations.

The Council didn't receive any new reports locally and no national reports have been published since the last quarter.

The **3** Recommendations RAG'd Blue at the end of QTR1 have been archived in accordance with the tracker process having approval from Audit Committee **22nd September 2017**. These recommendations can be found on the blue tabs within the tracker spreadsheet.

3. Last Quarter Audit Decisions

There have been a number of changes to the Regulatory tracker in the past quarter to improve the accuracy and quality of the updates provided by officers. This work will continue moving forward.

At Audit committee on 22nd September it was agreed that officers would provide an estimated date at which the recommendation would be delivered. You will see in the tracker spreadsheet that this has been provided by most but there is still some outstanding which will be provided at QTR3 reporting,

Audit also agreed that from this point forward any recommendations marked as blue would need HoS approval before they could be achieved this should provide more assurance for Audit and accountability at senior service level into the process.

Management team discussed the tracker on Monday 27th November and suggested a review and cleanse of recommendations at senior service management teams. It was felt this was a timely juncture to undertake such an activity given plans such as the Childrens improvement plan and Adults improvement plan could potentially supersede old recommendations. It was felt services can identify where recommendations are no longer viable and this duplicated level of reporting could be removed.

4. Red Recommendations Requiring action

Ref	Recommendation	Review Type	Date Received	Service	Position Statement	Responsible Officer
P6	Strengthening arrangements for monitoring the impact of service changes including explicitly setting out at the point of decision what will be monitored, where this will be monitored and who will be responsible for doing so	Local Review	01/03/2017	Council wide	Cabinet report template reviewed and updated. Need to update template again to include review date. Review date tracker to be created.	All HoS

5. Blue Recommendations proposed to be archived

Ref	Recommendation	Review Type	Date Received	Service	Position Statement	Responsible Officer
R2	<p>Improve strategic planning and better coordinate activity for services to older people by:</p> <ul style="list-style-type: none"> • ensuring comprehensive action plans are in place that cover the work of all relevant council departments and the work of external stakeholders outside of health and social care; and • engaging with residents and partners in the development of plans, and in developing and agreeing priorities 	National Review	15/10/2015	Older People	<p>The Older Persons joint commissioning strategy action plan has been reviewed and updated. There has been engagement with the older persons forum in relation to day time activities and accommodation projects. This has been received well by those who participated. Separately there has been extensive engagement throughout the county in respect of gaining views in relation to day time activities. This process has assist in informing the plans going forward. Individual feedback and engagement is undertaken through the updated integrated assessment tool and reviews of older people.</p> <p>Integration of older peoples service with Powys Teaching Health Board continues and evaluation and feedback is being developed as the trial sites progress. Early indicators are that older people are fully involved in the what matters conversation and planning in relation to their future needs.</p> <p>Work continues to develop the thematic board which enables older people to participate in consultations which they have done in relation to day time activates and older people's accommodation options. Further development will be in line with the Regional Partnership Board's governance.</p> <p>This item is an ongoing piece of work, but does not require further reporting within this tracker as the main work has been completed.</p>	Jen Jeffreys
R3	<p>Improve engagement with, and dissemination of, information to older people by ensuring advice and information services are appropriately</p>	National Review	15/10/2015	Older People	<p>The introduction of Powys People Direct and a single number approach has assisted in the collation of information and provision of information and advice to individuals, their families and</p>	Jen Jeffreys

	configured and meet the needs of the recipients.				<p>agencies who make enquiries. The third sector have been crucial to this development and the introduction of community connectors have assisted both within Powys People direct and within the localities where they are based. By engaging directly with individuals within their communities and the development of contingency plans will ensure that appropriate support is given in a timely manner.</p> <p>Work continues to develop and improve the services engagement through improvement via PPD and ensuring what matters conversations links with primary care and leisure. Employment of community connectors continues to improve engagement and dissemination of information whilst also building strong relationships with the third sector.</p> <p>This regulation has been superseded by the Social Services and Wellbeing Act's requirements which involve Information, Advice and Assistance as set out in CSSIW9, and as such this item should be closed.</p>	
R4	<p>Ensure effective management of performance for the range of services that support older people to live independently by:</p> <ul style="list-style-type: none"> • setting appropriate measures to enable members, officers and the public to judge progress in delivering actions for all council services; • ensuring performance information covers the work of all relevant agencies and especially those outside of health and social services; and • establishing measures to judge inputs, outputs and impact to be able to 	National Review	15/10/2015	Older People	<p>The implementation of the Social Services and Wellbeing (Wales) Act has seen a shift in the requirements to report to Welsh Government. The reports are being refined and will ensure that information is captured at a service, team and individual level. The introduction of "sprint" enabled managers to access information which was live thus informing the performance of the service area. This is now being rebuild as a result of the move to WCCIS. Measures are in place in relation to the integrated teams and evaluations underway. Team plans are in place and link directly to the directorate plan which reports to DMT and ultimately to execs and members. As we move forward with continuous improvement trends and commitments</p>	Jen Jeffreys

	<p>understand the effect of budget cuts and support oversight and scrutiny.</p>				<p>will be available to team managers on a monthly basis as a measurement going forward which will assist with planning.</p> <p>Both qualitative and quantitative performance measures are in place. WCCIS being formatted in line with reporting requirements. Quality Assurance mechanism in place and being further developed. Monitoring of external providers in place in clouding a mechanism for monitoring and responding to concerns. Trends and comparisons being developed.</p> <p>This regulation has been superseded by the requirements of the Social Services and Wellbeing Act's performance measurements and, as such this item (R4) should be closed.</p>	
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6. Statutory Officers

The Solicitor to the Council (Monitoring Officer) has commented as follows:

The view of the Strategic Director Resources (S151 Officer) has commented as follows:

Recommendation:	Reason for Recommendation:
Recommendation 1: The tracker is received as a correct indication of the Council's response to regulatory recommendations.	To ensure that agreed actions to address regulatory recommendations received by the Council are monitored appropriately.
Recommendation 2: That 3 recommendations (status blue) are approved to be archived by decision of the Audit Committee.	Recommendations were planned action is complete and desired outcomes have been achieved / embedded as required.

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y
Relevant Local Member(s):			
Person(s) To Implement Decision:			
Date By When Decision To Be Implemented:			

Contact Officer Name:	Tel:	Fax:	Email:
Thomas Yeo	01597 826585		Thomas.yeo@powys.gov.uk

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

30th January 2018

REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance

SUBJECT: Capital Programme Update for the period to 31st December 2017

REPORT FOR: Decision

1. Current Capital Programme 2017-18

1.1 The revised Capital Programme after accounting for approved virements is £87.643m (Nov £88.188m), of which committed expenditure is £59.190m (67.5%) (Nov £57.066m 65%) of the budget an increase of £2.124m or 3.7% during the month.

1.2 The actual spend to the end of December is £38.6m (spend to the end of November was £34.6m). This compares to £19.3m to the end of December the previous year.

1.3 Table 1 below summarises the position for each directorate and service.

1.4 Table 1 Capital Table as at 31st December 2017

Service	Original Budget	Virements Approved	Virements Required by Cabinet	Virements Required by Council	Revised Working Budget 2017/18 as at 31st December 2017 (after virements approved and required)	Actuals & Commitments	Remaining Budget	
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	%
People								
Adult Services & Commissioning	0	1,089	0	0	1,089	108	981	90.1%
Childrens Services	0	289	0	0	289	0	289	100.0%
Housing	2,943	-320	0	0	2,623	1,391	1,232	47.0%
Schools and Inclusion	30,086	-1,490	0	-1,091	27,505	20,814	6,691	24.3%
Workforce, OD and Comms	0	0	0	0	0	0	0	
Resources								
Business Services	446	192	0	0	638	367	271	42.5%
Information Services	1,192	824	0	0	2,016	864	1,152	57.1%
Legal Services	0	23	0	0	23	4	19	82.6%
Financial Services	500	-402	0	0	98	0	98	100.0%
Corporate Activities	0	0	0	0	0	0	0	
Place								
Highways, Transport & Recycling	21,826	5,404	0	-7,327	19,903	13,784	6,119	30.7%
Leisure & Recreation	4,451	5,356	0	0	9,807	8,283	1,524	15.5%
Regeneration, Property & Commissioning	3,655	361	0	-1,000	3,016	774	2,242	74.3%
Total Capital	65,099	11,326	0	-9,418	67,007	46,389	20,618	30.8%
Housing Revenue Account	21,260	3,451	0	-4,075	20,636	12,801	7,835	38.0%
TOTAL	86,359	14,777	0	-13,493	87,643	59,190	28,453	32.5%

2. Funding

2.1 The funding of the capital programme is shown in Table 2. This has reduced by £1,421k from that reported at the end of October and reflects the virements above and additional grants listed in section 4.

2.2 Table 2 Funding of the Capital Budget as at 31st December 2017

	Revised Working Budget 2017/18 as at 31 st December 2017 (after virements approved and required)					
	Supported Borrowing	Prudential Borrowing	Grants	Revenue Cont's To Capital	Capital Receipts	Total
	£'000	£'000	£'000	£'000	£'000	£'000
COUNCIL FUND	-10,891	-22,453	-17,928	-4,628	-11,204	-67,104
HRA	0	-9,366	-3,844	-5,656	-1,672	-20,538
Total	-10,891	-31,819	-21,772	-10,284	-12,876	-87,642

3. Virements

This report requests that the following virements are carried out to amend the capital budgets for the following projects:

3.1 Schools and Inclusion - The procurement of the new School at Ysgol Bro Hyddgen has been delayed, which will impact on the delivery timescales for the overall project of the replacement Primary and Secondary School for Ysgol Bro Dyfi. This virement rolls forward £1.091m from 2017/18 to 2018/19.

3.2 Regeneration, Property & Commissioning - The refurbishment of Ladywell House is to take place in 2018/19. This virement is to roll £1m into 2018/19.

4. Grants accepted as at 31st December 2017

4.1 Childrens Services - Welsh Government Grant of £257k to create a new Flying Start hub in the former Dafydd Llwyd Primary School.

4.2 £182k for the Local Transport Network Fund in respect of funding for the T4/T6 bus infrastructure improvements.

4.3 Revised Local Transport Fund award of £1.520m, bringing the total amount allocated to Powys in 2017/18 for Road Safety Capital projects and Safe Routes in Communities to £1.580m.

5. Capital Receipts

5.1 A capital receipt occurs when an asset of the authority is sold. Capital receipts can only be used to finance new capital expenditure or repay loans. In 2015/16 Welsh Government issued a directive that enabled Authorities to use capital receipts obtained during the year to finance the revenue costs from transformation incurred in the same period. This option has been utilised in both 2015/16 (£1.6m) and 2016/17 (£0.9m), a further £0.5m is forecast to be capitalised in 2017/18. The impact is the need for additional Prudential Borrowing. This directive ends on the 31st March 2018. Welsh Government are currently reviewing this policy.

- 5.1 The current capital receipt target, excluding the HRA, for 2017/18 is £1m for Property and £1m for County Farms, of which £213k has been agreed subject to contract and £828k has actually been received to date. Since the end of October, two Land and Property sales totalling £99k have been completed; Kensington Public Convenience £44k and Gwernyfed Sports field £55k.
- 5.2 The HRA is still subject to Right to Buy Disposals; additional capital receipts of £114k have been received in respect of the sale of a council house, since last reported at the end of October.
- 5.3 As at 31st March 2017 the total Capital Receipts held by the authority was £15.402m of this £12.876m is a commitment in the capital budgets for 2017/18.
- 5.4 A recent decision by Cabinet to suspend declaring any further property from the Farm estate surplus, will effectively mean the target for capital receipts will not be met in future.

6. Borrowing Requirements

- 6.1 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the current year's unfinanced capital expenditure and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.
- 6.2 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through external borrowing or utilising temporary cash resources within the Council.
- 6.3 Net external borrowing (borrowings less investments) should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for the current year and next two financial years. This allows some flexibility for limited early borrowing for future years.

CFR Position:

	As at 31.03.17 Actual	2017/18 Original Estimate	2018/19 Original Estimate	2019/20 Original Estimate
	£M	£M	£M	£M
Capital Financing Requirement	307,524	326,461	357,224	382,433

The Authority had outstanding long-term external debt of £226.4M at 31st March 2017. In relation to the CFR figure for 31st March 2017, this equated to the Authority being under borrowed by £81M. This is a prudent and cost effective approach in the current economic climate. However, members will be aware that internal borrowing is only a temporary situation and officers have advised that, based on capital estimates, it will be necessary for the Authority to borrow at stages over the next few years. The following temporary borrowing is applicable to this financial year. It is expected that temporary borrowing will be necessary on further occasions throughout the financial year.

BORROWED					REPAID
Date	Borrower	Type	Amount	Rate	Date
29-Sep-17	Manchester City Council	Fixed to 5/10	5,000,000	0.20000	05-Oct
20-Oct-17	Powys Pension Fund	Fixed to 23/10	730,000	0.20000	23-Oct
24-Oct-17	Powys Pension Fund	Fixed to 25/10	300,000	0.20000	25-Oct
30-Oct-17	Newport City Council	Fixed to 7/11	5,000,000	0.14000	07-Nov
31-Oct-17	Rhondda Cynon Taff CBC	Fixed to 6/11	3,000,000	0.20000	06-Nov
30-Nov-17	Scarborough Borough Council	Fixed to 5/12	4,000,000	0.35000	05-Dec
04-Dec-17	Powys Pension Fund	Fixed to 6/12	1,000,000	0.40000	06-Dec
05-Dec-17	Powys Pension Fund	Fixed to 6/12	750,000	0.40000	06-Dec
28-Dec-17	Manchester City Council	Fixed to 4/1	6,000,000	0.38000	04-Jan

Alongside this, it is likely that some longer term borrowing will take place, if interest rates are conducive to this. This is a prudent approach to ensure some borrowing takes place whilst interest rates are at their low levels as opposed to borrowing at a future date at increased rates.

- 6.4 The CFR figures above include the increase in the amount of long-term borrowing that is anticipated in 2017/18. Any borrowing undertaken will have a revenue implication which includes both the payment of interest on the loan and the repayment of the principal of the loan via the Minimum Revenue Provision (MRP) required. MRP is a statutory and prudent way of setting aside the funds required to repay loan principal in the future. Work is also ongoing to improve the forecast for capital spend so that Treasury Management are able to improve the cashflow predictions for the authority. The net cost of borrowing together with the MRP are the real capital charges.
- 6.5 The virements in section 3 have an impact on the CFR figures for future years. In addition, any capital bids and approved projects for future years will increase the CFR. This in turn increases the MRP and the borrowing requirements. The real capital charge revenue budgets, while showing an underspend in the current year, will require additional budget to meet the additional borrowing and MRP costs in future years.
7. **Options Considered/Available**
No alternative options are considered appropriate as a result of this report.
8. **Preferred Choice and Reasons**
None to consider.
9. **Impact Assessment**
Is an impact assessment required?
No
10. **Corporate Improvement Plan**
To achieve the Corporate Improvement Plan (CIP) objectives the Council undertakes forward planning with its medium term financial strategy (MTFS) - this sets out the

financial requirements to deliver the short and longer term council vision. These capital and revenue monitoring reports, are used to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

11. Local Member(s)

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

12. Other Front Line Services

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

13. Communications

This report has no specific communication considerations. Detailed finance reports are presented to Heads of Service, Cabinet and the Audit Committee. These reports are public and are part of a range of statutory and non-statutory financial information documents including the Statement of Accounts.

14. Support Services (Legal, Finance, HR, ICT, BPU)

This report has no specific impact on support services other than reporting on those service areas with capital programmes. Financial Services work closely with all service areas in monitoring financial performance on capital programmes against budgets. The Capital and Financial Planning Accountant confirms that the projects included in section 3 are included in the Capital Programme.

15. Scrutiny

This report presents financial information which will help inform the future capital strategy and therefore has implications for any related organisation.

16. Statutory Officers

The Head of Financial Services & Acting Section 151 Officer notes the contents in the report.

The Monitoring Officer has no specific concerns with this report.

17. Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
<p>a. The contents of this report are noted by Cabinet; and</p> <p>b. The Capital virements set out in Section 3 are approved, and those over £500k be submitted to full council for approval.</p>	<p>To outline the capital budget position as at 31st December. To ensure appropriate virements are carried out.</p>

Relevant Policy (ies):	
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Within Policy:	Y / N	Within Budget:	Y / N
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Relevant Local Member(s):	
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Person(s) To Implement Decision:	
---	--

Date By When Decision To Be Implemented:	
---	--

Contact Officer Name	Tel	Fax	E mail
Jane Thomas	01597-826341	01597-826290	jane.thomas@powyscc.gov.uk



Powys County Council

Internal Audit Activity 2017/18

1st April 2017 to 31st December 2017 (Quarter 3)

Our audit activity is split between:

- **Corporate Priorities**
- **Healthy Organisation Principles**

See appendix A for individual audits.

Role of Internal Audit

The Internal Audit service for Powys County Council is provided by the South West Audit Partnership (SWAP). SWAP has adopted and works to the Standards of the Institute of Internal Auditors and is also guided by interpretation provided by the Public Sector Internal Audit Standards (PSIAS). The work of the Partnership is also guided by the 'Internal Audit Charter' that was approved on the 4th April 2017.

Internal Audit provides an independent and objective opinion on the Authority's control environment by evaluating its effectiveness. Primarily the work is categorised as:

Corporate priorities for the Council are:

- Services Deliver for Less
- Supporting People in the Community
- Developing the Economy
- Improving Learner outcomes for all

Alongside audit work specifically designed to support the delivery of these outcomes, we have also developed our audit plan to provide assurance that the council operates as a 'Healthy Organisation'. The eight key areas are:

- Corporate Governance
- Financial Management
- Risk Management
- Performance Management
- Commissioning and Procurement
- Information Management
- Programme & Project Management
- People and Asset Management

Summary of Audit Assignments
by Delivery Status

Overview of Internal Audit Activity

1. Corporate Plan- Delivering Services for Less

▪ Completed	1
▪ In Progress	2
▪ Audit Initiation	1
▪ Not Started	0

2. Corporate Plan – Supporting People in the Community

▪ Completed	4
▪ Draft	1
▪ In Progress	1
▪ Audit Initiation	2
▪ Not Started	1

3. Corporate Plan – Developing the Economy

▪ Completed	1
▪ Draft / Discussion	1
▪ Not started	0

4. Corporate Plan – Improved Learner Outcomes

▪ Completed	12
▪ Draft / Discussion	2
▪ In Progress	2
▪ Audit Initiation	1
▪ Not Started	6

Summary of Audit Assignments by Delivery Status

Audit Plan Progress - Continued

5. Healthy Organisation - Corporate Governance

- Completed 1
- In Progress 1
- Audit Initiation 1
- Not Started 1

6. Healthy Organisation - Financial Management

- Completed 6
- Draft / Discussion 2
- In Progress 2
- Not Started 1

7. Healthy Organisation – Risk Management

- In progress 1
- Audit Initiated 1
- Not Started 0

8. Healthy Organisation – Performance Management

- Not Started 1

9. Healthy Organisation – Commissioning & Procurement

- Completed 1
- Draft / Discussion 2
- Not Started - 1

Summary of Audit
Assignments by Delivery
Status

Audit Plan Progress - Continued

10. Healthy Organisation – Information Management	
▪ Completed	2
▪ In Progress	1
▪ Not Started -	1
11. Healthy Organisation – Programme and Project Management	
▪ Complete	1
▪ In Progress –	3
▪ Not Started -	1
12. Healthy Organisation – People and Asset Management	
▪ Completed	2
▪ Draft / Discussion –	1
▪ Not Started -	1

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Summary of plan delivery position

Conclusion

Naturally, the transfer of Internal Audit Services to the SWAP Partnership in April 2017 has meant that new protocols, procedures and systems have taken time to become familiar. It is envisaged that the embedding process has mostly been achieved, but has caused the delivery of the audit plan to be slightly behind the desired position. Any slippage will be considered for the next internal audit work programme.

In addition, this position has been exacerbated by some clients delaying the start of audit projects and uncertainty over the status of certain pieces of work. The Audit Team try to reschedule projects to minimise disruption to the plan, but there may be some instances that will unavoidably result in a loss of productive days.

However, additional resources have been brought in and a revised schedule has been developed that allows the work programme to be delivered or mostly delivered in line with the agreed standards. Whilst times have been challenging for the team, the delivery of the audit plan at this point appears within normal tolerances for SWAP members.

C.P. Ref	Directorate/Service	Audit Area	Audit Type	Audit Name	Quarter	Status
1	*Finance	Financial Transactions Management	Governance, Fraud & Corruption	National Anti-Fraud Initiative 1718 - PCC	April 2017	In progress
1	*Adult care services	Supporting Adults	Operational	Financial Overspend - Recovery Plan 1718 - PCC	April 2017	In progress
1	*Transport and infrastructure	Transport Planning	Operational	Leasing Commercial Vehicles 1718 - PCC	July 2017	Audit Initiation
1	*Finance	Financial Transactions Management	Operational	Medium Term Financial Strategy 1718 - PCC	Oct 2017	Audit Initiation
1	*Transport and infrastructure	Highway Development Control	Operational	Winter Maintenance 1718 - PCC	July 2017	Completed
2	*Education and skills	Access and Inclusion	Operational	Supporting Travellers Project 1718 - PCC	April 2017	In progress
2	*Housing	Enforcement	Follow Up	Gas Safety Follow-Up 1718 - PCC	April 2017	Completed
2	*Housing	Managing Tenancies	Operational	Housing - Service Charges 1718 - PCC	July 2017	Completed
2	*Adult care services	Supporting Adults	Operational	Supporting People 1718 - PCC	July 2017	Completed
2	*Children and Family's Services	Supporting Children	Operational	Grant - Youth Services 1718 - PCC	July 2017	Completed

2	*Adult Care Services	Supporting Adults	Operational	Social Care Payment Process 1718 - PCC	Oct 2017	Audit Initiated
2	*Children and Family's Services	Supporting Children	Operational	Looked after Children 1718 – Leaving care	Oct 2017	Audit Initiated
2	*Adult Care Services	Supporting Adults	Operational	Social Care Job 2 1718 - PCC	Jan 2018	Not Started
2	*Adult Care Services	Residential Homes	Operational	WQHS 1718 - PCC	Oct 2017	Draft /Discussion
3	*Planning and Building Control	Building Control	Operational	Planning - Building Control 1718 - PCC	April 2017	Completed
3	*Consumer Affairs	Investigation, Inspections and Monitoring	Operational	Partnership and Collaborations 1718 - PCC	April 2017	Draft / Discussion
4	*Consumer Affairs	Investigation, Inspections and Monitoring	Grant Certification	BIS - Trading Standards 1718 - PCC	April 2017	Completed
4	*Children and Family's Services	Supporting Children	Grant Certification	Welsh Gov - Schools - EIG & PDG (Final Claim) 1718 - PCC	April 2017	Completed
4	*Education and Skills	Management of Schools	School	Castle Caereinion 1718 - PCC	April 2017	Completed
4	**Education and Skills	Management of Schools	School	Llanfyllin High School 1718 - PCC	April 2017	Audit Initiated

4	*Education and Skills	Management of Schools	Follow Up	Llandrindod High School Follow-Up	April 2017	Completed
4	*Education and Skills	Management of Schools	Follow Up	Ysgol Bannau Follow-Up 1718 - PCC	April 2017	Completed
4	*Education and Skills	Management of Schools	Follow Up	Abermule CP Follow-Up 1718 - PCC	April 2017	Completed
4	*Education and Skills	Management of Schools	School	Llanbister CP 1718 - PCC	April 2017	Draft
4	*Education and Skills	Management of Schools	School	Mount Street Infant CP 1718 - PCC	April 2017	Completed
4	*Education and Skills	Management of Schools	School	Mount Street Junior CP 1718 - PCC	April 2017	In progress
4	*Education and Skills	Management of Schools	School	Leighton C.P. School 1718 - PCC	July 2017	In progress
4	*Education and Skills	Management of Schools	School	Llangedwyn C in W School 1718 - PCC	July 2017	Draft Page 10
4	*Education and Skills	Management of Schools	Operational	Grant - EIG Q1 1718 - PCC	July 2017	Completed
4	*Education and Skills	Management of Schools	Follow Up	Llanfaes CP School Follow Up 1718 - PCC	July 2017	Completed
4	*Education and Skills	Management of Schools	Follow Up	Builth Wells CP Follow Up 1718 - PCC	July 2017	Completed

4	*Education and Skills	Management of Schools	School	High School 4 1718 - PCC	Oct 2017	Not Started
4	*Education and Skills	Management of Schools	School	Guilsfield C.P. School 7 1718 - PCC	Oct 2017	Draft
4	*Education and Skills	Management of Schools	School	Primary School 8 1718 - PCC	Oct 2017	Not Started
4	*Education and Skills	Management of Schools	School	Primary School 9 1718 - PCC	Jan 2018	Not Started
4	*Education and Skills	Management of Schools	School	Primary School 10 1718 - PCC	Jan 2018	Not Started
4	*Education and Skills	Management of Schools	School	Thematic Control Review 1718 - PCC	Oct 2017	Not Started
4	*Children and Family's Services	Supporting Children	Grant Certification	Welsh Gov - Schools - EIG & PDG (Q2) 1718 - PCC	Oct 2017	Completed
4	*Children and Family's Services	Supporting Children	Grant Certification	Welsh Gov - Schools - EIG & PDG (Q3) 1718 - PCC	Jan 2018	Completed
4	*Children and Family's Services	Supporting Children	Grant Certification	Welsh Gov - Schools - EIG & PDG (Q4) 1718 - PCC	Jan 2018	Not Started
5	*Leisure and Culture	Community Facilities	Follow Up	County Hall Restaurant Follow-Up 1718 - PCC	April 2017	Completed

5	*Democracy	Governance	Governance, Fraud & Corruption	Healthy Organisation Review 1718 - PCC	Jan 2018	Audit Initiated
5	*Democracy	Governance	Follow Up	Follow Up Audit 4 1718 - PCC	Jan 2018	Not Started
5	*Democracy	Governance	Governance, Fraud & Corruption	GDPR Preparation	Oct 2017	In progress
6	*Leisure and Culture	Community Facilities	Operational	School Cashless System	April 2017	Draft /Discussion
6	*Finance	Payroll and Pensions	Operational	Pensions 1718 - PCC	April 2017	Completed
6	*Finance	Local Taxation	Key Control	NNDR 1718 - PCC	April 2017	Completed
6	*Finance	Accounts Payable	Key Control	Accounts Payable 1718 - PCC	April 2017	Completed
6	*Finance	Financial Transactions Management	Operational	Income Generation 1718 - PCC	July 2017	Draft / Discussion
6	*Education and Skills	Management of Schools	Special Investigation	School Transport Rule 5.2 1718 - PCC	July 2017	In progress
6	*Finance	Accounts Payable	Operational	Purchase Cards 1718 - PCC	July 2017	Completed
6	*Finance	Financial Transactions Management	Operational	Income Collection - Planning 1718 - PCC	July 2017	Completed

6	*Finance	Accounts and Audit	Key Control	Debtors	Oct 2017	In progress
6	*Finance	Accounts and Audit	Key Control	Collaborative Planning	Jan 2018	Not Started
6	*Finance	Financial Transactions Management	Key Control	Bank Reconciliation 1718 - PCC	April 2017	Completed
7	*Finance	Financial Transactions Management	Governance, Fraud & Corruption	Fraud Risk Assessment 1718 - PCC	April 2017	Audit Initiated
7	*Risk Management and Insurance	Risk Management	Governance, Fraud & Corruption	Risk Management 1718 - PCC	Jan 2018	In Progress
8	*Democracy	Governance	Governance, Fraud & Corruption	Service Improvement 1718 - PCC	Jan 2018	Not Started
9	*Adult Care Services	Supporting Adults	Operational	Commissioning Review - Equipment Store 1718 - PCC	April 2017	Completed
9	*Consumer Affairs	Investigation, Inspections and Monitoring	Operational	Commercial Services 1718 - PCC	April 2017	Draft/ Discussion
9	*Democracy	Governance	Governance, Fraud & Corruption	Section 33 1718 - PCC	Jan 2018	Not Started
9	*Council Property	Maintenance of Council Property	Operational	JVC Legal Costs 1718 - PCC	Oct 2017	Draft / Discussion

10	*Information and Communication Technology	Cloud and Hosted Services	ICT	Cloud/Internet Filtering 1718 - PCC	April 2017	Complete
10	*Information and Communication Technology	Information Security Management	ICT	End Point Security 1718 - PCC	April 2017	Not Started
10	*Information and Communication Technology	Threat and Vulnerability Management	ICT	Cyber Security Assessment 1718 - PCC	April 2017	In progress
10	*Information and Communication Technology	Data Centre	Deferred/Removed	Interface Files 1718 - PCC	April 2017	Completed
11	*Finance	Accounts and Audit	Operational	Supporting Cashless Project 1718 - PCC	April 2017	In progress
11	*Finance	Accounts and Audit	Advice	New Accounting Systems - Project Support 1718 - PCC	April 2017	In progress
11	*Finance	Accounts and Audit	Operational	New Revenue Systems - Project Support 1718 - PCC	April 2017	Complete
11	*Finance	Accounts and Audit	Operational	Supporting Social Care Systems 1718 - POWYS	April 2017	In progress
11	*Transport and Infrastructure	Highway Development Control	Operational	HTR - Wholly Owned Company 1718 - PCC	Jan 2018	Deleted
12	*Transport and Infrastructure	Highway Development Control	Follow Up	Depot Stocks Follow-Up 1718 - PCC	April 2017	Completed

12	*Human Resources	Workforce Planning	Operational	Voluntary Severance 1718 - PCC	April 2017	Draft/ Discussion
12	*Human Resources	Workforce Planning	Operational	Workforce Planning 1718 - PCC	July 2017	Complete
12	*Human Resources	Occupational Health	Governance, Fraud & Corruption	Sickness Management 1718 - PCC	Jan 2018	Not Started

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CYNGOR SIR POWYS COUNTY COUNCIL**AUDIT COMMITTEE****2nd February 2018****REPORT AUTHOR: Jane Thomas, Head of Financial Services****SUBJECT: Closure of Accounts**

REPORT FOR: Information

1. Introduction

- 1.1 Committee will be aware that the Statement of Accounts for 2016/17 were issued an unqualified audit opinion by the Auditor General and approved by the Audit Committee on the 22nd September. The accounts were then published on the public website before the statutory deadline of 30th September 2017.
- 1.2 The closure of accounts process and completion of the Statement of Accounts for 2016/17 was delivered under a project management approach. The approach has been adopted for 3 years and has led to continued improvements both to the quality of the draft financial statements and the information available to support them. This was recognised within the ISA260 report presented by Wales Audit Office to Committee on 22nd September 2017.
- 1.3 The project management approach will continue for the 2017-18 closure of accounts and look to build on the improvements made in previous years.

2 Project Update

- 2.1 The project team has met monthly and will continue to do so until March when the frequency of meetings will be reviewed.
- 2.2 Members of the project team and finance staff have fed into the post project review. Project meetings have given consideration to the issues raised and improvements have been built into the plan for 2017-18. The outline project plan was presented at the December team meeting alongside the on-going risk register.
- 2.3 Changes to the Code of Practice are not excessive for 2017-18, in comparison to previous years, and Authorities are being encouraged to review the accounts to make them more accessible. Officers are aiming to eliminate notes, where there is not a statutory requirement to publish and they are not material.
- 2.4 An initial meeting with WAO earlier this month discussed items that could be improved upon from last year and also issues that are on the horizon for 2017-18. These discussions included identifying what can be done early with the intention

of providing information earlier to WAO for auditing. As timescales are brought forward, the audit period between the draft version of the Accounts being issued and being publishing will be reduced by a month.

Proposed statutory dates for the Statement of Accounts

	2017-18	2018-19	2019-20	2020-21
Draft Version	30 June 18	15 June 19	15 June 20	31 May 21
Published Version	30 Sept 18	15 Sept 19	15 June 20	31 July 21

2.5 Officers feeding back from the Wales Audit Office (WAO) facilitated Early Closing event, which was open to all Welsh Authorities, highlighted common experiences among Authorities in terms of quality assurance, working papers and shared good practice. Improving the quality assurance and working papers, areas highlighted as improved but needing further work in the ISA260, are being incorporated in to the plan especially relating to those notes highlighted in the report.

2.6 The systems team are currently providing housekeeping training to E-procurement users. This should reduce the number of manual adjustments that are required to be entered at the year end. Training on the evidence required to be provided to audit is also scheduled into the plan.

2.7 Officers have booked on CIPFA hosted training days in late January and early February for both the Statement of Accounts and Pension Fund accounts.

Recommendation:	Reason for Recommendation:
That Audit Committee notes the contents of the report.	To continue the improvement in accounts closure and that the continuing use of project management principles is endorsed for the closure and audit of the 2017/18 accounts.

Contact Officer Name:	Tel:	Email:
Jane Thomas	01597 826341	jane.thomas@powys.gov.uk

Audit Committee**2 February 2018****Finance Scrutiny Panel****Purpose of Report:** Progress report

The Finance Scrutiny Panel has met on three occasions since the last Audit Committee.

The Panel has met the Portfolio Holder for Adult Social Care (ASC) who reported that overspends were reducing but there were significant additional pressures including the impending Inspection of Adult Social Care in late January 2018. The Panel were of the opinion that all services should be inspection ready at any given time, and whilst the Portfolio Holder agreed with this in principle, there was insufficient resource to tackle the pressures arising from the CSSIW Children's Report, imminent inspection of ASC and 'business as usual'. He was of the opinion that there were not enough people to carry out the work given the pressures and complexities within the service including a continuing rise in service users. Members expressed their continued frustration with the lack of forward planning and KPIs.

Members of the Panel underwent Impact Assessment Training and at a recent meeting considered a number of Impact Assessments. However these were predominantly for relatively minor savings. No IAs were available for ASC or Children's Services. An additional Member Seminar was to be arranged for all Members to consider budget proposals for these areas.

Cabinet Policy decisions have also been considered with regard to the emerging budget. CIPFA have undertaken an exercise to review the budget process and it is believed that the process is robust. However a formal report is expected shortly.

Budget monitoring reports at the end of October and November 2017 have been considered. It had been hoped that the effects of implementation of the budget recovery plan would be evidenced but this is likely to be reflected in the report as at the end of December 2017

The Children's Services Improvement Plan will be costed by the end of January 2018 giving clarity around the budget position. The Panel are seeking assurance that additional investment will deliver improved outcomes. Members have been advised on more than one occasion that the Authority is not sustainable in its current format and needs radical transformation. The expectations of residents as well as Members and officers must be managed. Technical accounting adjustments have been employed to improve the budget position but the Panel have concerns that this obscures the need to transform.

At the last meeting the Panel were advised of the current pressures facing the Council. The budget is currently dominated by Adults and Children's Social Care emphasising the need for fundamental, structural change.

Following the joint Audit/ASC report into last year's overspend, more detailed work has been undertaken on specific areas. The first report into Learning Disabilities has been finalised and the second, on Mental Health, is underway.

Report contact: Lisa Richards, Legal, Scrutiny and Democratic Services

Contact details: lisa.richards@powys.gov.uk, 01597 826371

Background papers: Notes of meetings held on 10 November and 8 December 2017 and 10 January 2018

Group Membership: County Councillors J G Morris (Lead Member), M Dorrance, J Gibson-Watt, D R Jones, P Roberts, D A Thomas, E Vaughan, A Williams, G Williams and Mr J Brautigam

1. I am very upset with the amount of moneys missing from vat.we need to tighten up on this know that this can be reclaimed but it is a large sum of money that should be in our hands not the tax office .The officers involved send time getting the paper work maybe to make sure the correct info is on it .I'm afraid in these times every little thing has to be scrutinised and checked that every penny counts.

Response:

VAT is not recoverable when a vat document has not been sourced or not made available for sample checking. Finance check all purchase invoices where the VAT amount claimed on the system is >£1k. If any of the paperwork does not meet the required HMRC criteria, the VAT is not claimed at that stage and the service areas are informed of the transaction and asked to source a vat document. On receipt of this Finance will reclaim the vat. Following issues with these documents not being sourced, the process has now been changed so that Heads of Service receive the list which contains the relevant cost centre(s) so that they can disseminate the list to the relevant budget holder(s).

A large number of transactions within the £50k recharged this financial year are in relation to purchase cards use. Following a concerning lack of response from purchase card holders regarding sample checks by Finance, it was decided to make it mandatory for invoices/receipts to be uploaded to the purchase card system and attached to the relevant transaction in order to safeguard the Council's position regarding VAT errors. VAT is not claimed in respect of any purchase card transactions where a document has not been uploaded. Heads of Service were informed of this change as were all purchase card holders prior to the change being made. Finance are now starting to receive calls/emails regarding this as budget holders have started to notice these chargebacks to their budget. On receipt of a subsequent document Finance is claiming the vat and crediting the relevant budget but all of this process is very time consuming and costly for Finance. If the "right first time" message was followed this would allow staff in Finance to be engaged in far more useful ways. Following the latest chargeback figures, the s151 officer has sent a firm message to Heads of Service to say that this situation is not appropriate and is a blatant waste of Council money at a time of severe budgetary pressures.

2. I dislike the chart at the start as well showing the falling times. This needs to be kept on an even keel.

Response:

I understand the chart referred to is the Itraxx one in the credit rating list. The chart is produced nationally. As such, the Council has no input to the figures. The chart maps worldwide CDS figures for banks and these are used as part of assessing creditworthiness. I am not sure what "falling times" relates to but I can report that lower figures on this chart illustrate a better position than higher ones.

3. My only comment refer to appendix C: In the debtor invoice table are 100% of invoices checked? I am right in thinking that the proportion miscoded is worryingly high?

Response:

The number of debtor invoices with the incorrect vat treatment applied is concerning and means that customers are receiving incorrect invoices from the Council. Finance check all invoices >£5k but this is a relatively small number in respect of the total number raised each month. There is not sufficient resource to check more than this. Finance have been following up the errors on a regular basis with advice/guidance but it is difficult to manage the situation when there are now over 150 people throughout the authority who can raise invoices.

4. In the last para reproduced below, I am somewhat surprised by the sum involved, nearly £50k seems a lot. My query would be:

How many invoices are involved?

Response:

658 – the vast majority of these are purchase card transactions.

Is the absence of a proper invoice AFTER the email reminder the fault of the service or the supplier?

Response:

Service area.

In the case of the latter are they sanctioned in any way eg removal from the approved supplier list?

N/A

in the case of the service, is any record maintained of offending depts?

Response:

Yes.

Public Document Pack

MINUTES OF A MEETING OF THE JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 10 OCTOBER 2017

PRESENT: County Councillor Mr J Brautigam (Chair)
County Councillors G I S Williams and E Durrant

Officers: Ian Budd (Director of Education), Paul Griffiths (Strategic Director - Place), Jeremy Patterson (Chief Executive), Liz Patterson (Scrutiny Officer), Clive Pinney (Solicitor to the Council) and Wyn Richards (Scrutiny Manager and Head of Democratic Services)

1. APOLOGIES

Members: County Councillors David Jones, John Morris, Pete Roberts

Officers: Louise Barry (Interim Chief Social Worker Officer/ Operations Director Social Care), Peter Jones (Professional Lead - Corporate Insight), David Powell (Strategic Director – Resources), Lisa Richards (Scrutiny Officer), Carol Shillabeer (Interim Strategic Director – People), Emma Palmer (Strategic Business Manager to the Chief Executive).

2. DRAFT NOTES - FOR CONSIDERATION

Documents Considered:

- Draft Notes – 19 September, 2017.

Issues Discussed:

- The Steering Group noted the updated position regarding attendance at the Commissioning and Procurement Board which was due for consideration at the meeting in December and the attendance by the WAO at a future meeting to discuss their review findings which would now be replaced by a seminar for all Members.

Outcomes:

- Noted.

3. WORK PROGRAMME

Documents Considered:

- Cabinet Work Programme
- Scrutiny Work Programme

Issues Discussed:

- Additional items requested to be considered for scrutiny:
 - Libraries Standards
 - Copy to be sent to the Chair of Scrutiny Committee B with any issues being reported to the Steering Group, otherwise the matter not to be scrutinised.
 - Highways Fleet Purchases – hiring of rubbish lorries – request from Cllr Gwilym Williams.
 - Initially Strategic Director – Place to provide information to Cllr Williams regarding the purchase and hiring of vehicles.

- Redesign of Youth Services – request from Stuart Mackintosh, Head of Leisure and Recreation.
 - Include on Scrutiny Work Programme in place of WESP – Leisure Scrutiny Working Group.
- National Procurement Service – fleet management service – purchase of spare parts for vehicles – request by Cllr Emily Durrant.
 - Portfolio Holder has asked for a review of the delivery and management of fleet services. The procurement of spare parts are undertaken under a national framework agreement. The Commissioning and Procurement Board has discussed how the Council commissions to ensure the maximum benefit for Powys whilst acting within legal guidelines.
 - It was suggested that the Commissioning and Procurement Team discuss the processes for procurement with Scrutiny Committee A, and then the Committee could consider which issues might require further review. This is not a high priority item and was to be included when time was available.
- Absenteeism / Sickness Rates – request by Chair.
 - It was reported that for the HTR Service the cost of absenteeism was £800K per annum.
 - It was suggested that the Audit Committee should consider this – report from HR as to what is the position and how it is being addressed. It was further suggested that the Chair and Vice-Chair of the Employment Committee be invited to attend the Audit Committee when discussing this item.
- Review of schools funding formula – Cabinet Work Programme item.
 - This needs to be considered with the scrutiny work on the financial viability of schools. There are minor changes this year and next on the funding formula. A more comprehensive review will be undertaken in 2018. Director to confirm likely date.
- WESP – Cabinet Work Programme item.
 - WG had requested a few changes to the draft plan for submission by November - mostly to amend targets – Remove from Scrutiny Work Programme. Director of Education to provide briefing to Members of the Education Working Group instead of scrutiny review.
- Workshops – Cabinet Work Programme item.
 - It was suggested that this could be considered by the Steering Group when the action plan for the Vision 2025 was being scrutinised in November.
- Flood Risk Management Plan – Scrutiny Work Programme item. Remove from Scrutiny Work Programme.
- Social Services budgets and savings – Scrutiny Work Programme item.
 - Chair of Steering Group to raise with the FSP.
- Home to School Transport Policy – Scrutiny Work Programme item - new date to be set in the new year for consideration by Cabinet.

- HTR Commissioning – Scrutiny Work Programme item – Remove and replace with HTR Transformation once approved by Cabinet and following discussion between Scrutiny Manager and Strategic Director – Place.
- Cabinet – add column to Work Programme to include scrutiny dates.

Outcomes:

Action	Completion Date	Action By
Strategic Director – Place to provide information to Cllr Williams regarding the purchase and hiring of vehicles		PG
HTR Commissioning – remove from Scrutiny Work Programme and replace with HTR Transformation once agreed by Cabinet.		WR / LR / PG
WESP – Remove from Scrutiny Work Programme		WR
WESP – briefing for Members of Education Scrutiny Group		LP
Redesign of Youth Services – include on Scrutiny Work Programme.		WR
Schools Funding Formula – move date for scrutiny to 2018. Director to confirm likely date.		LP / IB
Workshops – to be considered as part of the scrutiny of the Vision 2025 at the November meeting of the Steering Group.		All Members of the Steering Group
Absenteeism – report from HR to be considered by the Audit Committee (with Chair and Vice-Chair of employment Committee invited to attend)		LR
Commissioning and Procurement Team to discuss with Scrutiny Committee A the processes for procurement. (Low priority item to be considered when time available)		LR
Libraries Standards – document to be sent to Chair of Scrutiny Committee A for consideration, but not formally scrutinised.		LP
Flood Risk Management Plan – remove from Scrutiny Work Programme.		LR
Social Services Budgets and		JB

Savings – Chair to raise with FSP		
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4.	DISCUSSION WITH THE CHIEF EXECUTIVE, STRATEGIC DIRECTORS REGARDING POTENTIAL SCRUTINY ITEMS
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Documents Considered:

- None.

Issues Discussed:

- The Chief Executive advised that there would be a briefing for all Members on Monday 16th October relating to children’s services and the recent CSSIW review. The CSSIW review report would be issued on Tuesday 17th October, 2017.
- The Children’s Services Improvement Board had met and Cllr Pete Roberts had attended as the scrutiny observer. There was an important role for scrutiny in receiving updates from the Improvement Board. The draft improvement plan had to be completed and submitted to the Inspectorate within 20 days of 17th October.
- There needed to be strong scrutiny of the draft improvement plan. In addition scrutiny needed to be more analytical of the draft ACRF Report.
- There will be additional costs to the Council to implement additional short term support. Long term there would be a need to look at the commissioning of Children / Social Care / Education and Health. Early Intervention and Commissioning process also needed to change. However initially safeguarding and performance management needed improvement. Other authorities had changed their commissioning processes which not only led to safer services but also efficiencies. The financial plans for the improvement support had been agreed with the Strategic Director – Resources.
- The scrutiny meeting to review the draft improvement plan was in the process of being arranged. Meetings for November and December to review specific items from the draft improvement plan were already in place.
- HTR Commissioning – the WAO were pleased with the scrutiny of the commissioning process to date. The Cabinet is proposing to move to a modified in-house model. The HTR Transformation Board had agreed the principle subject to Cabinet approval. The Scrutiny Manager would need to liaise with the Strategic Director – Place regarding the scrutiny of the revised project once approved by Cabinet.
- Schools – The revised School Transformation and Organisation policy will need to be scrutinised. The emphasis now is on collaborative arrangements, joint management etc prior to school closures being considered. It is anticipated the policy will be available by Christmas 2017. It will then require a 3 to 5 year plan to implement this. The scrutiny of the revised policy was already included in the Forward Work Programme.

Outcomes:

Action	Completion Date	Action By
Scrutiny Manager and Strategic Director – Place to discuss future scrutiny of HTR Transformation once approved		WR / PG

by Cabinet		
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5. PUBLIC SERVICE BOARD

5.1. Arrangements for the Scrutiny of the Public Service Board (PSB) in Powys

Documents Considered:

- Draft Document – Arrangements for the Scrutiny of the PSB in Powys.

Issues Discussed:

- There would need to be a report to Council to approve the representatives from the Council on the PSB Scrutiny Committee.
- It was recommended that the Powys representatives should be 1 representative from Scrutiny Committee A and 1 from Scrutiny Committee B.

Outcomes:

Action	Completion Date	Action By
Recommended to the County Council that the Powys representatives on the PSB Scrutiny Committee should be 1 representative from Scrutiny Committee A and 1 from Scrutiny Committee B.		WR / CP

6. MID WALES JOINT COMMITTEE FOR HEALTH AND CARE

Documents Considered:

- None

Issues Discussed:

- Request to vary the attendance at meetings of the Joint Committee to the local County Council representative only where meetings were held in that county.
- The Steering Group considered that as previously it had been agreed that there was little value in the Council attending these meetings it was suggested that Powys Councillors wishing to monitor these meetings should watch the webcast only rather than attend the meetings.

Outcomes:

Action	Completion Date	Action By
That Powys Councillors wishing to monitor the Joint Committee should watch webcasts of the meetings only rather than attend the meetings.		LP

7. DATES OF FUTURE MEETINGS - FOR INFORMATION
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7.1. Joint Chairs and Vice-Chairs Steering Group

- 7 November 2017
- 5 December 2017
- 9 January 2018
- 20 February 2018
- 10 April 2018
- 5 June 2018
- 17 July 2018
- 11 September 2018
- 9 October 2018
- 13 November 2018
- 11 December 2018

7.2. Public Service Board

- 26 October 2017
- 21 December 2017
- 18 January 2018
- 8 February 2018
- 22 March 2018
- 26 April 2018
- 28 July 2018
- 13 September 2018
- 29 November 2018

7.3. Strategic Overview Board

- 12 December 2017
- 20 March 2018
- 19 June 2018
- 4 September 2018
- 4 December 2018

7.4. Commissioning and Procurement Board

- 21 November 2017
- 30 January 2018
- 13 March 2018
- 22 May 2018
- 10 July 2018
- 18 September 2018
- 6 November 2018

8. GLOSSARY OF TERMS

ACRF	Annual Council Reporting Framework (Report of the Director of Social Services)	CSSIW	Care and Social Services Inspectorate Wales
FSP	Finance Scrutiny Panel	HTR	Highways, Transport and Recycling Service
PSB	Public Service Board	WAO	Wales Audit Office
WESP	Welsh in Education	WG	Welsh Government

	Strategic Plan		
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County Councillor Mr J Brautigam (Chair)

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MINUTES OF A MEETING OF THE JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 7 NOVEMBER 2017

PRESENT: Mr J Brautigam (Chair)

County Councillors D R Jones, P Roberts, G I S Williams and E Durrant

Officers: Liz Patterson, Clive Pinney, David Powell, Lisa Richards, Wyn Richards, Mark Evans and Dawn Richards (Capital and Financial Planning Accountant)

1. APOLOGIES

Members: County Councillor John Morris

Officers: Jeremy Patterson (Chief Executive), Peter Jones (Professional Lead – Corporate Insight)

2. DRAFT NOTES - FOR CONSIDERATION

Documents Considered:

- Draft Notes – 10th October, 2017

Issues Discussed:

- None

Outcomes:

- **Noted.**

3. WORK PROGRAMME

Documents Considered:

- Response to County Councillor Gwilym Williams from Paul Griffiths, Strategic Director – Place regarding the purchase and hiring of vehicles.
- Cabinet Work Programme.
- Scrutiny Work Programme.

Issues Discussed:

- Implementation of the Change in the Age of Admission to Schools.
 - Members expressed concern that this was supposed to be a delivering a saving but in some areas it was costing more e.g. Golwg-y-Cwm, Ystradgynlais a new mobile classroom was to be installed for Year 6 whilst the pre-school pupils were moved into a classroom in the school. It was suggested that if the age of admission had been raised then there should have been a classroom free at the school rather than purchase a mobile at a cost of £80k.
 - Review of Change in Age of Admission to be added to the Scrutiny Work Programme as a low priority (Committee B).
- CSSIW Review of Children's Services.
 - Joint Chairs were briefed on the current position including the Improvement Board and WLGA Advisers. The Scrutiny Manager

advised that an initial meeting of the Children's Services Working Group had met to consider the action plan in response to the review. However a further more detailed version of the plan had been produced which would be considered at the November meeting together with a suite of performance indicators.

- The priority was to target those actions which should have been completed and those to be completed by the end of December.
- It was also suggested that Working Group meetings could vary from monitoring the implementation plan to focussing on individual themes / workstreams.
- Adults Services – an Improvement Conference is likely to be held before Christmas with an inspection by CSSIW early in the New Year. The Council will then be required to prepare an action plan. There will need to be an assessment of where scrutiny fits into the process as well, and it was suggested that scrutiny could undertake some work in advance of the final report from CSSIW whilst noting this would need existing priorities to be reassessed.
- As an initial step it was suggested that looking at data issues would be a good place to start, and it was agreed to add this to the work programme on 20 December 2017.
- Purchase and hiring of vehicles.
 - It was suggested that if this was to be reviewed it should be to consider fleet replacement generally rather than just look at vehicles for the Highways Service. Agreed to add this to the work programme as a low priority – January / February 2018.
- Cabinet Work Programme.
 - Concern was expressed that there were few items included in the Cabinet Work Programme for January 2018. It was agreed that a letter be sent to the Leader and Cabinet about the need to ensure that the Work Programme was more fully populated.
 - The Scrutiny Manager advised that he was attending Directorate Management Team Meetings with the aim of improving the detail in the Cabinet Work Programme as well as identifying those Cabinet items which should also be the subject of scrutiny.
 - Office Accommodation – North Powys (Cabinet January 2018) – add to Scrutiny Work Programme for 14 December 2017.
 - WHQS – it was noted that this was being deferred in the Cabinet Work programme to December 2018 and the scrutiny review date would need to be revised.
 - Absenteeism – the Acting Strategic Director Resources indicated that the figures that were considered by the Employment Committee needed to be checked. Then he intended to work with the Chair of the Employment Committee to seek to reduce the levels of absenteeism. It was requested that absenteeism figures for individual services should be available for scrutiny working groups to consider when they were reviewing services.
 - Rights of Way Improvement Plan – this has been delayed from December 2017 to late February / March 2018. Suggested date for scrutiny 1 March 2018
 - Integration Options Appraisal – this would now be a general approach to integration. However the Acting Chief Executive could advise on the position following a meeting later in the week. In the

interim it was suggested that a provisional scrutiny date of 30.11.17 be included in the scrutiny work programme.

- Revised Care Fee Setting Arrangement – move scrutiny review date forward to 23.11.17
- Scrutiny Work Programme
 - Add detail of workstreams for Children’s Services and the Joint Children / Adults Services Working Group to the work programme.

Outcomes:

Action	Action By / Date
Review of Change in Age of Admission to be added to the Scrutiny Work Programme as a low priority (Committee B)	WR 5.12.17
Adult Social Care Group to consider data issues in relation to the CSSIW review of Adult Services (20/12/17).	LR
Review of fleet replacement – add to work programme as a low priority – January / February 2018.	WR / LR
Letter be sent to the Leader and Cabinet about the need to ensure that the Work Programme was more fully populated	WR
Office Accommodation – North Powys – add to Work Programme for scrutiny in December 2017	WR / LR
Revise scrutiny review date for WHQS Completion to November 2018.	WR /LR
Rights of Way Improvement Plan – revised scrutiny date 1.3.18	WR / LR
Integration Options Appraisal – provisional scrutiny date 30.11.17	WR / LR
Revised Care Fee Setting Arrangement – move scrutiny review date forward to 23.11.17	LR
Add detail of workstreams for Children’s Services and the Joint Children / Adults Services Working Group to the work programme	LP 5.12.17
When Scrutiny Programme was revised circulate a copy to Strategic Directors, Heads of Service and Portfolio Holders.	WR

4.	DISCUSSION WITH THE CHIEF EXECUTIVE, STRATEGIC DIRECTORS REGARDING POTENTIAL SCRUTINY ITEMS
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Documents Considered:

- None

Issues Discussed:

- None

Outcomes:

- Deferred to next meeting.

5.	CAPITAL PROGRAMME
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Documents Considered:

- Capital Strategy
- Capital Programme Update for September 2017

Issues Discussed:

- The capital strategy covers any asset which will last over a year e.g. buildings, equipment, vehicles. The Council receives a capital grant of about £7m for some projects. The capital strategy will need to be updated to reflect the Cabinet’s new vision.
- The group asked whether the Cabinet had taken the decision not to sell the county farms, which was confirmed. It was also asked whether the Cabinet would be revisiting this decision as it was suggested that the current decision did not fit in with the budget recovery plan and the ability for the Council to receive a capital receipt. It was noted that there was a hold on revisiting this decision at present subject to a full scale review.
- Some of the capital receipts had been earmarked for Education projects.
- With regard to the governance of the capital programme it was suggested that an area for scrutiny could be the monitoring of progress on projects.
- Project evaluation – this was about to be undertaken for the Gwernyfed Area Schools which were ahead of target and within budget.
- Project Boards – the new project boards have a senior officer as the project sponsor. The issue is around the sponsor driving the project and having the right stakeholders as part of the project at the outset.
- Grant funding to the Council is in addition to the funding received from Welsh Government. The Council is now looking at the improved planning of projects to take account of issues such as delays in planning permission.
- If the programme was working well then scrutiny would not need to get involved. Where things go wrong then perhaps scrutiny could look at issues by exception. It was suggested that projects such as the “Invest to Save” project could be one where the group could scrutinise. The Capital Accountant was asked to provide information on the “Invest to Save” project.
- It was suggested that the Audit Committee should receive a copy of the Capital Report to Cabinet on a regular basis to monitor the position.
- Key Performance measures should be made available to Members as a starting point.

Outcomes:

Action	Action By / Date
That scrutiny undertake the monitoring of the progress of capital projects i.e. by exception.	WR / DR
That the group review the “Invest to Save” projects”	WR / DR
That the Audit Committee receive copies of the Capital programme report to Cabinet to monitor progress.	WR / LR

6.	DRAFT WELL BEING PLAN
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Documents Considered:

- Draft Well-Being Plan

Issues Discussed:

- It was suggested that the item be deferred to the next meeting. The consultation process for the Draft Plan was about to commence and it was suggested that the Joint Chairs' comments could be included as part of that process. In addition, the Joint Chairs could consider the consultation responses in February, 2018 when the consultation process had been completed.

Outcomes:

Action	Action By / Date
Defer consideration of Draft Plan to next meeting in December	WR 5.12.17
That the plan be reconsidered at the February 2018 meeting once the consultation process had been completed.	WR 5.12.17

7.	PUBLIC SERVICE BOARD
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8.	DRAFT NOTES OF PREVIOUS MEETING(S)
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Documents Considered:

- Draft Notes – 21 September, 2017
- Draft Notes – 26 October 2017

Issues Discussed:

- Children's Services Review – No comments had been received from the police or other agencies at the PSB regarding Children's Services. Also no comment from the Regional Partnership Board. The group questioned the value of these groups.
- It was suggested that there had been insufficient challenge of Children's Services and it was noted that the place to raise issues was in the various scrutiny working groups.
- With regard to the issue of governance of the PSB, comments on its governance could be fed back to the PSB from the PSB Scrutiny Committee. There was concern that agencies had not used the PSB as a forum to raise concerns.
- The group suggested that the Chair send a letter to the Leader as Chair of the PSB asking that if the Police and Health Service were so concerned about Children's Services why these concerns were not raised at the PSB prior to the CSSIW report. The letter should be circulated to the Steering Group for comments prior to submission.

Outcomes:

Action	Action By / Date
Draft letter to leader to be circulated to Group for comments	WR / JB
Letter from the Chair to the Leader about the lack of comments made by agencies at the PSB regarding Children's Services.	WR / JB

9. DATES OF FUTURE MEETINGS - FOR INFORMATION**10. JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP**

- 5 December 2017
- 9 January 2018
- 20 February 2018
- 10 April 2018
- 5 June 2018
- 17 July 2018
- 11 September 2018
- 9 October 2018
- 13 November 2018
- 11 December 2018

11. PUBLIC SERVICE BOARD

- 21 December 2017
- 18 January 2018
- 8 February 2018
- 22 March 2018
- 26 April 2018
- 28 July 2018
- 13 September 2018
- 29 November 2018

12. STRATEGIC OVERVIEW BOARD

- 12 December 2017
- 20 March 2018
- 19 June 2018
- 4 September 2018
- 4 December 2018

Members commented that the Acting Chief Executive had indicated that meetings of the Strategic Overview Board would be held bi-monthly rather than quarterly.

Outcomes:

Action	Action By / Date
Scrutiny Manager to check on frequency of meetings with the Acting Chief Executive	WR

13. COMMISSIONING AND PROCUREMENT BOARD

- 17th July, 2015
- 18th September, 2015
- 20th November, 2015

The attendance of scrutiny chairs at meetings of the Commissioning and Procurement Board as observers was due to be considered at its next meeting.

Outcomes:

Action	Action By / Date
Scrutiny Manager to check that the item was included on the agenda for the next meeting	WR

Mr J Brautigam (Chair)

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MINUTES OF A MEETING OF THE JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 5 DECEMBER 2017

PRESENT: Mr J Brautigam (Chair)

County Councillors D R Jones, JG Morris, G I S Williams and E Durrant

Officers: Ian Budd (Director of Education), Peter Jones (Professional Lead - Corporate Insight), Liz Patterson (Scrutiny Officer), Clive Pinney (Solicitor to the Council), David Powell (Acting Chief Executive), Lisa Richards (Scrutiny Officer) and Wyn Richards (Scrutiny Manager and Head of Democratic Services)

1. APOLOGIES

Members: County Councillor Pete Roberts

Officers: Jeremy Patterson (Chief Executive), Mark Evans (Acting Strategic Director – Resources), Emma Palmer (Strategic Business Manager to the Chief Executive)

2. DRAFT NOTES - FOR CONSIDERATION

Documents Considered:

- Draft Notes – 7th November, 2017

Issues Discussed:

- The Steering Group noted that the letter to the Leader regarding the Public Service Board had been drafted but not completed.
- The Chair indicated that he had received a response from the HR Manager – Operations regarding absenteeism figures. It was noted that the Chair believed there to be discrepancies in the data provided which would need to be re-checked. He would discuss these issues with the Acting Strategic Director – Resources. There were also issues in relation to the Adult Social Care data provided.

Outcomes:

- **Noted.**

3. WORK PROGRAMME

Documents Considered:

- Report of the Scrutiny Manager and Head of Democratic Services

Issues Discussed:

- Item 1.1 – Items from the Last Meeting
 - Options Appraisal
 - This is not proceeding as quickly as it could. The current focus is on the Children's and Adults Services inspections. There is current work around the ongoing projects, but there is a need for further discussion between the Council and Health on deeper integration. The fundamental issues are around the funding differences between Powys and Health.

- The Adult Social Care inspection is expected to take place in the last two weeks of January 2018.
- One aspect of work that scrutiny could consider is what progress has been made with integration to date and also what are the barriers to integration – discuss as part of work programme at January 2018 meeting.
- Revised Care Fee – not being considered by Cabinet until February 2018 – amend scrutiny date.
- Office Accommodation – North Powys – set scrutiny date for week commencing 19/02/18
- Rights of Way Improvement Plan – review scrutiny date set for 01.03.18
- Item 1.2 – Items suggested by the Scrutiny Team
 - Review of Farms Policy – scrutinise in week commencing 29/01/18
 - Health and Care Plan
 - The employment numbers were incorrect as the data had not been cleansed especially for Children’s and Adults Services. The HR dashboard had been considered by the Management Team and managers had been asked to cleanse this information. The Acting Chief Executive would check on the data and then this would be reported to the Employment Committee.
 - There was no integration of systems between schools and the Council and the Council also did not have a line of sight for employment in schools.
 - Health and Care Plan to be scrutinised in week commencing 19/02/18
 - There would be a need to integrate the scrutiny of the action plans for Children’s and Adults Services into the overall scrutiny work programme.
 - Homelessness – scrutinise in week commencing 15/10/18
- Item 2.1 – Items referred by Members / Committees
 - Heart of Wales Property Services (HOWPS) (Councillor David Selby)
 - The Steering Group noted that officers were taking performance issues seriously and a warning letter had been sent to HOWPS as well as meetings held with their officers. Key Performance Indicators had now been provided by HOWPS which was a requirement of the contract. It was reported that there had been an improvement in performance but monitoring of the situation was continuing. There were weekly meetings being held between the Strategic Director – Place and Kier.
 - With regard to schools they had been advised to contact HOWPS through the contact numbers provided to them. Any other issues were discussed at the weekly meetings.
 - It was suggested that a scrutiny review of HOPWS would be inappropriate until at least a year of operation had been completed. However the Strategic Director – Place would be invited to attend the next meeting of Scrutiny Committee A to update Members on the current position.
- Item 2.5 – Scrutiny Work Programme

- HTR Commissioning to be removed from the scrutiny work programme as the Cabinet was no longer progressing with this. To be replaced with the HTR Transformation project.

Outcomes:

Action	Action By / Completion Date
Agenda item – January 2018 – What progress made with integration with Health and also what are the barriers to integration.	WR 9.1.18
Revised Care Fee – amend scrutiny date	LR
Office Accommodation – North Powys – set scrutiny date for week commencing 19/02/18	LR
Rights of Way Improvement Plan – review scrutiny date set for 01/03/18	LR
Review of Farms Policy – to be scrutinised week commencing 29/01/18	LR
Health and Care Plan to be scrutinised in week commencing 19/02/18	LR / LP
Homelessness Strategy – to be scrutinised week commencing 15/10/18	LR
Strategic Director – Place to be invited to Scrutiny Committee A to provide Members with an update on HOWPS	LR
HTR Commissioning to be replaced in the scrutiny work programme with the HTR Transformation project.	LR

4. DRAFT WELL-BEING PLAN

Documents Considered:

- Draft Well-Being Plan – Final Draft – November 2017

Issues Discussed:

- The Well-Being Plan is to be published by April 2018. The Well-Being Act defined what is meant by short / medium and long term planning. The Well-Being Assessment was the first target.
- The Council has consulted on its vision for what it wants the county to look like in 20 or 25 years time. This led to the creation of the Well-Being objectives. There is also a synergy between the Public Service Board's vision for 2040 and the Council vision to 2025.
- There are 15 Well-Being steps, 3 of which the Public Service Board will delegate to the Regional Partnership Board.
- The revised plan, following the consultation period, will be re-considered by the Steering Group in February, 2018 before it is published towards the end of March.
- The Chancellor's plans for Growing Mid Wales could be referenced in the document.
- Members asked whether there were external factors influencing Powys rather than Powys influencing others? The Steering Group was advised that this was partly picked up in the Well-Being Assessment. Powys also

- tried to pick up what neighbouring authorities' Public Service Boards had found in their assessments.
- Public Service Boards have to report on progress in delivering the objectives in the plan. However they are also being encouraged to work differently rather than just by setting objectives or key performance indicators such as by working with communities. The Public Service Board also cannot rely on the Council only to deliver its well-being plan as the Council has its own well-being targets to achieve.
- Members were asked to submit individual comments on the plan. In addition the scrutiny committees were asked to discuss the plan and submit comments.

Outcomes:

Action	Action By / Completion Date
The Scrutiny Committees be asked to consider the Well-Being Plan and submit comments	LP / LR

5.	CORPORATE LEADERSHIP GOVERNANCE IMPROVEMENT PLAN
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Documents Considered:

- Draft Corporate Leadership and Governance Plan v5.1

Issues Discussed:

- There is a need to get business systems and financial systems to speak to each other or integrate
- Workforce planning targets need to be set to ensure that structures are sustainable. In addition there needs to be a more distributed leadership model down to middle management.
- There needs to be a greater clarity of Member and Officer roles.
- The Plan sits alongside the Childrens and Adults Services Improvement Plans and the Estyn Improvement Conference / Education Improvement Plan. All of these should influence the Corporate Improvement Plan by March 2018.
- It was suggested that the Plan should be discussed by the scrutiny committees with comments being sought on what might not work.
- Members questioned whether there was sufficient capacity within the organisation to deal with this plan and also should be Plan be split up for discussion by Members as some sections were more relevant to the Audit Committee than others (Sections D and F).
- The Plan has been developed arising from inspectorate reports, and they are matters which the Council is required to do.
- The Director of Education indicated that he would provide feedback questions to assist committees in providing responses. Scrutiny would also need to focus on the success criteria.
- It was agreed that Audit Committee would consider sections D and F of the Plan and a Joint Working Group comprising 5 Members each from Scrutiny Committees A and B would consider the remainder of the Plan on 19th January, 2018. The Chairs of the Scrutiny Committees would select the Members from each committee.

Outcomes:

Action	Action By / Completion Date
A joint Working Group comprising 5 Members each from Scrutiny Committees A and B to meet on 19 th January, 2018 to consider the plan.	LP / LR
Audit Committee to consider sections D and F of the Plan	LR

6. DATES OF FUTURE MEETINGS - FOR INFORMATION**Documents Considered:**

- Report of the Scrutiny Manager and Head of Democratic Services

Issues Discussed:

- None

Outcomes:

- **Noted.**

7. COMMISSIONING AND PROCUREMENT BOARD**Documents Considered:**

- None

Issues Discussed:

- To note that the request from the Joint Chairs Steering Group that the Chairs of the Scrutiny Committees together with the Chair of the Joint Chairs Steering Group to attend meetings of the Commissioning and Procurement Board was considered at the last meeting of the Board on 21st November, 2017.
- The Board have agreed that the Chairs can attend Board meetings as observers.

Outcomes:

- **Noted.**

8. PROTOCOL FOR SCRUTINY REPORTS**Documents Considered:**

- None

Issues Discussed:

- It was noted that there had been a concern expressed regarding a recent Audit Committee report which had been discussed at the Committee and at Cabinet, of which the Director of Education had not been made aware prior to its discussion.
- The Scrutiny Manager indicated that this should not have happened and that Heads of Service and Portfolio Holders should be made aware of

- reports from Scrutiny Committees which were to be discussed at the Cabinet.
- Concern was also expressed regarding a recent event in relation to the Car Parking Policy where there was discussion at Cabinet regarding whether the policy should have been considered by scrutiny prior to its consideration by Cabinet.
 - The Steering Group was reminded that the item had been considered as part of the work programme and it had been decided not to scrutinise it as there were other priorities to consider. The Chair of Scrutiny Committee A considered that the policy should be scrutinised before the cabinet meeting on 9th January, 2018. However on being put to the vote this proposal was lost.

Outcomes:

Action	Action By / Completion Date
That Heads of Service and Portfolio Holders be made aware of scrutiny reports to be presented to Cabinet prior to their inclusion on the Cabinet agenda.	LP / LR / WR
That the Car Parking Policy would not be scrutinised prior to its reconsideration by Cabinet on 9th January, 2018.	WR / LR

Mr J Brautigam (Chair)

Title	Description	Lead	Portfolio Holder	Scrutiny Committee	Scrutiny Date	Scrutiny Working Group	Scrutiny Working Group Date	Decision Maker	Cabinet / Management Date	Cabinet Date
Treasury Management Report for Quarter :		Ann Owen	Aled Wyn Davies	Audit Committee				Cabinet	16/01/18	30/01/18
Capital Programme Update		Jane Thomas	Aled Wyn Davies	Audit Committee				Cabinet		
Capital Programme and Capital Strategy	Joint Chairs to review Capital programme and capital strategy decide on level of scrutiny for capital programme	Wyn Richards		Joint Chairs and Vice-Chairs Steering Group	07/11/17			Cabinet		
Scrutiny of Vision 2025 Implementation Plan		Peter Jones	Rosemarie Harris	Joint Chairs and Vice-Chairs Steering Group	07/11/17			Cabinet		
Scrutiny of the Strategic Equalities Plan 2017	Scrutiny of the Strategic Equalities Plan 2017	Bets Ingram	James Evans	Joint Chairs and Vice-Chairs Steering Group	05/12/17			Cabinet		
Scrutiny Chairs attendance at Commissioning and Procurement Board	Request to Cabinet Portfolio Holder for Finance to allow Scrutiny Chairs (and Chair of Joint Chairs) to attend Commissioning and Procurement Board meetings as observers.	Wyn Richards	Aled Wyn Davies	Joint Chairs and Vice-Chairs Steering Group	05/12/17			Portfolio Holder		
Scrutiny of One Powys Plan Update 2018	Scrutiny of One Powys Plan Update 2018	Peter Jones	Rosemarie Harris	Joint Chairs and Vice-Chairs Steering Group	20/02/18			Cabinet		
Draft Well-Being Plan	Scrutiny of the Draft Well-Being Plan	Peter Jones		Joint Chairs and Vice-Chairs Steering Group	20/02/18			Cabinet		
Draft Annual Governance Statement 2018	Scrutiny of the Draft Annual Governance Statement	Peter Jones	Aled Wyn Davies	Joint Chairs and Vice-Chairs Steering Group	10/04/18			Cabinet		
Corporate Improvement Plan Update 2018	Scrutiny of the Corporate Improvement Plan or Annual Updates	Peter Jones	Rosemarie Harris	Joint Chairs and Vice-Chairs Steering Group	10/04/18			Cabinet		
Adult Social Care Budget and Service Delivery of Savings Targets	Review of Adult Social Care budgets and achievement by service of savings targets - To be reviewed in light of revised MTFS	Lisa Richards		Not Applicable		Finance Scrutiny Panel	10/11/17	Cabinet		
Integration Options Appraisal	Deferred	Jeremy Patterson	Rosemarie Harris	Scrutiny A				Cabinet		
Integration and Engagement		Jennifer Jeffreys	Cllr Stephen Hayes	Scrutiny A				Cabinet		
cemeteries Review		Nia Hughes	Jonathan Wilkinson	Scrutiny A				Cabinet	25/09/18	09/10/18
HTR Transformation Project	HTR Transformation Process	Lisa Griffiths	Liam Fitzpatrick	Scrutiny A				Cabinet		
Office Accommodation - North Powys Review		Natasha Morgan	Phyl Davies	Scrutiny A				Cabinet	27/02/18	13/03/18
Older People's Accommodation	Safeguarding Safeguarding deferred from 6 September	Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	28/09/17	Cabinet		
Domiciliary Care Commissioning		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	08/11/17	Cabinet		
Budget and Savings		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	30/11/17	Cabinet		
Adult Services Improvement Plan	To be reviewed at all ASC Working Groups commencing 30 November 2017 Itemised scrutiny included on work programme for 2018	Jennifer Jeffreys	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	30/11/17	Cabinet		
Adult Social Care - Data	Review Adult Social care Data in preparation for CSSIW Inspection of Service in 2018	Phil Evans	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	20/12/17	Cabinet		
ASC Risk Register		Caroline Evans	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	20/12/17	Cabinet		
Residential care fee setting arrangement		Lee Anderson	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	24/01/18	Cabinet	16/01/18	30/01/18
Review of Farms Policy		Natasha Morgan	Jonathan Wilkinson	Scrutiny A			29/01/18	Cabinet	06/02/18	20/02/18
ASC - Monitoring Improvement Plan - Actions Completed		Caroline Evans	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	29/01/18	Cabinet		
ASC Improvement Plan - Exception Monitoring - Leadership and Governance		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	19/02/18	Cabinet		
ASC Improvement Plan - Exception Monitoring - Case Management		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	12/03/18	Cabinet		
ASC Improvement Plan - Exception Monitoring - Workforce		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	06/04/18	Cabinet		
ASC Improvement Plan - Exception Monitoring - Practice, Quality and Assurance		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	15/05/18	Cabinet		
ASC Improvement Plan - Exception Monitoring - Commissioning and Contracting		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	04/06/18	Cabinet		
ASC Improvement Plan - Actions Completed		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	25/06/18	Cabinet		
ASC Improvement Plan - Exception Monitoring - Complaints monitoring		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	19/07/18	Cabinet		

Title	Description	Lead	Portfolio Holder	Scrutiny Committee	Scrutiny Date	Scrutiny Working Group	Scrutiny Working Group Date	Decision Maker	Cabinet / Management Date	Cabinet Date
ASC Improvement Plan - Exception Monitoring - Signs of safety - working with partners		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	20/09/18	Cabinet		
Homelessness Strategy		Simon Inkson	Jonathan Wilkinson	Scrutiny A			08/10/18	Cabinet	23/10/18	06/11/18
ASC Improvement Plan - Exception Monitoring - Workforce - retention and succession planning		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	24/10/18	Cabinet		
ASC Improvement Plan - Exception Monitoring - Part 4		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	19/11/18	Cabinet		
ASC Improvement Plan - Exception Monitoring - Part 5		Dylan Owen	Cllr Stephen Hayes	Scrutiny A		Adult Social Care Working Group	17/12/18	Cabinet		
Pre Inspection Self Assessment ASC	To be considered monthly commencing 30 November 2017	Dylan Owen	Cllr Stephen Hayes	Scrutiny A	30/11/17	Adult Social Care Working Group	30/11/17	Cabinet		
Office Accommodation - North Powys Review	To consider proposals for north offices	Natasha Morgan	Phyl Davies	Scrutiny A	19/02/18			Cabinet	27/02/18	13/03/18
Rights of Way Improvement Plan		Mark Stafford-Tolley	Jonathan Wilkinson	Scrutiny A	01/03/18			Cabinet		
WHQS Completion		Simon Inkson	Jonathan Wilkinson	Scrutiny A	17/09/18			Cabinet	25/09/18	09/10/18
Children's and Adults Scrutiny	Powys People Direct (PPD)			Scrutiny A;#Scrutiny B		Adult Social Care Working Group;#Children's Scrutiny Working Group	15/01/18	Cabinet		
ACRF - Annual Report of the Director of Social Services			Cllr Stephen Hayes	Scrutiny A;#Scrutiny B		Adult Social Care Working Group;#Children's Scrutiny Working Group	02/05/18	Cabinet		
Health and Care Plan			Cllr Stephen Hayes	Scrutiny A;#Scrutiny B	18/01/18	Children's Scrutiny Working Group;#Adult Social Care Working Group	18/01/18	Cabinet	27/02/18	13/03/18
Approval of Corporate Leadership Governance Improvement Plan		Ian Budd		Scrutiny A;#Scrutiny B	19/01/18		19/01/18	Cabinet	16/01/18	30/01/18
Change in Age of Admission	Review of the Change in Age of Admission to Schools	Ian Budd	Myfanwy Catherine Alexander	Scrutiny B				Cabinet		
Education Scrutiny Group	School Standards February 2018	Ian Budd	Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group		Cabinet		
School Scrutiny Panel February 2018	To include school categorisation			Scrutiny B		Education Scrutiny Group		Cabinet		
Education Scrutiny Group	School Governor Training Scrutiny		Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group		Cabinet		
Education Scrutiny Group	Schools Service Workforce Planning Scrutiny		Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group		Cabinet		
School Scrutiny Panel April 2018				Scrutiny B		Education Scrutiny Group		Cabinet		
School Scrutiny Panel June 2018			Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group		Cabinet		
School Standards Autumn 2017	Unverified data including results, attendance, exclusions, inspection outcomes		Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group	27/10/17	Cabinet		
School Scrutiny Panel November 2017	Update on schools previously brought to School Scrutiny Panel			Scrutiny B		Education Scrutiny Group	13/11/17	Cabinet		
Children's Services - Work Programme	Review of Sections of the Draft Improvement Plan	Elizabeth Patterson	Rachel Powell	Scrutiny B		Children's Scrutiny Working Group	16/11/17	Cabinet		
School Transformation Policy		Marianne Evans	Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group	13/12/17	Cabinet	06/02/18	20/02/18
Children's Services Scrutiny	Safeguarding	Elizabeth Patterson	Rachel Powell	Scrutiny B		Children's Scrutiny Working Group	14/12/17	Cabinet		
Children's Services Scrutiny	Monitoring Improvement Plan Pt 1 - Governance (internal and partnerships) and Performance Management	David Johnston	Rachel Powell	Scrutiny B		Children's Scrutiny Working Group	08/02/18	Cabinet		
Education Scrutiny Group	School Improvement Plan Scrutiny		Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group	21/02/18	Cabinet		
Education Scrutiny Group	ERW - Estyn Monitoring Review outcome, Operating arrangements review and performance		Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group	26/02/18	Cabinet		
Education Scrutiny Group	Education Services Self Evaluation Report		Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group	13/03/18	Cabinet		

Title	Description	Lead	Portfolio Holder	Scrutiny Committee	Scrutiny Date	Scrutiny Working Group	Scrutiny Working Group Date	Decision Maker	Cabinet / Management Date	Cabinet Date
Children's Services Scrutiny	Monitoring Improvement Plan Pt 2 - LAC, Fostering Service and Out of County Placements	David Johnston	Rachel Powell	Scrutiny B		Children's Scrutiny Working Group	15/03/18	Cabinet		
School Budgets Nov 2017	Update on position since Cabinet report July 2017	Marie James	Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group	02/04/18	Cabinet		
Education Scrutiny Group	ALN / Behaviour Support Policy		Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group	12/04/18	Cabinet		
Children's Services Scrutiny	Monitoring Improvement Plan Pt 4 - Assessment compliance, quality assurance	David Johnston	Rachel Powell	Scrutiny B		Children's Scrutiny Working Group	19/04/18	Cabinet		
Children's Services Scrutiny	Improvement Plan Monitoring Pt 3 Early Intervention and Prevention	David Johnston	Rachel Powell	Scrutiny B		Children's Scrutiny Working Group	24/05/18	Cabinet		
Education Scrutiny Group	School Budgets June 2018		Myfanwy Catherine Alexander	Scrutiny B		Education Scrutiny Group	13/06/18	Cabinet		
Children's Services Scrutiny	Monitoring Improvement Plan	David Johnston	Rachel Powell	Scrutiny B		Children's Scrutiny Working Group	28/06/18	Cabinet		
Children's Services Scrutiny	Improvement Plan Monitoring Pt 1 Complaints monitoring	David Johnston	Rachel Powell	Scrutiny B		Children's Scrutiny Working Group	18/07/18	Cabinet		
Children's Services Scrutiny	Improvement Plan Monitoring Pt 2 Signs of Safety	David Johnston	Rachel Powell	Scrutiny B		Children's Scrutiny Working Group	13/09/18	Cabinet		
Children's Services Scrutiny	Improvement Plan Monitoring Pt 3 Workforce, retention and succession planning			Scrutiny B		Children's Scrutiny Working Group	11/10/18	Cabinet		
Children's Services Scrutiny	Monitoring Improvement Plan Pt 4	David Johnston	Rachel Powell	Scrutiny B		Children's Scrutiny Working Group	15/11/18	Cabinet		
Budget		Jane Thomas	Aled Wyn Davies			Finance Scrutiny Panel	08/12/17	Cabinet		
Director of Social Services Annual Report		Dylan Owen	Cllr Stephen Hayes			Adult Social Care Working Group;#Children's Scrutiny Working Group	02/05/18	Cabinet	27/03/18	10/04/18

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